



CITY OF CAMBRIDGE
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EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

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December 21, 1992

To The Honorable, The City Council:

Please find attached a report on the Plan for Cambridge's Youth Employment and Training Services as requested from the Human Services and Youth Committee of the City Council, received from Assistant City Manager for Human Services Jill Herold and City-Wide Youth Employment Coordinator Saphira Baker.

Very truly yours,

Robert W. Healy
City Manager

RWH/mev
attachment



City of Cambridge
Department of Human Service Programs

51 Inman Street, Cambridge, Massachusetts 02139
 (617) 349-6200, Fax (617) 349-6248

TO: Robert W. Healy
 FROM: Jill Herold
 Saphira Baker
 DATE: December 4, 1992
 RE: Youth Employment Plan

Attached is A Plan for Cambridge's Youth Employment and Training Services as requested from the Human Services and Youth Committee of the City Council. The document was prepared by the Planning Committee of the Citywide Youth Employment Office (list attached).

The plan inventories existing youth employment and training resources, identifies gaps in services and lays out a strategy for addressing the gaps. We look forward to working on specific implementation plans.

DIVISIONS:

Childcare
 349-6200

Community Learning Center
 349-6363

Community & Youth
 349-6231

Council on Aging/Elderly Services
 349-6220

Low Income Fuel Assistance
 349-6247

Planning & Development
 349-6200

Recreation
 349-6230

MultiService Center/Homeless Services
 349-6346

A Plan for Cambridge's Youth Employment and Training Services
as requested from the Human Services and Youth Committee, Cambridge City Council

Proposed by the Planning Committee of the
Citywide Youth Employment Office
December 15, 1992

SUMMARY

This plan provides a road map for the city of Cambridge's efforts to enhance young people's opportunities to learn and gain work experience through local employment, training, and educational initiatives. It is proposed by the Planning Committee of the Citywide Youth Employment Office who, since CYEO was established in 1990, has set policy and direction for this city-sponsored coordinating office (see list of members). The coordination and development of a unified coalition of youth employment and training leaders, including representation from the schools, city government, and the private sector, has been an important component of CYEO's work. It is due, in part, to this history of collaboration -- in concert with CYEO's documentation of unmet needs in the community -- that we are able to set down the following plan for the future.

Our overall aim is to create a ladder of year-round and summer opportunities, from the time young people are 13 years old to age 21, providing youth with employment, training, and educational opportunities to promote youth development, employability, and life long learning skills. While all of the plan's components are important, we have chosen to highlight the enhancement of apprenticeship and training options as a first priority.

This proposal has four sections. The first section provides a starting point by taking an inventory of current youth employment services in Cambridge. The second section addresses gaps in services -- both in terms of unserved populations and types of programs available -- and the third section outlines a strategy for addressing those gaps. A fourth section makes recommendations, based on these findings, for next steps in Cambridge.

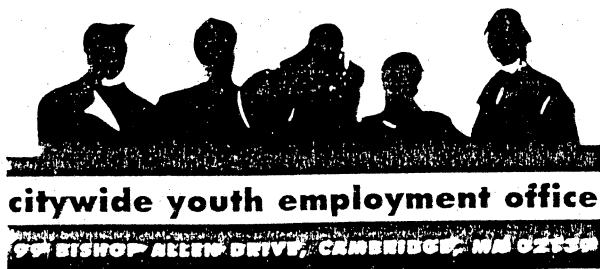
I. INVENTORY:

CURRENT EMPLOYMENT AND TRAINING RESOURCES FOR CAMBRIDGE YOUTH

II. ADDRESSING THE GAPS IN YOUTH EMPLOYMENT SERVICES

- A. Enhance and Expand Apprenticeship Offerings
- B. Increase Employment and Training Opportunities
- C. Maintain Existing Services
- D. Support Initiatives for Target Populations:
 - ◆ *linguistic minority youth*
 - ◆ *young people making the transition to high school*
 - ◆ *out-of-school youth, including high school graduates*
 - ◆ *the "working poor"*
- E. Coordinate Services and Outreach to Employers

III. RECOMMENDATIONS



I. INVENTORY: CURRENT EMPLOYMENT AND TRAINING RESOURCES FOR CAMBRIDGE YOUTH

Cambridge has a rich diversity of employment and training programs which provide services to local youth, ages 13-21. Collectively, the agencies listed below serve approximately 650-900 youth during the summer (depending on annual federal and municipal funding allocations), and roughly 400 young people during the school year. Each program targets a specific audience with a distinct package of educational activities, job placement, and enrichment components.

- ◆ The Cambridge Rindge and Latin School (CRLS) **Work-Study Program** provides subsidized job placements for approximately 120 CRLS students primarily in city agencies during the school year, with a limited number of positions reserved for Special Needs students. Summer opportunities are offered to approximately 15 youth. There is no minimum income or age requirement.
- ◆ **Cambridge TeenWork** of the Just-A-Start Corporation provides year-round job development with Cambridge employers, offers youth six-hour employment-readiness workshops, matches high school students with career-related jobs and provides ongoing counseling to approximately 60 youth during the academic year and 100 youth during the summer. Teens must be 16 or older, have an overall passing grade of 70 or better, and a school attendance rate of 85 percent.
- ◆ **City Links** of Cambridge Community Services is a school-year program which provides subsidized public sector internships in Cambridge municipal departments, mentors, and corresponding training in government careers to 15 linguistic minority youth. Interns must have English as their second language, and be juniors or seniors studying at an advanced or intermediate ESL level.
- ◆ **Employment Resources, Inc. (ERI)** serves approximately 25 high school students during the academic year, ages 16-21, at CRLS in a "School-To-Work Training Program", by providing job-readiness workshops and assistance in finding employment. During the summer, ERI expands to serve approximately 150 Cambridge 14-15 year olds through federally-subsidized jobs in the non-profit and public sectors (available opportunities nearly doubled during the summer of 1992, due to an influx of federal funds). ERI also places approximately 30 Cambridge youth, ages 16-21, in private sector jobs during the summer. To qualify for ERI, youth must be "at-risk" and/or meet federal low-income guidelines. The program also serves handicapped youth.
- ◆ **Jobs for Bay State Graduates (JBG)** provides a year-long career awareness course including guidance in job preparation, placement, and retention for 35-40 seniors who have chosen to enter the labor force upon graduation. Students are assisted with full-time job placement at the conclusion of the academic year. An accompanying program of JBG provides career education for approximately 30 freshmen and sophomores.

- ▲ **Just-A-Start's Futures For Young Parents Program** serves 40 pregnant or parenting teens, ages 16-20, from Cambridge, Somerville, and nearby towns each year. Operating year-round, the program offers GED preparation, vocational development, parenting and life skills counseling, and match-up with adult mentors at its location in East Somerville. Transportation is provided from Cambridge. Upon completion of the program, participants enter employment, higher education, or skills training.
- ◆ **Just-A-Start's One-Stop Vocational Exploration Program** provides approximately 50 unemployed youth, ages 16-21, who have dropped out of school, with a comprehensive 6 to 9 month training program which focuses on: educational skills development and GED preparation; career exposure, particularly in high growth career areas, and vocational planning assistance; exposure to educational and training opportunities; and life skills and employability counseling. A community service oriented work experience allows the youth to earn a stipend during enrollment. The youth are placed in jobs, training programs, and post-secondary educational programs upon completion of training.
- ◆ **The Just-A-Start's Summer Program** provide community service-oriented paid work experience to approximately 100 youth, ages 14-21, for 7-8 weeks each summer. Remedial education is offered in collaboration with the Cambridge School Department, and all youth participate in educational enrichment, applied skills, multicultural teambuilding, and youth development workshops and activities.
- ◆ **The Mayor's Summer Youth Employment Program** provides subsidized employment for approximately 185 - 400 young people, ages 14-18, in non-profit and municipal agencies for eight weeks during the summer. In 1992, three-quarters of the positions were filled by teens, ages 14-15. Youth are matched with job counselors and receive job-readiness training. There is no income requirement for participation.
- ◆ **Cambridge Housing Authority's Work Force** provides "try-out" employment services, life skills and employability skills classes, case management, supports for academic success, a scholarship program and other assistance accessing post-secondary education, to approximately 100 public housing residents, ages 13-19, on a school-year basis. Cambridge public school students are placed in Cambridge companies and matched with on-site mentors. During the summer, the Work Force sponsors smaller special community service and academic remediation projects for approximately 15 youth, arranges for continuation of school year placement for another 10, and refers the rest of its participants to specialized summer job programs.

Program	1992-93		Approx. # served	Ages	Eligibility
	Academic	Summer			
Cambridge Housing Authority's Work Force	yes	yes	100 15 - 25	13-19 14-18	Cambridge seventh - twelfth graders who are residents of public housing
CRLS Work-Study Program	yes	yes	120 15	14-18	all CRLS students, some Special Needs students
City Links	yes		15	16-21	CRLS linguistic minorities with advanced/int. ESL levels
Employment Resources, Inc.	yes	yes	25 155**	14-21	CRLS "at-risk" youth meeting federal low-income guidelines, with special focus on 14-15 year olds during summer program.
Jobs for Bay State Grads	yes		35 30	16-21 14-15	CRLS "non-college bound" youth CRLS sophomores
Just-A-Start's Cambridge TeenWork	yes	yes	60 100	16-18	Cambridge high schools students with above average GPA and attendance
Just-A-Start's Futures	yes	yes	60	16-20	Pregnant/parenting teens with DPW eligibility requirements
Just-A-Start's One-Stop Program	yes	yes	50	16-21	Cambridge drop-outs who meet federal low-income criteria
Just-A-Start's Summer Program		yes	100	14-21	residency and age requirements
Mayor's Summer Youth Employment Program		yes	290* 110*	14-15 16-18	Cambridge residents who meet age requirements

* 1992 figures

** includes 100 slots in JAS Summer Program

1992 Summer Jobs:	685
1992-92 After-School Jobs and Training:	320
1992-93 In-School/Out-of-School Training only:	125
1992-93 Full-Time Year Round Jobs:	<u>50</u>
Total:	1,180

The Citywide Youth Employment Office (CYEO), a collaborative project of the Department of Human Services and Cambridge Community Services, serves as a coordinating and planning agency representing the above programs. In this capacity, CYEO documents unmet needs in the community, convenes community leaders to develop collaborative program responses, and helps to leverage funds to meet these needs. City Links, described above, resulted from such a process. CYEO also takes a primary role in developing job and training opportunities citywide. CYEO's primary activities have been to: engage more

employers in job development, training, and apprenticeship placements; coordinate youth employment services to increase accessibility of services to youth and employers; establish a Youth Employment Center at the local high school to serve as an information, referral, and job-readiness training site; provide regular meetings of youth employment and education leaders and staff in the community to share resources and information; produce directories of Cambridge's youth employment resources; identify community needs and plan programmatic responses; provide technical assistance and evaluation of youth programs, and provide information and referral services to Cambridge youth and their families. These steps have all been accomplished with the active involvement and personal support of CYEO's advisory committee members, including representatives of: Cambridge's youth employment programs, the employer community, the Cambridge Public Schools, Cambridge Community Development Department, Cambridge Partnership of Public Education, and others.

II. ADDRESSING THE GAPS IN YOUTH EMPLOYMENT SERVICES:

This section is divided into five parts. In each section a problem is defined, a goal articulated, and a suggested strategy for achieving the goal is outlined:

IIA. Enhance and Expand Apprenticeship Offerings

Problem:

Cambridge's youth employment professionals, educators, and businesses believe there is great value in strengthening the links between a student's work and school experience. Many youth, due to economic need, quest for experience, or desire for pocket change, work. Few of them see the connections between their jobs and what they study. In some cases, these worlds conflict. Apprenticeship programs provide a link between these two worlds, where classroom learning is reinforced and applied, by being put into practice at the work place. These programs help pave the way toward improving student's long-term employability, their personal development, and their ability to engage in life long learning. Communication between teachers and employers -- and understanding of each others' worlds -- is a critical ingredient toward making these connections.

Goal:

Support initiatives which provide career exposure, work preparation, information about post-secondary educational choices, and broad skill training to youth through employment, internship, and apprenticeship programs. Our aim is to step up the role of businesses, working together with educators, to build links between school and employment.

Strategy:

- ◆ Convene all those involved in apprenticeship efforts locally to plan next steps and build on a foundation of what currently exists. Plan for the development of a system of apprenticeship training options for Cambridge youth.

- ◆ Embark on collaborative ventures to link job placement with classroom training ("Apprenticeship" or "Internship" programs) at Cambridge industries and institutions to provide better preparation to youth in preparation for the transition from school to work. Target Cambridge's most stable industries, and industries expecting growth, such as education, health, enviro-tech, etc.
- ◆ Work with the Cambridge Partnership for Public Education, Cambridge School Department, and local youth employment and training programs to identify funding sources and seek support for apprenticeship programs in conjunction with growing local industries.
- ◆ In the short term, increase delivery of information and hands-on assistance to current employers of youth to help them provide valuable work experiences for both in-school and out-of-school youth at their companies.
- ◆ Track the experience of youths who work during the summer to determine how the experience affects their future job history and educational interests. This data will eventually help us to make the case for increased business involvement.

IIB. Increase Employment and Training Opportunities

Problem:

Cambridge's youth employment agencies provide a diverse range of services to approximately 600 - 900 youth during the summer and 300 - 400 youth during the school year. In terms of sheer numbers, we know that there are many more young people who would like to be part of these programs. This is clear from the following:

- ◆ In a 1991 survey of CRLS students, 1,500 young people said that they wanted to work during the school year and 875 said they would be interested in finding a summer job;
- ◆ In October of 1992, at least 60 youth are on waiting lists for the Work Force (which is currently able to serve only 25 percent of age eligible public housing residents) and over 100 for the CRLS Work-Study Program. Of the 120 students who have visited the new Youth Employment Center seeking work this fall, approximately half have been enrolled in programs.
- ◆ During Summer of 1992, through an infusion of federal funds into ERI and a doubling of the Mayor's Summer Youth Employment Program to 400 slots, Cambridge provided youth employment positions to a record 900 young people, up from 550 the year before. Because of this influx, few youth remained on waiting lists last summer. Thus, we know that at least 900 teens will be looking for jobs in 1993, when so many resources most likely will not be available.

Goal:

Expanding the number of job placements available to youth in Cambridge is an important goal, particularly in light of this previously documented need. At the same time, most youth are best served if these job opportunities take place in the context of structured youth employment programs. These programs can provide a blend of academic supports, job-readiness training, mentoring/coaching, and career and life skills guidance to youth in addition to job and internship placements.

Strategy:

- ◆ Continue to raise awareness in the employer community about the range of summer and year-round career and employment programs available to them. Provide them with information on the many ways they can become involved;
- ◆ Increase the overall understanding among employers of the variety of young people who are served through the local youth employment programs and the distinct needs they have of the business community;
- ◆ Facilitate access by youth employment programs to the employer community;
- ◆ Continue to recruit businesses to pledge summer jobs through a high-energy summer jobs campaign;
- ◆ Enlist more businesses to engage in the direct recruitment of their peers -- through increased participation of the Rotary Club, Chamber of Commerce, and other business leadership organizations and industry networks;
- ◆ Identify wider range of businesses than those currently involved with local programs through the collection of targeted business association lists, expanded presentation at a variety of association meetings, and outreach to a number of entities which work with businesses, such as the local Community Development Department and Cambridge Partnership for Public Education;
- ◆ Support city leadership to offer incentives for businesses to support youth employment, such as tax credits.
- ◆ Spawn new, engaging summer and year-round projects with strong educational components in cooperation with community agencies

IIC. Maintain Existing Services**Problem:**

Most all of the youth employment programs listed above have, at any given time, a waiting list of youth who are eager to participate and are eligible for youth employment services. Yet, in almost every case, programs are limited as to the number of youth they may serve by the existing capacity of their program. Most would agree that, by adding staff and some resources to the program, both an expanded number of young people could be served, and the services they receive could be enriched. For example, the Work Force would like to provide more counseling and experiential learning opportunities by expanding its efforts to expose its students to post-secondary options, but is limited by staff capacity. Others would like to place more of their enrolled youth in paying jobs, but are limited by their ability to develop private sector opportunities and to provide adequate counseling support.

Goal:

Maintain the diversity and scope of Cambridge's youth employment services. Assist youth employment programs experiencing funding difficulties in seeking and obtaining funding, public and private grants, technical assistance, and other forms of in-kind and monetary support.

