

# City of Cambridge



*Adaptive reuse affordable housing on Windsor Street*

## Consolidated Action Plan for Fiscal Year 2013



**This document was created by Cambridge's  
Community Development Department.**

**For more information please visit:  
<http://www.cambridgema.gov/CDD>**

**Or call: (617) 349-4600**

# City of Cambridge



## FY2013 One Year Action Plan

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*(please contact Robert Keller at (617) 349-4602 to obtain CPMP Worksheets)*





# SF 424

The SF 424 is part of the CPMP Annual Action Plan. SF 424 form fields are included in this document. Grantee information is linked from the 1CPMP.xls document of the CPMP tool.

## SF 424

Complete the fillable fields (blue cells) in the table below. The other items are pre-filled with values from the Grantee Information Worksheet.

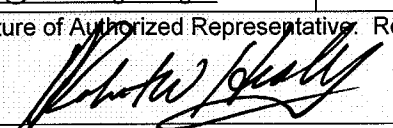
|  |  |  |   |
|--|--|--|---|
| Date Submitted: 5/29/2012  | B-12-MC-05-0005  | <b>Type of Submission</b>  |   |
| Date Received by state   | State Identifier   | <b>Application</b>   | <b>Pre-application</b>                    |
| Date Received by HUD   | Federal Identifier   | <input checked="" type="checkbox"/> Construction   | <input type="checkbox"/> Construction     |
|  |  |  | <input type="checkbox"/> Non Construction |
| <b>Applicant Information</b>   |  |  |   |
| <b>City of Cambridge, Massachusetts</b>  |  | MA250396 Cambridge   |   |
| Community Development Department   |  | 76584341: 076584341 DUNS   |   |
| 344 Broadway   |  | City of Cambridge, Massachusetts   |   |
| Cambridge  | Massachusetts  | Community Development Department   |   |
| 02139  | Country U.S.A.   | Federal Grants Management  |   |
| <b>Employer Identification Number (EIN):</b>   |  | Middlesex  |   |
| 46-0001383   |  | 07-01-09   |   |
| <b>Applicant Type:</b>   |  | <b>Specify Other Type if necessary:</b>  |   |
| Local Government: City   |  | Specify Other Type   |   |
| <b>Program Funding</b>   |  | <b>U.S. Department of Housing and Urban Development</b>  |   |
| Catalogue of Federal Domestic Assistance Numbers; Descriptive Title of Applicant Project(s); Areas Affected by Project(s) (cities, Counties, localities etc.); Estimated Funding |  |  |   |
| <b>Community Development Block Grant</b>   |  | 14.218 Entitlement Grant   |   |
| CDBG Project Titles: Admin/Planning; Affordable Housing; Economic Development; Public Services; Pub. Facilities  |  | Description of Areas Affected by CDBG Project(s): Admin/Planning, Housing, Public Services are Citywide; Economic Development and Pub. Facilities are low/mod areas or NRS |   |
| \$CDBG Grant Amount: \$2,756,823   | \$Additional HUD Grant(s) Leveraged \$ 313,425   | Describe Continuum of Care   |   |
| \$Additional Federal Funds Leveraged: \$1,528,187  | \$Additional State Funds Leveraged: \$17,864,850   |  |   |
| \$Locally Leveraged Funds: \$7,609,510   | \$Grantee Funds Leveraged: \$360,329   |  |   |
| \$Anticipated Program Income: \$250,000  | Other (Describe): \$4,644,155 non-profits, \$22,977,945 Lending Inst.; \$1,370,025 Private |  |   |
| Total Funds Leveraged for CDBG-based Project(s):   |  | \$49,531,806   |   |
| <b>Home Investment Partnerships Program</b>  |  | 14.239 HOME  |   |
| HOME Project Titles: Administration, CHDO Reserves and Individual CHDO Project Construction  |  | Description of Areas Affected by HOME Project(s) Citywide  |   |
| \$HOME Grant Amount: \$701,776   | \$Additional HUD Grant(s) Leveraged \$ -0-   | Describe   |   |
| \$Additional Federal Funds Leveraged \$ -0-  | \$Additional State Funds Leveraged: \$3,642,726  |  |   |

|  |  |
|--|--|
| \$Locally Leveraged Funds: \$-0-                             | \$Grantee Funds Leveraged \$-0-                    |
| \$Anticipated Program Income \$-0-                           | Other (Describe): Lending Institutions \$2,820,000 |
| Total Funds Leveraged for HOME-based Project(s): \$6,462,726 |  |

|   |                                     |   |
|---|-------------------------------------|---|
| <b>Housing Opportunities for People with AIDS</b> |                                     | 14.241 HOPWA                                      |
| HOPWA Project Titles                              |                                     | Description of Areas Affected by HOPWA Project(s) |
| \$HOPWA Grant Amount                              | \$Additional HUD Grant(s) Leveraged | Describe  |
| \$Additional Federal Funds Leveraged              | \$Additional State Funds Leveraged  |   |
| \$Locally Leveraged Funds                         | \$Grantee Funds Leveraged           |   |
| \$Anticipated Program Income                      | Other (Describe)                    |   |
| Total Funds Leveraged for HOPWA-based Project(s)  |                                     |   |

|  |  |  |
|--|--|--|
| <b>Emergency Shelter Grants Program</b>              |  | 14.231 ESG   |
| ESG Project Titles: Operating Costs of Shelters      |  | Description of Areas Affected by ESG Project(s):<br>Citywide |
| \$ESG Grant Amount: \$242,242                        | \$Additional HUD Grant(s) Leveraged<br>\$-0- | Describe   |
| \$Additional Federal Funds Leveraged: \$-0-          | \$Additional State Funds Leveraged: \$-0-    |  |
| \$Locally Leveraged Funds \$-0-                      | \$Grantee Funds Leveraged \$-0-              |  |
| \$Anticipated Program Income \$-0-                   | Other (Describe): \$-0-                      |  |
| Total Funds Leveraged for ESG-based Project(s) \$-0- |  |  |

|   |  |  |   |
|---|--|--|---|
| Congressional Districts of:   |  | Is application subject to review by state Executive Order 12372 Process? |   |
| Applicant Districts: 8 <sup>th</sup>  | Project Districts: 8 <sup>th</sup>     | <input type="checkbox"/> Yes   | This application was made available to the state EO 12372 process for review on DATE: |
| Is the applicant delinquent on any federal debt? If "Yes" please include an additional document explaining the situation. |  | <input checked="" type="checkbox"/> No                                   | Program is not covered by EO 12372  |
| <input type="checkbox"/> Yes  | <input checked="" type="checkbox"/> No | <input type="checkbox"/> N/A   | Program has not been selected by the state for review                                 |
|   |  |  |   |

|   |                                  |                         |
|---|----------------------------------|-------------------------|
| Person to be contacted regarding this application                                   |                                  |                         |
| Betty Lyons   | or                               | Robert Keller           |
| Federal Grants Manager  | 617/349 4600 (p) 617/349 4669(f) | Associate Planner       |
| blyons@cambridgema.gov  | www.cambridgema.gov/~cdd         | rkeller@cambridgema.gov |
| Signature of Authorized Representative: Robert W. Healy, City Manager               |                                  | Date Signed             |
|  |                                  | 5/22/2012               |



# CPMP Non-State Grantee Certifications

Many elements of this document may be completed electronically, however a signature must be manually applied and the document must be submitted in paper form to the Field Office.

- This certification does not apply.  
 This certification is applicable.

## NON-STATE GOVERNMENT CERTIFICATIONS

In accordance with the applicable statutes and the regulations governing the consolidated plan regulations, the jurisdiction certifies that:

**Affirmatively Further Fair Housing** -- The jurisdiction will affirmatively further fair housing, which means it will conduct an analysis of impediments to fair housing choice within the jurisdiction, take appropriate actions to overcome the effects of any impediments identified through that analysis, and maintain records reflecting that analysis and actions in this regard.

**Anti-displacement and Relocation Plan** -- It will comply with the acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended, and implementing regulations at 49 CFR 24; and it has in effect and is following a residential antidisplacement and relocation assistance plan required under section 104(d) of the Housing and Community Development Act of 1974, as amended, in connection with any activity assisted with funding under the CDBG or HOME programs.

**Drug Free Workplace** -- It will or will continue to provide a drug-free workplace by:

1. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition;
2. Establishing an ongoing drug-free awareness program to inform employees about --
  - a. The dangers of drug abuse in the workplace;
  - b. The grantee's policy of maintaining a drug-free workplace;
  - c. Any available drug counseling, rehabilitation, and employee assistance programs; and
  - d. The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
3. Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph 1;
4. Notifying the employee in the statement required by paragraph 1 that, as a condition of employment under the grant, the employee will --
  - a. Abide by the terms of the statement; and
  - b. Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;
5. Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph 4(b) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;
6. Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph 4(b), with respect to any employee who is so convicted --
  - a. Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or
  - b. Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;
7. Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs 1, 2, 3, 4, 5 and 6.

Jurisdiction

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**Anti-Lobbying** -- To the best of the jurisdiction's knowledge and belief:

8. No Federal appropriated funds have been paid or will be paid, by or on behalf of it, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement;
9. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, it will complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions; and
10. It will require that the language of paragraph 1 and 2 of this anti-lobbying certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

**Authority of Jurisdiction** -- The consolidated plan is authorized under State and local law (as applicable) and the jurisdiction possesses the legal authority to carry out the programs for which it is seeking funding, in accordance with applicable HUD regulations.

**Consistency with plan** -- The housing activities to be undertaken with CDBG, HOME, ESG, and HOPWA funds are consistent with the strategic plan.

**Section 3** -- It will comply with section 3 of the Housing and Urban Development Act of 1968, and implementing regulations at 24 CFR Part 135.



Signature/Authorized Official

May 22, 2012

Date

Robert W. Healy

Name

City Manager

Title

795 Massachusetts Avenue

Address

Cambridge, MA 02139

City/State/Zip

617 / 349 4300

Telephone Number

- This certification does not apply.  
 This certification is applicable.

### Specific CDBG Certifications

The Entitlement Community certifies that:

**Citizen Participation** -- It is in full compliance and following a detailed citizen participation plan that satisfies the requirements of 24 CFR 91.105.

**Community Development Plan** -- Its consolidated housing and community development plan identifies community development and housing needs and specifies both short-term and long-term community development objectives that provide decent housing, expand economic opportunities primarily for persons of low and moderate income. (See CFR 24 570.2 and CFR 24 part 570)

**Following a Plan** -- It is following a current consolidated plan (or Comprehensive Housing Affordability Strategy) that has been approved by HUD.

**Use of Funds** -- It has complied with the following criteria:

11. Maximum Feasible Priority - With respect to activities expected to be assisted with CDBG funds, it certifies that it has developed its Action Plan so as to give maximum feasible priority to activities which benefit low and moderate income families or aid in the prevention or elimination of slums or blight. The Action Plan may also include activities which the grantee certifies are designed to meet other community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community, and other financial resources are not available);
12. Overall Benefit - The aggregate use of CDBG funds including section 108 guaranteed loans during program year(s) 2010, 2011, 2012, (a period specified by the grantee consisting of one, two, or three specific consecutive program years), shall principally benefit persons of low and moderate income in a manner that ensures that at least 70 percent of the amount is expended for activities that benefit such persons during the designated period;
13. Special Assessments - It will not attempt to recover any capital costs of public improvements assisted with CDBG funds including Section 108 loan guaranteed funds by assessing any amount against properties owned and occupied by persons of low and moderate income, including any fee charged or assessment made as a condition of obtaining access to such public improvements.

However, if CDBG funds are used to pay the proportion of a fee or assessment that relates to the capital costs of public improvements (assisted in part with CDBG funds) financed from other revenue sources, an assessment or charge may be made against the property with respect to the public improvements financed by a source other than CDBG funds.

The jurisdiction will not attempt to recover any capital costs of public improvements assisted with CDBG funds, including Section 108, unless CDBG funds are used to pay the proportion of fee or assessment attributable to the capital costs of public improvements financed from other revenue sources. In this case, an assessment or charge may be made against the property with respect to the public improvements financed by a source other than CDBG funds. Also, in the case of properties owned and occupied by moderate-income (not low-income) families, an assessment or charge may be made against the property for public improvements financed by a source other than CDBG funds if the jurisdiction certifies that it lacks CDBG funds to cover the assessment.

**Excessive Force** -- It has adopted and is enforcing:

14. A policy prohibiting the use of excessive force by law enforcement agencies within its jurisdiction against any individuals engaged in non-violent civil rights demonstrations; and
15. A policy of enforcing applicable State and local laws against physically barring entrance to or exit from a facility or location which is the subject of such non-violent civil rights demonstrations within its jurisdiction;

Jurisdiction

---

**Compliance With Anti-discrimination laws** -- The grant will be conducted and administered in conformity with title VI of the Civil Rights Act of 1964 (42 USC 2000d), the Fair Housing Act (42 USC 3601-3619), and implementing regulations.

**Lead-Based Paint** -- Its activities concerning lead-based paint will comply with the requirements of part 35, subparts A, B, J, K and R, of title 24;

**Compliance with Laws** -- It will comply with applicable laws.

  
\_\_\_\_\_  
Signature/Authorized Official

May 22, 2012  
Date

Robert W. Healy  
Name  
City Manager  
Title  
795 Massachusetts Avenue  
Address  
Cambridge, MA 02139  
City/State/Zip  
617/349 4300  
Telephone Number

|  |
|--|
| <input checked="" type="checkbox"/> This certification does not apply. |
| <input type="checkbox"/> This certification is applicable.             |

**OPTIONAL CERTIFICATION  
CDBG**

Submit the following certification only when one or more of the activities in the action plan are designed to meet other community development needs having a particular urgency as specified in 24 CFR 570.208(c):

The grantee hereby certifies that the Annual Plan includes one or more specifically identified CDBG-assisted activities, which are designed to meet other community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community and other financial resources are not available to meet such needs.

  
\_\_\_\_\_  
Signature/Authorized Official

May 22, 2012

Date

Robert W. Healy

Name

City Manager

Title

795 Massachusetts Avenue

Address

Cambridge, MA 02139

City/State/Zip

617/3494300

Telephone Number

|   |
|---|
| <input type="checkbox"/> This certification does not apply.           |
| <input checked="" type="checkbox"/> This certification is applicable. |

### Specific HOME Certifications

The HOME participating jurisdiction certifies that:

**Tenant Based Rental Assistance** -- If the participating jurisdiction intends to provide tenant-based rental assistance:

The use of HOME funds for tenant-based rental assistance is an essential element of the participating jurisdiction's consolidated plan for expanding the supply, affordability, and availability of decent, safe, sanitary, and affordable housing.

**Eligible Activities and Costs** -- it is using and will use HOME funds for eligible activities and costs, as described in 24 CFR § 92.205 through 92.209 and that it is not using and will not use HOME funds for prohibited activities, as described in § 92.214.

**Appropriate Financial Assistance** -- before committing any funds to a project, it will evaluate the project in accordance with the guidelines that it adopts for this purpose and will not invest any more HOME funds in combination with other Federal assistance than is necessary to provide affordable housing;



May 22, 2012

Signature/Authorized Official

Date

Robert W. Healy

Name

City Manager

Title

795 Massachusetts Avenue

Address

Cambridge, MA 02139

City/State/Zip

617/349 4300

Telephone Number



- This certification does not apply.  
 This certification is applicable.

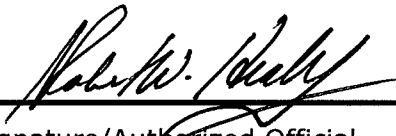
### HOPWA Certifications

The HOPWA grantee certifies that:

**Activities** -- Activities funded under the program will meet urgent needs that are not being met by available public and private sources.

**Building** -- Any building or structure assisted under that program shall be operated for the purpose specified in the plan:

1. For at least 10 years in the case of assistance involving new construction, substantial rehabilitation, or acquisition of a facility,
2. For at least 3 years in the case of assistance involving non-substantial rehabilitation or repair of a building or structure.



Signature/Authorized Official

May 22, 2012

Date

Robert W. Healy

Name

City Manager

Title

795 Massachusetts Avenue

Address

Cambridge, MA 02139

City/State/Zip

617/349 4300

Telephone Number

## ESG Certifications

The Emergency Solutions Grants Program Recipient certifies that:

**Major rehabilitation/conversion** – If an emergency shelter's rehabilitation costs exceed 75 percent of the value of the building before rehabilitation, the jurisdiction will maintain the building as a shelter for homeless individuals and families for a minimum of 10 years after the date the building is first occupied by a homeless individual or family after the completed rehabilitation. If the cost to convert a building into an emergency shelter exceeds 75 percent of the value of the building after conversion, the jurisdiction will maintain the building as a shelter for homeless individuals and families for a minimum of 10 years after the date the building is first occupied by a homeless individual or family after the completed conversion. In all other cases where ESG funds are used for renovation, the jurisdiction will maintain the building as a shelter for homeless individuals and families for a minimum of 3 years after the date the building is first occupied by a homeless individual or family after the completed renovation.

**Essential Services and Operating Costs** – In the case of assistance involving shelter operations or essential services related to street outreach or emergency shelter, the jurisdiction will provide services or shelter to homeless individuals and families for the period during which the ESG assistance is provided, without regard to a particular site or structure, so long the jurisdiction serves the same type of persons (e.g., families with children, unaccompanied youth, disabled individuals, or victims of domestic violence) or persons in the same geographic area.

**Renovation** – Any renovation carried out with ESG assistance shall be sufficient to ensure that the building involved is safe and sanitary.

**Supportive Services** – The jurisdiction will assist homeless individuals in obtaining permanent housing, appropriate supportive services ( including medical and mental health treatment, victim services, counseling, supervision, and other services essential for achieving independent living), and other Federal State, local, and private assistance available for such individuals.

**Matching Funds** – The jurisdiction will obtain matching amounts required under 24 CFR 576.201.

**Confidentiality** – The jurisdiction has established and is implementing procedures to ensure the confidentiality of records pertaining to any individual provided family violence prevention or treatment services under any project assisted under the ESG program, including protection against the release of the address or location of any family violence shelter project, except with the written authorization of the person responsible for the operation of that shelter.

**Homeless Persons Involvement** – To the maximum extent practicable, the jurisdiction will involve, through employment, volunteer services, or otherwise, homeless individuals and families in constructing, renovating, maintaining, and operating facilities assisted under the ESG program, in providing services assisted under the ESG program, and in providing services for occupants of facilities assisted under the program.

**Consolidated Plan** – All activities the jurisdiction undertakes with assistance under ESG are consistent with the jurisdiction's consolidated plan.

**Discharge Policy** – The jurisdiction will establish and implement, to the maximum extent practicable and where appropriate policies and protocols for the discharge of persons from

publicly funded institutions or systems of care (such as health care facilities, mental health facilities, foster care or other youth facilities, or correction programs and institutions) in order to prevent this discharge from immediately resulting in homelessness for these persons.

Robert W. Shady  
Signature/Authorized Official

06/06/12  
Date

City Manager  
Title

This certification does not apply.  
 This certification is applicable.

**APPENDIX TO CERTIFICATIONS**

Instructions Concerning Lobbying and Drug-Free Workplace Requirements

**Lobbying Certification**

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

**Drug-Free Workplace Certification**

1. By signing and/or submitting this application or grant agreement, the grantee is providing the certification.
2. The certification is a material representation of fact upon which reliance is placed when the agency awards the grant. If it is later determined that the grantee knowingly rendered a false certification, or otherwise violates the requirements of the Drug-Free Workplace Act, HUD, in addition to any other remedies available to the Federal Government, may take action authorized under the Drug-Free Workplace Act.
3. Workplaces under grants, for grantees other than individuals, need not be identified on the certification. If known, they may be identified in the grant application. If the grantee does not identify the workplaces at the time of application, or upon award, if there is no application, the grantee must keep the identity of the workplace(s) on file in its office and make the information available for Federal inspection. Failure to identify all known workplaces constitutes a violation of the grantee's drug-free workplace requirements.
4. Workplace identifications must include the actual address of buildings (or parts of buildings) or other sites where work under the grant takes place. Categorical descriptions may be used (e.g., all vehicles of a mass transit authority or State highway department while in operation, State employees in each local unemployment office, performers in concert halls or radio stations).
5. If the workplace identified to the agency changes during the performance of the grant, the grantee shall inform the agency of the change(s), if it previously identified the workplaces in question (see paragraph three).
6. The grantee may insert in the space provided below the site(s) for the performance of work done in connection with the specific grant: Place of Performance (Street address, city, county, state, zip code) Check if there are workplaces on file that are not identified here. The certification with regard to the drug-free workplace is required by 24 CFR part 21.

| Place Name      | Street                   | City      | County    | State | Zip   |
|-----------------|--------------------------|-----------|-----------|-------|-------|
| City Hall Annex | 344 Broadway             | Cambridge | Middlesex | MA    | 02139 |
| City Hall       | 795 Massachusetts Avenue | Cambridge | Middlesex | MA    | 02139 |
| Coffon Building | 51 Inman Street          | Cambridge | Middlesex | MA    | 02139 |
|                 |                          |           |           |       |       |
|                 |                          |           |           |       |       |
|                 |                          |           |           |       |       |
|                 |                          |           |           |       |       |

7. Definitions of terms in the Nonprocurement Suspension and Debarment common rule and Drug-Free Workplace common rule apply to this certification. Grantees' attention is called, in particular, to the following definitions from these rules: "Controlled substance" means a controlled substance in Schedules I through V of the Controlled Substances Act (21 U.S.C. 812) and as further defined by regulation (21 CFR 1308.11 through 1308.15); "Conviction" means a finding of guilt (including a plea of *nolo contendere*) or imposition of sentence, or both, by any judicial body charged with the responsibility to determine violations of the Federal or State criminal drug statutes; "Criminal drug statute" means a Federal or non-Federal criminal statute involving the manufacture, distribution, dispensing, use, or possession of any

Jurisdiction

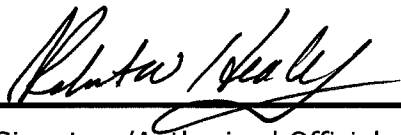
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controlled substance; "Employee" means the employee of a grantee directly engaged in the performance of work under a grant, including:

- a. All "direct charge" employees;
- b. all "indirect charge" employees unless their impact or involvement is insignificant to the performance of the grant; and
- c. temporary personnel and consultants who are directly engaged in the performance of work under the grant and who are on the grantee's payroll. This definition does not include workers not on the payroll of the grantee (e.g., volunteers, even if used to meet a matching requirement; consultants or independent contractors not on the grantee's payroll; or employees of subrecipients or subcontractors in covered workplaces).

