



City of Cambridge
Department of Human Service Programs
51 Inman Street, Cambridge, Massachusetts 02139, 498-9076

To: Robert W. Healy
City Manager

From: Jill Herold
Assistant City Manager for Human Services

Date: December 15, 1986

Re: Community Development Block Grant Process
Year XIII

In February 1984, the Human Services Commission announced its intention to initiate (as of July 1, 1984) a formal three year funding cycle for Community Development Block Grant funds allocated to Human Services. The intent of establishing a funding cycle was to promote stability for particular services while periodically freeing resources to support services for new service needs in the community; to decrease agency dependency on CDBG funds; and to encourage program initiatives to respond to changing community needs.

Over the last three years, the Commission and the Human Services staff have put considerable time and thought into the specifics of the first cycle and have incorporated input from current CDBG recipients into the proposed process. Specifically current Block Grant recipients are now eligible to reapply for any aspects of their activities and are not restricted to new services not previously funded by Block Grant dollars.

Since FY 84, the Human Services portion of the CDBG program has grown from \$325,000 to \$380,000, despite a decline in the overall allocation. Human Services, as of FY 87, is receiving the maximum dollars allowed by regulation. Opportunities to bring new services into the CDBG program would, therefore, be dependent upon growth in the total entitlement unless there is some realignment of existing dollars. The recommendation for capping contracts at \$30,000 is directly linked to the desire to balance some continuity for current CDBG recipients with meaningful access for service providers who have had only one explicit opportunity to apply for Block Grant dollars in recent years.

It will continue to be our goal to work closely with these human service agencies to develop appropriate contractual arrangements with appropriate entities to support the many services now being provided exclusively with Block Grant Dollars.

Community and Youth Services
498-9037/9072
Council on Aging/Elderly Services
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**CDBG PROGRAM DESCRIPTIONS
YEAR TWELVE**

Cambridge Housing Authority Tenant Services Counseling and referral services for the residents of Cambridge family housing developments.	\$55,456
Cambridge & Somerville Program for Alcohol Rehabilitation (CASPAR) Support for the Emergency Service Center, a shelter for actively drinking alcoholics.	\$ 5,200
Child Care Resource Center Information and referral services for Cambridge parents seeking day care, and technical assistance for day care providers.	\$32,717
Concilio Hispano Counseling and referral services for Cambridge Hispanic residents.	\$42,861
Cambridge Organization of Portuguese Americans (COPA) Counseling and referral for Cambridge Haitian residents.	\$33,900
Cambridge Haitian-American Association (CHAMA) Counseling and referral services for Cambridge Haitian residents.	\$20,800
Elder Housing Assistance Housing counseling and placement for Cambridge elders.	\$26,406
Emergency Services Fund to support emergency housing needs including initial implementation of alternative shelter at YMCA & YWCA, and start-up for day care for children of homeless families.	\$17,337
Food for Free Collection of surplus food, and distribution to low income people and Cambridge food pantries.	\$13,520
Neighborhood Support Systems for Infants (NSSI) Home visits and support groups for parents of infants at development risk.	\$7,566

Continued on next page

CDBG Program descriptions continued

Prime Time Employment \$10,500
Employment counseling and placement for people
over 55 years of age.

S.C.M. Transportation \$11,219
Pre-scheduled van transportation for elderly and
handicapped residents of Cambridge.

Adolescent Services \$26,605
Counseling, referral, and advocacy services to
Cambridge adolescents and their families.

Shortstop, Inc. \$10,556
A short-term shelter serving Cambridge adolescents.

Planning & Administration \$65,357
Provision of human service program planning,
development and assessment, technical assistance to
subgrantees, and administration of CDBG program.

TOTAL CDBG YEAR TWELVE \$380,000

HUMAN SERVICES-CDBG
YEAR TWELVE

PROJECT	AMOUNT	3RD YEAR	2ND YEAR
CHA/Tenant Services	\$55,456	X	
CASPAR	5,200		X
Child Care Resource Center	32,717	X	
Concilio Hispano	42,861	X	
COPA	33,900	X	
CHAMA	20,800		X
Elder Housing	26,406		
Emergency Services	17,337		
Food for Free	13,520		X
N.S.S.I. (Center, Inc)	7,566		X
Prime Time	10,500		
S.C.M. Transportation	11,219	X	
Adolescent Services	26,605		
Shortstop	10,556		X
Planning/Admin	65,357		
TOTAL YR 12	\$380,000		