Strategy:

- ◆ Enlist city leadership to help existing youth employment programs identify, seek and secure funding to provide services to current clients and to those on waiting lists.
- ◆ Increase public opportunities for city leadership to offer visible and concrete support of summer and year-round youth employment efforts;
- ◆ Work with job developers of Cambridge's youth employment programs to target and approach Cambridge companies not historically involved in youth efforts.
- ◆ Encourage business involvement in sponsoring work placements, internships and apprenticeship opportunities and help to educate businesses in how to work productively with youth through workshops, hands-on assistance, and literature;
- ◆ Step up coordinated media campaign to assist in job development and fundraising efforts for youth programs (profiles of teens at work, recognition of supportive businesses, coverage of campaign events).
- ◆ Help programs identify potential funding sources and secure grants through advocacy and technical assistance. Seek matching funds, operational funds, and/or seed monies from city government.
- ◆ Explore the potential for a set aside of local taxes for youth employment funding.

III. Support Initiatives for Target Populations**Problem:**

There is general agreement among committee members on populations where needs are largely unmet. These broad areas are as follows:

Linguistic minority youth

Locally, few summer or year-round programs have the capacity to help young people who do not speak English as their first language (38 percent of CRLS students) find meaningful employment and learn about careers. These youth are often shut out of the job market because of strict language requirements, or other workplace barriers. A recent CRLS survey also found linguistic minority students to be among those least informed about how to find a job and least knowledgeable about what careers were open to them in the future. Programs targeted at training and employing linguistic minority youth should be a citywide priority.

Young people making the transition to high school

During the summer, there are a relatively large number of opportunities for 14 and 15 year-olds to find employment through the youth programs. Yet, during the academic year, the majority of these opportunities vanish. Yet, it is this group who would greatly benefit from a structured employment experience combined with an academic component. These types of programs will help teens feel more engaged in their school work, and may serve to prevent young people from dropping out of school. The committee feels that extensive career and self development, mentoring, and a range of internship opportunities should be made available to this group as a number one form of drop-out prevention. We would like to work more closely with the high school in identifying youth who might benefit from an employment and training experience and direct them to appropriate resources.

Out-of-school youth: Drop-outs and high school graduates entering employment

As documented in a recent study completed for the CYEO, few training programs exist for drop-outs, particularly those who do not meet the low-income requirements of federally-funded JTPA programs. A sub-committee of business and youth employment leaders recently recommended: stronger links with Cambridge public schools in identifying kids at risk of dropping out of school, working more closely with school personnel to hook students back into existing services once they do drop out, and enlisting businesses to provide well-supervised job site internships for drop outs as part of a career exposure and job training initiative.

For youth who finish high school and do not choose to pursue post-secondary education, we need more emphasis on finding them promising full-time jobs and providing them with training options. Training programs which address these needs should be developed with consideration to the needs of the current and future labor market.

The "Working Poor"

It is well-documented that Cambridge youth who need the services of local youth programs are primarily from low-income families. Yet only a portion of these youth come from families which meet the federal low-income criteria making them eligible for summer jobs and year-round jobs funded through the Job Training Partnership Act and provided through ERI. Many Cambridge low and middle-income families are ineligible because they live above the federally-designated "poverty line" (for example, to qualify for JTPA-subsidized positions in 1992, a family of four's household earnings must be below \$13,950).

At the same time, fully one-third of CRLS students reported counting on their wages as an essential part of the family budget.¹ These students may belong to families considered the "working poor", where adult and youth members are working -- generally at a low-wage job -

¹ Working Toward Careers: Survey Findings of the Employment Interests and Experiences of Cambridge High School Youth, October 1991, Citywide Youth Employment Office, Cambridge Community Development Department, Cambridge Public Schools.

-, but still struggling to make ends meet. It has been argued in many forums (most recently in the November 23 issue of The New Republic) that families of four bringing in over \$20,000 with two combined incomes are still unable to meet their basic expenses. We need to target our services to low-income young people not served under the current federal rubric. These youth will benefit not only from the job salaries, but from the networking, counseling, and life skill training support that is not readily available to them.

Goal:

Enhance capacity of programs to serve designated target populations and/or create new initiatives to meet these needs. Bring in resources to meet these identified needs of Cambridge youth.

Strategy:

- ◆ Aggressively assist in the development and successful implementation of program models to serve youth populations with recently documented need: linguistic minorities, youth making the transition to high school, and out-of-school youth (including both drop-outs and high school graduates seeking employment);
- ◆ As an ongoing effort to respond to Cambridge's needs, convene relevant local service providers and educators, present information about current gaps in services, and design programs to respond to these goals.
- ◆ Develop a broad-ranging outreach plan -- particularly geared toward out-of-school youth who are difficult to reach -- to direct youth to available resources;
- ◆ Through common citywide database, keep a record to the demographics of the youth who are currently served and assess progress on an annual basis.
- ◆ Identify locations of out-of-school youth, their interests and level of academic proficiency as a first step toward improving outreach to this group. Develop in-school effort to direct them to existing and new resources.
- ◆ Collect literature on "model programs" to be available for dissemination to the youth employment and education community.

III. Continue to Coordinate Services and Outreach to Employers

Problem:

With the establishment of the Citywide Youth Employment Office, local youth employment and training leaders have coordinated their efforts, resulting in a stronger impact in the employer and youth communities. For example, accomplishments include: more businesses have become involved in employment and training efforts in the last two years, a clear common application process and information/referral center for youth has been established, and agencies benefit from joint job-readiness activities. Further, through CYEO's needs assessments, many community needs have been documented, and new program initiatives have been launched in response. A continuation of a strong, unified effort serves to keep youth employment and training high on the corporate agenda and, on the service side, to enhance the work of existing programs.

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Planning Committee of the Citywide Youth
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we will be working with existing programs as well as developing new ones, we envision broad community participation.

The CYEO Planning Committee recommends that the first phase of our efforts should be directed to goal number #1: to enhance and expand apprenticeship offerings, implementing the strategy outlined previously. This is not intended to de-emphasize the other goals, but establishes a priority for the short-term.

We believe the time is ripe for developing these opportunities:

- ◆ Cambridge businesses are eager to become more involved in the training of our youth, as documented in a recent Community Development Department survey and as self-evident in the active role of the CYEO Business Advisory Committee and the members of the Cambridge Partnership for Public Education;
- ◆ Cambridge's youth programs -- such as the Work Force, City Links, and others -- are currently engaging employers in apprenticeship placements and working in the schools with CRLS to integrate students' learning in the classroom with job training. These programs can be strengthened and expanded.
- ◆ Cambridge Public Schools are host to a collection of innovative pilot apprenticeship programs, under the rubric of the Rindge School of Technical Arts. This is a center of energy within the school system and an eagerness there to think through how more students can become part of these efforts.
- ◆ It is anticipated that there will be new federal monies designated for apprenticeship and training efforts for youth.
- ◆ Apprenticeship opportunities would serve the target populations we have identified in this plan: linguistic minority youth, 7th and 8th graders making the transition to high school; the working poor; and recent graduates making the transition to work.
- ◆ Apprenticeships are appropriate for youth as young as age 13 to age 21, and thus in keeping with our goal to focus on a ladder of opportunities for youth at all levels of development.

Next Steps

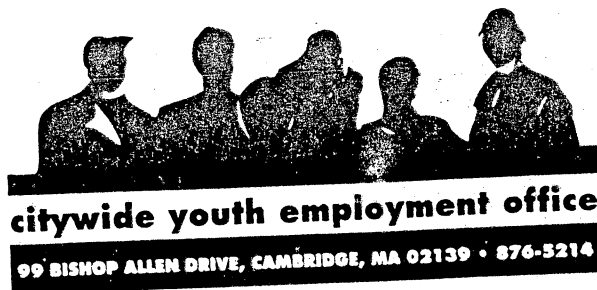
This plan is a beginning of the development of a comprehensive community strategy, as outlined in section IIA. Immediate next steps would include:

- ◆ CYEO, in conjunction with other collaborators such as Cambridge Public Schools and the Cambridge Partnership for Public Education, will host a series of meetings on school-to-work programs to determine what currently exists and where we should go;
- ◆ Convene industry clusters to determine employer involvement in these efforts, i.e., the specific roles of local public and private institutions;
- ◆ As a group, we will complete a comprehensive community plan to expand apprenticeship options locally, thus positioning ourselves to be a strong contender for federal, private, municipal, and corporate grants;

- ◆ Determine the roles and responsibilities of community partners as we seek to expand our apprenticeship offerings.

As the advisory group to the Citywide Youth Employment Office, we envision CYEO continuing many of its current functions in the implementation of this plan. Specifically, CYEO can continue to play a convening and facilitating role in the community with the end goal of collaborative program development and enhancement. CYEO can help to leverage funds for these efforts, provide technical assistance in fund-raising, planning, and implementation, and facilitate access to its network of local employers as needed. As initiatives are undertaken, CYEO can assist with ongoing monitoring and evaluation.

We look forward to working with the City of Cambridge to further the goals outlined in this plan.



PLANNING COMMITTEE

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**Incoming members as of 12/92*

November 1992

CCS

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EXECUTIVE DEPARTMENT
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RICHARD C. ROSSI
Deputy City Manager

December 21, 1992

To The Honorable, The City Council:

Please find attached a report on the Plan for Cambridge's Youth Employment and Training Services as requested from the Human Services and Youth Committee of the City Council, received from Assistant City Manager for Human Services Jill Herold and City-Wide Youth Employment Coordinator Saphira Baker.

Very truly yours,

Robert W. Healy
City Manager

RWH/mev
attachment



City of Cambridge Department of Human Service Programs

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(617) 349-6200, Fax (617) 349-6248

TO: Robert W. Healy
FROM: Jill Herold
Saphira Baker
DATE: December 4, 1992
RE: Youth Employment Plan

Attached is A Plan for Cambridge's Youth Employment and Training Services as requested from the Human Services and Youth Committee of the City Council. The document was prepared by the Planning Committee of the Citywide Youth Employment Office (list attached).

The plan inventories existing youth employment and training resources, identifies gaps in services and lays out a strategy for addressing the gaps. We look forward to working on specific implementation plans.

DIVISIONS:

Childcare
349-6200

Community Learning Center
349-6363

Community & Youth
349-6231

Council on Aging/Elderly Services
349-6220

Low Income Fuel Assistance
349-6247

Planning & Development
349-6200

Recreation
349-6230

MultiService Center/Homeless Services
349-6346

A Plan for Cambridge's Youth Employment and Training Services
as requested from the Human Services and Youth Committee, Cambridge City Council

Proposed by the Planning Committee of the
Citywide Youth Employment Office
December 15, 1992

SUMMARY

This plan provides a road map for the city of Cambridge's efforts to enhance young people's opportunities to learn and gain work experience through local employment, training, and educational initiatives. It is proposed by the Planning Committee of the Citywide Youth Employment Office who, since CYEO was established in 1990, has set policy and direction for this city-sponsored coordinating office (see list of members). The coordination and development of a unified coalition of youth employment and training leaders, including representation from the schools, city government, and the private sector, has been an important component of CYEO's work. It is due, in part, to this history of collaboration -- in concert with CYEO's documentation of unmet needs in the community -- that we are able to set down the following plan for the future.

Our overall aim is to create a ladder of year-round and summer opportunities, from the time young people are 13 years old to age 21, providing youth with employment, training, and educational opportunities to promote youth development, employability, and life long learning skills. While all of the plan's components are important, we have chosen to highlight the enhancement of apprenticeship and training options as a first priority.

This proposal has four sections. The first section provides a starting point by taking an inventory of current youth employment services in Cambridge. The second section addresses gaps in services -- both in terms of unserved populations and types of programs available -- and the third section outlines a strategy for addressing those gaps. A fourth section makes recommendations, based on these findings, for next steps in Cambridge.

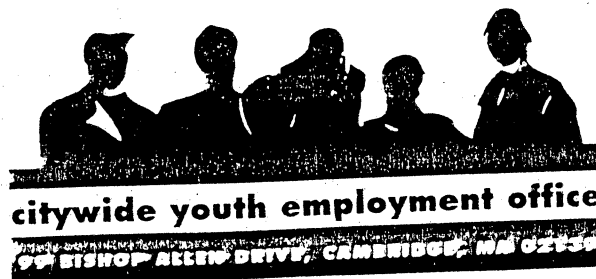
I. INVENTORY:

CURRENT EMPLOYMENT AND TRAINING RESOURCES FOR CAMBRIDGE YOUTH

II. ADDRESSING THE GAPS IN YOUTH EMPLOYMENT SERVICES

- A. Enhance and Expand Apprenticeship Offerings
- B. Increase Employment and Training Opportunities
- C. Maintain Existing Services
- D. Support Initiatives for Target Populations:
 - ◆ *linguistic minority youth*
 - ◆ *young people making the transition to high school*
 - ◆ *out-of-school youth, including high school graduates*
 - ◆ *the "working poor"*
- E. Coordinate Services and Outreach to Employers

III. RECOMMENDATIONS



I. INVENTORY: CURRENT EMPLOYMENT AND TRAINING RESOURCES FOR CAMBRIDGE YOUTH

Cambridge has a rich diversity of employment and training programs which provide services to local youth, ages 13-21. Collectively, the agencies listed below serve approximately 650-900 youth during the summer (depending on annual federal and municipal funding allocations), and roughly 400 young people during the school year. Each program targets a specific audience with a distinct package of educational activities, job placement, and enrichment components.

- ◆ The Cambridge Rindge and Latin School (CRLS) **Work-Study Program** provides subsidized job placements for approximately 120 CRLS students primarily in city agencies during the school year, with a limited number of positions reserved for Special Needs students. Summer opportunities are offered to approximately 15 youth. There is no minimum income or age requirement.
- ◆ **Cambridge TeenWork** of the Just-A-Start Corporation provides year-round job development with Cambridge employers, offers youth six-hour employment-readiness workshops, matches high school students with career-related jobs and provides ongoing counseling to approximately 60 youth during the academic year and 100 youth during the summer. Teens must be 16 or older, have an overall passing grade of 70 or better, and a school attendance rate of 85 percent.

City Links of Cambridge Community Services is a school-year program which provides subsidized public sector internships in Cambridge municipal departments, mentors, and corresponding training in government careers to 15 linguistic minority youth. Interns must have English as their second language, and be juniors or seniors studying at an advanced or intermediate ESL level.

- ◆ **Employment Resources, Inc. (ERI)** serves approximately 25 high school students during the academic year, ages 16-21, at CRLS in a "School-To-Work Training Program", by providing job-readiness workshops and assistance in finding employment. During the summer, ERI expands to serve approximately 150 Cambridge 14-15 year olds through federally-subsidized jobs in the non-profit and public sectors (available opportunities nearly doubled during the summer of 1992, due to an influx of federal funds). ERI also places approximately 30 Cambridge youth, ages 16-21, in private sector jobs during the summer. To qualify for ERI, youth must be "at-risk" and/or meet federal low-income guidelines. The program also serves handicapped youth.
- ◆ **Jobs for Bay State Graduates (JBG)** provides a year-long career awareness course including guidance in job preparation, placement, and retention for 35-40 seniors who have chosen to enter the labor force upon graduation. Students are assisted with full-time job placement at the conclusion of the academic year. An accompanying program of JBG provides career education for approximately 30 freshmen and sophomores.