Note that by signing these certifications, certain documents must be completed, in use, and on file for verification. These documents include:

- 1. Analysis of Impediments to Fair Housing
- 2. Citizen Participation Plan
- 3. Anti-displacement and Relocation Plan



Signature/Authorized Official

May 22, 2012

Date

Robert W. Healy

Name

City Manager

Title

795 Massachusetts Avenue

Address

Cambridge, MA 02139

City/State/Zip

617/349 4300

Telephone Number





# FY 2013 Action Plan

The FY2013 Annual Action Plan includes the [SF 424](#) and Narrative Responses to Action Plan questions that CDBG, HOME, HOPWA, and ESG grantees must respond to each year in order to be compliant with the Consolidated Planning Regulations. The Executive Summary narratives are optional.

## Narrative Responses

### General

#### Executive Summary

The City of Cambridge's FY2013 One-Year Action Plan covers the time period from July 1, 2012 to June 30, 2013. The Plan describes the City's initiatives to:

- Create a Suitable Living Environment for its residents,
- Provide Decent Housing for its residents, and
- Create Economic Opportunities for its residents.

These initiatives are carried out by the City's Community Development Department (CDD), the City's Department of Human Service Providers (DHSP) and various other local agencies these Departments work with as needed. These initiatives are consistent with guidelines set-forth by the U.S. Department of Housing and Urban Development (HUD) in accordance with the regulations governing the utilization of federal funds and are based upon the needs that the City has determined exist through its own assessment and the on-going input of Cambridge residents.

The actual level of funding Cambridge receives from HUD is based upon a formula that all entitlement communities are subject to, in relation to HUD's overall annual budget, and is determined annually. For FY2013, Year Three of the FY2011-2015 Five-Year Plan, Cambridge will receive **\$2,756,823** in Community Development Block Grant (CDBG) funds, **\$701,776** in Home Investment Partnership Act (HOME) funds and **\$242,242** in Emergency Shelter Grant (ESG) funds.

#### Performance Measurement System

HUD has, through a collaborative effort with several Housing and Community Development organizations (as well as several governmental departments) established a standardized performance evaluation measurement system. The City has employed a similar version of this system over the last several years, incorporating the work-in-progress iterations HUD had

developed. The new system seeks to standardize the language used in gauging the success of the CDBG, HOME and ESG programs, as well as to provide standardized metrics of what those successes are. This new system was phased into the City's management of funds in FY2008.

Results for FY2013 could be adversely impacted by the broader economic downturn as potential homebuyers and business owners avoid investment and the accumulation of debt.

The Housing Division's annual production numbers are impacted by a difference in how the City and HUD each account for completed projects. The City considers a project "complete" when the financing is finalized. HUD, however, does not consider a project "complete" until all obligations of the City are paid in full and all HUD funds are drawn-down from the HUD IDIS system, and the individual unit that is being assisted (ownership or rental) is fully occupied with an eligible resident. This difference in accounting often times creates a disparity in annual production numbers between what is stated in the City's budget and what is reported to HUD via the Annual Action Plan and Consolidated Annual Action Report (CAPER). These differences are covered on a case by case basis in the Housing Narrative under the Self Evaluation section.

## **The Primary Activities, Objectives and Goals for FY2013**

### **Affordable Housing**

The primary objective of Cambridge's Housing Division as it relates to the CDBG program is to preserve and expand the City's stock of affordable rental and home-ownership units. As Cambridge is a built-out City with little developable land, the primary methods employed to achieve this goal are the acquisition and conversion of units to affordability, the rehabilitation of existing units owned by low and moderate-income individuals and re-financing expiring use properties and inclusionary zoning policies.

The primary challenges to achieving this objective are Cambridge's highly competitive real-estate market, Cambridge's small size and lack of undeveloped land, and the decreasing availability of federal funding through the Section 8 program.

The Primary Objectives are as follows:

- Create new affordable rental units that are targeted for extremely low, low and moderate-income families and individuals.
- Increase affordable homeownership opportunities for first-time low and moderate-income buyers.
- Preserve affordable rental housing opportunities, and enhance access for extremely low, low and moderate-income renters.
- Continue to stabilize owner-occupied one to four family buildings owned by extremely low, low and moderate-income households.



The City shifted a portion of their Affordable Housing Development contract obligations from CDBG funding to the City's Affordable Housing Trust in FY2007 in order to mitigate the reduction in federal funds. This will continue in FY2013 as a permanent method to allow the City to more effectively manage declining resources while still delivering the services residents require.

The goals for FY2013 are to create **50 new affordable rental units** primarily through Inclusionary Zoning policies, as well as non-profit development projects; **add 20 affordable home-ownership units** to the City's stock through Inclusionary Zoning, First-Time Home Buyer (FTHB) down-payment assistance and FTHB re-sale; preserve the affordability of 100 rental units through non-profits and expiring use, and to stabilize **20 units** through rehabilitation.

The City will continue efforts to provide housing options for "extremely low-income" households who earn less than 30% of area median income. All City-assisted affordable rental units are available to extremely low-income households who have rental housing vouchers from the Cambridge Housing Authority or other subsidizing agency. City-assisted affordable units include units developed with CDBG, HOME, or City funds, and units developed under the City's inclusionary housing program, many of which are occupied by households with rental subsidies.

## Community Planning

Cambridge's Community Planning Division plays an integral part in shaping the City's development and how that development is designed and enacted. Policies are formed through public awareness and community interaction. Community Planning also provides high quality technical assistance to City staff and residents and provides information to the public on various planning and zoning initiatives. The Department also staffs and assists the Planning Board, working with various interested parties, both public and private, in developing, reviewing and implementing development proposals.

The Primary Objectives are as follows:

- Preserve and strengthen Cambridge's residential neighborhoods and their diverse population,
- Enhance the quality of the City's living environment by working with citizens, other city departments and state agencies to design, develop, maintain, program and preserve the City's open space resources.
- Strengthen the City's fiscal base by envisioning plans, implementing zoning changes, and monitoring the continued redevelopment of former industrial districts, and review infill development throughout the city.

Due to the substantial cuts to the CDBG program, the City has shifted funding for Community Planning staff to other sources, primarily local tax revenues. The result is that one Community Planning staff member will be 30% funded by CDBG in FY2013. The position is the Neighborhood Coordinator for the Area 4 neighborhood, which is among the City's lowest-income neighborhoods and a central piece of the Neighborhood Revitalization Strategy Area

(NRSA). The Neighborhood Coordinator works as a dedicated liaison to the very active residents of Area 4 as it relates to current and future endeavors by the City and impacts to their neighborhood.

## Economic Development

The Economic Development Division is responsible for a wide range of economic development activities designed to meet the City's need for a diversified and thriving economy. The Division offers programs aimed at revitalizing commercial districts, supporting entrepreneurship, promoting a dynamic business climate and preserving a strong employment base. The Economic Development Division offers individual business development assistance as well as numerous programs designed to enhance the vitality of local businesses, including micro-enterprises and to encourage business growth within the City.

The Primary Objectives are as follows:

- Cultivate a supportive environment for business, with particular emphasis on small, women and minority-owned businesses.
- Promote thriving retail and commercial districts.
- Support efforts to sustain a diverse array of employment opportunities accessible to Cambridge workers, including support for training of low and low-moderate Cambridge residents for jobs in the bio-medical and the emerging green industries.

The goals for FY2013 are to graduate **12 residents** from the Just-A-Start Biomedical Degree program, graduate **8 NRS residents** from the Cambridge Green Jobs Program, small business development training to **35 NRS residents** who run, or are looking to start, a micro-enterprise and assist **40 income-eligible retailers** through the Best Retail Practices program, **10** of which will receive grants.

## Public Services

The City of Cambridge provides a comprehensive array of Public Services and programs for its residents through the Department of Human Service Providers. The Department's mission is to improve the quality of life for Cambridge's youths, seniors and all residents by creating and coordinating public services. The scope of the work the Department of Human Services undertakes is impressive and its effectiveness in executing its objectives is seen in the number of Cambridge residents assisted each year through its programs.

The Department delivers these services through programs aimed at: Training and counseling for gainful employment; Legal services for at-risk families and individuals; services for Battered and Abused spouses; Child Care services; counseling and support initiatives for at-risk Youths and their families; programs for the City's Seniors and various General services which do not fit easily into a HUD specified category. The Department of Human Services also administers the City's Continuum of Care and ESG programs, which provide comprehensive services to homeless and at-risk individuals and families throughout Cambridge.

The Primary Objectives are as follows:

- To create or support a broad array of services and opportunities for families and youth,
- To create or support services for senior citizens and persons with disabilities residing in Cambridge,
- To offer legal support and services to public & private housing tenants in eviction cases.
- To offer age-appropriate services to disadvantaged and underserved youths.
- To create or support domestic violence and abuse prevention and treatment for adults and youth,
- To provide after-school and year-round employment programs; including life skills and academic support to youths and young adults.
- To assist in providing a wide array of child-care services that benefits the children, the parents and the providers.

The goals for FY2013 are: provide vital support services to approximately **4,000** low and low-moderate income individuals, provide vital support services to approximately **300** elders and individuals with disabilities, provide vital legal and tenant support services to approximately **60** low-moderate income individuals, families and their children, provide vital support services to approximately **220** low and low-moderate income youths, provide domestic violence-related services to approximately **52** low-moderate income adults and children, provide essential employment programs to approximately **300** youth and young adults – all through a variety of Public Service grants and programs.

## **Emergency Solutions Grant (ESG)**

HUD has transitioned the Emergency Shelter Grant to a new name and focus. Beginning in FY2013 the program is named the Emergency Solutions Grant, with a focus on preventing those at risk of entering homelessness, the rapid re-housing of recently homeless individuals, as well as standard shelter services and data collection aimed at fully understanding those experiencing homelessness.

For the ESG program the goals for FY2013 are: to provide funding to homeless shelters that will specifically serve approximately **1,019** individuals and 88 homeless families from the target population of single homeless women and homeless children and families and people with disabilities, provide funding to homeless services provider(s) that will serve over **260** homeless youths and to fund homeless shelters that will serve a target of **2,195** homeless men and to provide rapid re-housing, homeless prevention and stabilization services for 35 Cambridge families and 8 disabled individuals.

## Additional Activities

### Neighborhood Revitalization Strategy

The City created two Neighborhood Revitalization Strategy (NRS) areas in conjunction with its FY2011-2015 Five-Year Consolidated Plan. Each NRS will be in place for five (5) years, with FY2013 being the third year in that term. The City, using 2000 census data, established two areas that represent the highest concentration of low and moderate-income individuals and families in order to target resources for housing rehabilitation and economic empowerment.

The City has previously attempted to utilize the flexibility afforded by designated NRS areas to provide rehabilitation assistance to residents who earn up to 120% of area median income. Despite outreach efforts by the City and its non-profit partners demand for this program did not materialize. In light of this the City has decided to focus its NRS efforts on the Economic Development programs which have demonstrated high-demand and successful results.

The goals for FY2013 are to assist **35** micro-enterprises and aspiring entrepreneurs with courses intended to improve their business acumen, provide 10 grants for micro-enterprise businesses, and provide 20 job training and career advancement opportunities.

### Substantial Amendment to FY2012 ESG Program

As HUD transitioned the Emergency Shelter Grant to the Emergency Solutions Grant an additional allocation of funds was made available to entitlement communities to target the new focus areas of homeless prevention, rapid re-housing and data collection. The timing of the increased allocation of funds led HUD to require that recipients treat it as a Substantial Amendment to its FY2012 One-Year Action Plan for ESG. Cambridge received an additional \$77,207, which will be evenly split- less administration- between services to prevent **18 households** at risk of entering homelessness and the rapid re-housing of **17 households** who have recently entered homelessness. The full Substantial Amendment is located in Appendix C of this document.

## Evaluation of Past Performance

The City is proud of its record of accomplishment in meeting and exceeding its objectives in the utilization of CDBG, HOME and ESG funds. Looking back to FY2001 and the two Five-Year Consolidated Plans completed by the City evidences a tremendous track record of leveraging federal funds and producing impactful results that benefit Cambridge and its residents.

| Overview of CDBG Funded Activities          | Housing             | Economic Development | Community Planning | Public Services    |
|---|---------------------|----------------------|--------------------|--------------------|
| <b>Accomplishments - FY 2001 - 2005</b>     | (Units)             | (Clientele)          | (People Assisted)  | (People Served)    |
| Anticipated                                 | 1,914               | 335                  | 6,095              | 25,613             |
| Actual                                      | 2,960               | 359                  | 9,419              | 26,569             |
| <b>% Complete Compared to FY00 Con Plan</b> | <b>155%</b>         | <b>107%</b>          | <b>155%</b>        | <b>104%</b>        |
| <b>Expenditures - FY 2001 - 2005</b>        |                     |                      |                    |                    |
| Actual                                      | \$12,563,321        | \$1,028,082          | \$3,189,608        | \$2,858,046        |
| <b>Five Year Consolidated Plan</b>          | <b>\$11,700,000</b> | <b>\$635,000</b>     | <b>\$4,000,000</b> | <b>\$3,000,000</b> |

| Overview of CDBG Funded Activities           | Housing             | Economic Devmnt  | Community Planning             | Public Services    | Public Facilities  |
|--|---------------------|------------------|--------------------------------|--------------------|--------------------|
| <b>Accomplishments - FY 2006 - 2010</b>      | Units               | Clientele        | People Assisted & Deliverables | People Served      | CDBG Funded Parks  |
| Anticipated                                  | 1,050               | 627              | 6,095                          | 21,575             | 5                  |
| Actual                                       | 737                 | 683              | 10,201                         | 39,742             | 13                 |
| <b>% Complete Compared to Five-Year Plan</b> | <b>70%</b>          | <b>109%</b>      | <b>167%</b>                    | <b>184%</b>        | <b>260%</b>        |
| <b>Expenditures - FY 2006 - 2010</b>         |                     |                  |                                |                    |                    |
| Actual for FY2010                            | \$1,611,719         | \$101,777        | \$126,531                      | \$449,927          | \$359,695          |
| <b>Total for FY2006-2010</b>                 | <b>\$10,583,303</b> | <b>\$951,297</b> | <b>\$1,203,699</b>             | <b>\$2,962,257</b> | <b>\$1,137,181</b> |

These results are especially impressive considering the downward trend in HUD funding in the CDBG and HOME grants coinciding with a general economic deterioration which has squeezed all sources of potential leveraged funds at all levels, from federal, state and local government to charitable, non-profit and foundation investment.

At the time of this report the City has completed the analysis of its performance for its most recently completed fiscal year (2011) and is wrapping-up the second year (FY2012) of its current Five-Year Consolidated Plan. These years have presented perhaps the greatest challenge as been recently experienced, as tremendous pressure to reduce the federal budget deficit and a prominence of anti-government sentiment in the Republican Party has led to a decrease in resources not seen in decades, including a cut to the CDBG program of close to 18% in FY2011.

| <b>Overview of CDBG Funded Activities</b>    | <b>Housing</b>     | <b>Economic Devmnt</b> | <b>Public Services</b> | <b>ESG</b>       |
|--|--------------------|------------------------|------------------------|------------------|
| <b>Accomplishments - FY 2011 - 2015</b>      | Units              | Clientele              | People Served          | People Served    |
| Anticipated                                  | 268                | 146                    | 3,065                  | 3,265            |
| Actual                                       | 209                | 195                    | 5,605                  | 3,768            |
| <b>% Complete Compared to Five-Year Plan</b> | <b>15%</b>         | <b>34%</b>             | <b>36%</b>             | <b>46%</b>       |
| <b>Expenditures - FY 2011 - 2015</b>         |                    |                        |                        |                  |
| Actual for FY2011                            | \$1,098,615        | \$231,761              | \$530,023              | \$139,577        |
| <b>Total for FY2011-2015</b>                 | <b>\$1,098,615</b> | <b>\$231,761</b>       | <b>\$530,023</b>       | <b>\$139,577</b> |

Despite this difficult environment the City has still managed to deliver the crucial programs that help residents navigate the economic realities of the nation at large and Cambridge specifically. Housing remains very unattainable for many residents, with local trends forcing prices and rents upwards while educational and business enhancement resources are more essential than ever. The City's staff and its partners in the non-profit, business and lending communities have all demonstrated a great deal of skill, energy and commitment in navigating the discouraging conditions that have marked the recent past.

## **Cambridge City Council Goals & Actions Taken to Achieve Them**

### ***Foster Community and support Neighborhood Vitality. Support opportunities for citizens to participate in setting city priorities and to know each other within their neighborhoods and across the city.***

CDBG funds support the efforts of City staff to create neighborhood studies, where public meetings are a prominent aspect and resident input openly courted, which inform zoning policies and determine what opportunities for improvement need to be met and what activities yield the most positive results for the residents. These meetings also provide the residents with the opportunity to engage with their neighbors, City staff as they relate to activities within neighborhood, as well as their living experience and environment in general.

### ***Evaluate City expenditures with a view of maintaining a Strong Fiscal Position and awareness of the Impact on Taxpayers.***

City staff strive for optimal efficiency in the stewardship of HUD funds. From the recognition of need areas, to the establishment of priorities, to the contract award process and subsequent monitoring activities of our sub-recipients and contractors the City is very focused on being as cost-effective as possible while producing high-quality results. This effort is a top priority of the City Manager and is evident in all practices ranging from the smallest of grant awards to multi-million dollar acquisitions for affordable housing.

Additionally, over the previous five years the City utilized a over \$60 million in leveraged resources in the execution of its projects from federal, state and private sources.

### ***Strengthen and support Public Education and other Learning in Cambridge for the benefit of residents of all ages.***

The City has dedicated a portion of its HUD funding over the years to provide opportunities for Cambridge residents to obtain training for jobs that exist within the City's key economic sectors as well as courses that are geared for small business owners and aspiring entrepreneurs, as well as training courses to help residents understand the various aspects of banking and finance that might not be familiar to them. From First Time Home Buyer courses to financial Literacy Training to course work that gives residents the required knowledge to obtain positions within the bio-medical and emerging "green jobs" industries the City has, and will continue to, place an emphasis on enabling and empowering its residents to improve their lives.

The City also uses its RAP program in conjunction with Just-A-Start corporation in the rehabilitation and construction of affordable housing units. The program gives troubled

and under-privileged Cambridge youths direct experience as laborers working under skilled craftsmen. This program not only provides useful skills training, but also exists as an encouraging and positive experience which gives the youths both knowledge and a sense of positive accomplishment.

***Value and support the racial, socioeconomic, cultural and religious Diversity of our city.***

HUD mandates the targeting of historically disenfranchised members of our society and Cambridge's management of HUD funds directly reflects that standard. By statute HUD funds are to assist very low, low and moderate income individuals, businesses and neighborhoods and therefore all of the projects and programs undertaken by the City target and serve these individuals. Additionally, the City monitors the efforts of its contractors and sub-recipients to include minorities and women in owned business in the execution of HUD funded City contracts.

***Promote a Healthy Environment by adopting healthy and environmentally sound and energy efficient practices throughout the community.***

The City places great emphasis on energy conservation and environmentally sound practices. New construction affordable housing units incorporate all reasonable efforts to be as energy efficient as possible, solar paneling on roofs, recaptured run-off for irrigation, eco-friendly wood and other materials, EnergyStar rated windows and appliances, utilization of natural light for illumination; additionally the housing rehabilitation program provides energy efficient updates to existing units.

***Preserve and create Affordable Housing for low, moderate and middle-income residents including families.***

The City spends typically no less than 60% of its annual CDBG and 100% of its annual HOME entitlements on affordable housing. Over the course of its most recently completed Five-Year Consolidated Plan the City expended \$10,583,303 (63% of total entitlement) on housing, creating or stabilizing 737 units. The Cambridge housing market is very challenging to operate in for the purposes of expanding and maintaining an affordable housing stock and the City will continue to leverage and effectively use all possible resources. To this end, the City's goal for FY2013 is to create, maintain or rehabilitate 190 affordable housing units.



***Promote Doing Business in Cambridge and work to strengthen our mutually beneficial partnerships with businesses and universities.***

The City's Economic Development Division utilizes CDBG funds in order to provide resources to existing micro-enterprise Cambridge businesses remain competitive via the historically successful Best Retail Practices program, a façade improvement program and courses geared at sharpening the business acumen of its at-need residents.

Additionally, the City runs a job training program with Bunker Hill Community College and a local non-profit in order to train Cambridge residents for entry level positions in Cambridge's Bio-tech and Bio-medical companies. Placement rates typically exceed 90%, proof that the program is also an asset for companies looking for employees with very specific skill sets.

