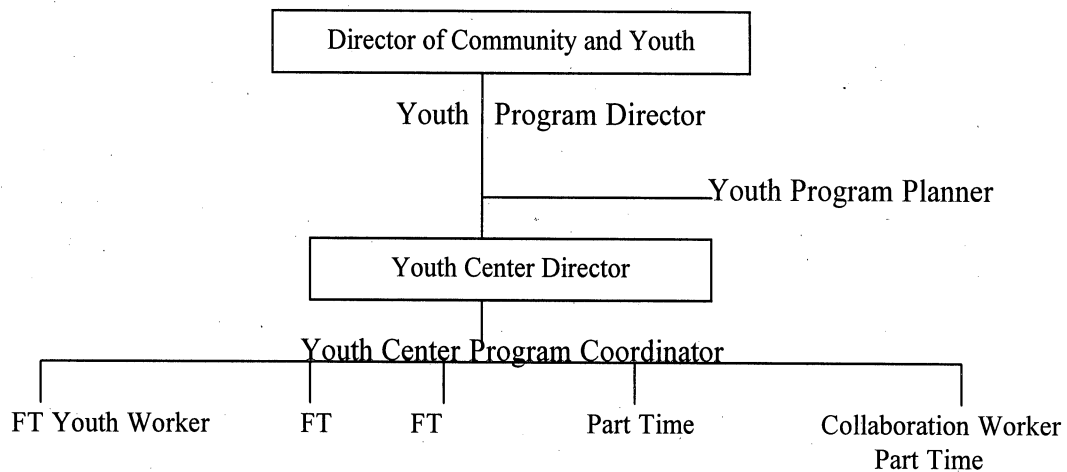


Symposium on Youth Development, and asked how staff will get the training to design programs that meet the needs that are there.

Ms. Cordelia said that some of these issues are addressed in the staffing recommendations. She noted that the issue of the broad age range runs through the entire assessment. It became more and more clear that there needs to be more separation of programs based on age differences. Pre-teens need an enrolled program, with more intensive registration and intake, clear and enforced rules regarding entering and leaving the building, flexible enrollment options, small staff to youth ratio and a high degree of accountability. The teen model needs program options that offer a range of structured/ unstructured activities that do not compete in the same time frames, a commitment to smaller staff-youth ratios and meaningful teen involvement in program design.

Ms. Cordelia then moved to the recommendations regarding staffing. The recommendations address two issues: (1) streamlining the program to clarify job responsibilities and communication and (2) how to get more full-time staff.



Councillor Reeves asked who does the staff training in this model. Ms. Cordelia said that it would be a shared responsibility of the Youth Program Director and the Youth Program Planner. Ultimately it is the Youth Program Director's responsibility.

The plan calls for a Youth Center Director at each center. Although the title is the same as it is now, the job responsibilities are different. There is a full time Program Coordinator whose main focus will be on the programming. They will delegate program planning to the three youth workers. The recommendation is that every attempt be made to make these positions full time. Youth workers will be supported by activity specialists.

Vice Mayor Galluccio stated his appreciation for the idea of full time youth workers. He requested more discussion of the qualification issues. He asked why the advanced degree requirement has been added for the Center directors. Ms. Cordelia said that the requirement could also allow for equivalent experience. The goal is for managerial experience and "big picture" knowledge of youth development and experiences, with a demonstrated commitment to youth issues.

Vice Mayor Galluccio stated that he would like to see opportunities for training so that young people with real talent for working with youth can be promoted.

Councillor Reeves said that his reaction to the qualifications for the top position was similar to that of Vice Mayor Galluccio. Kids can benefit most from people who can lead them, "the Pied Piper" personality. People skills are not necessarily degree-channeled. That is why he is concerned about the opportunities for training.

Andrew Spooner said that ideally a program as large as this will have a variety of staff with a variety of experience. There are lots of people who connect well with kids and also have rich program experience.

Ann Strong, 44 Cottage Street, asked what the implications of these program recommendations would be for the Community Schools program. Ms. Cordelia noted the broader context of extended day and the Agenda for Children which will affect the Youth Program and the Community Schools program.

Ms. Herold then discussed the implications of these recommendations on the budget. She noted that the upper grade recommendations in the extended day proposal are actually the same as the pre-teen model proposed in these recommendations. She also noted that the Kids' Council worked very hard to distill two goals on which to concentrate efforts, literacy and a safe place during non-school hours. However, a close third related to the physical and nutritional needs. The proposed budget includes moving one position to Recreation, the position now occupied by Robert Goodwin, to strengthen the Recreation Department's collaboration with youth programming. There is a proposal for the Youth Program Director, a senior management position. The position of Youth Program Developer becomes Youth Program Planner.

At the youth center level, in year one (the first of a three-year roll-out for this program), the proposal is for three new full time positions, new Youth Program Director at Area Four, Moore and Frisoli. The current youth center directors now fulfill the new position description of the program coordinator. So the current directors will be guaranteed to move into these positions.

Ms. Herold stated that DHS is very committed to getting two full-time workers, but in the first year for the roll-out, current salaries of part-time youth workers, \$7.99 and \$8.60 per hour, will become \$10 for youth workers and \$13 per hour for the specialists. This alone adds \$207,000. There is also an increase in the funds proposed

to support the youth centers from the current amount of \$37,500 to \$87,500 to provide more support for collaboration specialists.