- ▲ **Just-A-Start's Futures For Young Parents Program** serves 40 pregnant or parenting teens, ages 16-20, from Cambridge, Somerville, and nearby towns each year. Operating year-round, the program offers GED preparation, vocational development, parenting and life skills counseling, and match-up with adult mentors at its location in East Somerville. Transportation is provided from Cambridge. Upon completion of the program, participants enter employment, higher education, or skills training.
- ◆ **Just-A-Start's One-Stop Vocational Exploration Program** provides approximately 50 unemployed youth, ages 16-21, who have dropped out of school, with a comprehensive 6 to 9 month training program which focuses on: educational skills development and GED preparation; career exposure, particularly in high growth career areas, and vocational planning assistance; exposure to educational and training opportunities; and life skills and employability counseling. A community service oriented work experience allows the youth to earn a stipend during enrollment. The youth are placed in jobs, training programs, and post-secondary educational programs upon completion of training.
- ◆ **The Just-A-Start's Summer Program** provide community service-oriented paid work experience to approximately 100 youth, ages 14-21, for 7-8 weeks each summer. Remedial education is offered in collaboration with the Cambridge School Department, and all youth participate in educational enrichment, applied skills, multicultural teambuilding, and youth development workshops and activities.
- ▲ **The Mayor's Summer Youth Employment Program** provides subsidized employment for approximately 185 - 400 young people, ages 14-18, in non-profit and municipal agencies for eight weeks during the summer. In 1992, three-quarters of the positions were filled by teens, ages 14-15. Youth are matched with job counselors and receive job-readiness training. There is no income requirement for participation.
- ◆ **Cambridge Housing Authority's Work Force** provides "try-out" employment services, life skills and employability skills classes, case management, supports for academic success, a scholarship program and other assistance accessing post-secondary education, to approximately 100 public housing residents, ages 13-19, on a school-year basis. Cambridge public school students are placed in Cambridge companies and matched with on-site mentors. During the summer, the Work Force sponsors smaller special community service and academic remediation projects for approximately 15 youth, arranges for continuation of school year placement for another 10, and refers the rest of its participants to specialized summer job programs.

Program	1992-93		Approx. # served	Ages	Eligibility
	Academic	Summer			
Cambridge Housing Authority's Work Force	yes	yes	100 15 - 25	13-19 14-18	Cambridge seventh - twelfth graders who are residents of public housing
CRLS Work-Study Program	yes	yes	120 15	14-18	all CRLS students, some Special Needs students
City Links	yes		15	16-21	CRLS linguistic minorities with advanced/int. ESL levels
Employment Resources, Inc.	yes	yes	25 155**	14-21	CRLS "at-risk" youth meeting federal low-income guidelines, with special focus on 14-15 year olds during summer program.
Jobs for Bay State Grads	yes		35 30	16-21 14-15	CRLS "non-college bound" youth CRLS sophomores
Just-A-Start's Cambridge TeenWork	yes	yes	60 100	16-18	Cambridge high schools students with above average GPA and attendance
Just-A-Start's Futures	yes	yes	60	16-20	Pregnant/parenting teens with DPW eligibility requirements
Just-A-Start's One-Stop Program	yes	yes	50	16-21	Cambridge drop-outs who meet federal low-income criteria
Just-A-Start's Summer Program		yes	100	14-21	residency and age requirements
Mayor's Summer Youth Employment Program		yes	290* 110*	14-15 16-18	Cambridge residents who meet age requirements

* 1992 figures

** includes 100 slots in JAS Summer Program

1992 Summer Jobs:	685
1992-92 After-School Jobs and Training:	320
1992-93 In-School/Out-of-School Training only:	125
1992-93 Full-Time Year Round Jobs:	<u>50</u>
Total:	1,180

The Citywide Youth Employment Office (CYEO), a collaborative project of the Department of Human Services and Cambridge Community Services, serves as a coordinating and planning agency representing the above programs. In this capacity, CYEO documents unmet needs in the community, convenes community leaders to develop collaborative program responses, and helps to leverage funds to meet these needs. City Links, described above, resulted from such a process. CYEO also takes a primary role in developing job and training opportunities citywide. CYEO's primary activities have been to: engage more

employers in job development, training, and apprenticeship placements; coordinate youth employment services to increase accessibility of services to youth and employers; establish a Youth Employment Center at the local high school to serve as an information, referral, and job-readiness training site; provide regular meetings of youth employment and education leaders and staff in the community to share resources and information; produce directories of Cambridge's youth employment resources; identify community needs and plan programmatic responses; provide technical assistance and evaluation of youth programs, and provide information and referral services to Cambridge youth and their families. These steps have all been accomplished with the active involvement and personal support of CYEO's advisory committee members, including representatives of: Cambridge's youth employment programs, the employer community, the Cambridge Public Schools, Cambridge Community Development Department, Cambridge Partnership of Public Education, and others.

II. ADDRESSING THE GAPS IN YOUTH EMPLOYMENT SERVICES:

This section is divided into five parts. In each section a problem is defined, a goal articulated, and a suggested strategy for achieving the goal is outlined:

IIA. Enhance and Expand Apprenticeship Offerings

Problem:

Cambridge's youth employment professionals, educators, and businesses believe there is great value in strengthening the links between a student's work and school experience. Many youth, due to economic need, quest for experience, or desire for pocket change, work. Few of them see the connections between their jobs and what they study. In some cases, these worlds conflict. Apprenticeship programs provide a link between these two worlds, where classroom learning is reinforced and applied, by being put into practice at the work place. These programs help pave the way toward improving student's long-term employability, their personal development, and their ability to engage in life long learning. Communication between teachers and employers -- and understanding of each others' worlds -- is a critical ingredient toward making these connections.

Goal:

Support initiatives which provide career exposure, work preparation, information about post-secondary educational choices, and broad skill training to youth through employment, internship, and apprenticeship programs. Our aim is to step up the role of businesses, working together with educators, to build links between school and employment.

Strategy:

- ◆ Convene all those involved in apprenticeship efforts locally to plan next steps and build on a foundation of what currently exists. Plan for the development of a system of apprenticeship training options for Cambridge youth.

- ◆ Embark on collaborative ventures to link job placement with classroom training ("Apprenticeship" or "Internship" programs) at Cambridge industries and institutions to provide better preparation to youth in preparation for the transition from school to work. Target Cambridge's most stable industries, and industries expecting growth, such as education, health, enviro-tech, etc.
- ◆ Work with the Cambridge Partnership for Public Education, Cambridge School Department, and local youth employment and training programs to identify funding sources and seek support for apprenticeship programs in conjunction with growing local industries.
- ◆ In the short term, increase delivery of information and hands-on assistance to current employers of youth to help them provide valuable work experiences for both in-school and out-of-school youth at their companies.
- ◆ Track the experience of youths who work during the summer to determine how the experience affects their future job history and educational interests. This data will eventually help us to make the case for increased business involvement.

IIB. Increase Employment and Training Opportunities

Problem:

Cambridge's youth employment agencies provide a diverse range of services to approximately 600 - 900 youth during the summer and 300 - 400 youth during the school year. In terms of sheer numbers, we know that there are many more young people who would like to be part of these programs. This is clear from the following:

- ◆ In a 1991 survey of CRLS students, 1,500 young people said that they wanted to work during the school year and 875 said they would be interested in finding a summer job;
- ◆ In October of 1992, at least 60 youth are on waiting lists for the Work Force (which is currently able to serve only 25 percent of age eligible public housing residents) and over 100 for the CRLS Work-Study Program. Of the 120 students who have visited the new Youth Employment Center seeking work this fall, approximately half have been enrolled in programs.
- ◆ During Summer of 1992, through an infusion of federal funds into ERI and a doubling of the Mayor's Summer Youth Employment Program to 400 slots, Cambridge provided youth employment positions to a record 900 young people, up from 550 the year before. Because of this influx, few youth remained on waiting lists last summer. Thus, we know that at least 900 teens will be looking for jobs in 1993, when so many resources most likely will not be available.

Goal:

Expanding the number of job placements available to youth in Cambridge is an important goal, particularly in light of this previously documented need. At the same time, most youth are best served if these job opportunities take place in the context of structured youth employment programs. These programs can provide a blend of academic supports, job-readiness training, mentoring/coaching, and career and life skills guidance to youth in addition to job and internship placements.

Strategy:

- ◆ Continue to raise awareness in the employer community about the range of summer and year-round career and employment programs available to them. Provide them with information on the many ways they can become involved;
- ◆ Increase the overall understanding among employers of the variety of young people who are served through the local youth employment programs and the distinct needs they have of the business community;
- ◆ Facilitate access by youth employment programs to the employer community;
- ◆ Continue to recruit businesses to pledge summer jobs through a high-energy summer jobs campaign;
- ◆ Enlist more businesses to engage in the direct recruitment of their peers -- through increased participation of the Rotary Club, Chamber of Commerce, and other business leadership organizations and industry networks;
- ◆ Identify wider range of businesses than those currently involved with local programs through the collection of targeted business association lists, expanded presentation at a variety of association meetings, and outreach to a number of entities which work with businesses, such as the local Community Development Department and Cambridge Partnership for Public Education;
- ◆ Support city leadership to offer incentives for businesses to support youth employment, such as tax credits.
- ◆ Spawn new, engaging summer and year-round projects with strong educational components in cooperation with community agencies

IIC. Maintain Existing Services**Problem:**

Most all of the youth employment programs listed above have, at any given time, a waiting list of youth who are eager to participate and are eligible for youth employment services. Yet, in almost every case, programs are limited as to the number of youth they may serve by the existing capacity of their program. Most would agree that, by adding staff and some resources to the program, both an expanded number of young people could be served, and the services they receive could be enriched. For example, the Work Force would like to provide more counseling and experiential learning opportunities by expanding its efforts to expose its students to post-secondary options, but is limited by staff capacity. Others would like to place more of their enrolled youth in paying jobs, but are limited by their ability to develop private sector opportunities and to provide adequate counseling support.

Goal:

Maintain the diversity and scope of Cambridge's youth employment services. Assist youth employment programs experiencing funding difficulties in seeking and obtaining funding, public and private grants, technical assistance, and other forms of in-kind and monetary support.

Strategy:

- ◆ Enlist city leadership to help existing youth employment programs identify, seek and secure funding to provide services to current clients and to those on waiting lists.
- ◆ Increase public opportunities for city leadership to offer visible and concrete support of summer and year-round youth employment efforts;
- ◆ Work with job developers of Cambridge's youth employment programs to target and approach Cambridge companies not historically involved in youth efforts.
- ◆ Encourage business involvement in sponsoring work placements, internships and apprenticeship opportunities and help to educate businesses in how to work productively with youth through workshops, hands-on assistance, and literature;
- ◆ Step up coordinated media campaign to assist in job development and fundraising efforts for youth programs (profiles of teens at work, recognition of supportive businesses, coverage of campaign events).
- ◆ Help programs identify potential funding sources and secure grants through advocacy and technical assistance. Seek matching funds, operational funds, and/or seed monies from city government.
- ◆ Explore the potential for a set aside of local taxes for youth employment funding.

III. Support Initiatives for Target Populations**Problem:**

There is general agreement among committee members on populations where needs are largely unmet. These broad areas are as follows:

Linguistic minority youth

Locally, few summer or year-round programs have the capacity to help young people who do not speak English as their first language (38 percent of CRLS students) find meaningful employment and learn about careers. These youth are often shut out of the job market because of strict language requirements, or other workplace barriers. A recent CRLS survey also found linguistic minority students to be among those least informed about how to find a job and least knowledgeable about what careers were open to them in the future. Programs targeted at training and employing linguistic minority youth should be a citywide priority.

Young people making the transition to high school

During the summer, there are a relatively large number of opportunities for 14 and 15 year-olds to find employment through the youth programs. Yet, during the academic year, the majority of these opportunities vanish. Yet, it is this group who would greatly benefit from a structured employment experience combined with an academic component. These types of programs will help teens feel more engaged in their school work, and may serve to prevent young people from dropping out of school. The committee feels that extensive career and self development, mentoring, and a range of internship opportunities should be made available to this group as a number one form of drop-out prevention. We would like to work more closely with the high school in identifying youth who might benefit from an employment and training experience and direct them to appropriate resources.

Out-of-school youth: Drop-outs and high school graduates entering employment

As documented in a recent study completed for the CYEO, few training programs exist for drop-outs, particularly those who do not meet the low-income requirements of federally-funded JTPA programs. A sub-committee of business and youth employment leaders recently recommended: stronger links with Cambridge public schools in identifying kids at risk of dropping out of school, working more closely with school personnel to hook students back into existing services once they do drop out, and enlisting businesses to provide well-supervised job site internships for drop outs as part of a career exposure and job training initiative.

For youth who finish high school and do not choose to pursue post-secondary education, we need more emphasis on finding them promising full-time jobs and providing them with training options. Training programs which address these needs should be developed with consideration to the needs of the current and future labor market.

The "Working Poor"

It is well-documented that Cambridge youth who need the services of local youth programs are primarily from low-income families. Yet only a portion of these youth come from families which meet the federal low-income criteria making them eligible for summer jobs and year-round jobs funded through the Job Training Partnership Act and provided through ERI. Many Cambridge low and middle-income families are ineligible because they live above the federally-designated "poverty line" (for example, to qualify for JTPA-subsidized positions in 1992, a family of four's household earnings must be below \$13,950).

At the same time, fully one-third of CRLS students reported counting on their wages as an essential part of the family budget.¹ These students may belong to families considered the "working poor", where adult and youth members are working -- generally at a low-wage job -

¹ Working Toward Careers: Survey Findings of the Employment Interests and Experiences of Cambridge High School Youth, October 1991, Citywide Youth Employment Office, Cambridge Community Development Department, Cambridge Public Schools.

-, but still struggling to make ends meet. It has been argued in many forums (most recently in the November 23 issue of The New Republic) that families of four bringing in over \$20,000 with two combined incomes are still unable to meet their basic expenses. We need to target our services to low-income young people not served under the current federal rubric. These youth will benefit not only from the job salaries, but from the networking, counseling, and life skill training support that is not readily available to them.

Goal:

Enhance capacity of programs to serve designated target populations and/or create new initiatives to meet these needs. Bring in resources to meet these identified needs of Cambridge youth.

Strategy:

- ◆ Aggressively assist in the development and successful implementation of program models to serve youth populations with recently documented need: linguistic minorities, youth making the transition to high school, and out-of-school youth (including both drop-outs and high school graduates seeking employment);
- ◆ As an ongoing effort to respond to Cambridge's needs, convene relevant local service providers and educators, present information about current gaps in services, and design programs to respond to these goals.
- ◆ Develop a broad-ranging outreach plan -- particularly geared toward out-of-school youth who are difficult to reach -- to direct youth to available resources;
- ◆ Through common citywide database, keep a record to the demographics of the youth who are currently served and assess progress on an annual basis.
- ◆ Identify locations of out-of-school youth, their interests and level of academic proficiency as a first step toward improving outreach to this group. Develop in-school effort to direct them to existing and new resources.
- ◆ Collect literature on "model programs" to be available for dissemination to the youth employment and education community.

III. Continue to Coordinate Services and Outreach to Employers

Problem:

With the establishment of the Citywide Youth Employment Office, local youth employment and training leaders have coordinated their efforts, resulting in a stronger impact in the employer and youth communities. For example, accomplishments include: more businesses have become involved in employment and training efforts in the last two years, a clear common application process and information/referral center for youth has been established, and agencies benefit from joint job-readiness activities. Further, through CYEO's needs assessments, many community needs have been documented, and new program initiatives have been launched in response. A continuation of a strong, unified effort serves to keep youth employment and training high on the corporate agenda and, on the service side, to enhance the work of existing programs.

Goal:

Maintain a unified coalition and continue to extend membership to new youth employment and training efforts, including post-secondary institutions.

Strategy:

CYEO will continue with:

- ◆ regular meetings of Cambridge youth employment and education professionals to share information and set policy directives;
- ◆ identifying Cambridge's youth employment needs on a regular basis, convening key community players, and leveraging resources to serve target populations;
- ◆ distribution and updating of directories of local employment and training resources;
- ◆ Expansion of the range of coordinated activities available at the CRLS Youth Employment Center -- such as more job-readiness activities involving the business community and increased usage of conference room space for workshops. Give center a "facelift" to provide a more professional setting;
- ◆ expanded use of a "common application" form for all youth seeking employment and training programs;
- ◆ coordinated outreach to youth and businesses as part of overall efforts to serve more youth in need;
- ◆ availability of information and referral services to Cambridge youth and parents;
- ◆ provision of technical assistance and evaluation services to local youth employment programs.

III. RECOMMENDATIONS

This "investment strategy" is proposed by the Planning Committee of the Citywide Youth Employment Office, and stems from the needs we perceive in the Cambridge community, as well as the results of a recent survey of our youth² and other local research and assessment studies.

To move in the direction outlined by the plan, many new resources would be needed. As a next step, we envision a joint meeting with the City Council to determine priorities and establish what we would like to accomplish immediately and over the long-term. We will then need to produce a specific plan with an estimated budget. Further, we will need to specify lead roles and responsibilities. Because the needs of the community are great, and

² Working Toward Careers: Survey Findings of the Employment Interests and Experiences of Cambridge High School Youth, October 1991, published by the Citywide Youth Employment Office, Cambridge Community Development Department, and Cambridge Public Schools.

we will be working with existing programs as well as developing new ones, we envision broad community participation.