## Anticipated Leveraged Funds for FY2013

|   |                     |
|---|---------------------|
| <b>FEDERAL SOURCES: (Non CDBG or HOME)</b>    |                     |
| AmeriCorps - Corporation for National Service | \$236,120           |
| Employment Resources Inc. (ERI) WIA (Fed)     | \$130,700           |
| U.S. DOL YouthBuild                           | \$400,000           |
| SHP - ESG                                     | \$252,242           |
| USDA SNAP E&T Program                         | \$50,000            |
| HUD/Continuum of Care                         | \$313,425           |
| <b>subtotal Federal</b>                       | <b>\$1,382,487</b>  |
| <b>STATE SOURCES:</b>                         |                     |
| LIHTC (Tax Credits)                           | \$12,272,233        |
| State HOME                                    | \$250,000           |
| DHCD  | \$3,951,500         |
| DHCD - Housing Stabilization Funds            | \$20,500            |
| State Department of Education - YouthBuild -  | \$133,564           |
| Mass Housing: Delead, etc.                    | \$60,000            |
| Mass Housing & Shelter Alliance               | \$31,296            |
| Mass Office of Refugees                       | \$20,000            |
| Mass.DPH/CHA/Substance abuse                  | \$1,006,060         |
| Energy Funds (State)                          | \$2,000             |
| <b>subtotal State</b>                         | <b>\$17,747,153</b> |
| <b>LOCAL/CITY SOURCES:</b>                    |                     |
|   | 0                   |
| Cambridge Affordable Housing Trust            | \$6,678,181         |
| Cambridge Mayor's Program                     | \$15,000            |
| Historical Commission                         | \$285,000           |
| Historical CPA                                | \$90,000            |
| RLF/Non Federal                               | \$100,000           |
| City Taxes                                    | \$360,329           |
| Cambridge Hsg. Authority                      | \$15,000            |
| Weatherization/Energy Star Programs           | \$16,000            |
| <b>subtotal Local/City</b>                    | <b>\$7,559,510</b>  |
| <b>NON PROFIT /OWNER EQUITY</b>               |                     |
|   | 0                   |
| Owner Equity                                  | \$3,135,499         |
| Cambridge Housing Authority (CHA)             | \$9,062             |
| Project Reserves                              | \$1,338,000         |
| Revolving Loan Funds (RLF)                    | \$135,000           |
| Volunteer Labor                               | \$8,000             |
| <b>subtotal Profit / Owner Equity</b>         | <b>\$4,625,561</b>  |
| <b>PRIVATE FOUNDATIONS</b>                    |                     |
|   | 0                   |
| Associated Grant Makers (AGM)                 | \$19,800            |
| United Way- ROI Initiative                    | \$70,000            |
| Menonomy/Weatherization                       | \$50,000            |
| YouthBuild USA/Open Societies Foundation      | \$50,000            |
| Other / Fundraising                           | \$936,055           |
| <b>subtotal private</b>                       | <b>\$1,125,855</b>  |
| <b>LENDING INSTITUTIONS</b>                   |                     |
|   | 0                   |
| Other Lender (MHP or MassDevelopment)         | \$11,512,945        |
| Other Banks                                   | \$11,000,000        |
| Cambridge Savings Bank                        | \$365,000           |
| East Cambridge Savings Bank                   | \$100,000           |
| <b>subtotal Private Lenders</b>               | <b>\$22,977,945</b> |
| <b>TOTAL</b>                                  | <b>\$55,418,511</b> |

### ESG Matching Funds for FY2013

| Agency                         | FY2013 Program                | FY 2013<br>Grant  | Total<br>Leverage |
|--------------------------------|-------------------------------|-------------------|-------------------|
| Heading Home Inc.              | Women's Drop In               | \$ 14,000         | \$ 49,008         |
| Heading Home Inc.              | Shelter Plus Care             | \$ 20,000         | \$ 32,715         |
| CASPAR                         | Wet Shelter                   | \$ 18,000         | \$ 124,393        |
| Hildebrand                     | Family Shelter                | \$ 9,000          | \$ 14,000         |
| Eliot Community Human Services | Bread & Jams Drop In Shelter  | \$ 10,000         | \$ 10,000         |
| Salvation Army                 | Shelter                       | \$ 8,000          | \$ 8,000          |
| Transition House               | Battered Women Shelter        | \$ 9,262          | \$ 9,262          |
| Catholic Charities             | St. Patrick' Women's Shelter  | \$ 6,500          | \$ 6,500          |
| Phillips Brooks/UNILU          | Harvard Square Shelter        | \$ 4,500          | \$ 65,574         |
| HomeStart                      | Cambridge Homeless to Housing | \$ 9,037          | \$ 10,000         |
| YWCA                           | Residence/ Shelter            | \$ 5,000          | \$ 5,000          |
| AIDS Action Committee          | Youth on Fire day drop in     | \$ 10,000         | \$ 285,278        |
| HomeStart                      | MSC Case Mgmt & Stabilization | \$ 15,000         | \$ 15,000         |
| HomeStart                      | MSC Case Mgmt & Stabilization | \$ 15,000         | \$ 15,000         |
| City of Cambridge              | MSC Rapid Re-Housing          | \$ 35,388         | \$ 40,000         |
| City of Cambridge              | MSC Homeless Prevention       | \$ 35,387         | \$ 40,000         |
| <i>DHSP</i>                    | <i>Admin @ 7.5%</i>           | <i>\$ 18,168</i>  |                   |
| <b>Total</b>                   |                               | <b>\$ 242,242</b> | <b>\$ 729,730</b> |

## Resources

*The following section describes federal, state, local and private funding and program resources, that the City of Cambridge anticipates utilizing with HUD appropriated funds, in all programs for the fiscal year ending June 30, 2013.*

### FEDERAL RESOURCES

#### ***AmeriCorps***

This dynamic program provides workforce development to unemployed youths, ages 17-24 who dropped out of high school. During the program year, participants attend classes and spend a portion of their time working on supervised housing rehabilitation crews. The crews provide carpentry, renovation and beautification services to Cambridge's non-profit housing development organizations as they renovate and develop affordable housing units for low and moderate-income households. In addition to attending courses to attain their high school diploma, participants are also involved in community service and attend leadership trainings. Upon graduation from the JAS YouthBuild Program, they are equipped to achieve gainful employment, pursue a college degree, or attend trade school to advance their technical skills. To help in the transition, supportive counseling services are provided for at least one year after graduation.

#### ***Cambridge Health Alliance***

The CHA administers Cambridge Health Care for the Homeless, a program operating in-shelter health care clinics for homeless individuals drawing on Federal Health Care for the Homeless grants.

The Cambridge Health Alliance is a regional health care system comprised of three hospitals, more than 20 primary care sites, the Cambridge Public Health Department and Network Health, a statewide managed Medicaid health plan.

#### ***Community Development Block Grant Program***

The City of Cambridge is an entitlement City that annually receives a direct allocation of CDBG funds, which is used to support a variety of programs and activities, including economic development, design and construction oversight of parks, playground renovations, housing services, and housing development. A majority of the City's CDBG funds are used for housing development activities and services, such as acquisition, rehabilitation, and new construction of affordable housing units by non-profit housing development agencies in Cambridge. In addition to leveraging funds for housing development, CDBG funds supports a variety of housing services and activities, including case management, tenant and landlord mediation services,

homelessness prevention and other services for the homeless. The City's appropriation of CDBG funds among its programs reflects its strong commitment to providing decent and affordable housing, good community services, and a healthy economic base.

### ***Conventional Public Housing Operating Subsidy***

Federal operating subsidies are used by the Cambridge Housing Authority ("CHA") to make up the difference between the federally-determined allowable cost of managing and maintaining the agency's family and elderly public housing stock, and the amount of rent received. Operating subsidies have been significantly less in recent years than what is actually needed to operate the Agency's federal public housing developments. The CHA will continue working with industry groups and the Cambridge Congressional delegation to seek adequate funding for operating its federally subsidized public housing developments.

### ***Emergency Shelter Grant (ESG) - HUD***

The Massachusetts Executive Office of Health and Human Services has transferred responsibility to entitlement cities for Emergency Shelter Grant funds that the Commonwealth receives. The cities will now be able to allocate these funds along with the ESG monies they receive directly from HUD, provided the community has a Continuum of Care in place for homelessness programs.

HUD requires that each local government Grantee must match dollar-for-dollar the ESG funding provided by HUD with funds from other public and/or private sources. A grantee may comply with this requirement by:

- Providing matching funds itself, or
- Through matching funds or voluntary efforts provided by any recipient or project sponsor.

The City may use any of the following in calculating the amount of matching funds provided:

- Cash,
- The value or fair rental value of any donated material or building,
- The value of any lease on a building,
- Any salary paid to staff to carry out the program of the recipient; and
- The value of the time and services contributed by volunteers to carry out the program of the recipient at a current rate of \$5 per hour.

### ***Fair Housing Initiatives***

The local Human Rights Commission receives an annual allocation of Fair Housing Assistance Program (FHAP) funds from HUD in support of their fair housing investigation and enforcement activities. The FHAP grants are allocated to local Fair Housing Agencies, on an as-needed basis, for their education and outreach work through the formula grant proposal system used. The

amount of FHAP grant awarded is based on the number of housing complaints resolved in that particular fiscal year.

### ***Family/Youth Services Bureau***

Federal funds providing for street outreach to youth and young adults. This grant pays for the street outreach and related services furnished by Boston-based Bridge Over Trouble Water, which maintains a daily health van and street outreach presence in Cambridge's Harvard Square and operates pre- transitional and transitional housing programs serving homeless young adults ready to leave the streets.

### ***Federal Emergency Management Agency (FEMA) Funds***

The Federal Emergency Management Administration makes grant funding available on an annual basis to food pantries and meal programs. FEMA also awards an annual grant to Catholic Charities, enabling the agency to issue payments to landlords to prevent eviction of low-income persons living in a larger region, which also includes Cambridge. Finally, FEMA also awards funding to the City of Cambridge Fuel Assistance Program, enabling the agency to issue payments to utility and oil companies to prevent or address shutoffs which would place a Cambridge or Somerville resident at risk of freezing.

### ***Federal Mental Health and Substance Abuse Block Grant***

These block grants are awarded to the State by the federal Department of Health and Human Services and fund a range of services including some of the treatment services utilized by homeless persons.

### ***Federal PACE Grants***

The Federal PACE grants provides funding for mental health outreach services for homeless persons. These grants, received by Tri-City Mental Health, a regional provider of mental health services, help fund shelter-based and street-based mental health services.

### ***HOME Entitlement Grant***

The City of Cambridge is a participating jurisdiction that receives HOME entitlement funds that assist in carrying out the City's housing strategies. These housing strategies include providing loans to support the acquisition, new construction, rehabilitation, and preservation of affordable rental and homeownership housing units for low- and moderate-income households. These funds also leverage other public and private funds to help make new projects feasible.

### ***HOME Match Contribution***

Section 220 of the HOME Statute requires each that as a Participating Jurisdiction, the City is required to make match contributions on a Federal fiscal year basis. The match contributions must total not less than 25 percent of the funds drawn from the PJ's HOME Investment Trust Fund Treasury account in that fiscal year, excluding certain expenditures that are not required to be matched. These include administrative/planning costs; CHDO operating expenses; CHDO capacity building; CHDO site control, technical assistance and seed money loans for projects that do not go forward; and amounts provided from sources other than State HOME funds to make up the shortfall between a local PJ's allocation and the threshold amount.

Each Field Office must use IDIS to determine the fiscal year match liability of each of its PJs. This data is contained in report number CO4PR33, which displays a PJ's total fiscal year disbursements, those disbursements requiring matching funds, and the match liability amount. In turn each PJ must submit a HOME match report (form HUD-40107-A) as part of its Consolidated Annual Performance and Evaluation Report (CAPER). Field Offices must determine compliance with the matching requirements as part of the CAPER review. The City of Cambridge produces a Match Report annually with the CAPERS Report.

### ***HOPE Programs (HOPE I, HOPE IV, HOPE VI)***

The HOPE VI program was developed as a result of recommendations by the National Commission on Severely Distressed Public Housing, which was charged with proposing a National Action Plan to eradicate severely distressed public housing. The Commission recommended revitalization in three general areas: physical improvements, management improvements, and social and community services to address resident needs. The activities funded by HOPE VI Revitalization grants include the capital costs of major rehabilitation, new construction, and other physical improvements; demolition of severely distressed public housing; management improvements; planning and technical assistance; and community and supportive services programs for residents.

### ***Low-income Housing Tax Credits***

The Low-income Housing Tax Credit Program (LIHTC) provides financial support for the acquisition and rehabilitation or development of eligible rental projects for low and moderate-income households. As the types of projects funded with Low-income Housing Tax Credits are consistent with Cambridge housing goals, the City intends to support housing developers in their applications for credits in the coming year.

### ***McKinney–Vento Supported Housing Program (SHP)***

The SHP program is a federally funded competitive grant program annually re-authorized by Congress and administered by HUD which contributes upwards of \$1 million per year to fund a

range of homeless programs, including permanent supported housing for persons with disabilities, transitional housing, and supportive services, including housing search, drop-in services, street outreach, etc.

### ***McKinney–Vento Shelter Plus Care (S+C)***

The S+C program, also funded out of the Mc-Kinney Vento Process, provides housing subsidies for disabled persons who have transitioned out of homelessness, and whose tenancies depend upon the ongoing receipt of supportive services. Services offered to S+C tenants are not funded through the S+C grants, which only pay for the housing subsidies.

### ***Moderate Rehabilitation Single Room Occupancy Program***

Through the McKinney and Shelter Plus Care programs, Mod Rehab SROs provide housing subsidies to support the moderate rehab of existing single room occupancy (SROs) buildings. In the past, the Cambridge Housing Authority has used this program to support a variety of projects.

### ***Mixed Finance Housing Development by CHA***

Through the flexibility provided under the Moving to Work Deregulation Demonstration Program (MTW), the CHA and its non-profit affiliates, develop new affordable housing units for low-income households whenever development and acquisition opportunities arise. Through acquisition and planned rehabilitation over the past decade, the CHA has added over three hundred units of affordable housing to the City's housing stock. CHA's non-profits develop high quality buildings and scattered site condominiums serving some of the community's most vulnerable elders, individuals with disabilities and low-income families.

### ***American Recovery and Reinvestment Act (ARRA)***

CHA has used nearly \$29 million in these Federal funds (also called stimulus funds) to drive redevelopment and renovation efforts at public housing developments throughout the city, totaling over \$81 million in total construction

### ***Public Housing Capital Funds***

Federal capital funds provide a predictable flow of funds to the CHA for capital improvements at the Agency's federal public housing developments. Federal funding of public housing capital projects has been significantly reduced in recent years, requiring the CHA to delay capital projects throughout the Agency's federal public housing portfolio. CHA will vigorously pursue



any additional opportunities for funding for public housing development over the next five years to make up for diminished federal capital funds.

### ***Safe Havens for Homeless Individuals***

This program provides financial assistance to local governments to support the acquisition, rehabilitation, and operating costs of low-cost, semi-private lodging for homeless persons with severe mental illness. Counseling to encourage residents' participation in treatment programs is a component of this program. The organization, On the Rise, operates a "Safe Haven Day Drop-In" for homeless women, as well as street outreach, but there is no resident component at this time.

### ***Section 108 Loan Grantee Program Funds***

Section 108 loan guarantees are used for activities that meet national CDBG objectives, which include (1) benefit low- and moderate-income families; (2) prevent or eliminate slums or blight; or (3) meet other urgent community development needs. Eligible activities include property acquisition; rehabilitation of publicly owned property; housing rehabilitation; economic development activities; acquisition, construction, reconstruction, etc. to preserve and create affordable housing for special populations.

### ***Housing Choice Voucher Program (Local Leased Housing Program)***

The HCVP ("Section 8") Program was developed to offer low-income households a chance to obtain units in privately owned buildings. The program's mobility promotes poverty de-concentration in urban neighborhoods and provides an alternative to public housing. The program, administered by the CHA, provides participants subsidies to rent private units throughout the City. The success of the program in Cambridge is in large part due to the regulatory flexibility granted CHA through its participation in the MTW program. MTW allows CHA to quickly adjust subsidy levels in response to fluctuations in the City's rental market in order to maximize the number of households accessing housing subsidies through the voucher program.

Currently, CHA's MTW participation allows it to exceed HUD's regulatory caps on a number of policies, including FMR levels, the percentage of any given building that can be project-based, and the total percentage of income a program participant can contribute towards housing. CHA has been successful in ensuring longer-term affordability of units in the City by project-based HCV vouchers to assist in the City's efforts to develop and preserve affordable housing in the city, determining on a case-by-case basis the number of units in any given development that should or can be project-based.

### ***Shelter Plus Care Program***

The Shelter Plus Care Program provides subsidies for housing that provides service programs for homeless people with disabilities, primarily those with serious mental illness, chronic problems with alcohol and/or drugs, AIDS, and other related diseases. The Cambridge Housing Authority (CHA) continues to subsidize 18 scattered site units in this program.

### ***Supportive Housing for Persons with Disabilities (Section 811)***

This program supports nonprofits in developing supportive housing with appropriate services for persons with disabilities. To the extent that appropriate sites are available, Cambridge will support applications under this program that are consistent with the Consolidated Plan.

### ***Supportive Housing Program***

This program provides grants to defray the cost of acquiring or rehabilitating buildings to house homeless persons. Operating subsidies and service funding are also eligible. The Department of Human Service Programs (DHSP) currently administers Supportive Housing Program subcontracts with 20 service providers, totaling approximately \$3.6 million annually. Annually, DHSP will pursue funding through the HUD SuperNOFA for renewal of the Housing Resource Team, Housing Search and Post Placement Stabilization Program administered by HomeStart. They will also apply for funding for new programs to support stabilization for homeless families that have been placed into permanent housing; the 'Youth on Fire' clinical and case management services for homeless youth; and a homeless management information system that will be administered by UMASS. DHSP is in the process of assembling its application for HUD's SuperNOFA.

### ***Program Income***

Program income, defined as loan repayments, or net cash reserves produced by any project funded in whole or part by Community Development Block Grant (CDBG), Housing for Persons With Aids (HOPWA), Emergency Shelter Grant (ESG), or the HOME Investment Partnership (HOME) will be expended on projects/programs before new funds are drawn down from the U.S. Treasury.

### ***Workforce Investment Act***

The Workforce Investment Act (WIA) is funded through the Department of Labor and is the primary funding source for Just A Start's (JAS) Summer Youth Program. Each year, the Summer Youth Program enrolls approximately 65 young teens, predominantly ages 14-16 in a Work Experience/Academic Enrichment Program for 6-7 weeks in July and August. They spend half their time on supervised crews, which provide repair, and beautification services on CDBG

eligible properties and on Cambridge Housing Authority developments. The other half of their time is spent on academic enrichment activities to develop literacy and math skills, and on career development activities to help them develop work skills and career goals.

### ***YouthBuild***

YouthBuild is a HUD training program and funding source that enables youths who have dropped out of high school to pursue a GED, while gaining technical skills in the workforce. Administered by Just A Start Corporation (JAS), participants who ages range from 17-24, attend classes to earn a GED certificate, and also spend a portion of their time working on supervised housing rehabilitation crews. The crews provide carpentry, renovation and beautification services to Cambridge's non-profit housing development organizations as they renovate and develop affordable housing units for low and moderate-income households. Participants are also involved in community service and attend leadership trainings. Upon graduation from the JAS YouthBuild Program, participants are equipped to achieve gainful employment, pursue a college degree, or attend trade school to advance their technical skills. To help in the transition, supportive counseling service is provided for at least one year after graduation.

### ***Interest Reduction Payment (IRP)***

Projects originally assisted under Section 236 of the National Housing Act, received a monthly Interest Reduction Payment (IRP) subsidy to reduce the effective mortgage interest rate. When these projects receive new financing the IRP payments can be severed from the original Section 236 mortgage and applied to the new financing. This can assist in preserving expiring use projects.

## STATE RESOURCES

### ***Cambridge Housing Assistance Program***

The City of Cambridge and the Commonwealth of Massachusetts fund the Cambridge Housing Assistance Program (HAP). This program prevents homelessness through tenant and landlord counseling and mediation. It also provides housing search and stabilization services. The Department of Human Service Programs receives funds as a subcontractor of CAPIC in Chelsea who receives and regionally distributes the HUD funds.

### **Capital Improvement and Preservation Fund (CIPF)**

DHCD administers this state-funded program that provides funds for the preservation of expiring use properties or for properties with expiring project-based rental assistance contracts. CIPF is a potential source of funds to preserve the affordability of the expiring use properties in Cambridge.

### ***Commercial Area Transit Node Housing Program (CATNHP)***

CATNHP is a state-funded program available to municipalities, non-profit and for-profit sponsors to support acquisition, rehabilitation and/or new construction of affordable first-time homebuyer and rental housing occurring within neighborhood commercial areas and in proximity to public transit nodes. Given the numerous public transit stations and bus stops in Cambridge, this is a potential source of funds for the development of affordable housing in the City.

### ***Community Based Housing (CBH)***

DHCD administers this program which provides funding for the development of integrated housing for people with disabilities, including elders, with priority for individuals who are in institutions or nursing facilities or at risk of institutionalization. CBH is a potential source of funding for new affordable units serving these populations in Cambridge.

### ***Housing Innovation Fund (HIF)***

Administered by the Department of Housing and Community Development, HIF is a state funded program for non-profit developers to create and preserve affordable rental housing for special needs populations. HIF is a potential source of funds for the affordable units created in Cambridge for special needs populations.

### ***Housing Stabilization Funds***

The Housing Stabilization Fund (HSF) supports comprehensive neighborhood redevelopment efforts, and assists developers and municipalities in acquiring, preserving and rehabilitating affordable housing. With the HSF, the Massachusetts Legislature placed a special emphasis on using the HSF on redeveloping foreclosed and distressed properties and on creating affordable homeownership opportunities. HSF also includes a set aside for a SoftSecond Loan program, which creates homeownership opportunities for first-time homebuyers by subsidizing mortgages, or providing down payment or closing cost assistance. HSF is a potential source of funds for the City's affordable housing developments.

### ***Massachusetts Affordable Housing Trust Fund (AHTF)***

The Massachusetts Affordable Housing Trust Fund (AHTF) is designed to provide resources to create or preserve affordable housing-. The AHTF is sited within the state's Department of Housing and Community Development and is managed by MassHousing with guidance and assistance from a 15-member Advisory Committee comprised of local officials, housing advocates, lenders and developers. The AHTF is a potential source of funds for the City's affordable housing developments.

### ***Mass Housing Get the Lead Out Program***

Through a partnership with the Departments of Public Health and Housing and Community Development, MassHousing provides an affordable way for income-eligible households to remove hazardous lead paint from their home.

### ***State Low Income Housing Tax Credits***

The Massachusetts Legislature created the state Low Income Housing Tax Credit program in 1999 to supplement the federal program, since the demand for federal credits far exceeds the amount allocated to the state. State credits are limited to developments receiving federal low income housing tax credits and placed in service on or after January 1, 2001 and must remain affordable for at least 45 years. Developers apply for state credit allocations when they apply for federal tax credits and state credits are allocated using the same criteria as for federal.

### ***Massachusetts Rental Voucher Program (MRVP)***

MRVP is a state-funded rental assistance program that provides funds to low income households to help them bridge the gap between market rents for non-luxury apartments and what they can afford at 30-40% of their income. Because MRVP makes existing private units affordable, there is broad consensus among housing advocates that it is the best tool available to help homeless families and individuals to move from shelters to stable housing.

### ***Massachusetts Historic Rehabilitation Tax Credit***

Under the Massachusetts Historic Rehabilitation Tax Credit a certified rehabilitation project on an income-producing property is eligible to receive up to 20% of the cost of certified rehabilitation expenditures in state tax credits. There is an annual cap, so there are selection criteria that ensure the funds are distributed to the projects that provide the most public benefit. The Massachusetts Historical Commission certifies the projects and allocates available credits.

### ***Community Economic Development Assistance Corporation (CEDAC)***

CEDAC is a public-private, community development finance institution created by the Commonwealth of Massachusetts. CEDAC provides technical assistance, pre-development lending, and consulting services to non-profit organizations involved in housing development, workforce development, neighborhood economic development, and capital improvements to child care facilities. These organizations may include community or neighborhood development corporations, non-profit developers, and tenants' associations.

### ***Menotomy Weatherization Program***

Funded through the State and a local utility company, this program provides energy efficiency services to income eligible households. Services include insulation of homes and updates or replacements of heating systems for low-income families.

### ***Soft Second Loan Program***

The Soft Second Loan Program, administered by Massachusetts Housing Partnership (MHP), offers a second mortgage to low- and moderate-income first-time homebuyers, to reduce their first mortgage amounts and to lower their initial monthly costs. The borrower pays the entire principal and interest on the first mortgage. The principal payments on the second mortgage are deferred for 10 years and a portion of the interest costs for eligible borrowers is paid by public funds.

### ***State-Assisted Public Housing***

In recent years, CHA has converted approximately 550 units of state-assisted public housing to the more robustly-funded Federal portfolio. However, funding from the Commonwealth still supports the operation of more than 100 units of public housing in Cambridge.