City of Cambridge

Department of Human Service Programs

51 Inman Street Cambridge Massachusetts 02139 498-9076

TO: All Interested Agencies
and Individuals

FROM: Jill Herold
Assistant City Manager

RE: CDBG Human Services Allocations
Process (FY'85)

DATE: February 8, 1984

The Community Development Block Grant program provides to municipalities a unique resource for the support of human service activities at the local level: though the funds are subject to specific and detailed regulations, they can still be targeted at a wide range of needs and can be directed to complement and strengthen the existing community service network. These funds also represent an opportunity to provide base funding to assist agencies in achieving stability.

Through the work of the Human Services Commission we have established over the last two years several guiding principles for contract projects funded through CDBG in Cambridge.

- services should be targeted at emerging needs in the community or incorporate strategies that promise a more effective approach to difficult, long standing problems in Cambridge
- Block Grant funds should be used as often as possible to leverage other support either from other public entities or from the private sector
- the funding cycle should be long enough to promote stability for particular services, but restricted enough to free resources periodically for support in dealing with new problems in the community
- no agency should be dependent upon Block Grant funds as its sole source of support

As of July 1, 1984, a formal three year funding cycle for CDBG Human Service funds will be initiated. Agencies receiving funds at the outset of the cycle may anticipate continued support for the entire three year period, including to the extent possible, periodic adjustments to account for increased costs over time. At the conclusion of three years, agencies should expect a substantial reduction in support for ongoing services. Additional support may be sought by any agency which has developed a new approach to respond to an evolving need within the community. The maintenance of support over the three year

period is, of course, contingent upon satisfactory performance of contract objectives and adequate funding from HUD.

Each transition in the cycle will be preceeded by a needs assessment process which draws on such indices as census data, planning and/or informational documents developed by other human service agencies in the area, testimony at public hearings, and interviews with various key informants in the city.

In fact, a series of such activities undertaken by the Commission over the last year has substantiated the need for the types of services currently funded by Human Services Block Grant funds. These include:

- services to linguistic minorities, including the Haitian, Hispanic and Portuguese communities;
- services to residents of publicly subsidized housing;
- planning and development activities and general support systems for child care programs;
- transportation services for elderly and handicapped individuals;
- access for low income individuals, particularly the elderly and handicapped, to adequate nutritional services

Therefore, for FY'85 proposals will be solicited in all of these service categories. In the majority of instances, proposals will be accepted only from current Block Grant recipients. In two specific service areas, proposals will be accepted from any interested organization.

Closed Requests For Proposals. The Child Care Resource Center, SCM, Inc., Concilio Hispano, COPA and Tenant Services of the Cambridge Housing Authority will be invited to submit proposals for the areas of service currently purchased from them. These agencies will be asked to provide specific information about their Block Grant funded activities, including:

- substantiation of ongoing need for the program;
- mechanisms in place to improve access to services provided as well as access for clients to other relevant agencies;
- current and projected means for linking and supporting their clients with employment and employment training;
- description of current and projected efforts of inter-agency cooperation;

- analysis of current and projected efforts to broaden the agency's revenue base;
- evidence of sound fiscal and management systems

Open Requests For Proposals. In two service categories currently supported by Block Grant funds, the Commission found substantiation of need, but has decided to open these two areas for proposals from any interested agency in the community. These include:

- services to the Haitian community; and
- access for low income individuals, particularly the elderly and handicapped, to adequate nutritional services

The intent of the open process is to stimulate more flexible, cost effective and/or responsive services for the needs identified. Proposals which reflect collaborative efforts among experienced agencies will be given highest priority.



City of Cambridge
Department of Human Service Programs
51 Inman Street, Cambridge, Massachusetts 02139, 498-9076

Date: April 11, 1985

To: Human Service Block Grant Fund Recipients

Re: CDBG Evaluation Report

Attached please find an Evaluation Report for allocation of FY'86 Human Service Community Development Block Grant funds.

The Human Service Commission and Department staff members will review this evaluation along with Quarterly Reports to make their final recommendations for FY '86 funding, so that we may begin the execution of contracts.

The completed evaluation is due at the Department of Human Service Programs on Friday, May 3, 1985 at 5:00 P.M. If you have any further questions, please contact Debra Shapiro or Isabella Hinds.