The CYEO Planning Committee recommends that the first phase of our efforts should be directed to goal number #1: to enhance and expand apprenticeship offerings, implementing the strategy outlined previously. This is not intended to de-emphasize the other goals, but establishes a priority for the short-term.

We believe the time is ripe for developing these opportunities:

- ◆ Cambridge businesses are eager to become more involved in the training of our youth, as documented in a recent Community Development Department survey and as self-evident in the active role of the CYEO Business Advisory Committee and the members of the Cambridge Partnership for Public Education;
- ◆ Cambridge's youth programs -- such as the Work Force, City Links, and others -- are currently engaging employers in apprenticeship placements and working in the schools with CRLS to integrate students' learning in the classroom with job training. These programs can be strengthened and expanded.
- ◆ Cambridge Public Schools are host to a collection of innovative pilot apprenticeship programs, under the rubric of the Rindge School of Technical Arts. This is a center of energy within the school system and an eagerness there to think through how more students can become part of these efforts.
- ◆ It is anticipated that there will be new federal monies designated for apprenticeship and training efforts for youth.
- ◆ Apprenticeship opportunities would serve the target populations we have identified in this plan: linguistic minority youth, 7th and 8th graders making the transition to high school; the working poor; and recent graduates making the transition to work.
- ◆ Apprenticeships are appropriate for youth as young as age 13 to age 21, and thus in keeping with our goal to focus on a ladder of opportunities for youth at all levels of development.

Next Steps

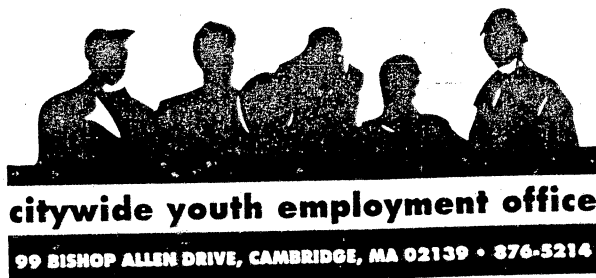
This plan is a beginning of the development of a comprehensive community strategy, as outlined in section IIA. Immediate next steps would include:

- ◆ CYEO, in conjunction with other collaborators such as Cambridge Public Schools and the Cambridge Partnership for Public Education, will host a series of meetings on school-to-work programs to determine what currently exists and where we should go;
- ◆ Convene industry clusters to determine employer involvement in these efforts, i.e., the specific roles of local public and private institutions;
- ◆ As a group, we will complete a comprehensive community plan to expand apprenticeship options locally, thus positioning ourselves to be a strong contender for federal, private, municipal, and corporate grants;

- ◆ Determine the roles and responsibilities of community partners as we seek to expand our apprenticeship offerings.

As the advisory group to the Citywide Youth Employment Office, we envision CYEO continuing many of its current functions in the implementation of this plan. Specifically, CYEO can continue to play a convening and facilitating role in the community with the end goal of collaborative program development and enhancement. CYEO can help to leverage funds for these efforts, provide technical assistance in fund-raising, planning, and implementation, and facilitate access to its network of local employers as needed. As initiatives are undertaken, CYEO can assist with ongoing monitoring and evaluation.

We look forward to working with the City of Cambridge to further the goals outlined in this plan.



PLANNING COMMITTEE

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**Incoming members as of 12/92*

November 1992





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EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

December 21, 1992

To The Honorable, The City Council:

Please find attached a report on the Plan for Cambridge's Youth Employment and Training Services as requested from the Human Services and Youth Committee of the City Council, received from Assistant City Manager for Human Services Jill Herold and City-Wide Youth Employment Coordinator Saphira Baker.

Very truly yours,

Robert W. Healy
City Manager

RWH/mev
attachment



City of Cambridge
Department of Human Service Programs

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TO: Robert W. Healy
 FROM: Jill Herold *JH*
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December 15, 1992

SUMMARY

This plan provides a road map for the city of Cambridge's efforts to enhance young people's opportunities to learn and gain work experience through local employment, training, and educational initiatives. It is proposed by the Planning Committee of the Citywide Youth Employment Office who, since CYEO was established in 1990, has set policy and direction for this city-sponsored coordinating office (see list of members). The coordination and development of a unified coalition of youth employment and training leaders, including representation from the schools, city government, and the private sector, has been an important component of CYEO's work. It is due, in part, to this history of collaboration -- in concert with CYEO's documentation of unmet needs in the community -- that we are able to set down the following plan for the future.

Our overall aim is to create a ladder of year-round and summer opportunities, from the time young people are 13 years old to age 21, providing youth with employment, training, and educational opportunities to promote youth development, employability, and life long learning skills. While all of the plan's components are important, we have chosen to highlight the enhancement of apprenticeship and training options as a first priority.

This proposal has four sections. The first section provides a starting point by taking an inventory of current youth employment services in Cambridge. The second section addresses gaps in services -- both in terms of unserved populations and types of programs available -- and the third section outlines a strategy for addressing those gaps. A fourth section makes recommendations, based on these findings, for next steps in Cambridge.

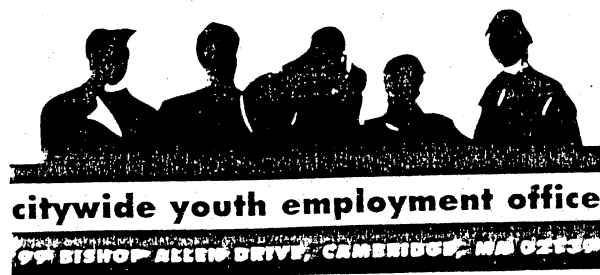
I. INVENTORY:

CURRENT EMPLOYMENT AND TRAINING RESOURCES FOR CAMBRIDGE YOUTH

II. ADDRESSING THE GAPS IN YOUTH EMPLOYMENT SERVICES

- A. Enhance and Expand Apprenticeship Offerings
- B. Increase Employment and Training Opportunities
- C. Maintain Existing Services
- D. Support Initiatives for Target Populations:
 - ◆ *linguistic minority youth*
 - ◆ *young people making the transition to high school*
 - ◆ *out-of-school youth, including high school graduates*
 - ◆ *the "working poor"*
- E. Coordinate Services and Outreach to Employers

III. RECOMMENDATIONS



I. INVENTORY: CURRENT EMPLOYMENT AND TRAINING RESOURCES FOR CAMBRIDGE YOUTH

Cambridge has a rich diversity of employment and training programs which provide services to local youth, ages 13-21. Collectively, the agencies listed below serve approximately 650-900 youth during the summer (depending on annual federal and municipal funding allocations), and roughly 400 young people during the school year. Each program targets a specific audience with a distinct package of educational activities, job placement, and enrichment components.

- ◆ The Cambridge Rindge and Latin School (CRLS) **Work-Study Program** provides subsidized job placements for approximately 120 CRLS students primarily in city agencies during the school year, with a limited number of positions reserved for Special Needs students. Summer opportunities are offered to approximately 15 youth. There is no minimum income or age requirement.
- ◆ **Cambridge TeenWork** of the Just-A-Start Corporation provides year-round job development with Cambridge employers, offers youth six-hour employment-readiness workshops, matches high school students with career-related jobs and provides ongoing counseling to approximately 60 youth during the academic year and 100 youth during the summer. Teens must be 16 or older, have an overall passing grade of 70 or better, and a school attendance rate of 85 percent.
- ◆ **City Links** of Cambridge Community Services is a school-year program which provides subsidized public sector internships in Cambridge municipal departments, mentors, and corresponding training in government careers to 15 linguistic minority youth. Interns must have English as their second language, and be juniors or seniors studying at an advanced or intermediate ESL level.
- ◆ **Employment Resources, Inc. (ERI)** serves approximately 25 high school students during the academic year, ages 16-21, at CRLS in a "School-To-Work Training Program", by providing job-readiness workshops and assistance in finding employment. During the summer, ERI expands to serve approximately 150 Cambridge 14-15 year olds through federally-subsidized jobs in the non-profit and public sectors (available opportunities nearly doubled during the summer of 1992, due to an influx of federal funds). ERI also places approximately 30 Cambridge youth, ages 16-21, in private sector jobs during the summer. To qualify for ERI, youth must be "at-risk" and/or meet federal low-income guidelines. The program also serves handicapped youth.
- ◆ **Jobs for Bay State Graduates (JBG)** provides a year-long career awareness course including guidance in job preparation, placement, and retention for 35-40 seniors who have chosen to enter the labor force upon graduation. Students are assisted with full-time job placement at the conclusion of the academic year. An accompanying program of JBG provides career education for approximately 30 freshmen and sophomores.

Just-A-Start's Futures For Young Parents Program serves 40 pregnant or parenting teens, ages 16-20, from Cambridge, Somerville, and nearby towns each year. Operating year-round, the program offers GED preparation, vocational development, parenting and life skills counseling, and match-up with adult mentors at its location in East Somerville. Transportation is provided from Cambridge. Upon completion of the program, participants enter employment, higher education, or skills training.

◆ **Just-A-Start's One-Stop Vocational Exploration Program** provides approximately 50 unemployed youth, ages 16-21, who have dropped out of school, with a comprehensive 6 to 9 month training program which focuses on: educational skills development and GED preparation; career exposure, particularly in high growth career areas, and vocational planning assistance; exposure to educational and training opportunities; and life skills and employability counseling. A community service oriented work experience allows the youth to earn a stipend during enrollment. The youth are placed in jobs, training programs, and post-secondary educational programs upon completion of training.

◆ **The Just-A-Start's Summer Program** provide community service-oriented paid work experience to approximately 100 youth, ages 14-21, for 7-8 weeks each summer. Remedial education is offered in collaboration with the Cambridge School Department, and all youth participate in educational enrichment, applied skills, multicultural teambuilding, and youth development workshops and activities.

The Mayor's Summer Youth Employment Program provides subsidized employment for approximately 185 - 400 young people, ages 14-18, in non-profit and municipal agencies for eight weeks during the summer. In 1992, three-quarters of the positions were filled by teens, ages 14-15. Youth are matched with job counselors and receive job-readiness training. There is no income requirement for participation.

◆ **Cambridge Housing Authority's Work Force** provides "try-out" employment services, life skills and employability skills classes, case management, supports for academic success, a scholarship program and other assistance accessing post-secondary education, to approximately 100 public housing residents, ages 13-19, on a school-year basis. Cambridge public school students are placed in Cambridge companies and matched with on-site mentors. During the summer, the Work Force sponsors smaller special community service and academic remediation projects for approximately 15 youth, arranges for continuation of school year placement for another 10, and refers the rest of its participants to specialized summer job programs.

Prc	1992-93		Approx # served	Ages	Eligibility
	Academic	Summer			
Cambridge Housing Authority's Work Force	yes	yes	100 15 - 25	13-19 14-18	Cambridge seventh - twelfth graders who are residents of public housing
CRLS Work-Study Program	yes	yes	120 15	14-18	all CRLS students, some Special Needs students
City Links	yes		15	16-21	CRLS linguistic minorities with advanced/int. ESL levels
Employment Resources, Inc.	yes	yes	25 155**	14-21	CRLS "at-risk" youth meeting federal low-income guidelines, with special focus on 14-15 year olds during summer program.
Jobs for Bay State Grads	yes		35 30	16-21 14-15	CRLS "non-college bound" youth CRLS sophomores
Just-A-Start's Cambridge TeenWork	yes	yes	60 100	16-18	Cambridge high schools students with above average GPA and attendance
Just-A-Start's Futures	yes	yes	60	16-20	Pregnant/parenting teens with DPW eligibility requirements
Just-A-Start's One-Stop Program	yes	yes	50	16-21	Cambridge drop-outs who meet federal low-income criteria
Just-A-Start's Summer Program		yes	100	14-21	residency and age requirements
Mayor's Summer Youth Employment Program		yes	290* 110*	14-15 16-18	Cambridge residents who meet age requirements

* 1992 figures

** includes 100 slots in JAS Summer Program

1992 Summer Jobs: 685
 1992-92 After-School Jobs and Training: 320
 1992-93 In-School/Out-of-School Training only: 125
 1992-93 Full-Time Year Round Jobs: 50
 Total: 1,180

The Citywide Youth Employment Office (CYEO), a collaborative project of the Department of Human Services and Cambridge Community Services, serves as a coordinating and planning agency representing the above programs. In this capacity, CYEO documents unmet needs in the community, convenes community leaders to develop collaborative program responses, and helps to leverage funds to meet these needs. City Links, described above, resulted from such a process. CYEO also takes a primary role in developing job and training opportunities citywide. CYEO's primary activities have been to: engage more

employers in job development, training, and apprenticeship placements; coordinate youth employment services to increase accessibility of services to youth and employers; establish a Youth Employment Center at the local high school to serve as an information, referral, and job-readiness training site; provide regular meetings of youth employment and education leaders and staff in the community to share resources and information; produce directories of Cambridge's youth employment resources; identify community needs and plan programmatic responses; provide technical assistance and evaluation of youth programs, and provide information and referral services to Cambridge youth and their families. These steps have all been accomplished with the active involvement and personal support of CYEO's advisory committee members, including representatives of: Cambridge's youth employment programs, the employer community, the Cambridge Public Schools, Cambridge Community Development Department, Cambridge Partnership of Public Education, and others.

II. ADDRESSING THE GAPS IN YOUTH EMPLOYMENT SERVICES:

This section is divided into five parts. In each section a problem is defined, a goal articulated, and a suggested strategy for achieving the goal is outlined:

IIA. Enhance and Expand Apprenticeship Offerings

Problem:

Cambridge's youth employment professionals, educators, and businesses believe there is great value in strengthening the links between a student's work and school experience. Many youth, due to economic need, quest for experience, or desire for pocket change, work. Few of them see the connections between their jobs and what they study. In some cases, these worlds conflict. Apprenticeship programs provide a link between these two worlds, where classroom learning is reinforced and applied, by being put into practice at the work place. These programs help pave the way toward improving student's long-term employability, their personal development, and their ability to engage in life long learning. Communication between teachers and employers -- and understanding of each others' worlds -- is a critical ingredient toward making these connections.

Goal:

Support initiatives which provide career exposure, work preparation, information about post-secondary educational choices, and broad skill training to youth through employment, internship, and apprenticeship programs. Our aim is to step up the role of businesses, working together with educators, to build links between school and employment.

Strategy:

- ◆ Convene all those involved in apprenticeship efforts locally to plan next steps and build on a foundation of what currently exists. Plan for the development of a system of apprenticeship training options for Cambridge youth.

- ◆ Embark on collaborative ventures to link job placement with classroom training ("Apprenticeship" or "Internship" programs) at Cambridge industries and institutions to provide better preparation to youth in preparation for the transition from school to work. Target Cambridge's most stable industries, and industries expecting growth, such as education, health, enviro-tech, etc.
- ◆ Work with the Cambridge Partnership for Public Education, Cambridge School Department, and local youth employment and training programs to identify funding sources and seek support for apprenticeship programs in conjunction with growing local industries.
- ◆ In the short term, increase delivery of information and hands-on assistance to current employers of youth to help them provide valuable work experiences for both in-school and out-of-school youth at their companies.
- ◆ Track the experience of youths who work during the summer to determine how the experience affects their future job history and educational interests. This data will eventually help us to make the case for increased business involvement.

IIB. Increase Employment and Training Opportunities

Problem:

Cambridge's youth employment agencies provide a diverse range of services to approximately 600 - 900 youth during the summer and 300 - 400 youth during the school year. In terms of sheer numbers, we know that there are many more young people who would like to be part of these programs. This is clear from the following:

- ◆ In a 1991 survey of CRLS students, 1,500 young people said that they wanted to work during the school year and 875 said they would be interested in finding a summer job;
- ◆ In October of 1992, at least 60 youth are on waiting lists for the Work Force (which is currently able to serve only 25 percent of age eligible public housing residents) and over 100 for the CRLS Work-Study Program. Of the 120 students who have visited the new Youth Employment Center seeking work this fall, approximately half have been enrolled in programs.
- ◆ During Summer of 1992, through an infusion of federal funds into ERI and a doubling of the Mayor's Summer Youth Employment Program to 400 slots, Cambridge provided youth employment positions to a record 900 young people, up from 550 the year before. Because of this influx, few youth remained on waiting lists last summer. Thus, we know that at least 900 teens will be looking for jobs in 1993, when so many resources most likely will not be available.