## ***State's Department of Public Health***

The State's Department of Public Health provides Emergency Assistance payments for shelter services. As part of its role in administering the TANF (Temporary Assistance for Needy Families) program, the State's Department of Transitional Assistance (DTA) funds the cost of emergency shelter to income eligible and otherwise qualified homeless families. The DTA also contracts with shelters on a per-person per-day basis to provide reimbursement for shelter services furnished to individuals.

### ***State Emergency Assistance***

State Department of Transitional Assistance (DTA) funds the cost of emergency shelter to income eligible and otherwise qualified homeless families. DTA also provides reimbursement for shelter services furnished to individuals.

### ***State HOME Allocations***

The Massachusetts Department of Housing and Community Development (DHCD) allocates its HOME appropriation through competitive funding rounds. The City of Cambridge will support applications for State HOME funds submitted by Cambridge applicants in the coming year. State HOME funds will leverage federal, other state, city and private sources.

### ***State Taxes***

Tax revenues are utilized to fund substance abuse treatment services, including detoxification, halfway housing and outpatient services. The DPH also uses State resources to fund CASPAR Emergency Shelter Center.

### ***TOD Infrastructure and Housing Support Program (TOD Bond Program)***

This program is intended to help create more compact, mixed-use, walkable development close to transit stations. To help accomplish this, this program will provide financing for housing projects, bicycle facilities, pedestrian improvements and parking facilities within a quarter mile of a commuter rail station, subway station, bus station, or ferry terminal. The TOD Bond Program is a new fund and, given the numerous public transit stations in Cambridge, is a potential source of funds for housing in Cambridge.

## LOCAL RESOURCES

### ***Affordable Rental and Homeownership Services***

The City's Community Development Department (CDD) accepts applications for affordable rental and homeownership housing on an ongoing basis, maintains a database of low and moderate-income applicants interested in affordable housing opportunities, and provides referrals regarding available housing units. In addition to marketing affordable units created through City programs, CDD also assists nonprofit and for-profit developers with identifying and qualifying low and moderate-income buyers and renters for available affordable units. Free homebuyer classes and counseling are also offered.

### ***Cambridge Affordable Housing Trust***

The City established the Cambridge Affordable Housing Trust in 1989 to promote, preserve and create affordable housing. Since 1995, Cambridge has made significant contributions to increasing affordable housing by providing City funds in combination with matching funds under the Community Preservation Act. In FY2012, the Trust received \$7.6 million through the Community Preservation Act. The Trust lends these funds to local nonprofit housing development organizations to develop affordable housing. The Trust funds the Financial Assistance Program, a comprehensive first-time homebuyer program that provides direct financial assistance to eligible homebuyers. The Trust also manages funds contributed by commercial developers through the Incentive Zoning Ordinance. Passed by the City Council in 1988, the ordinance requires large commercial developers seeking a Special Permit to make a contribution of to the Cambridge Affordable Housing Trust Fund in the amount of \$4.38 per square foot.

### ***Cambridge Fund for Housing the Homeless***

This fund, comprised of private donations, is administered through the Cambridge Department of Human Service. It is used to prevent homelessness by funding security deposits, first or last month's rent, realtor's fees, and other placement-related expenses.

### ***Cambridge Historic Commission***

The Cambridge Historical Commission is a municipal agency focused on the history of Cambridge and the preservation of significant older structures in the city. To aid in the preservation and rehabilitation of these older buildings, the Commission administers various grant programs. Grant funds may be used to restore exterior features that contribute to the original appearance of the building. Such work includes the repair or restoration of original ornamental trim, porches, columns, railings, windows, and chimneys. The grant may also be



used to restore original siding such as clapboards or shingles. It may also be applied toward structural repairs that are essential to the integrity of original features.

### **Just A Start - Mediation for Results**

The City of Cambridge funds the Just A Start's mediation for Results program which prevents homelessness through tenant and landlord counseling and mediation, and supports low and moderate-income homeowners through mediation and training for condominium owners.

### ***Cambridge Multi-Service Center***

The Department of Human Service Programs operates the Multi-Service Center, which provides services to prevent homelessness and to serving residents who have become homeless. The state-funded Housing Assistance Program at the Multi-Service Center receives referrals from the Massachusetts Department of Transitional Assistance of families at high risk of losing their housing for a variety of reasons. Staff provide case management, negotiate with landlords, refer tenants to City-funded legal services as appropriate, provide emergency funds for rental arrearages and other tenancy-threatening emergencies and counsel clients about their rights, responsibilities and options.

### ***Cambridge Neighborhood Apartment Housing Services (CNAHS)***

CNAHS, an affiliate of Homeowner's Rehab, Inc., is a private non-profit corporation with a mission to improve the condition of multi-family rental housing in Cambridge, without causing the displacement of existing tenants. In order to meet this goal, CNAHS provides technical and financial assistance to owners who wish to renovate their multi-family property and keep their units affordable.

### ***Expiring Use Housing Preservation Program***

One of the Community Development Department's (CDD) housing strategies is to preserve affordable units with expiring use restrictions. To this end, CDD provides technical assistance to owners and non-profit organizations; and works with tenants and other concerned parties to address the future of housing developments at risk of losing their affordability. It also provides funds to a local non-profit, the Cambridge Economic Opportunity Committee (CEOC which works directly to assist tenants in buildings where affordability restrictions are at-risk of expiring. The City will continue to work with tenants and owners of expiring use properties, to identify buildings at risk of being converted to market housing, and to work with all stakeholders to develop plans to preserve their long-term affordability.

### ***Harvard Loan 20/20/2000 Initiative***

In the fall of 1999, Harvard University announced the 20/20/2000 program. Through this initiative, Harvard provided \$10 million to the City for affordable housing development. Of these funds, \$6 million have been disbursed to the Affordable Housing Trust and \$4 million will be channeled through two non-profit groups to fund affordable housing projects in Cambridge. Currently, the Trust is using the funds to provide low-interest loans for construction and permanent financing for the development of affordable housing units.

### ***Incentive Zoning Program***

The Incentive Zoning Ordinance, passed by the City Council in 1988, requires commercial developers, who are seeking a Special Permit, to make a contribution to the Cambridge Affordable Housing Trust Fund. The housing contribution amount is currently \$4.38 per square-foot.

### ***Inclusionary Zoning Program***

The City of Cambridge has an Inclusionary Zoning ordinance that requires any new or converted residential development with ten or more units to set-aside 15% of the total number of units as affordable units. The Community Development Department implements the program and monitors compliance with this ordinance. Staff work with the private developers to design and implement the marketing and sale or leasing of units to low and moderate-income Cambridge residents. Since the Ordinance was passed in 1998, more than 500 affordable units have been permitted in all areas of the City. Long-term affordability of these units is ensured by a permanent deed restriction.

### ***Property Tax Revenues***

Local real-estate taxes levied on residential and business help to cover the costs of all the programs in the Plan either through project delivery costs or actual "bricks and mortar" costs. It also provides matching funds for the City's Community Preservation Act (CPA) award from the State.

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## PRIVATE RESOURCES

### ***Bank of America Foundation (B of A)***

B of A is a private charitable foundation managed by the Bank of America. It accepts applications for funding from organizations to support activities consistent with its mission and interests.

### ***Second Chance Program***

Administered through Just-A-Start, this program offers low interest rates for refinancing of existing mortgages and rehab for income-eligible households that have credit history problems and own a one- to four-unit owner-occupied residential property in Cambridge.

### ***Families to Families Funds (FFF)***

The FFF is a charitable fund, awarded by a small foundation to the City's Multi-Service Center for the Homeless, which uses the Fund to help pay family arrearages to prevent eviction or to help cover up-front moving costs to prevent/end individual or family homelessness.

### ***Federal Home Loan Bank Programs***

The Federal Home Loan Bank (FHLB) manages a number of programs that support the acquisition and development of affordable housing projects. Cambridge nonprofits have been successful at receiving these funds in the past, and if suitable projects are under development, will apply for additional FHLB funds in annually.

### ***Private Lenders***

Cambridge local private lenders, provide acquisition, rehabilitation, and construction loans to Cambridge affordable housing projects and mortgage loans to low and moderate-income Cambridge homebuyers..

## General Questions

*The geographic areas of the jurisdiction (including areas of low income families and/or racial/minority concentration) in which assistance will be directed during the next year and actions that will take place during the next year to address obstacles to meeting underserved needs.*

### Location

The Community Development Department at this time does not know specific locations for allocating funds for loans and/or grants through its Home Improvement Program (HIP) and Affordable Housing Development (AHD) projects as these funds are expended as eligible projects are identified citywide.

Economic Development programs target residents in Cambridge's two Neighborhood Revitalization Strategy (NRS) areas. A description of who may apply for assistance, the process for selection of who will receive the assistance and how much and under what terms the assistance will be provided can be found under the section entitled Affordable Housing Objectives and Economic Development Objectives.

### Activities by Geographic Area

Cambridge intends to concentrate resources that benefit existing residents in the CDBG-eligible areas where the highest concentration of low and moderate-income households reside. For affordable rental and homeownership projects and public services programs, we will support projects in all parts of the City. Cambridge supports the even distribution of CDBG, HOME and ESG funded activities throughout the neighborhoods of the City that demonstrate need and where opportunities to increase the affordable housing stock exist. The following maps will show the specific areas of the City that will benefit from the various programs and services to be undertaken over the next year.

Demographic maps of the City are located in Appendix E at the end of this document.

### Obstacles to Meeting Underserved Needs

The primary obstacle to meeting the underserved needs in the City of Cambridge is a lack of available funding to the City and to the various non-profit agencies the City partners with in serving the low and moderate-income residents of Cambridge. As entitlement grants shrink or remain level-funded the cost of delivering services and completing projects increases, creating, in the recent past and present, an ever-widening spread of cost and available funds. Mirroring this trend is the increasing difficulty in leveraging funds through state and private resources, also decreasing or stagnant in recent times. Cambridge is fortunate in regards to its robust tax-base, but despite this local trend the overall availability of funds from both federal, state and other private resources continues to decline as inflation, and therefore costs, rise.

In FY2013 the City will increase its efforts to seek additional grants and funding sources as the cost of performance outpaces the funding outlook.

## Managing the Process

### Lead Agency

The City's Community Development Department (CDD) has been designated the lead agency responsible for the development of the FY2013 One-Year Action Plan and oversight of all aspects of the process. CDD has the responsibility of ensuring that the goals of the City Manager and the City Council are met through the various program and projects in the Consolidated Plan. The CDD is also responsible for the administration of the Community Development Block Grant and the HOME funds. CDD works closely with the Department of Human Services, which manages 15% of the CDBG funds and 100% of the Emergency Shelter Grant. A major portion of the CDBG and HOME funds are awarded to two nonprofits, Just A Start and Homeowners' Rehab. Inc. The nonprofits partner with CDD in the development of Affordable Housing units and the stabilization of neighborhoods through housing rehabilitation and other programs.

### Significant Aspects of Developing the Plan

Development of the Plan involved working closely throughout the year with the Department of Human Service Providers (DHSP) and the Cambridge Housing Authority (CHA). CDD developed the Plan within the guidelines established by the City Council's goals and the City's annual budget process. CDD, Human Services, City Manager and the City Council worked all year long establishing goals and priorities for the city by collaborating with residents, various neighborhood groups and business leaders.

### Enhance Coordination

Cambridge will continue working to enhance coordination between public and assisted housing providers as well as private and governmental health, mental health and service agencies. This will be accomplished using both formal and informal networks that bring together public, private and nonprofit housing and service providers. These include groups such as the Cambridge Neighborhood Apartment Housing Services Board, which includes representatives from the Cambridge Housing Authority, non-profit agencies, and the City.

One approach to coordinating services is through contracts for program delivery. Cambridge Community Development has approximately \$2 million in annual contracts with nonprofit housing agencies for the operation of housing programs. This contractual relationship, involving contact on a nearly daily basis, means that the nonprofits both operate programs on an ongoing basis, and are available to assist with policy and program development.

Cambridge has a number of successful groups and committees that currently work together to provide an effective delivery system for affordable housing production and services throughout the City. A variety of organizations, including the Housing Authority, Community Development

Department, the Cambridge Department of Human Service Programs and nonprofit agencies, routinely collaborate on projects and participate in network meetings.

Since 1995, the Affordable Housing Development Working Group has been meeting monthly to coordinate affordable housing development projects throughout the City. This group is made up of staff from the Community Development Department, the Cambridge Housing Authority, Just A Start Corporation, Homeowner's Rehab, Inc. and CASCAP.

The Cambridge Affordable Housing Trust is a nine-member independent City board. Their responsibilities range from approving funding requests for housing development projects to assisting the City and the Community Development Department in developing new housing programs and policies. The City Manager who acts as managing trustee appoints its members. The board is made up of community members who are experts in the fields of real estate finance and development, affordable housing policy and design, and banking.

The Homeless Services Planning Committee comprise of social service providers in Cambridge. They meet each month to discuss social service needs in the City, and to facilitate coordination among social service providers. Members of this committee also include housing staff from the Community Development Department.

Cambridge is active in furthering fair housing in the city. The Cambridge Human Rights Commission investigates complaints of discrimination that occur in Cambridge -- in housing, employment, education and public accommodations, and works with HUD to enforce the Federal Fair Housing Act. The Commission also aids the City of Cambridge by educating both businesses and residents, and providing community outreach. As required by HUD, the Community Development Department has a Fair Housing Plan, which includes an Analysis of Impediments. The plan was developed in conjunction with many departments of the city, along with Cambridge Housing Authority. In addition, input was gathered from many of the nonprofit organizations in the city, including Just A Start Corporation, Homeowner's Rehab, Inc. and Cascap.

## Citizen Participation

### Citizen Participation Plan

The City of Cambridge has a thorough and extensive community process that is employed for all projects. The City consistently seeks to include the input of Cambridge residents in all phases and aspects of its Community Development initiatives, from the initial planning, to project and program implementation to the reporting and assessment of accomplishments. The effectiveness of this process is key in delivering the proper services and programs to the City's residents, while ensuring that the overall direction of the Community Development Department's work is consistent with residents' expectations and is responsive to neighborhood concerns. A more detailed assessment of this processes elements is as follows:

### Participation

The City encourages citizen participation in all stages of the planning process. From the drafting of the Consolidated Plan to the filing of the annual Performance Evaluation Report the City hosts Public Meetings, provides draft copies of the Plan before submission, accepts and incorporates citizen input and feedback, and holds special hearings whenever any substantial amendments are made.

The City also works in an on-going capacity with key non-profit organizations in encouraging the participation of the citizens they work with directly, including many of the low and moderate-income residents who are the primary targets of its HUD funded programs. Bi-lingual services are available for those who request them.

Additionally, the City works very closely with Cambridge's well-organized neighborhood groups in matters that have a particular interest and/or impact on a particular area or neighborhood. This relationship ensures maximum availability of City staff to the residents and ensures transparency of City policies and initiatives.

### Public Meetings

The core of Cambridge's Citizen Participation Plan is the Public Meeting. The Community Development Department hosts a Public Meeting during each phase of the funding cycle, one in preparation for the Consolidated Plan and its annual update through the One-Year Action Plan, and one in conjunction with the City's preparation of the Consolidated Annual Performance Evaluation Report. These meetings give the residents an opportunity to comment on all aspects of the CDBG program's administration, as well as all substantial activities undertaken by the City. A Public Meeting is also held when any substantial amendments are made to the Consolidated Plan.



Public Meetings also play a central role in the work that is performed by the Housing, Community Planning and Economic Development Divisions. From the rehabilitation of parks, playgrounds and open spaces to the acquisition and creation of affordable housing, the City involves the residents during each substantial phase of the project.

Meetings are well publicized and are held at centrally located facilities that are safe and fully accessible. The locations are also accessible by public transportation and are held on mutually convenient days and times.

### **Public Meetings for CDBG, HOME & ESG Funding**

For all Public Meetings concerning CDBG, HOME & ESG federal funding, the City runs two advertisements in two local newspapers, the Cambridge Chronicle and the Cambridge edition of TAB. These advertisements run two weeks prior to the meeting. Advertisements for the availability of draft and final Plans will run one week prior to that event. The City's website also gives advance notice of all Public Meetings two weeks prior to the meetings' occurrence. Additional attempts are also made to include core beneficiaries of City programs and services and those residents who might be more acutely affected by the Meeting's topic and purpose.

### **Access to Information**

The City has all Consolidated Plan, Annual Action Plan and Consolidated Annual Reports available on its website in a manner convenient for on-line viewing, downloading and printing. Draft versions of all Plans are made available before they are submitted for citizens, public agencies and other interested parties to view and comment upon. Copies of final and draft Reports are available for no fee at the City's planning office. Additionally, information that applies to these reports and the City's work in general is available. Requests for access to specific information must be made in advance and coordinated with City personnel.

The City's staff also makes themselves available to persons or interested parties who require technical assistance in understanding the Plan, the preparation of comments and the preparation for requests of funding. This availability and responsiveness is also employed in handling and responding to whatever reasonable complaints are made concerning the Plan and its undertakings.

### **Anti-displacement**

The City makes all efforts to avoid the displacement of any residents and has succeeded in that goal. If such an instance should occur in the future the City would utilize their existing housing capacity and infrastructure in conjunction with the key non-profit housing organizations to solve

any extant issue immediately. The City successfully conducts temporary relocation in certain cases and therefore has a method in place and experience in similar activities.

## **Substantial Amendments**

Should any substantial change to the stated Objectives of the Consolidated Plan become imminent, the City will involve the residents through its above described methods and practices. Such substantial changes would be understood as being new activities the City would undertake within a reporting cycle and does not include expected and actual changes to Goals as they relate to external factors and unexpected changes in available resources.

## **City Council's Goals and Objectives**

The City adheres to the overall goals established by the City Council in conjunction with extensive resident collaboration. The goals are the product of an in-depth bi-annual process that the City Council has followed since 1996. The Government Operations and Rules Committee is charged with overseeing the goal setting process for the Council.

Since 2000, the process has included a statistically valid telephone survey of the opinion of Cambridge residents with regard to city services and city government. The process also includes an opportunity for Cambridge citizens to gather together to voice their concerns and opinions about what the City Council should focus on in setting its goals. Beginning in 2010, the Government Operations and Rules Committee hosted a "World Café" – an interactive conversational format that allowed diverse and creative points of view about Cambridge's needs to emerge as the public comment opportunity. A cross section of Cambridge residents spent the evening in a series of facilitated dialogues on the topic of "What is it important to focus on to improve life in Cambridge?"

The City Council used the information from the survey and the World Café in a two-session facilitated discussion hosted by the Government Operations Committee. This year the City Council focused on ensuring that for each of the Council's broad, highly visionary and multiyear objectives, the Council delineated S.M.A.R.T. shorter term goals (Specific, Measurable, Attainable, Results-Oriented and Time-Bound). Particularly in this time of economic uncertainty and a continuing decline in state and federal financial support, the City Council must ensure that Cambridge's resources go to support goals that are results-oriented with outcomes that can be seen and measured. The Council goals were adopted by the City Council on February 2, 2009. These objectives and goals will guide the annual budget planning process.

## **Comments Received**

On Monday, February 27, 2011 the City held a Public Hearing to receive comments from the public and interested parties in the utilization of CDBG, HOME and ESG funds. The meeting was held in the City's planning offices and representatives of the CDBG management and

Economic Development offices were present. Additionally, a Draft version of the FY2012 One Year Action Plan was made available to the public on March 18, 2011 to review. The Draft version of the Plan was available at the City's planning offices, the Central Square branch of the Cambridge Public Library and was posted on-line. A second Public Hearing was held on Thursday, April 28, 2011 to solicit feedback from the public on the Draft version of the One-Year Plan. The Public was given until April 16, 2011 to comment on the Draft. The Public Hearing and Draft availability were advertised in the Cambridge Chronicle, Cambridge TAB and on the City's website.

Copies of the advertisements are located at Appendix F at the end of this document.

### **Summary of Comments:**

Representatives of Cambridge & Somerville Legal Services spoke about the need for legal services as a way of helping at-risk individuals enter homelessness, which is a core goal of the ESG program and a broad concern for all entities that serve the public, as the most cost effective and humane way of dealing with homelessness is prevention.

A resident spoke in favor of funding for media related training programs.

A representative from Just-A-Start Corporation spoke in favor of the vital impact on the community provided by the CDBG, HOME, ESG and other community service programs.

## Institutional Structure

### Actions to Further Develop Institutional Structure

Cambridge will continue its efforts in FY2013 to further develop the City's institutional structure to support its ongoing commitment to affordable housing, community services and a healthy economic base.

With property prices remaining out of reach for low and moderate-income residents in Cambridge, the gap between available resources and outstanding need remains. There is an increased need for federal funds for housing activities of all types including preserving affordability of units with expiring use restrictions, new affordable rental and homeownership housing, and housing for special needs populations.

Cambridge will work to reduce the gap in resources by aggressively seeking out additional federal, state and private resources to support its affordable housing priorities. The City will work to eliminate any regulatory gaps by working with federal and other agencies to identify problems and, where appropriate, to seek refinements or waivers of regulations that impede efficient affordable housing production.

Cambridge will continue its outreach to residents, businesses and organizations through community meetings, regular outreach events to assist residents in accessing affordable housing, and various public forums through the annual Consolidated Plan process.

Please also see the Cambridge Housing Authority "Moving to Work" Annual Plan in the Appendix of this document.

### Enhance Coordination

Cambridge will work to enhance coordination between public and assisted housing providers as well as private and governmental health, mental health and service agencies. This will be accomplished using both formal and informal networks that bring together public, private and nonprofit housing and service providers. These include groups such as the Cambridge Affordable Housing Trust, which includes representatives from the Cambridge Housing Authority, nonprofit agencies, and the City.

One approach to coordinating services is through contracts for program delivery. In FY13, the City will provide more than \$1.8 million in funding to nonprofit housing agencies for the operation of housing programs. This continuation of this long-established relationship in FY13 allows for stability, continuity, and predictability for no-profit housing agencies operating City-funded programs, while non-profit staff are available to assist City staff with policy and program development.

Cambridge has a number of successful groups and committees that currently work together to provide an effective delivery system for affordable housing production and services throughout the City. A variety of organizations, including the City's Community Development Department, the City's Department of Human Service Programs, the Cambridge Housing Authority, and nonprofit agencies, routinely collaborate on projects and participate in network meetings.

Since 1995, the Affordable Housing Development Working Group has been meeting regularly to coordinate affordable housing development projects throughout the City and share best practices. This group is made up of staff from the Community Development Department, the Cambridge Housing Authority, Just A Start Corporation, Homeowner's Rehab, Inc. and Cascap, Inc. Recently the group has assisted the City in developing principles for its Affordable Green Housing Development Initiative.