Vice Mayor Galluccio asked whether there could be staff consolidation of the part-time positions to provide for full time positions.

Ms. Herold said that the separation of the program into two different parts of the day may help to get through this year.

Vice Mayor Galluccio asked how much money it would take to get there this year. Jill Herold said that it would cost \$45,000 per position, and it would take five new positions. Vice Mayor Galluccio said that he would like to see one full-time position in each center this year.

Councillor Reeves stated that he agrees with Vice Mayor Galluccio. The City is never going to have more money than it does right now. He doesn't want to see this investment of time and resources into the assessment just go back to what existed before.

Councillor Born asked about the profile of the present part-time workers. Mr. Goodwin stated that there is a range of employees. There are some teachers who work after school at the youth center.

Councillor Born asked why the employees are part-time time. Councillor Reeves said that it was because of the cost. Ms. Semonoff said that there is also an issue of coverage. If you turn two part-time employees into one full-time employee, not only is there the additional cost of benefits, there is also one less person available for coverage at the same time. She also noted the start-up issues. It will take time to hire the new positions.

Councillor Born requested that Ms. Herold provide a cost analysis of the differential for having one full-time youth worker at the centers as well.

Councillor Davis noted the importance of staff flexibility to address gender issues.

Councillor Reeves stated that this committee started this term looking at teen centers, for best practices. The DHS came forward and suggested an assessment. Now we have these proposals. He asked whether the committee desires to go forward to look more closely at best practices.

Councillor Davis stated that mental health and school-to-work are very important issues. Eileen Keegan stated that there is a new committee under the auspices of the Office of Workforce Development that includes representatives of several agencies.

Councillor Davis also noted the issue of early childhood family centers. Many in the community would like to see family centers in more neighborhoods than North Cambridge.

Councillor Reeves said that the Kid's Council and Agenda for Children also address the early childhood issues.

Councillor Born cautioned about diffusion of efforts.

Ms. Semonoff suggested another meeting focusing on best practices and then perhaps an overview of the school-to-work area in light of new state initiatives.

Councillor Davis asked about childcare needs in light of welfare-to-work. Jill Herold said that preschool, toddler care is not a huge issue; there is more of a problem in after school care.

It was agreed that there will be another meeting with a focus on best practices.

Councillor Reeves mentioned the STRIVE program in Boston, a work readiness program for eighteen to forty year olds and stated that it is a very simple and effective program.

Ms. Cordelia asked for what the committee is looking for with regard to best practices.

Councillor Reeves stated that one way to look at it is to present a day's program and give concrete examples of what the schedule would look like. What are the elements that attract various types of kids.

Councillor Reeves thanked all those present for their participation.

The meeting was adjourned at 5:17 p.m.

For the Committee,


Councillor Kenneth E. Reeves
Chair

City of Cambridge

In City Council June 14, 1999

The Human Services and Youth Committee held a public meeting on Tuesday, April 13, 1999, beginning at 3:15 p.m. in the Area Four Youth Center for the purpose of discussing the Cambridge Youth Center programming and the recent Consultants assessment and recommendations.

Present at the hearing were Councillor Reeves, Chair of the Committee, Vice Mayor Anthony D. Galluccio, Councillor Kathleen L. Born, Councillor Henrietta Davis, Councillor Michael A. Sullivan, Councillor Katherine Triantafillou and City Clerk D. Margaret Drury. Also present were Jill Herold, Assistant City Manager for the Department of Human Services (DHS); Ellen Semonoff, Deputy Director of DHS; Eileen Keegan, Director of Community and Youth Programs, DHS; Robert Goodwin, Youth Program Manager, DHS; Andrew Spooner, Youth Program Coordinator, DHS; Hawley Truax, Grants Administrator, DHS; Mary Wong, Executive Director, Kid's Council.

Councillor Reeves convened the hearing and explained the purpose. He invited Jill Herold to begin the presentation. Ms. Herold introduced Claire Cordelia from TDC, the consulting agency employed to evaluate youth programs in Cambridge, to outline the recommendations in their final report. Ms. Cordelia expressed TDC's appreciation for the cooperation and candor of the staff and the City Council. She noted that during the process a new mission statement was crafted. As a part of the process there is a revised organizational structure, recommendations for enhanced programming and suggestions for how to move forward.

Councillor Reeves asked why "physical" comes before "educational" in the mission statement. Ms. Cordelia said that this was discussed; it was deliberate. Although there is recognition that there has been some over-emphasis of the physical program, that piece is also a strength of the program.

Ms. Cordelia then described the core values upon which the steering committee agreed. Thereafter Ms. Cordelia moved to the area of programming recommendations. The broad recommendations include moving toward a more diverse mix of programs, promoting gender equity, designing programs appropriate to a wide range of skills and activities, designing programs that meet the interests of a broad range of kids, creating a collective process for program planning that includes a range of perspectives, and feeding the kids nutritious food.

Councillor Reeves noted that these recommendations are very overarching. He asked about training, cited the training programs offered at the recent Boston

Committee Report #2

4415

A report from Councillor
Kenneth Reeves, Chair of the
Human Services and Youth
Committee, for a meeting
held on April 13, 1999
for the purpose of discussing
the Cambridge Youth Center
programming and the recent
Consultants assessment and
recommendations.

In City Council June 14, 1999

Accepted Report

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