Goal:

Expanding the number of job placements available to youth in Cambridge is an important goal, particularly in light of this previously documented need. At the same time, most youth are best served if these job opportunities take place in the context of structured youth employment programs. These programs can provide a blend of academic supports, job-readiness training, mentoring/coaching, and career and life skills guidance to youth in addition to job and internship placements.

Strategy:

- ◆ Continue to raise awareness in the employer community about the range of summer and year-round career and employment programs available to them. Provide them with information on the many ways they can become involved;
- ◆ Increase the overall understanding among employers of the variety of young people who are served through the local youth employment programs and the distinct needs they have of the business community;
- ◆ Facilitate access by youth employment programs to the employer community;
- ◆ Continue to recruit businesses to pledge summer jobs through a high-energy summer jobs campaign;
- ◆ Enlist more businesses to engage in the direct recruitment of their peers -- through increased participation of the Rotary Club, Chamber of Commerce, and other business leadership organizations and industry networks;
- ◆ Identify wider range of businesses than those currently involved with local programs through the collection of targeted business association lists, expanded presentation at a variety of association meetings, and outreach to a number of entities which work with businesses, such as the local Community Development Department and Cambridge Partnership for Public Education;
- ◆ Support city leadership to offer incentives for businesses to support youth employment, such as tax credits.
- ◆ Spawn new, engaging summer and year-round projects with strong educational components in cooperation with community agencies

IIC. Maintain Existing Services**Problem:**

Most all of the youth employment programs listed above have, at any given time, a waiting list of youth who are eager to participate and are eligible for youth employment services. Yet, in almost every case, programs are limited as to the number of youth they may serve by the existing capacity of their program. Most would agree that, by adding staff and some resources to the program, both an expanded number of young people could be served, and the services they receive could be enriched. For example, the Work Force would like to provide more counseling and experiential learning opportunities by expanding its efforts to expose its students to post-secondary options, but is limited by staff capacity. Others would like to place more of their enrolled youth in paying jobs, but are limited by their ability to develop private sector opportunities and to provide adequate counseling support.

Goal:

Maintain the diversity and scope of Cambridge's youth employment services. Assist youth employment programs experiencing funding difficulties in seeking and obtaining funding, public and private grants, technical assistance, and other forms of in-kind and monetary support.

Strategy:

- ◆ Enlist city leadership to help existing youth employment programs identify, seek and secure funding to provide services to current clients and to those on waiting lists.
- ◆ Increase public opportunities for city leadership to offer visible and concrete support of summer and year-round youth employment efforts;
- ◆ Work with job developers of Cambridge's youth employment programs to target and approach Cambridge companies not historically involved in youth efforts.
- ◆ Encourage business involvement in sponsoring work placements, internships and apprenticeship opportunities and help to educate businesses in how to work productively with youth through workshops, hands-on assistance, and literature;
- ◆ Step up coordinated media campaign to assist in job development and fundraising efforts for youth programs (profiles of teens at work, recognition of supportive businesses, coverage of campaign events).
- ◆ Help programs identify potential funding sources and secure grants through advocacy and technical assistance. Seek matching funds, operational funds, and/or seed monies from city government.
- ◆ Explore the potential for a set aside of local taxes for youth employment funding.

III. Support Initiatives for Target Populations**Problem:**

There is general agreement among committee members on populations where needs are largely unmet. These broad areas are as follows:

Linguistic minority youth

Locally, few summer or year-round programs have the capacity to help young people who do not speak English as their first language (38 percent of CRLS students) find meaningful employment and learn about careers. These youth are often shut out of the job market because of strict language requirements, or other workplace barriers. A recent CRLS survey also found linguistic minority students to be among those least informed about how to find a job and least knowledgeable about what careers were open to them in the future. Programs targeted at training and employing linguistic minority youth should be a citywide priority.

Young people making the transition to high school

During the summer, there are a relatively large number of opportunities for 14 and 15 year-olds to find employment through the youth programs. Yet, during the academic year, the majority of these opportunities vanish. Yet, it is this group who would greatly benefit from a structured employment experience combined with an academic component. These types of programs will help teens feel more engaged in their school work, and may serve to prevent young people from dropping out of school. The committee feels that extensive career and self development, mentoring, and a range of internship opportunities should be made available to this group as a number one form of drop-out prevention. We would like to work more closely with the high school in identifying youth who might benefit from an employment and training experience and direct them to appropriate resources.

Out-of-school youth: Drop-outs and high school graduates entering employment

As documented in a recent study completed for the CYEO, few training programs exist for drop-outs, particularly those who do not meet the low-income requirements of federally-funded JTPA programs. A sub-committee of business and youth employment leaders recently recommended: stronger links with Cambridge public schools in identifying kids at risk of dropping out of school, working more closely with school personnel to hook students back into existing services once they do drop out, and enlisting businesses to provide well-supervised job site internships for drop outs as part of a career exposure and job training initiative.

For youth who finish high school and do not choose to pursue post-secondary education, we need more emphasis on finding them promising full-time jobs and providing them with training options. Training programs which address these needs should be developed with consideration to the needs of the current and future labor market.

The "Working Poor"

It is well-documented that Cambridge youth who need the services of local youth programs are primarily from low-income families. Yet only a portion of these youth come from families which meet the federal low-income criteria making them eligible for summer jobs and year-round jobs funded through the Job Training Partnership Act and provided through ERI. Many Cambridge low and middle-income families are ineligible because they live above the federally-designated "poverty line" (for example, to qualify for JTPA-subsidized positions in 1992, a family of four's household earnings must be below \$13,950).

At the same time, fully one-third of CRLS students reported counting on their wages as an essential part of the family budget.¹ These students may belong to families considered the "working poor", where adult and youth members are working -- generally at a low-wage job -

¹ Working Toward Careers: Survey Findings of the Employment Interests and Experiences of Cambridge High School Youth, October 1991, Citywide Youth Employment Office, Cambridge Community Development Department, Cambridge Public Schools.

-, but still struggling to make ends meet. It has been argued in many forums (most recently in the November 23 issue of The New Republic) that families of four bringing in over \$20,000 with two combined incomes are still unable to meet their basic expenses. We need to target our services to low-income young people not served under the current federal rubric. These youth will benefit not only from the job salaries, but from the networking, counseling, and life skill training support that is not readily available to them.

Goal:

Enhance capacity of programs to serve designated target populations and/or create new initiatives to meet these needs. Bring in resources to meet these identified needs of Cambridge youth.

Strategy:

- ◆ Aggressively assist in the development and successful implementation of program models to serve youth populations with recently documented need: linguistic minorities, youth making the transition to high school, and out-of-school youth (including both drop-outs and high school graduates seeking employment);
- ◆ As an ongoing effort to respond to Cambridge's needs, convene relevant local service providers and educators, present information about current gaps in services, and design programs to respond to these goals.
- ◆ Develop a broad-ranging outreach plan -- particularly geared toward out-of-school youth who are difficult to reach -- to direct youth to available resources;
- ◆ Through common citywide database, keep a record to the demographics of the youth who are currently served and assess progress on an annual basis.
- ◆ Identify locations of out-of-school youth, their interests and level of academic proficiency as a first step toward improving outreach to this group. Develop in-school effort to direct them to existing and new resources.
- ◆ Collect literature on "model programs" to be available for dissemination to the youth employment and education community.

III. Continue to Coordinate Services and Outreach to Employers

Problem:

With the establishment of the Citywide Youth Employment Office, local youth employment and training leaders have coordinated their efforts, resulting in a stronger impact in the employer and youth communities. For example, accomplishments include: more businesses have become involved in employment and training efforts in the last two years, a clear common application process and information/referral center for youth has been established, and agencies benefit from joint job-readiness activities. Further, through CYEO's needs assessments, many community needs have been documented, and new program initiatives have been launched in response. A continuation of a strong, unified effort serves to keep youth employment and training high on the corporate agenda and, on the service side, to enhance the work of existing programs.

Goal:

Maintain a unified coalition and continue to extend membership to new youth employment and training efforts, including post-secondary institutions.

Strategy:

CYEO will continue with:

- ◆ regular meetings of Cambridge youth employment and education professionals to share information and set policy directives;
- ◆ identifying Cambridge's youth employment needs on a regular basis, convening key community players, and leveraging resources to serve target populations;
- ◆ distribution and updating of directories of local employment and training resources;
- ◆ Expansion of the range of coordinated activities available at the CRLS Youth Employment Center -- such as more job-readiness activities involving the business community and increased usage of conference room space for workshops. Give center a "facelift" to provide a more professional setting;
- ◆ expanded use of a "common application" form for all youth seeking employment and training programs;
- ◆ coordinated outreach to youth and businesses as part of overall efforts to serve more youth in need;
- ◆ availability of information and referral services to Cambridge youth and parents;
- ◆ provision of technical assistance and evaluation services to local youth employment programs.

III. RECOMMENDATIONS

This "investment strategy" is proposed by the Planning Committee of the Citywide Youth Employment Office, and stems from the needs we perceive in the Cambridge community, as well as the results of a recent survey of our youth² and other local research and assessment studies.

To move in the direction outlined by the plan, many new resources would be needed. As a next step, we envision a joint meeting with the City Council to determine priorities and establish what we would like to accomplish immediately and over the long-term. We will then need to produce a specific plan with an estimated budget. Further, we will need to specify lead roles and responsibilities. Because the needs of the community are great, and

² Working Toward Careers: Survey Findings of the Employment Interests and Experiences of Cambridge High School Youth, October 1991, published by the Citywide Youth Employment Office, Cambridge Community Development Department, and Cambridge Public Schools.

we will be working with existing programs as well as developing new ones, we envision broad community participation.

The CYEO Planning Committee recommends that the first phase of our efforts should be directed to goal number #1: to enhance and expand apprenticeship offerings, implementing the strategy outlined previously. This is not intended to de-emphasize the other goals, but establishes a priority for the short-term.

We believe the time is ripe for developing these opportunities:

- ◆ Cambridge businesses are eager to become more involved in the training of our youth, as documented in a recent Community Development Department survey and as self-evident in the active role of the CYEO Business Advisory Committee and the members of the Cambridge Partnership for Public Education;
- ◆ Cambridge's youth programs -- such as the Work Force, City Links, and others -- are currently engaging employers in apprenticeship placements and working in the schools with CRLS to integrate students' learning in the classroom with job training. These programs can be strengthened and expanded.
- ◆ Cambridge Public Schools are host to a collection of innovative pilot apprenticeship programs, under the rubric of the Rindge School of Technical Arts. This is a center of energy within the school system and an eagerness there to think through how more students can become part of these efforts.
- ◆ It is anticipated that there will be new federal monies designated for apprenticeship and training efforts for youth.
- ◆ Apprenticeship opportunities would serve the target populations we have identified in this plan: linguistic minority youth, 7th and 8th graders making the transition to high school; the working poor; and recent graduates making the transition to work.
- ◆ Apprenticeships are appropriate for youth as young as age 13 to age 21, and thus in keeping with our goal to focus on a ladder of opportunities for youth at all levels of development.

Next Steps

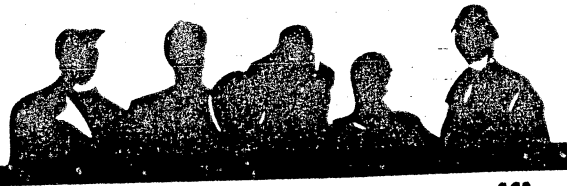
This plan is a beginning of the development of a comprehensive community strategy, as outlined in section IIA. Immediate next steps would include:

- ◆ CYEO, in conjunction with other collaborators such as Cambridge Public Schools and the Cambridge Partnership for Public Education, will host a series of meetings on school-to-work programs to determine what currently exists and where we should go;
- ◆ Convene industry clusters to determine employer involvement in these efforts, i.e., the specific roles of local public and private institutions;
- ◆ As a group, we will complete a comprehensive community plan to expand apprenticeship options locally, thus positioning ourselves to be a strong contender for federal, private, municipal, and corporate grants;

- ◆ Determine the roles and responsibilities of community partners as we seek to expand our apprenticeship offerings.

As the advisory group to the Citywide Youth Employment Office, we envision CYEO continuing many of its current functions in the implementation of this plan. Specifically, CYEO can continue to play a convening and facilitating role in the community with the end goal of collaborative program development and enhancement. CYEO can help to leverage funds for these efforts, provide technical assistance in fund-raising, planning, and implementation, and facilitate access to its network of local employers as needed. As initiatives are undertaken, CYEO can assist with ongoing monitoring and evaluation.

We look forward to working with the City of Cambridge to further the goals outlined in this plan.



citywide youth employment office

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**Incoming members as of 12/92*

November 1992



2.



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

December 21, 1992

To The Honorable, The City Council:

Attached please find for your acceptance and appropriation a Grant from Attorney General Scott Harshbarger's Office totalling \$63,500.00. The City Council in the FY93 budget process appropriated \$20,280 leaving a \$43,220 balance which is requested to be appropriated in the License Commission (Consumer Council) Salary & Wages Account \$42,220 and Other Ordinary Maintenance Account \$1,000.00. This appropriation will support 1 1/2 positions who's primary functions are to mediate individual consumer disputes. In 1992, the Consumer Council mediated 1,500 individual consumer disputes. Those disputes resulted in refunds or savings to consumers totalling over \$200,000.00

Very truly yours,

Robert W. Healy
City Manager

RWH/mev



CITY OF CAMBRIDGE
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EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

December 21, 1992

To The Honorable, The City Council:

Please find attached a report on the Plan for Cambridge's Youth Employment and Training Services as requested from the Human Services and Youth Committee of the City Council, received from Assistant City Manager for Human Services Jill Herold and City-Wide Youth Employment Coordinator Saphira Baker.

Very truly yours,

Robert W. Healy
City Manager

RWH/mev
attachment



City of Cambridge
Department of Human Service Programs

51 Inman Street, Cambridge, Massachusetts 02139
(617) 349-6200, Fax (617) 349-6248

TO: Robert W. Healy
FROM: Jill Herold
Saphira Baker
DATE: December 4, 1992
RE: Youth Employment Plan

Attached is A Plan for Cambridge's Youth Employment and Training Services as requested from the Human Services and Youth Committee of the City Council. The document was prepared by the Planning Committee of the Citywide Youth Employment Office (list attached).

The plan inventories existing youth employment and training resources, identifies gaps in services and lays out a strategy for addressing the gaps. We look forward to working on specific implementation plans.

DIVISIONS:

Childcare
349-6200

Community Learning Center
349-6363

Community & Youth
349-6231

Council on Aging/Elderly Services
349-6220

Low Income Fuel Assistance
349-6247

Planning & Development
349-6200

Recreation
349-6230

MultiService Center/Homeless Services
349-6340

A Plan for Cambridge's Youth Employment and Training Services
as requested from the Human Services and Youth Committee, Cambridge City Council

Proposed by the Planning Committee of the
Citywide Youth Employment Office
December 15, 1992

SUMMARY

This plan provides a road map for the city of Cambridge's efforts to enhance young people's opportunities to learn and gain work experience through local employment, training, and educational initiatives. It is proposed by the Planning Committee of the Citywide Youth Employment Office who, since CYEO was established in 1990, has set policy and direction for this city-sponsored coordinating office (see list of members). The coordination and development of a unified coalition of youth employment and training leaders, including representation from the schools, city government, and the private sector, has been an important component of CYEO's work. It is due, in part, to this history of collaboration -- in concert with CYEO's documentation of unmet needs in the community -- that we are able to set down the following plan for the future.

Our overall aim is to create a ladder of year-round and summer opportunities, from the time young people are 13 years old to age 21, providing youth with employment, training, and educational opportunities to promote youth development, employability, and life long learning skills. While all of the plan's components are important, we have chosen to highlight the enhancement of apprenticeship and training options as a first priority.

This proposal has four sections. The first section provides a starting point by taking an inventory of current youth employment services in Cambridge. The second section addresses gaps in services -- both in terms of unserved populations and types of programs available -- and the third section outlines a strategy for addressing those gaps. A fourth section makes recommendations, based on these findings, for next steps in Cambridge.