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CDBG EVALUATION REPORT

Allocations for FY '86

1. Has your service changed over the past year? If so, in what ways? Do you foresee a change in your service goals within the next several years?
2. We have been informed by HUD that we must now provide more specific documentation of benefits to low and moderate income residents of Cambridge. On what basis will you derive this information, and how do you plan to document it?
3. To the best of your ability, provide a client breakdown for the following: (Indicate the basis for your numbers.)
 - A. Ethnic
 - B. Age
 - C. Racial
 - D. Housing characteristics
 - E. Income source (eg. employed or public assistance, etc.)
4. Compare this year's client profile with last year's.
5. Describe your current and projected efforts to link clients with other resources and services, and your own efforts at collaboration.
6. What are your current fundraising efforts, and goals for broadening your agency's revenue base? What are your plans for replacing current CDBG funds at the conclusion of the three-year cycle?
7. Attach a copy of your most recent annual financial statement and/or your audit report.

PLEASE BE SURE TO RETURN THE COMPLETED EVALUATION REPORT BY
FRIDAY, MAY 3, 1985 AT 5:00 P.M.



City of Cambridge
Department of Human Service Programs
51 Inman Street, Cambridge, Massachusetts 02139, 498-9076

TO: All Interested Agencies

FROM: Jill Herold

DATE: January 28, 1986

RE: CDBG Human Service Allocations Process
FY 87 and FY 88

Over the next two fiscal years (FY 87 and FY 88), a variety of factors will combine to impact significantly on those human service agencies receiving Community Development Block Grant funds. Those factors include:

- 1) HUD monitoring of the program which places heavy emphasis on detailed documentation of benefit and demands extensive collection of statistical information;
- 2) a national cut of up to 28% in the program which will affect Cambridge in FY 87;
- 3) the conclusion, in June of 1987, of the first of the three year cycles initiated by the Human Services Commission for Human Service recipients.

There is every reason to believe that the projected cut in the Block Grant program also predicts the future. Most experts expect, at the least, continued reductions and, possibly, the phase-out of the program.

HUD Monitoring

The impact of notably tightened monitoring procedures by HUD is most serious for Human Service agencies who often find the necessary data gathering intrusive for their clients. HUD, however, has proved insistent on these points. The Human Services staff has been and will continue to work closely with currently funded agencies to facilitate their compliance with HUD requirements, and to assist agencies in accommodating HUD's requirements with the needs of their agencies.

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FY 87 Reduction

As most of you probably know the Congress has reduced the CDBG program dollars by 10%. That cut will affect Cambridge's allocation in FY 87 (i.e. beginning July 1, 1986). Currently, there are initiatives by the President and OMB which would make the situation far more serious. The President, may, without bringing his plan before Congress, defer spending a portion of the money Congress has authorized; Reagan and OMB are currently proposing to do just that; for Cambridge such a move would mean an additional 18% cut.

These Executive initiatives further complicate our planning and make it difficult to give you firm information on a timely basis. You will certainly have a tentative number with which to begin work by February 15th.

In the interim we strongly encourage you to begin planning for a cut of 10 - 20%. Agencies that participate in the Public Private Partnership Program will have particular concerns around any Cost of Living increase which the State may make available as well as any Wage Parity adjustments. Those agencies with matched and unmatched dollars will have to assess carefully the future consequences of realizing short-term state increases by simply requesting to move money from the unmatched to matched pot.

Three Year Cycle

In February of 1984, the Human Service Commission announced its intention to initiate (as of July 1, 1984) a formal three year funding cycle for Community Development Block Grant Funds allocated to Human Services. One of the Commission's primary motivations was to decrease agency dependency on CDBG funds. Those agencies participating in the first 3 year cycle will begin their final year in the cycle in July of 1986. The intent of establishing a funding cycle was to promote stability for particular services while freeing resources periodically to support services for new problems in the community.

Those agencies concluding the first cycle in FY 87, should begin to plan accordingly. As was stated originally, such agencies may seek support for a new approach to service delivery or a service responding to an evolving need in the community. The ways in which the reduction in the Block Grant program will affect the second three year cycle will continue to be assessed.