## Program Monitoring

### Housing

The City of Cambridge achieves its affordable housing production and service goals by offering housing programs and by supporting non-profit housing agencies. These agencies operate homeowner and rental unit rehab programs for income-eligible households and develop affordable ownership and rental housing. The City supports these programs of the local agencies through annual contracts and through direct project funding. The City monitors housing rehabilitation, new construction activity and all other community development activity carried out by the agencies in a variety of ways to ensure strict compliance with applicable HUD regulations and program guidelines.

On a monthly basis, the City reviews sub-grantee operating expenses by examining requisitions and supporting documentation for monthly program expenditures, including administrative and construction costs.

Quarterly, each program reports on their annual performance goals, which are required by the City as well as the CDBG and HOME programs. This reporting enables the City to have a consistent understanding of the performance and product of each program.

Throughout the year, the City and the agencies work together to identify and evaluate buildings and sites for the development of affordable housing. The City reviews project feasibility in addition to considering all available funds against the needs of the existing projects in the pipeline. At this time, the City discusses with the agency the requirements a project must follow if CDBG or HOME funds are used in a project.

Annually, the City conducts regular site visits to monitor the programs and the rental affordable housing developments supported by HUD funds. Programmatic monitoring includes the review of an agency's financial management systems and their files and records of projects supported with HOME funds completed in the past year. Rental developments are monitored through the review of tenant files to ensure that income eligibility requirements are satisfied and through property inspections to ensure Housing Quality Standards are met. This system of monitoring is built into the City's asset management system, and is conducted as prescribed by HUD. Each year the Housing Division conducts property inspections on 10% to 15% of the units in its affordable housing stock using the schedule below:

#### **Property Inspection Schedule:**

- Every 3 years for projects with 1-4 units
- Every 2 years for projects with 5-25 units
- Annually for projects with 26 or more units

## **Economic Development**

The City plans to conduct an on-site monitoring assessment of the program activities of the sub-recipient on a set, periodic basis (once a year) in order to ensure strict compliance with economic development program guidelines. The program assessment will look at the sub-recipient's progress in meeting goals and objectives, reporting compliance concerning timeliness, accuracy and supporting documentation, and meeting all requirements set forth in the sub-recipient agreement between the City and the sub-recipient.

On an annual basis, the City will receive and review a full copy of the sub-recipient's annual audit with management letter, if performed.

On an ongoing basis, the City will review the schedule of planned and completed programs for the contract cycle and copies of staff time sheets and expenditure reports (where applicable), for each Block Grant funded program

Prior to the commencement of programs or workshops, the City will review copies of marketing materials for all programs and activities, distribution lists, and progress reports on pre-development outreach activities. Depending on the program, the City will assist with advertising and marketing to eligible Cambridge participants. At least one week prior to the commencement of a program or workshop, the City will review pertinent qualification records including a list of eligible NRS participants' addresses, and signed family income certification forms, both from micro-enterprises and individuals.

After the completion of a workshop or other program activity, the City will review all sub-recipient personnel and non-personnel operating expenses by examining invoices and supporting documentation for program expenditures, outreach, and general and administrative expenditures, as well as program income, if any. The City will ensure that invoices agree with contract terms and are accompanied by program summary reports, when applicable.

For programs in which the City actively engages in the distribution of services, the City will initiate and conduct workshops, including hiring consultants when necessary, conducting outreach activities, reviewing, accepting, and filing original applications (family income certification forms), scheduling and attending individual consultations, and monitoring the number of program participants receiving consultant services. The City will also monitor the receipt of post-consultation written reports from the consultants to the participants, making sure that they are received in accordance with a pre-set schedule outlined in the contract. The City will distribute the reports to program participants.

## **Public Services**

The City's Federal Grants Management team conducts a thorough monitoring process of all Community Development Block Grant (CDBG) recipients during the course of each contract year. This process includes several approaches and is outlined below.

***Site visits of CDBG recipients are conducted by the City's Federal Grants Management team on a yearly basis and involve the following:***

- Meeting with CDBG recipient on site to review contract compliance, program and agency management;
- Reviewing clients' files to ensure recipient's compliance with HUD income eligibility requirements;
- Reviewing recipient's capacity in collecting and reporting "client's demographic data" as mandated per HUD guidelines; and providing technical assistance as needed;
- Reviewing the "proposed" number of unduplicated clients to be served by the program against the "actual" number reported by recipients; and discussing the need to reassess these figures where discrepancies and/or inconsistencies are identified;
- Reviewing recipient's progress in meeting its "outcome and performance measures" as identified on its Workplan/Scope of Services; and providing technical assistance with this process where needed;
- Discussing new trends with clients' needs as identified by recipients;
- Reviewing recipient's need for ongoing CDBG funding and identifying impacts upon the program if funding were to be reduced or eliminated;
- Identifying and addressing areas of concerns in order to ensure recipient's compliance with all of HUD mandated rules/regulations and with the Department's requirements; and
- Observing programs such as summer camps, life-skills workshops, math literacy workshops, food pantries, shelters; and visiting the facilities.

The Federal Grants Management team prepares a final monitoring report that synthesizes the information gathered during the site visit; and forward a copy of the report to each CDBG recipient. The report includes a "Monitors' Result/Summary" section that summarizes the monitor's assessment of the site visit and identifies any issues/concerns to be addressed by each recipient, with the assistance of the monitor if necessary.

***Financial monitoring of CDBG recipients by the City's Federal Grants Management team occurs as follows:***

- Reviewing CDBG recipient's monthly/quarterly invoices and supporting documentation to ensure that all costs correspond to project services as outlined in recipient's contract budget; and conducting random review of invoices during site visits where applicable;
- Collecting and reviewing data on program income and the supporting documentation provided by recipient that collects clients' fees for services supported with CDBG funds;
- Collecting and reviewing the following recipient's documentation: its most recent audited financial statements, together with Management Letters, Corrective Action Plan; as well as a copy of its Single Audit 133 if recipient receives revenues over \$500,000 in Federal funds annually; and
- Collecting and reviewing a board-approved Organizational Budget from recipient with revenues of \$99,999 or less that are not required to complete and audit or account review.

***Ongoing review by the City's Federal Grants Management team of quarterly and semi annual reports submitted by CDBG recipients:***



- Quarterly Reports: at the end of each quarter, CDBG recipients submit a report with the following information: the “total number of unduplicated clients served” during this period by their CDBG-supported programs; all corresponding data on clients’ demographic including residential, income, and race/ethnicity as mandated per HUD guidelines; updated data on Units of Services provided during this quarter and as identified on recipients’ contract agreement; and where applicable, data on clients serviced who are also residents of areas identified as Neighborhood Revitalization Strategy (NRS) in the City of Cambridge;
- Semi-Annual Reports: every six months, CDBG recipients submit an expanded version of the Quarterly Report that includes the following additional information: recipients’ update in meeting their goals and objectives as outlined on their contracts’ Scope of Services/Workplans; recipients progress in reaching their outcomes as outlined on their contracts’ Scope of Services/Workplans; an update in recipients’ outreach and fundraising efforts; current statistics on program staffing; and other administrative information; and
- Follow-up: upon review of the reports, the Federal Grants Management team proceeds to contact recipients to clarify any discrepancies and/or incomplete client data identified on their reports where applicable.

At the end of the contract year, our Federal Grants Management team compiles all client demographic data reported by the CDBG recipients on their quarterly and semi-monthly reports and prepares a comprehensive clients’ statistical report that becomes part of CAPERS (a mandated yearly HUD report).

*The monitoring process is further enhanced by regular contact between the CDBG grants manager and the CDBG recipients as follows:*

- Ongoing communication with CDBG recipients maintained via phone, electronic mails, written correspondence, and meetings as needed; and
- Ongoing provision of technical assistance to ensure recipients’ compliance with HUD mandated rules/guidelines and Department’s regulations.

## **Emergency Solutions Grant (ESG)**

As part of its on-going monitoring of ESG recipients, the City’s ESG grants manager uses a multi-pronged approach including a mix of reviewing HMIS, regular phone contact with key agency staff, monthly financial record review, and as needed program site-visits.

Financial monitoring of recipients occurs either monthly or quarterly when bills are submitted. Invoices and billing statements are checked to ensure that spending is only occurring on eligible activities and is in compliance with HUD mandated rules. Program match is also reviewed in conjunction with billing. Grant recipients must submit their most recent audit at least annually.

Importantly, from July 1, 2012, Cambridge ESG recipients must be implementing the HMIS data collection required by HUD for compliance with HEARTH regulations. So a substantial amount of ESG program monitoring and support will focus on HMIS implementation.

ESG funded agencies' HMIS compliance will be reviewed on a monthly basis. Quarterly, all ESG funded agencies submit the number of new clients coming into their programs- a figure that is checked against their HMIS records. If the number of beneficiaries served is well under or over target for the period or if that number doesn't match their HMIS, agencies are then contacted for further information. At the end of the grant year, recipients of awards must complete and sign a two page monitoring form, which is used to assess the performance of the program for that year and then is fed into the CAPERS report. The same monitoring protocols will be used when evaluating Cambridge's new ESG-funded rapid re-housing and homeless prevention programs based at the MSC.

## **Fiscal**

On an ongoing basis the Fiscal Office receives, reviews and processes invoices for charges of sub-recipients. The review ensures that invoicing is done in accordance with the terms of the Agreement, applicable law, rules and regulations.

Monthly "desk audit" monitoring of programs is performed to track the timeliness of expenditures.

On an ongoing basis, the CDBG Manager will be notified of any program income. This notification will consist of the amount of the income and the project the income was derived from.

Quarterly, the Fiscal Office and CDBG management division receives and reviews reports of sub-recipients concerning the activity of revolving loan funds for which they have the charge to administer.

Every other year the Fiscal Office conducts a monitoring of a sample of the sub-recipients fiscal administration of programs conducted under their agreements with the City of Cambridge, Community Development Dept. This is done to determine compliance with applicable regulations including but not limited to 24CFR570, OMB Circulars A-87; A-122 and A-133 all of which are incorporated into the Agreements by reference. The monitoring includes a review of the sub-recipients financial management systems and systems for internal control, insurance coverage, procurement procedures and equipment and real property management.

## Lead-based Paint

### Lead-based Paint Abatement Activities

FY2010 marked the end of Cambridge's LeadSafe Division at the Community Development Department. The Division was previously funded through HUD's Healthy Homes and Lead Hazard Control NOFA, and as their grant application was denied in 2009 the City determined that phasing out LeadSafe as a Community Department Division was necessary.

De-leading efforts continue, however, through the *MassHousing Get the Lead Out Program*. As part of the standard rehabilitation work done on low and moderate-income residential units the City's non-profit partners utilize this program in conjunction with their CDBG funds. *Get the Lead Out* is run as a partnership with the Massachusetts Departments of Public Health and Housing and Community Development.

## Affordable Housing

### SPECIFIC HOUSING OBJECTIVES

#### Objective 1:

**Create new affordable rental units that are targeted for extremely low, low and moderate-income families and individuals.**

#### Analysis

The City of Cambridge supports the creation of new affordable rental opportunities throughout the city. New affordable rental housing opportunities may be created through: new construction, the acquisition and conversion of non-residential structures to affordable housing, the acquisition and conversion of market-rate rental housing to affordable housing, and through the City's Inclusionary Housing Program. Due to the high levels of public investment required for acquisition and development of new affordable units, non-profit ownership is a key part of this strategy as is the use of long-term deed restrictions to ensure affordability.

As rents have risen steadily during the previous five years and have remained well beyond the reach of families earning at or below 80% of AMI (\$1,700 for a two-bedroom unit in 2004 to \$2,600 in 2012 according to Community Development Department estimates), a key goal of the City remains ensuring access to affordable units where low and moderate-income households, particularly families with children, can remain in the community paying rents that are affordable to them. There are an additional 12,000 distinct applicants currently waiting for a unit on the Cambridge Housing Authority's waiting list. Further, according to recent CHAS data, 60% of extremely low, low and moderate-income renters in Cambridge are paying more than 30% of their household income for rent, while 23% are paying more than 50% of their income for housing and in need of housing that is affordable to them.

#### Number of Households to be Served

During FY2013 the City of Cambridge will work to create and manage **50** new affordable rental units. New units will be created through new non-profit development of affordable units, and creation of units required under the Inclusionary Zoning Ordinance. Although the CDBG and HOME programs allow assistance to households with annual incomes up to 80% of area median income, a substantial proportion of rental units assisted will be rented to tenants with incomes at or below 60% of area median. The availability of additional rental assistance such as Housing Choice (Section 8) Vouchers will be essential in working toward this goal. With high acquisition, construction, and development costs, and cuts to federal programs such as CDBG and HOME which the City has used successfully to create rental housing, it is extremely difficult to create

new housing in this housing market and ensure that it be affordable to low and moderate-income households.

### **Expected Resources:**

#### ***Federal Funds***

Community Development Block Grant Program  
HOME Program  
Low Income Housing Tax Credits  
Section 108 Loan Guarantee  
Housing Choice (Section 8) Vouchers

#### ***State Funds***

Mass. Department of Housing and Community Development (State-Funded Affordable Housing Production Programs)  
MassHousing (previously Massachusetts Housing Finance Agency)

#### ***Local Funds***

Cambridge Affordable Housing Trust  
Incentive Zoning Ordinance  
Cambridge Historical Commission  
Private Lenders

### **Resources and Strategies:**

**Community Development Block Grant Program:** The Community Development Block Grant Program (CDBG) is used for the acquisition and rehab of existing rental properties by the network of local non-profit housing organizations. CDBG funds can be used when a minimum of 51% of the existing tenants are low or moderate-income, or if the property is located in a predominantly low-income neighborhood. Sponsored programs: Affordable Housing Development Delivery/Sub-recipients

**HOME Program:** The HOME Program is used to fund the acquisition and rehabilitation of rental properties through the City's Community Housing Development Organizations (CHDO) and other non-profit housing groups. The funds are used primarily in properties that are owned and managed by non-profit sponsors. Sponsored programs: Affordable Housing Development and Community Housing Development Organizations.

**Inclusionary Housing:** The City of Cambridge has an Inclusionary Zoning Ordinance that requires any new or converted residential development with ten or more units to set aside 15% of the total number of units as affordable units. The Community Development Department implements the program and monitors compliance with this ordinance. The staff works with the private developers to design and implement the marketing and sale or leasing of units to low and

moderate-income Cambridge residents. Since the Ordinance was passed in 1998, more than 450 units have been completed in all areas of the City. Long-term affordability of these units is ensured by a permanent deed restriction.

**Low Income Housing Tax Credits:** The Low Income Housing Tax Credit Program (LIHTC) targets construction or acquisition and substantial rehabilitation of low-income rental housing, as well as special needs housing and low-income housing preservation. This federal program, which is operated by the Massachusetts Department of Housing and Community Development (DHCD), awards federal tax credits to investors in low-income housing raising equity for projects. The LIHTC program has been a critical resource to assist in meeting the City's affordable rental housing goals.

**Section 108 Loan Guarantee Program:** The City is able to borrow up to five times the amount of its annual CDBG grant under the provisions of CDBG's Section 108 Loan Guarantee Program. The loan proceeds can be used for housing and economic development related subset of CDBG eligible activities.

**Housing Choice Voucher (Section 8) Rental Assistance:** Project-Based Housing Choice Vouchers are intended to provide subsidy tied to a specific apartment that needs rehabilitation. In exchange for the long-term commitment of rental subsidy, the owner agrees to lease these units to extremely low and low-income households. The City's non-profit housing development organizations and the Cambridge Housing Authority work closely to create project-based units that are affordable to extremely low and low-income households. The availability of funds for new rental assistance is essential to meet the goals of this Plan. Without it, the goals would be very difficult, if not impossible, to attain.

**State Affordable Housing Production Programs:** Administered through the Massachusetts Department of Housing and Community Development (DHCD), the Housing Innovations Fund (HIF), the Housing Stabilization Fund Program (HSF), and the Commercial Area Transit Node Housing Program (CATNHP) support acquisition, construction and/or rehabilitation of affordable housing development. HIF is a state funded program for non-profit developers to create and preserve affordable rental housing for special needs populations. The HSF program has been used successfully to support rental housing production in the City. CATNHP is a state-funded bond program available to municipalities, non-profit and for-profit sponsors to support first-time homebuyer housing, rental housing production, or rehabilitation occurring within neighborhood commercial areas in proximity to public transit nodes. DHCD also administers State HOME funds, which the City's non-profit housing providers use for the acquisition, rehabilitation, and new construction of affordable rental units. The Transit Oriented Development Infrastructure and Housing Support program, another potential source of funds, supports housing development in transit nodes.

**MassHousing:** The state's affordable housing bank, MassHousing lends money at rates below the conventional market to support affordable rental and home ownership opportunities for low- and moderate-income residents of Massachusetts.

**Cambridge Affordable Housing Trust:** The City established the Cambridge Affordable Housing Trust in 1989 to promote, preserve and create affordable housing.. In FY2012, the Trust was allocated more than \$7.6 million in Community Preservation Act (CPA) funds. The CPA funds are a result of Cambridge property tax surcharge that is matched by state funds. The Trust lends these funds to local non-profit housing development organizations to develop affordable housing. The Trust also funds comprehensive first-time homebuyer programs operated by the City. The Trust supports affordable housing production in several ways, including non-profit acquisition of multifamily buildings and development of new affordable units..

**The Incentive Zoning Ordinance:** The Incentive Zoning Ordinance, passed by the City Council in 1988, requires commercial developers, who are seeking a Special Permit, to make a contribution to the Cambridge Affordable Housing Trust Fund. The housing contribution amount was increased to \$4.38 per square-foot in 2008.

**Non-Profit Affordable Housing Acquisition and Development:** With financial support from the Trust, the City's non-profit housing organizations and the Cambridge Housing Authority create new affordable rental housing that is protected through long term deed restrictions. This housing is created through a variety of mechanisms, including acquisition of existing multi-family buildings, such as formerly rent-controlled properties; new construction; acquisition of individual condominium units and the conversion of non-residential structures to housing.

**City-owned Land and Adaptive Reuse:** The City of Cambridge supports both the use of City-owned land and the adaptive re-use of non-residential buildings for new affordable housing units. These opportunities are limited by several factors. Cambridge is a densely built-up city with few vacant sites and the available vacant buildable sites are very expensive. The City owns very little unused land and there are not many obsolete institutional or commercial buildings. However, as development opportunities become available, Cambridge is committed to providing financial support and/or technical assistance to facilitate their conversion to affordable rental and ownership units.

**Cambridge Historical Commission:** The Cambridge Historical Commission is a municipal agency concerned with the history of Cambridge and the preservation of significant older structures in the city. To aid in the preservation and rehabilitation of these older buildings, the Commission administers various federal, state, and local programs. The commission also makes grants for rehab of affordable housing in historic buildings.



**Objective 2:****Increase affordable homeownership opportunities for first-time low and moderate-income buyers.****Analysis**

Condominium unit prices remain out of the reach of low- and moderate-income first-time homebuyers in Cambridge. Condominiums present the lowest-priced ownership opportunities in the city, however are out of reach for many. Currently, a household annual income of \$104,231 is needed to support the \$422,250 median price of a condominium in the City. Prices have not dropped significantly in Cambridge as they have in other communities due to the continuing high demand to live in Cambridge among market buyers. The rising demand for rental housing and dramatic increases in market rents in recent years has made homeownership a more affordable option for higher income earners who are able to get mortgages, keeping home prices stable in the city.

Although there are few, if any, options in the market for low and moderate-income homebuyers in Cambridge, the City has had success assisting more than **200** low, moderate, and middle-income buyers purchase City-assisted affordable homes in the last five years. Historically low mortgage rates have helped many long-term renters become homeowners, fixing their housing costs and allowing them to achieve modest returns on equity in deed restricted units. All buyers are required to participate in the City's first-time homebuyer education and counseling program, and work with City staff as they obtain mortgage commitments and purchase their homes. Many buyers move into homeownership from affordable rental units which are then available to serve new households from rental waiting lists.

City support for first-time homebuyer programs includes homebuyer education and counseling services, the First-time Homebuyer Financial Assistance program, HOME and CDBG funding for downpayment and closing cost assistance, assistance with accessing low cost mortgages (for example, the Soft Second Loan Program). The City also allocates substantial resources to the non-profit development of limited equity condominium units for first time buyers, and assists owners of deed restricted homeownership units in selling their homes to eligible new buyers.

The pool of potential low and moderate-income first-time homebuyers in Cambridge continues to be strong, however, recent trends have affected many potential buyers. As foreclosures remain in the news, many potential buyers look at home ownership as inherently risky, and may opt to continue to rent rather than explore homeownership, notwithstanding interest rates have been at all-time lows. Access to credit, however, remains an issue for many potential buyers, with banks using stricter lending standards in response to the credit crisis and recession. In recent years the City has offered an unprecedented number of homeownership units to first-time homebuyers, however, only those with the best credit scores have access to mortgage financing. Access to responsible mortgage financing will remain an issue for many buyers with past credit issues.



## Number of Households to be Served

During the fiscal year 2013, the City of Cambridge will work to assist **20** homebuyers in purchasing affordable homeownership units. New buyers will be served by units created by new non-profit development of affordable units, creation of units required under the Inclusionary Zoning Ordinance, the City's Financial Assistance Program, and resale of affordable limited equity units to new homebuyers. The majority of first-time homebuyers assisted will have annual incomes between 50-80% of area median income. Although there is no restriction on assisting buyers with lower incomes, it is more difficult for those households to obtain mortgage financing. Furthercuts to federal programs such as CDBG and HOME which the City has used successfully to create affordable homeownership units, will make it more difficult to create new units affordable to low and moderate-income households in this high-cost housing market. The City will continue to offer assistance to middle-income homebuyers with non-federal funding.

### Expected Resources:

#### *Federal Funds*

Community Development Block Grant  
HOME Program

#### *State Funds*

Mass. Department of Housing and Community Development (State-Funded Affordable Housing Production Programs)  
MassHousing (previously Massachusetts Housing Finance Agency)  
Massachusetts Housing Partnership Fund (Soft Second Loan Program)

#### *Local Funds*

Cambridge Affordable Housing Trust  
Private Lenders

### Strategies and Resources:

**Community Development Block Grant Program:** CDBG funds can be used for the acquisition and rehab of homeownership units. Sponsored programs: Affordable Housing Development Delivery/Sub-recipients

**HOME:** The HOME Program has been used successfully to reduce the acquisition cost of Cambridge properties to ensure their affordability to low and moderate income first time homebuyers. HOME funds may also be used to write down the price of ownership units to make them affordable for low-income households.