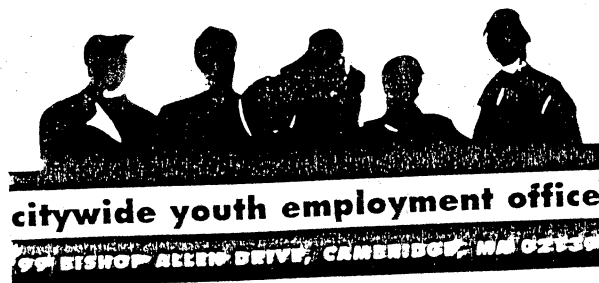
I. INVENTORY:

CURRENT EMPLOYMENT AND TRAINING RESOURCES FOR CAMBRIDGE YOUTH

II. ADDRESSING THE GAPS IN YOUTH EMPLOYMENT SERVICES

- A. Enhance and Expand Apprenticeship Offerings
- B. Increase Employment and Training Opportunities
- C. Maintain Existing Services
- D. Support Initiatives for Target Populations:
 - ◆ *linguistic minority youth*
 - ◆ *young people making the transition to high school*
 - ◆ *out-of-school youth, including high school graduates*
 - ◆ *the "working poor"*
- E. Coordinate Services and Outreach to Employers

III. RECOMMENDATIONS



I. INVENTORY: CURRENT EMPLOYMENT AND TRAINING RESOURCES FOR CAMBRIDGE YOUTH

Cambridge has a rich diversity of employment and training programs which provide services to local youth, ages 13-21. Collectively, the agencies listed below serve approximately 650-900 youth during the summer (depending on annual federal and municipal funding allocations), and roughly 400 young people during the school year. Each program targets a specific audience with a distinct package of educational activities, job placement, and enrichment components.

- ◆ The Cambridge Rindge and Latin School (CRLS) **Work-Study Program** provides subsidized job placements for approximately 120 CRLS students primarily in city agencies during the school year, with a limited number of positions reserved for Special Needs students. Summer opportunities are offered to approximately 15 youth. There is no minimum income or age requirement.
- ◆ **Cambridge TeenWork** of the Just-A-Start Corporation provides year-round job development with Cambridge employers, offers youth six-hour employment-readiness workshops, matches high school students with career-related jobs and provides ongoing counseling to approximately 60 youth during the academic year and 100 youth during the summer. Teens must be 16 or older, have an overall passing grade of 70 or better, and a school attendance rate of 85 percent.
- ◆ **City Links** of Cambridge Community Services is a school-year program which provides subsidized public sector internships in Cambridge municipal departments, mentors, and corresponding training in government careers to 15 linguistic minority youth. Interns must have English as their second language, and be juniors or seniors studying at an advanced or intermediate ESL level.
- ◆ **Employment Resources, Inc. (ERI)** serves approximately 25 high school students during the academic year, ages 16-21, at CRLS in a "School-To-Work Training Program", by providing job-readiness workshops and assistance in finding employment. During the summer, ERI expands to serve approximately 150 Cambridge 14-15 year olds through federally-subsidized jobs in the non-profit and public sectors (available opportunities nearly doubled during the summer of 1992, due to an influx of federal funds). ERI also places approximately 30 Cambridge youth, ages 16-21, in private sector jobs during the summer. To qualify for ERI, youth must be "at-risk" and/or meet federal low-income guidelines. The program also serves handicapped youth.
- ◆ **Jobs for Bay State Graduates (JBG)** provides a year-long career awareness course including guidance in job preparation, placement, and retention for 35-40 seniors who have chosen to enter the labor force upon graduation. Students are assisted with full-time job placement at the conclusion of the academic year. An accompanying program of JBG provides career education for approximately 30 freshmen and sophomores.

- ◆ **Just-A-Start's Futures For Young Parents Program** serves 40 pregnant or parenting teens, ages 16-20, from Cambridge, Somerville, and nearby towns each year. Operating year-round, the program offers GED preparation, vocational development, parenting and life skills counseling, and match-up with adult mentors at its location in East Somerville. Transportation is provided from Cambridge. Upon completion of the program, participants enter employment, higher education, or skills training.
- ◆ **Just-A-Start's One-Stop Vocational Exploration Program** provides approximately 50 unemployed youth, ages 16-21, who have dropped out of school, with a comprehensive 6 to 9 month training program which focuses on: educational skills development and GED preparation; career exposure, particularly in high growth career areas, and vocational planning assistance; exposure to educational and training opportunities; and life skills and employability counseling. A community service oriented work experience allows the youth to earn a stipend during enrollment. The youth are placed in jobs, training programs, and post-secondary educational programs upon completion of training.
- ◆ **The Just-A-Start's Summer Program** provide community service-oriented paid work experience to approximately 100 youth, ages 14-21, for 7-8 weeks each summer. Remedial education is offered in collaboration with the Cambridge School Department, and all youth participate in educational enrichment, applied skills, multicultural teambuilding, and youth development workshops and activities.
- ◆ **The Mayor's Summer Youth Employment Program** provides subsidized employment for approximately 185 - 400 young people, ages 14-18, in non-profit and municipal agencies for eight weeks during the summer. In 1992, three-quarters of the positions were filled by teens, ages 14-15. Youth are matched with job counselors and receive job-readiness training. There is no income requirement for participation.
- ◆ **Cambridge Housing Authority's Work Force** provides "try-out" employment services, life skills and employability skills classes, case management, supports for academic success, a scholarship program and other assistance accessing post-secondary education, to approximately 100 public housing residents, ages 13-19, on a school-year basis. Cambridge public school students are placed in Cambridge companies and matched with on-site mentors. During the summer, the Work Force sponsors smaller special community service and academic remediation projects for approximately 15 youth, arranges for continuation of school year placement for another 10, and refers the rest of its participants to specialized summer job programs.

Program	1992-93		Approx. # served	Ages	Eligibility
	Academic	Summer			
Cambridge Housing Authority's Work Force	yes	yes	100 15 - 25	13-19 14-18	Cambridge seventh - twelfth graders who are residents of public housing
CRLS Work-Study Program	yes	yes	120 15	14-18	all CRLS students, some Special Needs students
City Links	yes		15	16-21	CRLS linguistic minorities with advanced/int. ESL levels
Employment Resources, Inc.	yes	yes	25 155**	14-21	CRLS "at-risk" youth meeting federal low-income guidelines, with special focus on 14-15 year olds during summer program.
Jobs for Bay State Grads	yes		35 30	16-21 14-15	CRLS "non-college bound" youth CRLS sophomores
Just-A-Start's Cambridge TeenWork	yes	yes	60 100	16-18	Cambridge high schools students with above average GPA and attendance
Just-A-Start's Futures	yes	yes	60	16-20	Pregnant/parenting teens with DPW eligibility requirements
Just-A-Start's One-Stop Program	yes	yes	50	16-21	Cambridge drop-outs who meet federal low-income criteria
Just-A-Start's Summer Program		yes	100	14-21	residency and age requirements
Mayor's Summer Youth Employment Program		yes	290* 110*	14-15 16-18	Cambridge residents who meet age requirements

* 1992 figures

** includes 100 slots in JAS Summer Program

1992 Summer Jobs:	685
1992-92 After-School Jobs and Training:	320
1992-93 In-School/Out-of-School Training only:	125
1992-93 Full-Time Year Round Jobs:	<u>50</u>
Total:	1,180

The Citywide Youth Employment Office (CYEO), a collaborative project of the Department of Human Services and Cambridge Community Services, serves as a coordinating and planning agency representing the above programs. In this capacity, CYEO documents unmet needs in the community, convenes community leaders to develop collaborative program responses, and helps to leverage funds to meet these needs. City Links, described above, resulted from such a process. CYEO also takes a primary role in developing job and training opportunities citywide. CYEO's primary activities have been to: engage more

employers in job development, training, and apprenticeship placements; coordinate youth employment services to increase accessibility of services to youth and employers; establish a Youth Employment Center at the local high school to serve as an information, referral, and job-readiness training site; provide regular meetings of youth employment and education leaders and staff in the community to share resources and information; produce directories of Cambridge's youth employment resources; identify community needs and plan programmatic responses; provide technical assistance and evaluation of youth programs, and provide information and referral services to Cambridge youth and their families. These steps have all been accomplished with the active involvement and personal support of CYEO's advisory committee members, including representatives of: Cambridge's youth employment programs, the employer community, the Cambridge Public Schools, Cambridge Community Development Department, Cambridge Partnership of Public Education, and others.

II. ADDRESSING THE GAPS IN YOUTH EMPLOYMENT SERVICES:

This section is divided into five parts. In each section a problem is defined, a goal articulated, and a suggested strategy for achieving the goal is outlined:

IIA. Enhance and Expand Apprenticeship Offerings

Problem:

Cambridge's youth employment professionals, educators, and businesses believe there is great value in strengthening the links between a student's work and school experience. Many youth, due to economic need, quest for experience, or desire for pocket change, work. Few of them see the connections between their jobs and what they study. In some cases, these worlds conflict. Apprenticeship programs provide a link between these two worlds, where classroom learning is reinforced and applied, by being put into practice at the work place. These programs help pave the way toward improving student's long-term employability, their personal development, and their ability to engage in life long learning. Communication between teachers and employers -- and understanding of each others' worlds -- is a critical ingredient toward making these connections.

Goal:

Support initiatives which provide career exposure, work preparation, information about post-secondary educational choices, and broad skill training to youth through employment, internship, and apprenticeship programs. Our aim is to step up the role of businesses, working together with educators, to build links between school and employment.

Strategy:

- ◆ Convene all those involved in apprenticeship efforts locally to plan next steps and build on a foundation of what currently exists. Plan for the development of a system of apprenticeship training options for Cambridge youth.

- ◆ Embark on collaborative ventures to link job placement with classroom training ("Apprenticeship" or "Internship" programs) at Cambridge industries and institutions to provide better preparation to youth in preparation for the transition from school to work. Target Cambridge's most stable industries, and industries expecting growth, such as education, health, enviro-tech, etc.
- ◆ Work with the Cambridge Partnership for Public Education, Cambridge School Department, and local youth employment and training programs to identify funding sources and seek support for apprenticeship programs in conjunction with growing local industries.
- ◆ In the short term, increase delivery of information and hands-on assistance to current employers of youth to help them provide valuable work experiences for both in-school and out-of-school youth at their companies.
- ◆ Track the experience of youths who work during the summer to determine how the experience affects their future job history and educational interests. This data will eventually help us to make the case for increased business involvement.

IIB. Increase Employment and Training Opportunities

Problem:

Cambridge's youth employment agencies provide a diverse range of services to approximately 600 - 900 youth during the summer and 300 - 400 youth during the school year. In terms of sheer numbers, we know that there are many more young people who would like to be part of these programs. This is clear from the following:

- ◆ In a 1991 survey of CRLS students, 1,500 young people said that they wanted to work during the school year and 875 said they would be interested in finding a summer job;
- ◆ In October of 1992, at least 60 youth are on waiting lists for the Work Force (which is currently able to serve only 25 percent of age eligible public housing residents) and over 100 for the CRLS Work-Study Program. Of the 120 students who have visited the new Youth Employment Center seeking work this fall, approximately half have been enrolled in programs.
- ◆ During Summer of 1992, through an infusion of federal funds into ERI and a doubling of the Mayor's Summer Youth Employment Program to 400 slots, Cambridge provided youth employment positions to a record 900 young people, up from 550 the year before. Because of this influx, few youth remained on waiting lists last summer. Thus, we know that at least 900 teens will be looking for jobs in 1993, when so many resources most likely will not be available.

Goal:

Expanding the number of job placements available to youth in Cambridge is an important goal, particularly in light of this previously documented need. At the same time, most youth are best served if these job opportunities take place in the context of structured youth employment programs. These programs can provide a blend of academic supports, job-readiness training, mentoring/coaching, and career and life skills guidance to youth in addition to job and internship placements.

Strategy:

- ◆ Continue to raise awareness in the employer community about the range of summer and year-round career and employment programs available to them. Provide them with information on the many ways they can become involved;
- ◆ Increase the overall understanding among employers of the variety of young people who are served through the local youth employment programs and the distinct needs they have of the business community;
- ◆ Facilitate access by youth employment programs to the employer community;
- ◆ Continue to recruit businesses to pledge summer jobs through a high-energy summer jobs campaign;
- ◆ Enlist more businesses to engage in the direct recruitment of their peers -- through increased participation of the Rotary Club, Chamber of Commerce, and other business leadership organizations and industry networks;
- ◆ Identify wider range of businesses than those currently involved with local programs through the collection of targeted business association lists, expanded presentation at a variety of association meetings, and outreach to a number of entities which work with businesses, such as the local Community Development Department and Cambridge Partnership for Public Education;
- ◆ Support city leadership to offer incentives for businesses to support youth employment, such as tax credits.
- ◆ Spawn new, engaging summer and year-round projects with strong educational components in cooperation with community agencies

IIC. Maintain Existing Services**Problem:**

Most all of the youth employment programs listed above have, at any given time, a waiting list of youth who are eager to participate and are eligible for youth employment services. Yet, in almost every case, programs are limited as to the number of youth they may serve by the existing capacity of their program. Most would agree that, by adding staff and some resources to the program, both an expanded number of young people could be served, and the services they receive could be enriched. For example, the Work Force would like to provide more counseling and experiential learning opportunities by expanding its efforts to expose its students to post-secondary options, but is limited by staff capacity. Others would like to place more of their enrolled youth in paying jobs, but are limited by their ability to develop private sector opportunities and to provide adequate counseling support.

Goal:

Maintain the diversity and scope of Cambridge's youth employment services. Assist youth employment programs experiencing funding difficulties in seeking and obtaining funding, public and private grants, technical assistance, and other forms of in-kind and monetary support.

Strategy:

- ◆ Enlist city leadership to help existing youth employment programs identify, seek and secure funding to provide services to current clients and to those on waiting lists.
- ◆ Increase public opportunities for city leadership to offer visible and concrete support of summer and year-round youth employment efforts;
- ◆ Work with job developers of Cambridge's youth employment programs to target and approach Cambridge companies not historically involved in youth efforts.
- ◆ Encourage business involvement in sponsoring work placements, internships and apprenticeship opportunities and help to educate businesses in how to work productively with youth through workshops, hands-on assistance, and literature;
- ◆ Step up coordinated media campaign to assist in job development and fundraising efforts for youth programs (profiles of teens at work, recognition of supportive businesses, coverage of campaign events).
- ◆ Help programs identify potential funding sources and secure grants through advocacy and technical assistance. Seek matching funds, operational funds, and/or seed monies from city government.
- ◆ Explore the potential for a set aside of local taxes for youth employment funding.

IID. Support Initiatives for Target Populations**Problem:**

There is general agreement among committee members on populations where needs are largely unmet. These broad areas are as follows:

Linguistic minority youth

Locally, few summer or year-round programs have the capacity to help young people who do not speak English as their first language (38 percent of CRLS students) find meaningful employment and learn about careers. These youth are often shut out of the job market because of strict language requirements, or other workplace barriers. A recent CRLS survey also found linguistic minority students to be among those least informed about how to find a job and least knowledgeable about what careers were open to them in the future. Programs targeted at training and employing linguistic minority youth should be a citywide priority.

Young people making the transition to high school

During the summer, there are a relatively large number of opportunities for 14 and 15 year-olds to find employment through the youth programs. Yet, during the academic year, the majority of these opportunities vanish. Yet, it is this group who would greatly benefit from a structured employment experience combined with an academic component. These types of programs will help teens feel more engaged in their school work, and may serve to prevent young people from dropping out of school. The committee feels that extensive career and self development, mentoring, and a range of internship opportunities should be made available to this group as a number one form of drop-out prevention. We would like to work more closely with the high school in identifying youth who might benefit from an employment and training experience and direct them to appropriate resources.

Out-of-school youth: Drop-outs and high school graduates entering employment

As documented in a recent study completed for the CYEO, few training programs exist for drop-outs, particularly those who do not meet the low-income requirements of federally-funded JTPA programs. A sub-committee of business and youth employment leaders recently recommended: stronger links with Cambridge public schools in identifying kids at risk of dropping out of school, working more closely with school personnel to hook students back into existing services once they do drop out, and enlisting businesses to provide well-supervised job site internships for drop outs as part of a career exposure and job training initiative.

For youth who finish high school and do not choose to pursue post-secondary education, we need more emphasis on finding them promising full-time jobs and providing them with training options. Training programs which address these needs should be developed with consideration to the needs of the current and future labor market.