In planning such services, agencies should keep in mind the following criteria:

- services should clearly demonstrate a more effective approach to difficult, long standing problems in Cambridge or target an emerging need in the community;
- efforts which combine the expertise and resources of two or more agencies are encouraged;
- the committment of Block Grant funds should be used as often as possible to leverage support from other public or private sources;
- given increasingly restrictive HUD guidelines, agencies should demonstrate that new services will be targeted to HUD eligible populations and that the project includes a reasonable plan to collect the data HUD requires to document direct benefit to low and moderate income residents;
- new services should be demonstrably rooted in local concerns and/or directly affect the needs of Cambridge residents;
- in order to share decreasing resources throughout the community and in order to limit the dependency of any agency or program on Block Grant dollars, a cap on any single project is under serious consideration; the amount under consideration is \$25,000.



City of Cambridge
Department of Human Service Programs
51 Inman Street, Cambridge, Massachusetts 02139, 498-9076

February 13, 1986

Dear

This letter will serve to inform you of the Human Service Commission's recommendation to the City Manager regarding the allocation of Year 12 (FY87) Community Development Block Grant Funds.

First, let me comment that the testimony that each of you brought to the Community Development Public Hearing on January 29 was both moving and persuasive to all those present. It was highly effective in accomplishing our mission of establishing Human Services as integral to the goals and operation of the Block Grant Program. With that in mind, we have strongly recommended to the City Manager that he allocate the full 15% of the entitlement to Human Services and our allocation recommendation assumes he will respond favorably.

This allocation is in keeping with the Commission's commitment, through the three year cycle, to maintain funding for that period, subject to the availability of funds. By reducing the demand on Block Grant dollars of some services provided directly by the Department, we have been able to make enough dollars available to maintain level funding for each agency, though not to provide the COLA of past years.

We do want to emphasize, however, our deep concern about the future of the Block Grant program. We would like to invite you to join with us and the Commission at the Human Service hearing on March 12 at 6 p.m. to begin planning together for the future.

Sincerely

Isabella Hinds
Deputy Director

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City of Cambridge
Department of Human Service Programs
51 Inman Street, Cambridge, Massachusetts 02139, 498-9076

TO: Human Services Commission

DATE: June 30, 1986

FROM: Isabella Hinds

RE: Three Year Cycle

As we enter the new fiscal year, the time lines really require that the specific elements of the three year cycle for CDBG be defined. Before tackling that task, we should reiterate that there are some external constraints we all need to be aware of. First, HUD continues to monitor the city's Block Grant program with intensity, precision, and a great deal more emphasis on the letter of the regulations than the spirit of the legislation. In other words Block Grant funding is a substantially more restricted funding source than it was when the three year cycle was established. Second, the future of the program is uncertain, but not necessarily doomed. The program must be re-authorized in FY87 but to date there is no reason to assume that won't happen.

Our immediate concern is to define parameters for the funding cycle that achieve the slated goals: opening up the CDBG program to new agencies & services and motivating existing agencies to evolve with the needs of the community. On the other hand, those parameters should not be frivolous (forcing mere bookkeeping transfers, but effecting little substantive change) or arbitrary.

For the sake of discussion, we are proposing an elimination of both extreme ends of the possible spectrum. In other words, agencies would not be refunded for a scope of service and a budget that was the same as that in their current contract, nor would they be prohibited from seeking funding for the core operation of the agency if they meet other criteria. Then the question becomes what are those other criteria?

The goal is to motivate responsiveness among agencies; can we achieve that as effectively, and with less arbitrary disruption of agencies, by putting the "burden of proof" on the agency. We could ask them to describe in detail their own growth over three years, the broadening of their fiscal base, and the establishment of new program or agencies.

A second goal was to achieve greater rationality (equity) in allocating resources; can we achieve this (along with creating an opportunity for greater distribution) by establishing a cap - \$25,000, for example?

A third goal was to establish a mechanism for addressing "new" needs; can we achieve that by defining "new" ourselves or should we expect them to or should we aim for a combination?

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Finally, there are some important process questions. When do we publicly announce an open cycle? The sooner we do it, the more serious we appear about opening things up. On the other hand an early announcement will "shake up" current recipients. How much outreach do we do? Without good lead time, bidders conferences, etc., we run the risk of getting few proposals that are substantial.

We look forward to finalizing some of these questions on July 2nd.

13.

F-455'

Comm. from Jill Herold, Asst. City Manager
for Human Services Re: Community Develop-
ment Block Grant Process for Year XIII.

In City Council,

December 15, 1986