**State Affordable Housing Production Programs:** Administered by the Massachusetts Department of Housing and Community Development (DHCD), the Housing Stabilization Fund Program (HSF) and the Commercial Area Transit Node Housing Program (CATNHP) support acquisition, construction and/or rehabilitation of affordable housing development. The HSF

program has been used successfully to support housing production in the City. DHCD also administers federal HOME funds, which the City's non-profit housing providers use for the acquisition, rehabilitation, and new construction of affordable units. The Transit Oriented Development Infrastructure and Housing Support program, another potential source of funds, supports housing development in transit nodes.

**Soft Second Program:** The Soft Second Program, administered by Massachusetts Housing Partnership (MHP), offers a second mortgage to low- and moderate-income first-time homebuyers, to reduce their first mortgage amounts and to lower their initial monthly costs. The borrower pays the entire principal and interest on the first mortgage. The principal payments on the second mortgage are deferred for 10 years and a portion of the interest costs for eligible borrowers is paid by public funds.

**Non-Profit Affordable Housing Development:** With financial support from the Trust, the City's non-profit housing organizations create new affordable homeownership housing that is protected through long-term deed restrictions. This housing is created through a variety of mechanisms, including acquisition of existing multi-family buildings; new construction; acquisition of individual condominium units and the conversion of non-residential structures to housing.

**Cambridge Affordable Housing Trust:** The City established the Cambridge Affordable Housing Trust in 1989 to promote, preserve and create affordable housing. In FY2012, the Trust received more than \$7.6 million through the Community Preservation Act. The CPA funds are a result of Cambridge property tax surcharge that is matched by state funds. The Trust lends these funds to local non-profit housing development organizations to develop affordable housing. The Trust funds the Financial Assistance Program, through which direct financial assistance of up to \$130,000 is provided to eligible homebuyers.

**Homebuyer Classes and Counseling:** The City offers free homebuyer classes ten times a year. Potential buyers attend four two-hour sessions covering issues such as credit, finding a home, qualifying for a mortgage and the purchase process. Class graduates are eligible for individual counseling to help them tailor a plan for achieving homeownership. Mortgage products for first-time homebuyer and City affordable housing programs require individuals to complete the first-time homebuyer course in order to receive assistance.

**Inclusionary Housing:** The City of Cambridge has an Inclusionary Zoning Ordinance that requires any new or converted residential development with ten or more units to set aside 15% of the total number of units as affordable units. The Community Development Department implements the program and monitors compliance with this ordinance. The staff works with private developers to design and implement the marketing and sale of units to low and moderate-income Cambridge residents. Since the Ordinance was passed in 1998, more than 450 affordable units have been completed in all areas of the City. Long-term affordability of these units is ensured by a permanent deed restriction.

**Financial Assistance Program for First-time Homebuyers:** The City provides financing of up to \$130,000 to eligible first-time homebuyers who purchase homes in Cambridge. This

assistance is available to residents earning up to 100% of the area median income who have graduated from the City's First-time Homebuyer class, and is combined with individual homebuyer counseling from City staff to help families become homeowners. Units remain affordable under the terms of a permanent deed restriction held by the City.

**Downpayment and Closing Cost Assistance:** The City offers downpayment and closing cost assistance to income-eligible first-time homebuyers purchasing a home in Cambridge. Qualified buyers are eligible for assistance in an amount of up to 6% of the purchase price, or \$10,000, whichever is greater. This assistance is in the form of a forgivable loan, with 20 percent of the grant forgiven each year over a five-year period provided the buyer uses the home as their primary residence.

**Limited Equity Unit Resales:** When existing limited equity units become available for resale by the existing owner, the Community Development Department and local non-profit agencies make these units available to eligible new homebuyers. The resale of affordable owner-occupied units is controlled through deed restrictions that limit the price and target the availability of these units to income-eligible buyers. On average, ten to twelve units get resold each year.

**Local Banks:** Many small local banks have excellent programs for first-time homebuyers. The City and non-profit housing agencies have successfully partnered with these lending institutions for many years to help low and moderate-income residents become homebuyers.

**Objective 3:****Preserve affordable rental housing opportunities, and enhance access for extremely low, low and moderate-income renters.****Analysis**

Cambridge is a dense, built-up city with relatively little vacant land and limited redevelopment opportunities. As a consequence, many of the most cost-effective opportunities for promoting affordable housing are in the existing stock. Supporting the rehabilitation of public, privately owned and non-profit owned units, is a large part of Cambridge's effort to preserve existing affordable units.

Cambridge has an older housing stock which consists of a high percentage of rental units. Even though data shows that only a small percentage of housing units in the city are unsuitable for rehabilitation, a need to improve the condition of the rental housing and preserve its affordability still exists. According to recent CHAS data, 58% of rental units in the City are occupied by extremely low, low and moderate-income households. 60% of extremely low, low and moderate-income renters in Cambridge are paying more than 30% of their household income for rent, while 23% are paying more than 50% of their income for housing.

A combination of continuous and growing demand outpacing the supply of affordably-priced housing units has led, over the years, to significantly increased rental costs in Cambridge. Condominium conversions continue to impact the number rental units in the city. In the aftermath of the recession in recent years, the city has seen rents escalate dramatically to all-time highs as many households who in the past might have purchased homes now look to rent instead. New rental housing which has been built in recent years, or is now under construction to respond to increased demand for rental units, is unaffordable to all but the highest-income residents. By any measure, housing costs in Cambridge remain beyond the reach of many of the City's residents, especially low income residents and those who have been displaced as a result of rising rents or condo conversions in recent years.

Maintaining the stock of affordable rental housing in the city is a key goal of the City. Many existing affordable units may be at risk due to expiring affordability restrictions, changes in available subsidies for operating support, or need for capital reinvestment to ensure continued viability of buildings. The City will work closely with the Cambridge Housing Authority, non-profit and private owners to ensure affordable housing units remain viable and available. The City will continue to work closely and support the CHA as it endeavors to preserve the viability of its underfunded public housing developments and through a variety of innovative strategies.

The City supports the preservation of privately-owned affordable rental housing through both working directly with private owners and by supporting non-profit organizations that purchase rental properties to preserve affordability. Given Cambridge's desirability, buildings with expiring use restrictions are at-risk for conversion to market-rate housing without the intervention by the City and other stakeholders to explore strategies to preserve this housing. The City remains committed to working with owners, tenants, and stakeholders to preserve

affordability wherever possible, including providing City assistance to ensure long-term affordability.

### **Number of Households to be Served:**

During the fiscal year 2013, the City of Cambridge will work to preserve the affordability and viability of **100** affordable rental units. This goal will be accomplished through a combination of activities including non-profit acquisition of existing affordable units, revitalization of affordable housing in need of reinvestment, preservation of affordability of housing with expiring use restrictions, and rehab assistance for owners of multi-family properties. The City will also work to purchase existing rental housing that, while not subject to regulatory agreements, has historically been an affordable resource for lower-income families to ensure its continued affordability and add to the City's stock of restricted affordable rental housing. These units are often lost as rental housing when converted to condominiums.

Although the CDBG and HOME programs allow assistance to households with annual incomes up to 80% of area median income, a substantial proportion of rental units assisted will be rented to tenants with incomes at or below 60% of area median income. Further cuts to federal programs such as CDBG and HOME will have a dramatic impact on the City's ability to achieve its objectives. The availability of rental assistance will also be essential in working in achieving this goal.

### **Expected Resources:**

#### ***Federal Funds***

Community Development Block Grant Program  
HOME Program  
Low Income Housing Tax Credits  
Section 108 Loan Guarantee Program  
Housing Choice Voucher (Section 8) assistance

#### ***State Funds***

Mass. Department of Housing and Community Development (State-Funded Affordable Housing Production Programs)  
MassHousing (previously Massachusetts Housing Finance Agency)  
CEDAC

#### ***Local Funds***

Cambridge Affordable Housing Trust  
Cambridge Neighborhood Apartment Housing Services (CNAHS)  
Private Lenders

**Strategies and Resources:**

**Community Development Block Grant Program:** The Community Development Block Grant Program (CDBG) is used for the acquisition and rehab of existing rental properties by the network of local non-profit housing organizations. CDBG funds can be used when a minimum of 51% of the existing tenants are low or moderate-income, or if the property is located in a predominantly low-income neighborhood. Sponsored program: Cambridge Neighborhood Apartment Services

**HOME Program:** The HOME Program is used to fund the acquisition and rehabilitation of rental properties through the City's Community Housing Development Organizations (CHDO) and other non-profit housing groups. The funds are used primarily in properties that are owned and managed by non-profit sponsors. Private owners of rental properties have been reluctant to make use of HOME funds due to the extensive program regulations and monitoring requirements.

**Low Income Housing Tax Credits:** The Low Income Housing Tax Credit Program (LIHTC) targets construction or acquisition and substantial rehabilitation of low-income rental housing, as well as special needs housing and low-income housing preservation. This federal program, which is operated by the Massachusetts Department of Housing and Community Development (DHCD), awards federal tax credits to investors in low-income housing. The LIHTC program is been a critical resource to assist in meeting the City's affordable rental housing goals.

**Section 108 Loan Guarantee Program:** The City is able to borrow up to five times the amount of its annual CDBG grant under the provisions of CDBG's Section 108 Loan Guarantee Program. The loan proceeds can be used for housing and economic development related subset of CDBG eligible activities.

**Housing Choice Voucher (Section 8) Rental Assistance:** Section 8 Project-Based Certificates are intended to provide a subsidy tied to a specific apartment that needs rehabilitation. In exchange for the long-term commitment of a rental subsidy, the owner agrees to lease these units to extremely low and low-income households. The City's non-profit housing development organizations and the Cambridge Housing Authority work closely to create Project-Based Section 8 units that are affordable to extremely low and low-income households. The availability of new Section 8 assistance is essential to meet the goals of this Plan, without it the goals will be very difficult if not impossible to attain.

**Multi-Family Rehab Program:** Cambridge Neighborhood Apartment Housing Services (CNAHS), and affiliate of Homeowner's Rehab administers the Multi-family Rehab Program. CNAHS, an affiliate of Homeowner's Rehab, Inc., is a private non-profit corporation that is a partnership of property owners, tenants, lending institutions, and city officials. The Multi-family Rehab Program supports moderate levels of rehabilitation for owners of multi-family properties who wish to renovate their property and keep their units affordable. The program gives owners technical assistance and loans from a reduced interest rate loan pool that has been capitalized by the City with CDBG and Affordable Housing Trust funds, and a consortium of local banks. The loans are forgiven over a 20 year period as long as the units are kept affordable and leased to tenants at or below 80% of AMI.

**State Affordable Housing Programs:** The Capital Improvement and Preservation Fund (CIPF) program, administered through the Massachusetts Department of Housing and Community Development (DHCD), supports rehab and long term preservation of units with expiring use restrictions. The Housing Innovations Fund (HIF) and Housing Stabilization Fund Program (HSF) support acquisition and rehabilitation of affordable rental properties. The HSF program has been used successfully to support rental housing production in the City. State HOME funds have also been used for the acquisition, rehabilitation, and new construction of affordable rental units through the City's non-profit housing providers. The Massachusetts Affordable Housing Trust Fund (AHTF), funded through MassHousing provides resources to create or preserve affordable rental housing throughout the state.

**MassHousing:** MassHousing holds regulatory restrictions on many large privately owned affordable rental developments in the City and offers a variety of programs for owners who commit to continuing affordability.

**CEDAC:** CEDAC is a quasi-public agency which works closely with other state agencies to promote preservation policies and offer financial and technical assistance to ensure continued affordability of unit facing expiring use restrictions.

**Cambridge Affordable Housing Trust:** The City established the Cambridge Affordable Housing Trust in 1989 to promote, preserve and create affordable housing. Since 1995, Cambridge has made significant contributions to increasing affordable housing by providing City funds in combination with matching funds under the Community Preservation Act. In FY2012, the Trust received more than \$7.6 million through the Community Preservation Act. The Trust lends these funds to local non-profit housing development organizations to develop and preserve affordable housing..

**Preservation Activities:** The Community Development Department (CDD) actively works with tenants, owners and other concerned parties to address the long-term needs of these housing developments. CDD provides technical assistance to help tenant groups to organize, to preserve affordability, and, in certain cases, to work with a local non-profit organization to acquire their buildings. The City funds a tenant organizer to work with tenants at these housing developments to participate in the preservation of this housing.

**Non-profit Acquisition of Rental Buildings:** The City will continue to provide financial support and technical assistance for the acquisition of existing rental buildings by non-profit organizations. These organizations will operate buildings as affordable housing under long-term deed restrictions.



**Objective 4:****Stabilize one to four-family buildings occupied by extremely low, low and moderate-income households.****Analysis**

Cambridge strives to stabilize one- to four-family buildings occupied by extremely low, low- and moderate-income households, encourage investment in the existing housing stock, and preserve the many traditionally affordable rental units in two-, three-, and four-unit buildings.

In Cambridge, many low-income owners, particularly the elderly and single person households, are unable to make significant and necessary repairs in their units because they lack access to the capital or the skills to oversee rehabilitation. The Home Improvement Program offers affordable loans and technical assistance to existing owners of one- to four-unit properties, which encourages stability and reinvestment in the housing stock. Home Improvement Program staff also provide a resource for homeowners who may be at risk of foreclosure, and can assist homeowners with analyzing refinancing options and available resources to assist in stabilizing their housing costs.

With high housing payments, many low- and moderate income owners are not able to pay for or finance necessary improvements to their homes. Many owner-occupied units, especially those occupied by low- and moderate-income owners, are substandard with unaddressed health and safety code violations after years of deferred maintenance. Tenants in small rental buildings often live with similar conditions, and property owners may be reluctant to invest in these units without raising rents to recoup their investment. Of units with these conditions, most are suitable for rehabilitation.

In fiscal year 2013, the City will expand the Home Improvement Program and offer assistance to owners of multi-family properties with 2-4 units that are occupied by extremely low, low- and moderate-income renters. The program has worked well in serving owner-occupied multi-family units. This expansion will be done as a demonstration program to see if the benefits of the HIP program can assist renters in non-owner-occupied buildings by providing investor-owners with affordable financing to improve units occupied by income-eligible tenants. The goal will be to provide options and incentives for these owners to improve housing conditions for current tenants, and to do so affordably so that owners do not have to raise rents to pay for improvements. With low-cost financing available through the HIP program, owners will be required to keep rents affordable for existing tenants.

According to the Census Bureau, more than half of the City's 49,913 housing units are in one- to four-family buildings. Recent CHAS data shows that 35% of owner-occupants in the city have housing problems, almost all of whom are cost burdened, paying more than 30% of their income for housing. Among low and moderate-income homeowners, 71% are paying more than 30% of their income for housing, and 42% are paying more than 50% of their income. Low and moderate-income renters are similarly cost-burdened with 60% paying more than 30% of their



income for housing. Many renters in small properties would be significantly burdened by rent increases resulting from improvements in their units.

The costs of owning and maintaining small properties have increased in recent years. Providing incentives and assistance for owners to reinvest in this traditionally affordable housing stock without having to raise rents to unaffordable levels will assist in the continued availability of this important stock of housing and give owners choice in how they reinvest in their properties while preserving tenancies of low and moderate-income tenants.

### **Number of Households to be Served**

During the fiscal year 2013, the City of Cambridge will work to preserve and stabilize occupancy for **20** units through the rehabilitation of one to four family buildings. The majority of the households assisted will have annual incomes between 50-80% of area median income.

### **Expected Resources:**

#### ***Federal Funds***

Community Development Block Grant  
AmeriCorps and Youthbuild

#### ***State Funds***

MassHousing Get the Lead Out Program

#### ***Local Funds***

Cambridge Historical Commission  
Associate Grantmakers  
Bank of America Foundation  
Cambridge Housing Authority  
Menotomy Weatherization Program  
Second Chance Program  
Private Lenders

### **Resources and Strategies:**

**Community Development Block Grant Program:** The Community Development Block Grant Program (CDBG) is used for the acquisition and rehab of existing properties by the network of local non-profit housing organizations. CDBG funds can be used when a minimum of 51% of the existing tenants are low or moderate-income. Programs funded with CDBG include the Home Improvement Program and the Rehabilitation Assistance Program.

**AmeriCorps and Youthbuild:** AmeriCorps provides funding for the Just-A-Start YouthBuild Program, a dynamic program providing workforce development to unemployed youths, ages 17-24, while also helping them work towards a high school degree. During the program year,

participants attend classes to attain their high school diploma and spend a portion of their time working on supervised housing rehabilitation crews. The crews provide carpentry, renovation and beautification services to Cambridge's non-profit housing development organizations as they renovate and develop affordable housing units for low and moderate-income households.

**Rehab Assistance Program:** The Rehab Assistance Program (RAP) is funded via CDBG and private sources. The program provides training and education for youth working on housing rehab projects. This program provides some labor for the Home Improvement Program participants.

**Employment Resources, Inc. (ERI):** ERI is a private non-profit organization established by the city of Cambridge. It operates two local One Stop Career Centers. As the Title 1 administrative entity for the Metro North Region, ERI administers and distributes, through an RFP process, US Department of Labor Workforce Investment Act (WIA) Title 1 funds for training programs for at risk youth.

**Mass Housing Get the Lead Out Program:** Through a partnership with the Departments of Public Health and Housing and Community Development, MassHousing provides an affordable way for income-eligible households to remove hazardous lead paint from their home.

**Cambridge Historical Commission:** The Cambridge Historical Commission is a municipal agency concerned with the history of Cambridge and the preservation of significant older structures in the city. To aid in the preservation and rehabilitation of these older buildings, the Commission administers various federal, state, and local programs.

**Bank of America Foundation (B of A):** B of A is a private charitable foundation managed by the Bank of America. It accepts applications for funding from organizations to support activities consistent with its mission and interests.

**Cambridge Housing Authority:** The mission of the Cambridge Housing Authority is to develop and manage safe, good quality, affordable housing for low-income individuals and families in a manner which promotes citizenship, community and self-reliance.

**Menotomy Weatherization Program** – Funded through the State and a local utility company, this program replaces heating systems for low-income families.

**Second Chance Program:** Administered through Just-A-Start, this program offers low interest rates for refinancing of existing mortgages and rehab for income-eligible households that have credit history problems and own a one- to four-unit owner-occupied residential property in Cambridge.

**Private Loans:** Just-A-Start and Homeowner's Rehab assist income-eligible owner occupants of one- to four-unit residential properties obtain favorable private mortgage financing through a variety of lenders, including local banks, to assist in needed repairs and rehab.

## HOME Investment Partnership Program

### HOME Funds Recapture /Resale Policy

Affordable homeownership units that are funded with HOME funds are subject to residency requirements and long-term restrictions limiting the future resale of the property. HOME allows two options for controlling the resale of the homebuyer property during the affordability period: the recapture option and the resale option.

The City of Cambridge uses the resale option for homebuyer units developed with HOME funds. Under the City's resale restriction, an owner's resale price is based on the original purchase price plus an annual return on the owner's equity plus the cost of eligible capital improvements. The return on equity is based on the interest rate of thirty year bond obligations of the United States Treasury. Any HOME units sold within the HOME affordability period, must be resold to another eligible household for no more than the above calculated resale price. During the HOME affordability period, the unit must remain affordable to homebuyers earning less than 80 percent of area medium income. The affordability is ensured by a covenant running with the land.

The City also uses HOME funds to provide downpayment and closing cost assistance to eligible buyers. When assisting buyers who are not purchasing units that are otherwise assisted with HOME funds (i.e. those created with HOME development subsidy), the City uses the recapture option. Under terms of the City's recapture policy, funds are forgiven on a pro-rata basis over 5 years provided the buyer remains an owner-occupant. If the unit is resold within five years, any funds that have not been forgiven must be repaid. The repayment amount, however, cannot be greater than the net proceeds of the sale.

### Affirmative Marketing

The City of Cambridge has an Affirmative Marketing Agreement and Statement (see below) that is included in all HOME written agreements. Furthermore, the City requires a written tenant selection plan from the developers of both ownership and rental properties as part of the HOME agreement. The City must approve this plan.

#### Statement in HOME Contracts Supporting Affordable Units

The City of Cambridge has adopted affirmative marketing procedures for housing, containing 5 or more units, that is assisted with HOME Project funds. The Agency is required to carry out the procedures and requirements as follows:

The Agency will comply with the City's Affirmative Marketing Policy and Procedures Statement and participate in the City's Fair Housing efforts.

The Agency will notify the Department and appropriate agencies when there are vacant units available.

The Agency will adopt procedures to inform and solicit applications from individuals not likely to apply for housing without special outreach.

The Agency will keep records describing efforts to affirmatively market units as well as records assessing the results of these efforts.

## **Guidelines for the Resale of HOME Units**

The City of Cambridge has had considerable experience designing, administering, and enforcing limited equity agreements for the original buyer of an affordable unit and resale agreements for subsequent buyers. Cambridge will work to continue to refine equity agreements to ensure that units remain affordable for the longest possible time.

For HOME-funded homeownership projects, the City of Cambridge will enforce resale restrictions for, at a minimum, the following terms:

For projects with less than \$15,000 of HOME funds: 5 years  
For project with \$15,000 - \$40,000 of HOME funds: 10 years  
For projects with more than \$40,000 of HOME funds: 15 years

It is a requirement of the HOME program that units remain affordable on turnover to households earning 80% or less of the area median income. The City of Cambridge will ensure that, upon resale, these conditions are met. This will be done through deed restrictions on original and subsequent owners of HOME-supported units. Resale restrictions on owners are structured so that, the owner receives their downpayment plus all principal payments together with annual interest based on the interest of bond obligations of the U.S. Treasury. In addition, owners will receive the cost of any City- approved home improvements. The City is prepared to support additional write-downs of the sales price when required.

## **Minority / Women's Business Outreach**

The City of Cambridge requires an MBE/WBE report form for each project as part of the HOME agreement. The City will continue to make every effort to encourage the inclusion of minority and women's business enterprises concerning future HOME-funded activities, consistent with 24 CFR 92.350.

The Economic Development Division of the City's Community Development Department publishes the Cambridge Minority Business Directory and the Cambridge Women's Business Directory and updates these publications bi-annually. These publications grew out of the City of Cambridge's efforts to understand and support these important and thriving business sectors of our economy. Firms are solicited from advertisements placed in local newspapers, listings from the Chamber of Commerce, and referrals from throughout the business community. The directory lists firms providing a wide range of products and services. For example, in its pages

you can locate a lawyer, a construction firm, an architectural firm, an engineer, and an environmental services firm.

The publication of this directory responds to requests for a directory that will enable minority-owned and women-owned firms to network among and purchase from each other, and also provides a resource for non-minority owned companies wanting to do business with minority firms.

These publications are sent to the, purchasing departments of Cambridge's largest firms and institutions, banks and quasi-public financial institutions, public officials, and organizations providing services to minority-owned and women-owned businesses. It is also available to the public free of charge. The directory was updated and distributed in winter 2003.