The "Working Poor"

It is well-documented that Cambridge youth who need the services of local youth programs are primarily from low-income families. Yet only a portion of these youth come from families which meet the federal low-income criteria making them eligible for summer jobs and year-round jobs funded through the Job Training Partnership Act and provided through ERI. Many Cambridge low and middle-income families are ineligible because they live above the federally-designated "poverty line" (for example, to qualify for JTPA-subsidized positions in 1992, a family of four's household earnings must be below \$13,950).

At the same time, fully one-third of CRLS students reported counting on their wages as an essential part of the family budget.¹ These students may belong to families considered the "working poor", where adult and youth members are working -- generally at a low-wage job -

¹ Working Toward Careers: Survey Findings of the Employment Interests and Experiences of Cambridge High School Youth, October 1991, Citywide Youth Employment Office, Cambridge Community Development Department, Cambridge Public Schools.

-, but still struggling to make ends meet. It has been argued in many forums (most recently in the November 23 issue of The New Republic) that families of four bringing in over \$20,000 with two combined incomes are still unable to meet their basic expenses. We need to target our services to low-income young people not served under the current federal rubric. These youth will benefit not only from the job salaries, but from the networking, counseling, and life skill training support that is not readily available to them.

Goal:

Enhance capacity of programs to serve designated target populations and/or create new initiatives to meet these needs. Bring in resources to meet these identified needs of Cambridge youth.

Strategy:

- ◆ Aggressively assist in the development and successful implementation of program models to serve youth populations with recently documented need: linguistic minorities, youth making the transition to high school, and out-of-school youth (including both drop-outs and high school graduates seeking employment);
- ◆ As an ongoing effort to respond to Cambridge's needs, convene relevant local service providers and educators, present information about current gaps in services, and design programs to respond to these goals.
- ◆ Develop a broad-ranging outreach plan -- particularly geared toward out-of-school youth who are difficult to reach -- to direct youth to available resources;
- ◆ Through common citywide database, keep a record to the demographics of the youth who are currently served and assess progress on an annual basis.
- ◆ Identify locations of out-of-school youth, their interests and level of academic proficiency as a first step toward improving outreach to this group. Develop in-school effort to direct them to existing and new resources.
- ◆ Collect literature on "model programs" to be available for dissemination to the youth employment and education community.

III. Continue to Coordinate Services and Outreach to Employers

Problem:

With the establishment of the Citywide Youth Employment Office, local youth employment and training leaders have coordinated their efforts, resulting in a stronger impact in the employer and youth communities. For example, accomplishments include: more businesses have become involved in employment and training efforts in the last two years, a clear common application process and information/referral center for youth has been established, and agencies benefit from joint job-readiness activities. Further, through CYEO's needs assessments, many community needs have been documented, and new program initiatives have been launched in response. A continuation of a strong, unified effort serves to keep youth employment and training high on the corporate agenda and, on the service side, to enhance the work of existing programs.

Goal:

Maintain a unified coalition and continue to extend membership to new youth employment and training efforts, including post-secondary institutions.

Strategy:

CYEO will continue with:

- ◆ regular meetings of Cambridge youth employment and education professionals to share information and set policy directives;
- ◆ identifying Cambridge's youth employment needs on a regular basis, convening key community players, and leveraging resources to serve target populations;
- ◆ distribution and updating of directories of local employment and training resources;
- ◆ Expansion of the range of coordinated activities available at the CRLS Youth Employment Center -- such as more job-readiness activities involving the business community and increased usage of conference room space for workshops. Give center a "facelift" to provide a more professional setting;
- ◆ expanded use of a "common application" form for all youth seeking employment and training programs;
- ◆ coordinated outreach to youth and businesses as part of overall efforts to serve more youth in need;
- ◆ availability of information and referral services to Cambridge youth and parents;
- ◆ provision of technical assistance and evaluation services to local youth employment programs.

III. RECOMMENDATIONS

This "investment strategy" is proposed by the Planning Committee of the Citywide Youth Employment Office, and stems from the needs we perceive in the Cambridge community, as well as the results of a recent survey of our youth² and other local research and assessment studies.

To move in the direction outlined by the plan, many new resources would be needed. As a next step, we envision a joint meeting with the City Council to determine priorities and establish what we would like to accomplish immediately and over the long-term. We will then need to produce a specific plan with an estimated budget. Further, we will need to specify lead roles and responsibilities. Because the needs of the community are great, and

² Working Toward Careers: Survey Findings of the Employment Interests and Experiences of Cambridge High School Youth, October 1991, published by the Citywide Youth Employment Office, Cambridge Community Development Department, and Cambridge Public Schools.

we will be working with existing programs as well as developing new ones, we envision broad community participation.

The CYEO Planning Committee recommends that the first phase of our efforts should be directed to goal number #1: to enhance and expand apprenticeship offerings, implementing the strategy outlined previously. This is not intended to de-emphasize the other goals, but establishes a priority for the short-term.

We believe the time is ripe for developing these opportunities:

- ◆ Cambridge businesses are eager to become more involved in the training of our youth, as documented in a recent Community Development Department survey and as self-evident in the active role of the CYEO Business Advisory Committee and the members of the Cambridge Partnership for Public Education;
- ◆ Cambridge's youth programs -- such as the Work Force, City Links, and others -- are currently engaging employers in apprenticeship placements and working in the schools with CRLS to integrate students' learning in the classroom with job training. These programs can be strengthened and expanded.
- ◆ Cambridge Public Schools are host to a collection of innovative pilot apprenticeship programs, under the rubric of the Rindge School of Technical Arts. This is a center of energy within the school system and an eagerness there to think through how more students can become part of these efforts.
- ◆ It is anticipated that there will be new federal monies designated for apprenticeship and training efforts for youth.
- ◆ Apprenticeship opportunities would serve the target populations we have identified in this plan: linguistic minority youth, 7th and 8th graders making the transition to high school; the working poor; and recent graduates making the transition to work.
- ◆ Apprenticeships are appropriate for youth as young as age 13 to age 21, and thus in keeping with our goal to focus on a ladder of opportunities for youth at all levels of development.

Next Steps

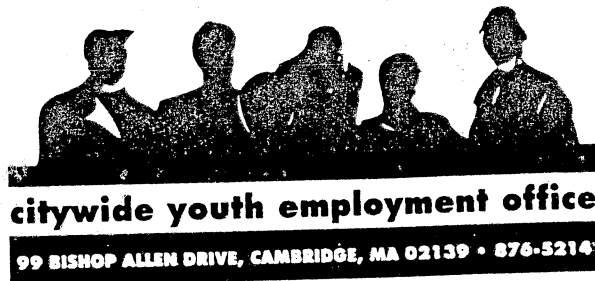
This plan is a beginning of the development of a comprehensive community strategy, as outlined in section IIA. Immediate next steps would include:

- ◆ CYEO, in conjunction with other collaborators such as Cambridge Public Schools and the Cambridge Partnership for Public Education, will host a series of meetings on school-to-work programs to determine what currently exists and where we should go;
- ◆ Convene industry clusters to determine employer involvement in these efforts, i.e., the specific roles of local public and private institutions;
- ◆ As a group, we will complete a comprehensive community plan to expand apprenticeship options locally, thus positioning ourselves to be a strong contender for federal, private, municipal, and corporate grants;

- ◆ Determine the roles and responsibilities of community partners as we seek to expand our apprenticeship offerings.

As the advisory group to the Citywide Youth Employment Office, we envision CYEO continuing many of its current functions in the implementation of this plan. Specifically, CYEO can continue to play a convening and facilitating role in the community with the end goal of collaborative program development and enhancement. CYEO can help to leverage funds for these efforts, provide technical assistance in fund-raising, planning, and implementation, and facilitate access to its network of local employers as needed. As initiatives are undertaken, CYEO can assist with ongoing monitoring and evaluation.

We look forward to working with the City of Cambridge to further the goals outlined in this plan.



PLANNING COMMITTEE

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**Incoming members as of 12/92*

November 1992





City of Cambridge
Department of Human Service Programs

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TO: Robert W. Healy
 FROM: Jill Herold *JH*
 Saphira Baker
 DATE: December 4, 1992
 RE: Youth Employment Plan

Attached is A Plan for Cambridge's Youth Employment and Training Services as requested from the Human Services and Youth Committee of the City Council. The document was prepared by the Planning Committee of the Citywide Youth Employment Office (list attached).

The plan inventories existing youth employment and training resources, identifies gaps in services and lays out a strategy for addressing the gaps. We look forward to working on specific implementation plans.

DIVISIONS:

Childcare
349-6200

Community & Youth
349-6231

Low Income Fuel Assistance
349-6247

Recreation
349-6230

Community Learning Center
349-6363

Council on Aging/Elderly Services
349-6220

Planning & Development
349-6200

MultiService Center/Homeless Services
349-6340

A Plan for Cambridge's Youth Employment and Training Services
as requested from the Human Services and Youth Committee, Cambridge City Council

Proposed by the Planning Committee of the
Citywide Youth Employment Office
December 15, 1992

SUMMARY

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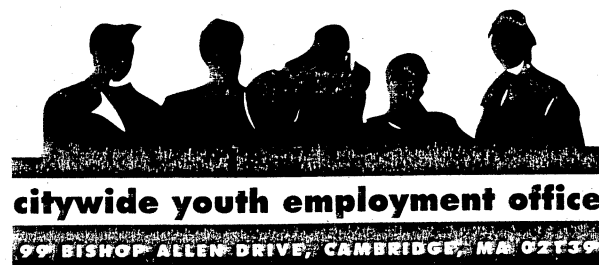
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- B. Increase Employment and Training Opportunities
- C. Maintain Existing Services
- D. Support Initiatives for Target Populations:
 - ◆ *linguistic minority youth*
 - ◆ *young people making the transition to high school*
 - ◆ *out-of-school youth, including high school graduates*
 - ◆ *the "working poor"*
- E. Coordinate Services and Outreach to Employers

III. RECOMMENDATIONS



I. INVENTORY: CURRENT EMPLOYMENT AND TRAINING RESOURCES FOR CAMBRIDGE YOUTH

Cambridge has a rich diversity of employment and training programs which provide services to local youth, ages 13-21. Collectively, the agencies listed below serve approximately 650-900 youth during the summer (depending on annual federal and municipal funding allocations), and roughly 400 young people during the school year. Each program targets a specific audience with a distinct package of educational activities, job placement, and enrichment components.

- ◆ The Cambridge Rindge and Latin School (CRLS) **Work-Study Program** provides subsidized job placements for approximately 120 CRLS students primarily in city agencies during the school year, with a limited number of positions reserved for Special Needs students. Summer opportunities are offered to approximately 15 youth. There is no minimum income or age requirement.
- ◆ **Cambridge TeenWork** of the Just-A-Start Corporation provides year-round job development with Cambridge employers, offers youth six-hour employment-readiness workshops, matches high school students with career-related jobs and provides ongoing counseling to approximately 60 youth during the academic year and 100 youth during the summer. Teens must be 16 or older, have an overall passing grade of 70 or better, and a school attendance rate of 85 percent.
- ◆ **City Links** of Cambridge Community Services is a school-year program which provides subsidized public sector internships in Cambridge municipal departments, mentors, and corresponding training in government careers to 15 linguistic minority youth. Interns must have English as their second language, and be juniors or seniors studying at an advanced or intermediate ESL level.
- ◆ **Employment Resources, Inc. (ERI)** serves approximately 25 high school students during the academic year, ages 16-21, at CRLS in a "School-To-Work Training Program", by providing job-readiness workshops and assistance in finding employment. During the summer, ERI expands to serve approximately 150 Cambridge 14-15 year olds through federally-subsidized jobs in the non-profit and public sectors (available opportunities nearly doubled during the summer of 1992, due to an influx of federal funds). ERI also places approximately 30 Cambridge youth, ages 16-21, in private sector jobs during the summer. To qualify for ERI, youth must be "at-risk" and/or meet federal low-income guidelines. The program also serves handicapped youth.
- ◆ **Jobs for Bay State Graduates (JBG)** provides a year-long career awareness course including guidance in job preparation, placement, and retention for 35-40 seniors who have chosen to enter the labor force upon graduation. Students are assisted with full-time job placement at the conclusion of the academic year. An accompanying program of JBG provides career education for approximately 30 freshmen and sophomores.

- ◆ **Just-A-Start's Futures For Young Parents Program** serves 40 pregnant or parenting teens, ages 16-20, from Cambridge, Somerville, and nearby towns each year. Operating year-round, the program offers GED preparation, vocational development, parenting and life skills counseling, and match-up with adult mentors at its location in East Somerville. Transportation is provided from Cambridge. Upon completion of the program, participants enter employment, higher education, or skills training.
- ◆ **Just-A-Start's One-Stop Vocational Exploration Program** provides approximately 50 unemployed youth, ages 16-21, who have dropped out of school, with a comprehensive 6 to 9 month training program which focuses on: educational skills development and GED preparation; career exposure, particularly in high growth career areas, and vocational planning assistance; exposure to educational and training opportunities; and life skills and employability counseling. A community service oriented work experience allows the youth to earn a stipend during enrollment. The youth are placed in jobs, training programs, and post-secondary educational programs upon completion of training.
- ◆ **The Just-A-Start's Summer Program** provide community service-oriented paid work experience to approximately 100 youth, ages 14-21, for 7-8 weeks each summer. Remedial education is offered in collaboration with the Cambridge School Department, and all youth participate in educational enrichment, applied skills, multicultural teambuilding, and youth development workshops and activities.
- ◆ **The Mayor's Summer Youth Employment Program** provides subsidized employment for approximately 185 - 400 young people, ages 14-18, in non-profit and municipal agencies for eight weeks during the summer. In 1992, three-quarters of the positions were filled by teens, ages 14-15. Youth are matched with job counselors and receive job-readiness training. There is no income requirement for participation.
- ◆ **Cambridge Housing Authority's Work Force** provides "try-out" employment services, life skills and employability skills classes, case management, supports for academic success, a scholarship program and other assistance accessing post-secondary education, to approximately 100 public housing residents, ages 13-19, on a school-year basis. Cambridge public school students are placed in Cambridge companies and matched with on-site mentors. During the summer, the Work Force sponsors smaller special community service and academic remediation projects for approximately 15 youth, arranges for continuation of school year placement for another 10, and refers the rest of its participants to specialized summer job programs.

Program	1992-93		Approx. # served	Ages	Eligibility
	Academic	Summer			
Cambridge Housing Authority's Work Force	yes	yes	100 15 - 25	13-19 14-18	Cambridge seventh - twelfth graders who are residents of public housing
CRLS Work-Study Program	yes	yes	120 15	14-18	all CRLS students, some Special Needs students
City Links	yes		15	16-21	CRLS linguistic minorities with advanced/int. ESL levels
Employment Resources, Inc.	yes	yes	25 155**	14-21	CRLS "at-risk" youth meeting federal low-income guidelines, with special focus on 14-15 year olds during summer program.
Jobs for Bay State Grads	yes		35 30	16-21 14-15	CRLS "non-college bound" youth CRLS sophomores
Just-A-Start's Cambridge TeenWork	yes	yes	60 100	16-18	Cambridge high schools students with above average GPA and attendance
Just-A-Start's Futures	yes	yes	60	16-20	Pregnant/parenting teens with DPW eligibility requirements
Just-A-Start's One-Stop Program	yes	yes	50	16-21	Cambridge drop-outs who meet federal low-income criteria
Just-A-Start's Summer Program		yes	100	14-21	residency and age requirements
Mayor's Summer Youth Employment Program		yes	290* 110*	14-15 16-18	Cambridge residents who meet age requirements

* 1992 figures

** includes 100 slots in JAS Summer Program

1992 Summer Jobs:	685
1992-92 After-School Jobs and Training:	320
1992-93 In-School/Out-of-School Training only:	125
1992-93 Full-Time Year Round Jobs:	<u>50</u>
Total:	1,180

The Citywide Youth Employment Office (CYEO), a collaborative project of the Department of Human Services and Cambridge Community Services, serves as a coordinating and planning agency representing the above programs. In this capacity, CYEO documents unmet needs in the community, convenes community leaders to develop collaborative program responses, and helps to leverage funds to meet these needs. City Links, described above, resulted from such a process. CYEO also takes a primary role in developing job and training opportunities citywide. CYEO's primary activities have been to: engage more

employers in job development, training, and apprenticeship placements; coordinate youth employment services to increase accessibility of services to youth and employers; establish a Youth Employment Center at the local high school to serve as an information, referral, and job-readiness training site; provide regular meetings of youth employment and education leaders and staff in the community to share resources and information; produce directories of Cambridge's youth employment resources; identify community needs and plan programmatic responses; provide technical assistance and evaluation of youth programs, and provide information and referral services to Cambridge youth and their families. These steps have all been accomplished with the active involvement and personal support of CYEO's advisory committee members, including representatives of: Cambridge's youth employment programs, the employer community, the Cambridge Public Schools, Cambridge Community Development Department, Cambridge Partnership of Public Education, and others.