## **Site and Neighborhood Standards**

HUD amended the HOME rules in October 2002 to add a new Recordkeeping requirement, 92.508(a)(3)(xiii). This addition to the HOME regulations requires that a "Site and Neighborhood Standards Report" is to be completed for all new construction rental development. The specific regulation reads as follows:

### **§ 92.508(a)(3)(xiii) Recordkeeping.**

Records demonstrating that a site and neighborhood standards review was conducted for each project which includes new construction of rental housing assisted under this part to determine that the site meets the requirements of 24 CFR 983.6(b), in accordance with § 92.202 (Site and Neighborhood Standards).

## Needs of Public Housing

The Cambridge Housing Authority administers housing subsidy programs such as the Federal Housing Choice Voucher (Section 8) program and the Massachusetts Rental Voucher Program (MRVP), and manages traditional family and elderly public housing developments. Roughly 2,800 households receive housing subsidies through an array of voucher programs, while close to 2,400 households reside in public housing units. Collectively, CHA provides housing assistance for approximately 10,000 individuals.

During the past fiscal year, CHA directed over \$22 million to major capital work, energy efficiency measures, and modernization efforts at properties around the City. In FY 2013 approximately \$84.6 million will be spent in construction projects. This major increase in capital funds were triggered by the \$28 million received through the American Reinvestment and Recovery Act of 2009 (ARRA), which leveraged other sources of federal, state, and private funds. While significant construction will be proceeding, CHA's ability to add units to the affordable housing portfolio of the City and move forward with other planned modernization activity is being notably curtailed by the substantial reductions to the Capital Fund Program as well as the Federal Public Housing Operating Subsidy.

The demand for affordable units continues to outpace supply in the tight Cambridge market and funding challenges make it unlikely that CHA will be able to expand its portfolio in the foreseeable future. As a result, the waiting list will remain lengthy. As of the writing of CHA's Annual Plan for FY 2013, the waiting list for all housing subsidies included 10,775 unique applicants. This is a slight reduction from the end of CHA's Fiscal Year 2011 (April 2010-March 2011), mostly due to the screening of ineligible households and the elimination of double entries. The agency expects that waiting lists for the HCV program and one-bedroom units in the public housing program will both remain closed.

Moving forward, CHA will continue to proactively plan for budget constrictions and to pursue alternative funding streams. In order to secure adequate funding for the continued maintenance and operation of units, CHA continues to move units from the historically under-funded State portfolio to the federal portfolio. Currently, fewer than 150 units remain in the state program and CHA expects to have transitioned all of the remaining units by the close of FY 2014. In addition, CHA will seek to dispose of some – potentially all – of its federally assisted public housing properties, with the intention of converting those units to a project-based rental assistance subsidy. Conversions would increase subsidy income for CHA from \$541 per unit month (PUM) including annual capital funding up to \$990 PUM, which is CHA's average non-project based housing assistance payment, resulting in a substantial increase in subsidy income. It would also allow CHA the ability to mortgage a development in order to fund renovations and use the added subsidy income to make the mortgage payments. Lastly, CHA will also pursue other sources of new fee income, such as the Multifamily Project-Based Contract Administrator award, to be placed in competition by HUD in FY 2013.

Details on all these activities can be found in CHA's FY 2013 MTW Annual Plan.

### Management & Operation

CHA continues to balance long-term funding needs and future capital plans with the day-to-day maintenance and operation of their public housing developments. The management of high-quality affordable housing units is -- and always has been -- at the core of the agency's mission and here too, CHA exhibits their innovative spirit and commitment to excellence. The agency

strives to adopt best practices, solicit stakeholder feedback, and create innovative policies that increase efficiency and effectiveness.

CHA has the ability to pursue new programs and policies due to the regulatory and budgetary flexibility granted by its participation in the Moving to Work Deregulation Demonstration (MTW). The agency is one of 34 public housing authorities granted the flexibility to purpose and implement innovative solutions aimed at reducing costs, increasing housing choice, and/or encouraging residents to take meaningful steps towards self-sufficiency.

During the last fiscal year, CHA continued its Rent Simplification Program (RSP) -- a thought-leading practice that simplifies and streamlines operating procedures, improves tenant outcomes, and has been adopted by other public housing authorities across the nation. CHA also began the implementation of new programs that align its goals with those of local non-profit service providers. The agency used a set of voucher subsidies to provide for a pilot group of households participating in two rigorous self-sufficiency programs, the Family Opportunity Subsidy (FOS) and the Career Family Opportunity – Cambridge program (CFOC).

FOS is managed in conjunction with Heading Home Inc., a local service provider. The program provides homeless families with housing subsidy, intensive case management, and job training skills over the course of nine years. The subsidy is front-loaded offering more assistance in the early phases and diminishing over time. The program design is intended to ‘jump start’ a family’s economic situation, allowing them to get a foothold through enhanced education or job skills training that will afford them significantly-enhanced earning power over time. The CFOC program, on the other hand, is administered by Crittenton Women’s Union (CWU). The program offer participants, mostly single head of households, continuous comprehensive support system over a 60 month period that includes peer support, education and training programs, and individual case management. Participants develop a career path and receive cash rewards for accomplishing established goals. At the same time, monetary incentives are in place for participants to regularly contribute to an unrestricted emergency fund. These savings are matched at a 1:1 ratio in early years, with the ratio increasing over time.

The MTW program also permits CHA to pool operating subsidies for the public housing and voucher programs together with its annual capital grant into one, "MTW block grant". This gives the agency the agility to refine its operational structure, freeing up resources to acquire or preserve affordable units and expand its voucher program. CHA continues to use the flexibility to improve its operating and management systems, and to think critically about provision of programs and services that will create real and lasting impacts.

## **Living Environment**

CHA’s capital plan for physical changes and improvements to public housing developments pays close attention to the need for efficient living and common spaces. The agency makes every attempt to utilize limited space to maximize usefulness and steadily increase the “greening” of its properties. Upon completion of the current rehabilitation and modernization projects across CHA portfolio, CHA expects substantial energy and water savings as a result of increased on-site energy generation. Post construction by the end of FY 2013, CHA will be on track to consume 25% less water, and 50% less electricity, partially offset by a 35% increase in natural gas consumption (as compared to our frozen consumption base).



## Public Housing Resident Initiatives

Over the course of decades, CHA has fostered a culture of sustained engagement with resident groups. This communication is improving under the MTW program. CHA feels that, along with the ability to innovate and refine policies and procedures comes the responsibility to engage the resident community in a discussion of those initiatives. Through public meetings, focus groups, and direct one-on-one communication, the CHA is able to get insights and opinions from residents that help inform policy choices.

Residents have also benefitted from elected and appointed representation. For nearly fifty years, Resident Councils have represented residents' interests, and the five-member Housing Authority Board of Commissioners includes a CHA resident. In the past two years, CHA has offered assistance in revitalizing the Councils, most notably by contracting the Massachusetts Union of Public Housing Tenants to offer training and support to Council members. This engagement has benefitted the Resident Councils, and also spurred the creation of the Alliance of Cambridge Tenants (ACT) whose board has an equal balance of public housing residents and voucher holders.

CHA is optimistic that all of these communication channels will remain open and well-used in the years to come, benefitting both the agency and the people it serves.

## Homeownership

Despite a weakened national housing market, the hurdles for homeownership in Cambridge remain high. The costs related to the acquisition and subsequent debt service far exceeds the voucher subsidies that CHA is able to provide. Therefore a Homeownership program remains out of reach. While CHA continues to encourage its residents to pursue goals of homeownership whenever it is financially feasible, the agency is regrettably unable offer financial assistance in support of those goals.

## Housing Choice (Section 8) Voucher Program

The Housing Choice Voucher Program continues to be incredibly successful and widely used. In the past fiscal year utilization of the program was just under 100% and the agency anticipates similar rates in the coming fiscal year. CHA's voucher program has over 700 owners providing safe and affordable housing to more than 2,500 voucher households, but due to funding limitations and the demand for vouchers that continues to outpace supply, the waiting list for vouchers will remain closed in FY 2013.

The table below provides an overview of the number of voucher in use by program type. These numbers are based on CHA's FY 2011 MTW Annual Report. Updated figures will be available in the FY 2012 in June 2012.



| <b>VOUCHERS IN USE BY PROGRAM</b> |              |
|-----------------------------------|--------------|
| MTW Tenant Based                  | 1,525        |
| MTW Project Based                 | 557          |
| MTW Sponsor Based                 | 59           |
| MTW Family Opportunity Subsidy    | 55           |
| MTW Cambridge CFO                 | 20           |
| Non-MTW Fed Vouchers              | 479          |
| MRVP (state program)              | 130          |
| AHVP (state program)              | 59           |
| Other State Assisted              | 135          |
| <b>TOTAL</b>                      | <b>3,019</b> |

### Family & Elderly / Disabled Housing

Many of CHA's public housing units have been transitioned out of the state portfolio into the more adequately funded federal program. Currently, fewer than 150 units remain in the state program, all of which CHA plans to federalize by FY 2014. Additionally, many of the units that have undergone significant capital improvements – including 45 units at Jackson Gardens and 31 units at Lincoln Way -- are coming back online as tax-credit properties, kept affordable through the low-income housing tax credit (LIHTC) program. The agency feels that this program will provide relatively greater stability in funding during the coming years.

The table below provides an overview of the number of public housing units occupied by program type. These numbers are based on CHA's FY 2011 MTW Annual Report. Updated figures will be available in the FY 2012 in June 2012.

| <b>OCCUPIED PUBLIC HOUSING UNITS</b> |                             |
|--------------------------------------|-----------------------------|
| <b>Development Type</b>              | <b>Number of Households</b> |
| Federal                              | 2,316                       |
| State                                | 237                         |
| <b>TOTAL</b>                         | <b>2,553</b>                |

### Demand for Affordable Housing in Cambridge

As illustrated in the table below, demand for affordable housing in Cambridge remains strong and far exceeds the supply of units. The figures below are from the FY 2013 MTW Annual Plan published in January 2011.

| <b>DISTINCT SSNs</b> | <b>NUMBER OF APPLICANTS BY PROGRAM</b> |               | <b>NUMBER OF APPLICANTS BY SITE**</b> |               |
|----------------------|--|---------------|---------------------------------------|---------------|
| 10,755*              |  |               | Federal Family                        | 10,492        |
|                      | Federal Family                         | 4,671         | Federal Elderly                       | 3,431         |
|                      | Federal Elderly                        | 2,810         | State Family                          | 1,129         |
|                      | State Family                           | 1,546         | State Elderly                         | 193           |
|                      | State Elderly                          | 193           | East Cambridge                        | 314           |
|                      | HCV                                    | 5,808         | Mid Cambridge                         | 325           |
|                      | Others***                              | 2,390         | North Cambridge                       | 403           |
|                      |  |               | SROs                                  | 2,206         |
|                      | <b>TOTAL by Program</b>                | <b>17,418</b> | <b>TOTAL by Site</b>                  | <b>18,493</b> |

\*An applicant may be eligible for all programs based on their age and income.

\*\*Applicants can choose up to three properties as part of their initial application. Hence, one applicant can appear in several site-based waiting lists.

\*\*\*Others include East Cambridge, Mid Cambridge, North Cambridge, and Roosevelt Low-rise waiting lists, and SROs. Although most of the properties in each of these lists are part of the Federal program, there are some sites within each list that are part of the State Public Housing program. Hence, these lists are categorized separately from the traditional program classifications.

## Barriers to Affordable Housing

Maintaining diversity by preserving and creating affordable housing opportunities is a central policy objective of the City of Cambridge. As a result, public policies tend to facilitate, rather than obstruct, the creation and preservation of affordable housing. However, even within the framework of a regulatory structure that supports affordable housing, some provisions and procedures can exist that create barriers to affordable housing, and external considerations greatly impact the success of the City's housing objectives. In order to further its ongoing commitment to the provision of affordable housing, the City of Cambridge will continue efforts to remove barriers and encourage support for public policies and funding designed to house extremely low, low and moderate-income residents.

### Barrier 1: High Costs of Housing, Land and other Real Estate

The City of Cambridge continues to assess its housing policies in light of housing costs that continue to be unaffordable for low and moderate-income households. In the years after the end of rent control housing costs escalated dramatically to levels well out of reach for low and moderate-income households. While the real estate market has stabilized in recent years, housing costs have still remained out of reach for many Cambridge residents.

With Cambridge's close proximity to Boston, the mix of work and leisure opportunities, the access to public transportation, and the strong presence of several large universities and research firms, Cambridge is a very desirable place to live. The City faces strong competition from the private market as it attempts to buy land and buildings with local non-profit housing providers. A combination of steady demand for housing, a limited supply of developable land, and the conversion of many existing rental buildings to condominiums has led, over the years, to dramatically increased housing costs in Cambridge. The cost of what little land is available for development and for existing buildings is extremely high. Notwithstanding changes in the national housing market in recent years, these prices have been sustained in Cambridge due to the desirability of the City and strong local economy.

The cost of rental housing in Cambridge has soared to a point beyond the reach of low and moderate-income households. After modest decreases in recent years, rents have returned to their peak highs and are still far above the reach for many. In 1995, the median rent for a one-bedroom apartment was \$927 a month and in 2010 the rent was \$1,795, according to a survey of advertised listings. One factor is the number of rental units that are converted to condominiums. Although the rate of condominium conversion has slowed considerably from its peak a few years ago, new conversions continue to remove rental units from the housing market.

Homeownership opportunities are even further out of the reach for low- and moderate income first-time homebuyers. With the current median price for a single-family home in Cambridge at \$760,000, an annual income of more than \$180,019 is required to purchase a home. The condominium market also remains unaffordable for most, with the median price of a condo is \$424,000 requiring an annual income of more than \$110,200.

## ***Strategy***

The City created the Cambridge Affordable Housing Trust in 1988 in response to escalating housing prices and a shortage of affordable housing for many extremely low, low- and moderate-income households. Since 1995, this commitment has resulted in the preservation or creation of more than 3,150 affordable units. The City's goal remains preventing further displacement of low- and moderate income households, and working to preserve the socio-economic diversity of the city.

Cambridge is one of the few localities nationwide that spends significant local funds on affordable housing. With local funds generated through the Community Preservation Act and the Incentive Zoning Ordinance, the Cambridge Affordable Housing Trust works to overcome this barrier by providing funding to create new affordable housing, preserve the affordability of existing housing, rehabilitate multi-family housing, and provide direct financial assistance to low and moderate-income homebuyers. The Trust works closely with non-profit housing organizations and the Cambridge Housing Authority to preserve and create affordable housing, and units created with the support of the Trust are protected by long-term deed restrictions which preserve their affordability. The City also considers the use of City owned land, whenever possible, for development as affordable housing. The Trust and the City will continue to work in this manner to offer options for those who cannot afford the high cost of housing in Cambridge.

In recent years, the City has responded to the high property prices by expanding its first time homebuyer programs, increasing the amount of financial assistance it makes available to eligible homebuyers through its First-time Homebuyer Financial Assistance Program, securing funds for low cost mortgages (for example, the Soft Second Loan Program), and exploring new programs to help expand homeownership opportunities. The City will continue to promote and improve these programs.

## **Barrier 2: Availability of Funding**

The effectiveness of any strategy to meet critical housing needs in an expensive real estate market depends in large part on the availability and targeting of federal resources. With continued high housing prices in Cambridge, the gap remains between available resources and outstanding need. There is an increased need for federal, state, and private funds for the success of housing activities of all types including affordable rental, homeownership, and housing for special needs populations. The City will continue to assess all housing activities in the context of available funding.

Recent funding for the Section 8 program and public housing has not been sufficient to maintain the existing stock of public housing and address the continued need for rental housing. Due to the lack of new rental assistance, more than 10,700 low-income households are currently on the Cambridge Housing Authority's Housing Choice Voucher program waiting list for leased housing which is remains closed to new applicants.

State resources are also a critical component to achieving the City's housing goals. While housing has been a higher priority for the state, the state's is facing significant budget shortfalls and program cuts. The state's continued commitment to housing will be critical in achieving any of the housing goals stated in this plan.

The commitment of other funders will also impact the success of the City's objectives. Private lenders play a significant role in the success of the first-time homebuyer program as their credit standards determine who is able to obtain a mortgage. Likewise the availability of funds from other grant and subsidy providers will have a significant impact on the City's housing objectives.

### ***Strategy***

Cambridge will work to reduce the resource gap by aggressively seeking out additional federal, state and private resources to support its affordable housing priorities. The City will work to eliminate any regulatory gaps by working with federal and other agencies to identify problems and, where appropriate, to seek refinements or waivers of regulations that impede efficient affordable housing production and preservation. The City will also look to identify new sources of funding for housing efforts.

In the coming years, the City of Cambridge will continue to assess all of its housing activities to take advantage of opportunities for preserving and expanding the affordable housing stock in a changing market, while working to minimize the impact on its most vulnerable residents.

The Cambridge City Council and the Cambridge voters adopted the Community Preservation Act (CPA) in 2001. The CPA is a financing tool for Massachusetts communities to expand the supply of affordable housing, protect historic preservation, and preserve open space. Under the CPA, local funds that are dedicated to these uses are eligible for matching funds from the state. The CPA fund has been a critical local resource which has enabled the City to continue the preservation and development of affordable housing during times when acquisition and construction costs continue to rise and state and federal resources are less available. State matching funds for the CPA have been reduced significantly in FY2011 and will be further reduced in FY 2012. Continued availability of CPA funds will be essential in the success of the City's housing efforts and reductions in matching funds will make achieving the City's housing goals more difficult.

### **Barrier 3: Zoning**

Many types of zoning ordinances and subdivision controls, which present significant barriers to affordable housing in many localities, are not significant problems in Cambridge because Cambridge is a very built-up city with very little vacant land available for development. Notwithstanding this, new development in Cambridge is difficult and challenging. Much is required of developers of new residential units in the City, making new housing developments in Cambridge very costly.

## ***Strategy***

The Cambridge Community Development Department (CDD) has worked for many years to support zoning policies that would promote incentives to encourage developers to provide affordable housing. In 1998, the Cambridge City Council passed an Inclusionary Zoning Ordinance that requires any new or converted residential development with ten or more units to provide 15% of the total number of units as affordable units. In return, the developer receives up to a 30% increase in density. CDD staff monitors compliance with this ordinance and works with the private developers to design and implement the marketing and sale or leasing of units to low-income Cambridge residents. The Inclusionary Zoning Ordinance has resulted in the creation of more than 460 units to date.

Cambridge also has an Incentive Zoning Ordinance for commercial development over 30,000 square feet requiring special permits. This ordinance provides for payments to the Affordable Housing Trust to be used to create and preserve affordable housing.

In addition, a city-wide rezoning effort in 2001 made housing a by-right use in all zoning districts, streamlined the process of converting industrial buildings to residential buildings and reduced the commercial floor area ratios (FARs) to encourage and promote the development of new housing around the City. These changes have facilitated the addition of thousands of new housing units in the last 10 years.

## **Barrier 4: Competing Concerns of Neighborhood Residents**

The scarcity of developable land has led to a competition for available vacant land among worthy uses such as open space and affordable housing. There is often pressure to convert vacant land to open space or, if it is developed, for it to be developed at a low density, often well below what might be permitted under the Zoning Ordinance, to mitigate potential traffic and parking concerns.

## ***Strategy***

The strategies to address this barrier include public education, using prior successful affordable housing developments as examples, integrating other uses such as open space into housing developments, and working with neighborhood residents in planning for new housing proposals. Speaking with residents and abutters early in the development process has proven successful in building support for affordable housing development. It is important to recognize that in a very dense city, there will always be the difficult issue of competing uses for any remaining undeveloped land or sites that are slated for redevelopment..

## **Barrier 5: Impacts from the Recession**

The recession of recent years has resulted in significant changes in the mortgage industry that continue to affect housing in Cambridge. The crisis resulted in both an increase in foreclosures

and a tightening of underwriting standards for new loans impacting both current owners and potential homebuyers. While the increase in the number of foreclosures has been less dramatic in Cambridge compared to other communities, it is a significant issue for those facing or at-risk of foreclosure. Many homeowners facing or at-risk of foreclosure are low and moderate-income, and may be eligible for assistance or counseling.

The changes in loan qualifying standards have continued to impact homebuyers in the City, including those looking for a standard 30-year fixed-rate mortgage and those looking to refinance to stabilize their housing costs. Changing standards may have an adverse impact on low and moderate-income buyers who may no longer be able to meet tightened lending standards for responsible loans. Purchasing a home is more difficult now, even for sound and ready buyers.

### ***Strategy***

The City will continue to monitor the changes in the mortgage industry and access to credit. Efforts will be made to ensure that homeowners facing or at-risk of foreclosure are connected with available resources, counseling and assistance. Staff from the City's homebuyer programs and non-profit organizations will be available to work with eligible homeowners to provide assistance in understanding and accessing available assistance.

The City, through its homebuyer education programs, will also continue to educate homebuyers and homeowners about the dangers of predatory lending and risks of subprime and adjustable rate mortgage products. City staff will also offer workshops on credit to help residents understand and improve their credit to become better candidates for housing. The City will also continue to provide individual counseling to homebuyers assessing mortgage options to assist in their accessing financing with reasonable underwriting standards, rates, and terms.

## Homeless and Special Populations

### Nature and Extent of Homelessness

Cambridge is part of the Metro Boston region, and homelessness in Cambridge is part of the larger problem of homelessness in Metro Boston. Homeless individuals routinely cross municipal boundaries to visit friends or family or to access services. Individuals and families from one community may receive services in multiple other communities and may obtain placement housing in still another community. Shelters, transitional housing, and permanent housing thus act as regional resources; when a vacancy arises, the person or family that fills that vacancy may have "come from" anywhere in that region. As long as individuals and families continue to become homeless somewhere in the region -- or manage to find their way to metro Boston after they become homeless -- shelter utilization will remain consistently high, and as one person/family gains housing, another homeless person/family will fill their shelter slot.

In its January 25-26, 2012 overnight program and street census, the Cambridge Continuum of Care counted 357 individual homeless persons and 46 homeless families, consisting of 46 women, 7 men, and 75 children within the City of Cambridge. The count of individuals included 208 men and 77 women in Cambridge shelters and transitional housing programs and 28 men, 5 women, and 33 persons of undetermined gender on the street or in other unsheltered situations. Also counted as part of the census were an additional 4 homeless men and 2 homeless women in inpatient beds in Cambridge Health Alliance facilities, who were presumed to be part of the unsheltered population.

Table 1-A provides more detailed information about the populations and sub-populations counted in the 2012 census. The following table, from the most recently submitted AHAR (10/1/2010-9/30/2011) describes the sheltered and transitionally housed population by gender, race, and ethnicity.