II. ADDRESSING THE GAPS IN YOUTH EMPLOYMENT SERVICES:

This section is divided into five parts. In each section a problem is defined, a goal articulated, and a suggested strategy for achieving the goal is outlined:

IIA. Enhance and Expand Apprenticeship Offerings

Problem:

Cambridge's youth employment professionals, educators, and businesses believe there is great value in strengthening the links between a student's work and school experience. Many youth, due to economic need, quest for experience, or desire for pocket change, work. Few of them see the connections between their jobs and what they study. In some cases, these worlds conflict. Apprenticeship programs provide a link between these two worlds, where classroom learning is reinforced and applied, by being put into practice at the work place. These programs help pave the way toward improving student's long-term employability, their personal development, and their ability to engage in life long learning. Communication between teachers and employers -- and understanding of each others' worlds -- is a critical ingredient toward making these connections.

Goal:

Support initiatives which provide career exposure, work preparation, information about post-secondary educational choices, and broad skill training to youth through employment, internship, and apprenticeship programs. Our aim is to step up the role of businesses, working together with educators, to build links between school and employment.

Strategy:

- ◆ Convene all those involved in apprenticeship efforts locally to plan next steps and build on a foundation of what currently exists. Plan for the development of a system of apprenticeship training options for Cambridge youth.

- ◆ Embark on collaborative ventures to link job placement with classroom training ("Apprenticeship" or "Internship" programs) at Cambridge industries and institutions to provide better preparation to youth in preparation for the transition from school to work. Target Cambridge's most stable industries, and industries expecting growth, such as education, health, enviro-tech, etc.
- ◆ Work with the Cambridge Partnership for Public Education, Cambridge School Department, and local youth employment and training programs to identify funding sources and seek support for apprenticeship programs in conjunction with growing local industries.
- ◆ In the short term, increase delivery of information and hands-on assistance to current employers of youth to help them provide valuable work experiences for both in-school and out-of-school youth at their companies.
- ◆ Track the experience of youths who work during the summer to determine how the experience affects their future job history and educational interests. This data will eventually help us to make the case for increased business involvement.

IIB. Increase Employment and Training Opportunities

Problem:

Cambridge's youth employment agencies provide a diverse range of services to approximately 600 - 900 youth during the summer and 300 - 400 youth during the school year. In terms of sheer numbers, we know that there are many more young people who would like to be part of these programs. This is clear from the following:

- ◆ In a 1991 survey of CRLS students, 1,500 young people said that they wanted to work during the school year and 875 said they would be interested in finding a summer job;
- ◆ In October of 1992, at least 60 youth are on waiting lists for the Work Force (which is currently able to serve only 25 percent of age eligible public housing residents) and over 100 for the CRLS Work-Study Program. Of the 120 students who have visited the new Youth Employment Center seeking work this fall, approximately half have been enrolled in programs.
- ◆ During Summer of 1992, through an infusion of federal funds into ERI and a doubling of the Mayor's Summer Youth Employment Program to 400 slots, Cambridge provided youth employment positions to a record 900 young people, up from 550 the year before. Because of this influx, few youth remained on waiting lists last summer. Thus, we know that at least 900 teens will be looking for jobs in 1993, when so many resources most likely will not be available.

Goal:

Expanding the number of job placements available to youth in Cambridge is an important goal, particularly in light of this previously documented need. At the same time, most youth are best served if these job opportunities take place in the context of structured youth employment programs. These programs can provide a blend of academic supports, job-readiness training, mentoring/coaching, and career and life skills guidance to youth in addition to job and internship placements.

Strategy:

- ◆ Continue to raise awareness in the employer community about the range of summer and year-round career and employment programs available to them. Provide them with information on the many ways they can become involved;
- ◆ Increase the overall understanding among employers of the variety of young people who are served through the local youth employment programs and the distinct needs they have of the business community;
- ◆ Facilitate access by youth employment programs to the employer community;
- ◆ Continue to recruit businesses to pledge summer jobs through a high-energy summer jobs campaign;
- ◆ Enlist more businesses to engage in the direct recruitment of their peers -- through increased participation of the Rotary Club, Chamber of Commerce, and other business leadership organizations and industry networks;
- ◆ Identify wider range of businesses than those currently involved with local programs through the collection of targeted business association lists, expanded presentation at a variety of association meetings, and outreach to a number of entities which work with businesses, such as the local Community Development Department and Cambridge Partnership for Public Education;
- ◆ Support city leadership to offer incentives for businesses to support youth employment, such as tax credits.
- ◆ Spawn new, engaging summer and year-round projects with strong educational components in cooperation with community agencies

IIC. Maintain Existing Services**Problem:**

Most all of the youth employment programs listed above have, at any given time, a waiting list of youth who are eager to participate and are eligible for youth employment services. Yet, in almost every case, programs are limited as to the number of youth they may serve by the existing capacity of their program. Most would agree that, by adding staff and some resources to the program, both an expanded number of young people could be served, and the services they receive could be enriched. For example, the Work Force would like to provide more counseling and experiential learning opportunities by expanding its efforts to expose its students to post-secondary options, but is limited by staff capacity. Others would like to place more of their enrolled youth in paying jobs, but are limited by their ability to develop private sector opportunities and to provide adequate counseling support.

Goal:

Maintain the diversity and scope of Cambridge's youth employment services. Assist youth employment programs experiencing funding difficulties in seeking and obtaining funding, public and private grants, technical assistance, and other forms of in-kind and monetary support.

Strategy:

- ◆ Enlist city leadership to help existing youth employment programs identify, seek and secure funding to provide services to current clients and to those on waiting lists.
- ◆ Increase public opportunities for city leadership to offer visible and concrete support of summer and year-round youth employment efforts;
- ◆ Work with job developers of Cambridge's youth employment programs to target and approach Cambridge companies not historically involved in youth efforts.
- ◆ Encourage business involvement in sponsoring work placements, internships and apprenticeship opportunities and help to educate businesses in how to work productively with youth through workshops, hands-on assistance, and literature;
- ◆ Step up coordinated media campaign to assist in job development and fundraising efforts for youth programs (profiles of teens at work, recognition of supportive businesses, coverage of campaign events).
- ◆ Help programs identify potential funding sources and secure grants through advocacy and technical assistance. Seek matching funds, operational funds, and/or seed monies from city government.
- ◆ Explore the potential for a set aside of local taxes for youth employment funding.

IID. Support Initiatives for Target Populations**Problem:**

There is general agreement among committee members on populations where needs are largely unmet. These broad areas are as follows:

Linguistic minority youth

Locally, few summer or year-round programs have the capacity to help young people who do not speak English as their first language (38 percent of CRLS students) find meaningful employment and learn about careers. These youth are often shut out of the job market because of strict language requirements, or other workplace barriers. A recent CRLS survey also found linguistic minority students to be among those least informed about how to find a job and least knowledgeable about what careers were open to them in the future. Programs targeted at training and employing linguistic minority youth should be a citywide priority.

Young people making the transition to high school

During the summer, there are a relatively large number of opportunities for 14 and 15 year-olds to find employment through the youth programs. Yet, during the academic year, the majority of these opportunities vanish. Yet, it is this group who would greatly benefit from a structured employment experience combined with an academic component. These types of programs will help teens feel more engaged in their school work, and may serve to prevent young people from dropping out of school. The committee feels that extensive career and self development, mentoring, and a range of internship opportunities should be made available to this group as a number one form of drop-out prevention. We would like to work more closely with the high school in identifying youth who might benefit from an employment and training experience and direct them to appropriate resources.

Out-of-school youth: Drop-outs and high school graduates entering employment

As documented in a recent study completed for the CYEO, few training programs exist for drop-outs, particularly those who do not meet the low-income requirements of federally-funded JTPA programs. A sub-committee of business and youth employment leaders recently recommended: stronger links with Cambridge public schools in identifying kids at risk of dropping out of school, working more closely with school personnel to hook students back into existing services once they do drop out, and enlisting businesses to provide well-supervised job site internships for drop outs as part of a career exposure and job training initiative.

For youth who finish high school and do not choose to pursue post-secondary education, we need more emphasis on finding them promising full-time jobs and providing them with training options. Training programs which address these needs should be developed with consideration to the needs of the current and future labor market.

The "Working Poor"

It is well-documented that Cambridge youth who need the services of local youth programs are primarily from low-income families. Yet only a portion of these youth come from families which meet the federal low-income criteria making them eligible for summer jobs and year-round jobs funded through the Job Training Partnership Act and provided through ERI. Many Cambridge low and middle-income families are ineligible because they live above the federally-designated "poverty line" (for example, to qualify for JTPA-subsidized positions in 1992, a family of four's household earnings must be below \$13,950).

At the same time, fully one-third of CRLS students reported counting on their wages as an essential part of the family budget.¹ These students may belong to families considered the "working poor", where adult and youth members are working -- generally at a low-wage job -

¹ Working Toward Careers: Survey Findings of the Employment Interests and Experiences of Cambridge High School Youth, October 1991, Citywide Youth Employment Office, Cambridge Community Development Department, Cambridge Public Schools.

-, but still struggling to make ends meet. It has been argued in many forums (most recently in the November 23 issue of The New Republic) that families of four bringing in over \$20,000 with two combined incomes are still unable to meet their basic expenses. We need to target our services to low-income young people not served under the current federal rubric. These youth will benefit not only from the job salaries, but from the networking, counseling, and life skill training support that is not readily available to them.

Goal:

Enhance capacity of programs to serve designated target populations and/or create new initiatives to meet these needs. Bring in resources to meet these identified needs of Cambridge youth.

Strategy:

- ◆ Aggressively assist in the development and successful implementation of program models to serve youth populations with recently documented need: linguistic minorities, youth making the transition to high school, and out-of-school youth (including both drop-outs and high school graduates seeking employment);
- ◆ As an ongoing effort to respond to Cambridge's needs, convene relevant local service providers and educators, present information about current gaps in services, and design programs to respond to these goals.
- ◆ Develop a broad-ranging outreach plan -- particularly geared toward out-of-school youth who are difficult to reach -- to direct youth to available resources;
- ◆ Through common citywide database, keep a record to the demographics of the youth who are currently served and assess progress on an annual basis.
- ◆ Identify locations of out-of-school youth, their interests and level of academic proficiency as a first step toward improving outreach to this group. Develop in-school effort to direct them to existing and new resources.
- ◆ Collect literature on "model programs" to be available for dissemination to the youth employment and education community.

IIE. Continue to Coordinate Services and Outreach to Employers

Problem:

With the establishment of the Citywide Youth Employment Office, local youth employment and training leaders have coordinated their efforts, resulting in a stronger impact in the employer and youth communities. For example, accomplishments include: more businesses have become involved in employment and training efforts in the last two years, a clear common application process and information/referral center for youth has been established, and agencies benefit from joint job-readiness activities. Further, through CYEO's needs assessments, many community needs have been documented, and new program initiatives have been launched in response. A continuation of a strong, unified effort serves to keep youth employment and training high on the corporate agenda and, on the service side, to enhance the work of existing programs.

Goal:

Maintain a unified coalition and continue to extend membership to new youth employment and training efforts, including post-secondary institutions.

Strategy:

CYEO will continue with:

- ◆ regular meetings of Cambridge youth employment and education professionals to share information and set policy directives;
- ◆ identifying Cambridge's youth employment needs on a regular basis, convening key community players, and leveraging resources to serve target populations;
- ◆ distribution and updating of directories of local employment and training resources;
- ◆ Expansion of the range of coordinated activities available at the CRLS Youth Employment Center -- such as more job-readiness activities involving the business community and increased usage of conference room space for workshops. Give center a "facelift" to provide a more professional setting;
- ◆ expanded use of a "common application" form for all youth seeking employment and training programs;
- ◆ coordinated outreach to youth and businesses as part of overall efforts to serve more youth in need;
- ◆ availability of information and referral services to Cambridge youth and parents;
- ◆ provision of technical assistance and evaluation services to local youth employment programs.

III. RECOMMENDATIONS

This "investment strategy" is proposed by the Planning Committee of the Citywide Youth Employment Office, and stems from the needs we perceive in the Cambridge community, as well as the results of a recent survey of our youth² and other local research and assessment studies.

To move in the direction outlined by the plan, many new resources would be needed. As a next step, we envision a joint meeting with the City Council to determine priorities and establish what we would like to accomplish immediately and over the long-term. We will then need to produce a specific plan with an estimated budget. Further, we will need to specify lead roles and responsibilities. Because the needs of the community are great, and

² Working Toward Careers: Survey Findings of the Employment Interests and Experiences of Cambridge High School Youth, October 1991, published by the Citywide Youth Employment Office, Cambridge Community Development Department, and Cambridge Public Schools.

we will be working with existing programs as well as developing new ones, we envision broad community participation.

The CYEO Planning Committee recommends that the first phase of our efforts should be directed to goal number #1: to enhance and expand apprenticeship offerings, implementing the strategy outlined previously. This is not intended to de-emphasize the other goals, but establishes a priority for the short-term.

We believe the time is ripe for developing these opportunities:

- ◆ Cambridge businesses are eager to become more involved in the training of our youth, as documented in a recent Community Development Department survey and as self-evident in the active role of the CYEO Business Advisory Committee and the members of the Cambridge Partnership for Public Education;
- ◆ Cambridge's youth programs -- such as the Work Force, City Links, and others -- are currently engaging employers in apprenticeship placements and working in the schools with CRLS to integrate students' learning in the classroom with job training. These programs can be strengthened and expanded.
- ◆ Cambridge Public Schools are host to a collection of innovative pilot apprenticeship programs, under the rubric of the Rindge School of Technical Arts. This is a center of energy within the school system and an eagerness there to think through how more students can become part of these efforts.
- ◆ It is anticipated that there will be new federal monies designated for apprenticeship and training efforts for youth.
- ◆ Apprenticeship opportunities would serve the target populations we have identified in this plan: linguistic minority youth, 7th and 8th graders making the transition to high school; the working poor; and recent graduates making the transition to work.
- ◆ Apprenticeships are appropriate for youth as young as age 13 to age 21, and thus in keeping with our goal to focus on a ladder of opportunities for youth at all levels of development.

Next Steps

This plan is a beginning of the development of a comprehensive community strategy, as outlined in section IIA. Immediate next steps would include:

- ◆ CYEO, in conjunction with other collaborators such as Cambridge Public Schools and the Cambridge Partnership for Public Education, will host a series of meetings on school-to-work programs to determine what currently exists and where we should go;
- ◆ Convene industry clusters to determine employer involvement in these efforts, i.e., the specific roles of local public and private institutions;
- ◆ As a group, we will complete a comprehensive community plan to expand apprenticeship options locally, thus positioning ourselves to be a strong contender for federal, private, municipal, and corporate grants;

- ◆ Determine the roles and responsibilities of community partners as we seek to expand our apprenticeship offerings.

As the advisory group to the Citywide Youth Employment Office, we envision CYEO continuing many of its current functions in the implementation of this plan. Specifically, CYEO can continue to play a convening and facilitating role in the community with the end goal of collaborative program development and enhancement. CYEO can help to leverage funds for these efforts, provide technical assistance in fund-raising, planning, and implementation, and facilitate access to its network of local employers as needed. As initiatives are undertaken, CYEO can assist with ongoing monitoring and evaluation.

We look forward to working with the City of Cambridge to further the goals outlined in this plan.



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EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

December 21, 1992

To The Honorable, The City Council:

Please find attached a report on the Plan for Cambridge's Youth Employment and Training Services as requested from the Human Services and Youth Committee of the City Council, received from Assistant City Manager for Human Services Jill Herold and City-Wide Youth Employment Coordinator Saphira Baker.

Very truly yours,

Robert W. Healy
City Manager

RWH/mev
attachment

Consent Agenda # 1 5-1089

Plan for Cambridge's Youth Employment
and Training Services as requested
from the Human Services and Youth
Committee of the City Council.

In City Council,

December 21, 1992

Referred to Human
Services & Youth
Committee
Copy sent to Mayor
Services & Youth Comm
12/30/92 DE