**Table 1: Summary of gender, ethnicity, race and age of sheltered and transitionally housed population (2011 AHAR, Oct. 1, 2010 – Sept. 30, 2011)**

|                                 | Emergency Shelter for Individuals <sup>1</sup> |     | Transitional Housing for Individuals |     | Emergency Shelter for Families (not including DV shelters or motels) |     | Transitional Housing for Families (THF) |     |
|---------------------------------|--|-----|--------------------------------------|-----|--|-----|---|-----|
|                                 | n  | %   | n                                    | %   | n  | %   | n                                       | %   |
| <b>Gender</b> (no data missing) |  |     |                                      |     |  |     |   |     |
| Female Adults                   | 225  | 21% | 119                                  | 71% | 54   | 89% | 18                                      | 72% |
| Male Adults                     | 864  | 79% | 48                                   | 29% | 7  | 11% | 7                                       | 28% |
| Female Children                 |  |     |                                      |     | 37   | 49% | 17                                      | 52% |
| Male Children                   |  |     |                                      |     | 39   | 51% | 16                                      | 48% |
|                                 |  |     |                                      |     |  |     |   |     |
| <b>Ethnicity</b>                |  |     |                                      |     |  |     |   |     |
| Non-Hispanic/non-Latino         | 943  | 87% | 148                                  | 89% | 82   | 60% | 44                                      | 76% |
| Hispanic/Latino                 | 109  | 10% | 18                                   | 11% | 38   | 28% | 14                                      | 24% |
| Missing this information        | 37   | 3%  | 1                                    | <1% | 17   | 12% | 0                                       | 0%  |
|                                 |  |     |                                      |     |  |     |   |     |
| <b>Race</b>                     |  |     |                                      |     |  |     |   |     |
| White                           | 789  | 73% | 107                                  | 64% | 20   | 15% | 24                                      | 41% |
| Black or African-American       | 222  | 20% | 43                                   | 26% | 59   | 43% | 33                                      | 57% |
| Other                           | 21   | 2%  | 11                                   | 7%  | 33   | 24% | 0                                       | 0%  |
| Missing this information        | 57   | 5%  | 6                                    | 4%  | 25   | 18% | 1                                       | 2%  |
|                                 |  |     |                                      |     |  |     |   |     |
| <b>Age</b>                      |  |     |                                      |     |  |     |   |     |
| Under 1                         |  |     |                                      |     | 21   | 28% |   |     |
| 1 to 5                          |  |     |                                      |     | 35   | 46% | 12                                      | 36% |
| 6 to 12                         |  |     |                                      |     | 15   | 20% | 6                                       | 18% |
| 13 to 17                        |  |     |                                      |     | 5  | 7%  | 15                                      | 45% |
| 18 to 30                        | 290  | 27% | 62                                   | 37% | 41   | 67% | 12                                      | 48% |
| 31 to 50                        | 545  | 50% | 85                                   | 51% | 20   | 33% | 13                                      | 52% |
| 51 to 61                        | 201  | 18% | 18                                   | 11% | 0  | 0%  | 0                                       | 0%  |
| 62 or older                     | 41   | 4%  | 0                                    | 0%  | 0  | 0%  | 0                                       | 0%  |
| Missing this information        | 12   | 1%  | 2                                    | 1%  | 0  | 0%  | 0                                       | 0%  |

<sup>1</sup> 2011 AHAR data for the Emergency Shelter for Individuals category excludes Salvation Army and Harvard Square Homeless Shelter due to data quality issues. Subsequently, totals for this category are lower than in past years. The Salvation Army has capacity to serve 35-40 men each night, and the Harvard Square Homeless Shelter serves approximately 24 individuals per night between November and April.

## 2012 Gaps Analysis

Starting with P.I.T. Count data on sheltered and unsheltered homeless individuals and families, the Cambridge CoC uses a modified version of TAC's methodology to compare point-in-time need for shelter, transitional housing (TH), permanent supported housing (PSH), and permanent housing without supports (PH) to the available supply of such housing (and housing under development) in our Continuum. The methodology assesses need for the **most appropriate source of housing** as opposed to the **actual source of emergency housing** being utilized by the persons counted. That is, although shelter beds may be fully occupied on the night of the count, if most of the occupants of those shelter beds would be better served in TH or PSH or PH, then the methodology indicates a low need for shelter and a higher need for these other kinds of housing. Note that in calculating the "Need Totals", the methodology assumes that if a person in shelter (or TH) would be best served by placement in unsupported permanent housing (PH), that person "needs" their current shelter (or TH) bed, while they work to obtain such housing.

**Chart Using TAC's Methodology for Assessing Need for Various Levels of Emergency Housing**

|  | Point-in-Time Survey Count | Best Served by Shelter | Best Served by TH   | Best Served by PSH | Ready for PH* |
|--|----------------------------|------------------------|---------------------|--------------------|---------------|
| Currently Sheltered Individuals  | 192                        | 87                     | 40                  | 47                 | <b>18</b>     |
| Individuals Currently in TH  | 93                         |                        | 37                  | 27                 | <b>28</b>     |
| Currently Unsheltered Individuals (counted on the street, in hospital) | 72                         | 58                     | 0                   | 14                 |               |
| <b>Need Totals (Individuals)</b>                                       |                            | <b>87+58+18=163</b>    | <b>40+37+28=105</b> | <b>47+27+14=88</b> |               |
| <b>Current Available Capacity + Capacity Under Dev't</b>               |                            | Shelter: 211           | TH: 86              | PSH: 11 + 5 = 16** |               |
| <b>Unmet need for individuals (need-capacity)</b>                      |                            | -48                    | 19                  | 72                 |               |
| Currently Sheltered Families   | 26                         | 9                      | 7                   | 4                  | <b>7</b>      |
| Families Currently in TH   | 20                         |                        | 10                  | 4                  | <b>6</b>      |
| Currently Unsheltered Families   | Unknown                    | Unknown                | Unknown             | Unknown            | Unknown       |
| <b>Need Totals (in units, not beds)</b>                                |                            | <b>9+7=16</b>          | <b>7+10+6=23</b>    | <b>8</b>           |               |
| <b>Current Available Capacity + Capacity Under Dev't</b>               |                            | Shelter: 26            | TH: 21              | PSH: 1 + 0**       |               |
| <b>Unmet need for families (need-capacity)</b>                         |                            | -10                    | 2                   | 7                  |               |

\* The methodology assumes that if a person would be best served by placement in unsupported permanent housing (PH), he or she still needs their current shelter or TH bed while they work to obtain such housing.

\*\* Available capacity for PSH for individuals comes from 6 under-enrolled programs, with 11 available beds + capacity under development (Heading Home's My Place PSH (5 beds)). For families, there was one available PSH unit and no capacity under development.

For individuals experiencing homelessness, the Modified TAC Gaps Analysis finds:

- An over-supply of shelter beds (163 needed vs. 211 available),
- A shortage of 72 units of PSH (88 needed vs. 16 available), and
- A misleading shortage of 19 units of TH (105 needed vs. 86 available). The calculated "need" for TH reflects the fact that although they are ready to relocate to unsupported PH, 28 current TH clients "need" their program beds until they can find such PH. Rather than expanding the supply of TH, a better approach to addressing this "shortage" of TH would be to create the affordable permanent housing these 28 TH participants really need.

As long as Cambridge shelters and streets serve as a regional resource, and as long as thousands of men and women continue to transition from incarceration/treatment to homelessness every year, and as long as a percentage of those persons remain homeless for a year or more and become "chronically homeless", the need for transitional and permanent supported housing will continue to exceed available units, even as new units are brought on line. These realities are at odds with the notion that a local jurisdiction like Cambridge can, by implementing a Plan to End (Chronic) Homelessness, empty shelter beds and put an end to street homelessness within its municipal boundaries. By the same token, creating 65 units of PSH will only satisfy the need for permanent supported housing among the clients currently sheltered or transitionally housed as of January 2012; as those clients move on -- and as some gain housing -- they will be replaced in shelter or TH beds by other homeless persons who need permanent supported housing.

With respect to families, this analysis finds:

- An over-supply of shelter beds (16 needed vs. 26 available). As noted above, this methodology assesses need for the most appropriate source of housing as opposed to the actual source of emergency housing being utilized by the persons counted. Although family shelters are consistently fully occupied, the methodology indicates a low need for shelter and a higher need for other types of housing that would be more appropriate for families experiencing homelessness.
- A shortage of 2 units of TH (23 needed vs. 21 available). The calculated "need" for TH reflects the fact that although they are ready to transition to unsupported PH, 6 current transitionally housed families "need" their program beds until they can find such PH.
- A shortage of 7 units of PSH (8 needed vs. 1 available)

In the same way that the Cambridge CoC's shelters and TH for individuals serve as a regional resource to a homeless population that is continually "refreshed", so, its shelters and TH for families serve as a regional resource to a constantly evolving population of homeless families. And, as was the case for homeless individuals, filling the identified "gaps" in TH, PH, and PSH will only satisfy the housing needs of the families currently sheltered or transitionally housed in Cambridge as of January 2012; as those clients move on -- and as some gain housing -- they will be replaced in shelter or TH beds by other homeless families who have similar needs, thereby maintaining a comparable gap between housing need and supply in the CoC.

The City of Cambridge will continue to devote considerable resources to the development of affordable housing, and through its Continuum of Care, to preventing and addressing homelessness. Any sustained reduction in the numbers of homeless individuals and families in our shelters and transitional housing or in the number of unsheltered (chronically) homeless persons will hinge upon the success of collaborative regional and State-supported efforts to close the "front" door and to sharply limit the number of new instances of homelessness.

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**Brief description of Cambridge's plan for the investment and use of available resources and one-year goals for reducing and ending homelessness.**

In FY 2013, the City of Cambridge will continue to utilize available public and private funds to work toward reducing and ending homelessness through a mix of services aimed at:

**(a) Preventing homelessness;**

Using a mix of federal, state, municipal, and private resources, the City of Cambridge through its Multi-Service Center will provide case management, advocacy, and/or flexible assistance to hundreds of at-risk individuals and family households, and, where needed, will assist those households in obtaining and transitioning to alternate permanent housing. Homelessness prevention strategies include: homelessness/eviction prevention; discharge planning; employment assistance; and housing assistance.

**(b) Maintaining and improving availability of, and access to, programs and services;**

Using a mix of federal, state, municipal, and private resources, the City of Cambridge will work to ensure that homeless persons have a safe place to sleep, food, clothing, and necessary health care. Through its Multi-Service Center, street outreach programs, a network of eight shelters, a network of transitional housing programs, a network of two dozen food pantries and/or meal programs, a half dozen clothing programs, a range of drop-in programs serving homeless and non-homeless persons, a mobile Health Care for the Homeless program and a back-up network of hospitals and neighborhood health centers, the City will help persons experiencing homelessness meet their basic human needs, including emergency shelter and transitional housing needs.

**(c) Providing housing and supportive services to help homeless persons transition to permanent housing and independent living.**

Using a mix of federal, state, municipal, and private resources, the City of Cambridge through its Multi-Service Center, HomeStart through its case management and housing placement programs, the Cambridge Housing Authority through its subsidy and SRO programs, and a mix of Continuum partners through their ever-expanding mix of permanent supported housing (PSH) programs will help homeless and chronically homeless individuals and homeless families transition to housing and retain that housing.

The Cambridge Continuum of Care applications to HUD for 2011 were awarded \$3,374,237 in funding for 31 renewal projects, including 28 Supportive Housing Projects and 3 Shelter Plus Care projects. Additionally, the Cambridge Continuum of Care was awarded \$165,068 in bonus funds for a new permanent supportive housing program that will provide eleven units of housing for chronically homeless individuals and families.

To work toward addressing unmet needs and meeting its one-year goals, in the 2012 competition, the Cambridge Continuum of Care will continue to prioritize funding for:

- a. New Permanent Supportive Housing (PSH) projects (with focus on beds for chronically homeless individuals and families);
- b. Renewal of PSH projects;
- c. Renewal of TH projects;
- d. Renewal of street outreach projects; and
- e. Renewal of case management and supportive services that assist homeless individuals and families in addressing the barriers to ending their homelessness.

**Table 2: Homelessness Objectives and Expected Resources**

| Objective   | Expected Resources  |  |  |
|---|---|--|--|
|   | Federal Funds   | State Funds  | Local Funds  |
| Prevention – Strengthen and enhance prevention related programs and services, so as to minimize the number of Cambridge individuals and families who become homeless.   | <ul style="list-style-type: none"> <li>▪ Community Development Block Grant Program;</li> <li>▪ Section 8 Certificates and Vouchers;</li> <li>▪ Emergency Solutions Grant program</li> </ul>   | <ul style="list-style-type: none"> <li>▪ DHCD RAFT and HomeBASE funds</li> <li>▪ State funded Legal Assistance</li> </ul>  | <ul style="list-style-type: none"> <li>▪ City of Cambridge Tax Dollars (funding staff at the Multi-Service Center, and funding Rental Assistance to at-risk households and homeless households transitioning to housing);</li> <li>▪ Cambridge Housing Assistance Fund (privately fundraised);</li> <li>▪ Cambridge Fund for Housing (privately fundraised)</li> </ul> |
| Access – Maintain and expand access by homeless persons to programs and services that can meet their basic human needs, so that to the extent that they are willing to accept such assistance, every homeless individual and family has, at a minimum, a safe place to sleep, food, clothing, a place to get off the street during the daytime and necessary health care. | <ul style="list-style-type: none"> <li>▪ Community Development Block Grant Program;</li> <li>▪ Emergency Solutions Grant Program;</li> <li>▪ McKinney-Vento Supported Housing Program for various services;</li> <li>▪ Federal Funding for Health Care for the Homeless services; Federal PATH funding for mental health services for the homeless;</li> <li>▪ Federal Mental Health and Substance Abuse Block Grant</li> </ul> | <ul style="list-style-type: none"> <li>▪ State (and federally matched) Emergency Assistance payments for shelter services;</li> <li>▪ State (and federally matched) Medicaid Services and reimbursement for other uninsured services;</li> <li>▪ State (and federally matched) payments for battered women’s shelter services;</li> <li>▪ State payments for residential substance abuse treatment services and shelter</li> </ul> | <ul style="list-style-type: none"> <li>▪ City of Cambridge Tax Dollars (paying for Multi-Service Center staff and food pantry services);</li> <li>▪ Cambridge Health Alliance funding for shelter-based services;</li> <li>▪ Foundation, corporate, and donor grants and contributions that support shelters, food programs, clothing programs, etc.</li> </ul>        |

| Objective  | Expected Resources  |   |  |
|--|---|---|--|
|  | Federal Funds   | State Funds   | Local Funds  |
| <p>Housing – Maximize the number of homeless individuals/families who, with the help of resources available through the Cambridge Continuum of Care, are able to obtain housing and develop the necessary skills, resources, and self-confidence to sustain that housing and maximize their self-determination.</p> <p>Specific one-year goals:</p> <ol style="list-style-type: none"> <li>1. Add six new units of permanent supportive housing, five of which will be targeted to chronically homeless persons.</li> <li>2. Maintain a permanent supportive housing retention rate of at least 72%.</li> <li>3. Maintain a transitional housing success rate of at least 65%, that is, ensuring that at least 65% of homeless participants in transitional housing graduate to permanent housing.</li> <li>4. Actively work to engage at least 19% of clients served by SHP-funded programs in employment.</li> </ol> | <ul style="list-style-type: none"> <li>▪ Community Development Block Grant Program;</li> <li>▪ HOME Program;</li> <li>▪ Low Income Housing Tax Credits;</li> <li>▪ Section 108 Loan Guarantee Program;</li> <li>▪ Section 8 Certificates and Vouchers;</li> <li>▪ Section 811 Grants to Develop Housing for persons with mental illness;</li> <li>▪ Emergency Solutions Grant Program (funding stabilization services for a Shelter Plus Care program and Rapid Re-Housing);</li> <li>▪ McKinney-Vento Shelter Plus Care (funding two programs operated by the City and one program operated by the Cambridge Housing Authority);</li> <li>▪ McKinney-Vento Supportive Housing Program (funding case management, housing placement, fiduciary services, legal services, transitional housing, and 134 units of permanent supported housing).</li> </ul> | <ul style="list-style-type: none"> <li>▪ RAFT funds, subject to appropriation (covering costs related to transition of EA-eligible families from homelessness to housing);</li> <li>▪ HomeBASE funds (covering rapid rehousing costs and providing subsidies for EA-eligible families from homelessness to housing).</li> </ul> | <ul style="list-style-type: none"> <li>▪ City of Cambridge Tax Dollars (supporting affordable housing development, and funding a municipal Rental Assistance Fund managed by the City's Multi-Service Center)</li> <li>▪ Foundation, corporate, and donor grants and contributions (providing matching funds to some of the SHP grant programs, and helping to fund the Cambridge Housing Assistance Fund and the Cambridge Fund for Housing, which help clients with the cost of transitions from homelessness to housing)</li> <li>▪ Cambridge Affordable Housing Trust Fund (funded by a combination of tax dollars, "Inclusionary Zoning" payments by housing developers, and "Linkage" fees contributed by commercial property developers)</li> </ul> |

## Description of specific action steps for reducing and ending homelessness that:

**(i) Reach out to homeless persons (especially unsheltered persons) and assessing their individual needs;**

A mix of approaches and programs are used to reach out to unsheltered persons in Cambridge. A \$137,000/year McKinney-Vento grant matched by agency-fundraised dollars, along with a \$55,000 grant directly from the City, supports CASPAR's First Step Street Outreach program serving 200-plus unsheltered persons; a \$51,000/year McKinney-Vento grant matched by Eliot Community Human Services funds a Mental Health clinician who partners with the aforementioned street outreach team.

CASPAR's First Step program and Eliot's First Step Mental Health Expansion program provide 80 hours of dedicated street outreach focused on identifying and engaging with unsheltered persons, encouraging acceptance of services, and assisting in accessing those services.

Bread & Jams (general), On the Rise (females), and Youth on Fire (young adults) operate very low threshold drop-in programs that target unsheltered persons, offer clinical and case management services, and access to basic needs (food, clothing, phones, showers, etc.). Two Boston-based programs, Bridge Over Troubled Waters and Streetlight Ministries reach out to homeless and street youth in Harvard & Central Squares. Outdoor Church leads Sunday services for the unsheltered homeless in multiple locations in Cambridge, encouraging and supporting unsheltered persons in their efforts to access local resources. Streetlight Ministries conducts outreach on Wednesday evenings. With mentoring from CASPAR First Step, student volunteers who staff the seasonal Harvard Square Homeless Shelter have implemented their own street outreach effort in Harvard Square. Additionally, the Cambridge Police Department deploys two dedicated officers in its "homeless unit," in recognition of the benefits of a multi-pronged approach to addressing street homelessness.

**(ii) Address emergency shelter and transitional housing needs;**

A network of five shelters for individual adults (four "dry" shelters and one "wet" shelter for active substance abusers), two family shelters, and one shelter for battered women provide emergency shelter for homeless persons (funded by a combination of approximately \$3 million of State and federally matched resources, as listed above, as well as tens of thousands of privately raised dollars). ESG grants provide approximately \$70,000 in support of shelter operations/repairs, including support for St. Patrick's Shelter, located just across the border in Somerville, which shelters the majority of homeless women who receive services in Cambridge, and which uses the Cambridge Multi-Service Center as its primary pickup point each evening.

Homeless persons are served in Cambridge by ten (10) transitional housing programs. State-originated grant funding managed by the Mass Housing and Shelter Alliance



helps pay for housing and staffing for a nine unit women's transitional housing program operated by Heading Home at the Cambridge YWCA. An \$18,000 CDBG grant pays for a transitional program for men and women in early substance abuse recovery at CASPAR's Emergency Service Center. A 22-unit men's transitional housing program at the YMCA (operated by the City's Multi-Service Center) is funded by a grant from MHSA, which covers staff and related costs, and payments from MHSA cover the annual rent for the 22 rooms.

**(iii) Help homeless persons (especially persons that are chronically homeless, families with children, veterans, and unaccompanied youth) make the transition to permanent housing and independent living.**

Strategies to help homeless persons make the transition to permanent housing and independent living include:

**Permanent Supportive Housing:** Three Shelter Plus Care (S+C) grants (approx. \$540,000) fund subsidies for 39 individuals with disabilities and 7 families with HIV/AIDS, and leverage supportive services including intensive case management services for 15 clients of the Mass. Department of Mental Health, case management for 15 clients of AIDS Action Committee under contract with the Mass. Department of Public Health, case management by Heading Home under ESG contract with the City, and case management by AIDS Action Committee, with the help of federal Ryan White funding. Because program clients are able to contribute a portion of their income to housing costs, the S+C grants are able to support subsidies to 45 individuals and 8 families, that is, 15% above projected capacity.

In addition to the aforementioned S+C units, the Mass. Department of Mental Health funds supportive services for over 160 units of permanent supportive housing for persons with mental illness (approximately 75% of which are occupied by formerly homeless persons, including three CASCAP units on Cambridge Street and five scattered condominiums purchased by the Essex Street Development Corp that were developed with McKinney resources).

Twelve ongoing and one new McKinney-Vento SHP grants providing more than \$2 million in annual funding help sustain another 155-plus units of permanent supported housing for formerly homeless persons with disabilities, most of whom were chronically homeless, and five (5) units of PSH for families with disabilities who were rendered homeless through victimization by domestic violence. McKinney-funded project sponsors include HomeStart (79 units), Heading Home (58 units), Transition House (8 units for individuals and families rendered homeless by domestic violence), the Cambridge Housing Authority (8 units), and New Communities (8 units). Heading Home also operates 14 units of PSH (Duley House) that were developed with a mix of federal HOME funds, state HIF and other funds, and local resources. Services are paid for through the fundraising of the sponsor.



**Permanent Housing:** In addition to 30 of the Shelter Plus Care units previously mentioned, the City of Cambridge is home to 89 units of SRO housing for the formerly homeless developed with Section 8 Mod Rehab grants from the 1990's. 35 units at the YMCA and 29 units at the YWCA are operated by S-C Management; 10 units for formerly homeless persons with mental illness at 205 Green St. are operated by VinFen, which receives funding for services from the State's Department of Mental Health ; 8 units at 30 Pearl St. are operated by Children's Services of Roxbury (which operates another 2 units that did not receive McKinney funding, but which house formerly homeless persons) at the same address; and 7 units for women with HIV/AIDS are operated by Victory Programs which provides HOPWA-funded services.

For additional information about the City's efforts to develop and sustain affordable housing, please see other sections of the One Year Plan.

**Case Management and Other Supportive Services:** In addition to other supportive services mentioned elsewhere (e.g., street outreach, health-related programming, and drop-in programming), the Cambridge Continuum includes a variety of McKinney-Vento-funded supportive services programs to assist homeless persons address their income, employment, money-management, legal, housing, and other related needs, so that they can obtain and retain housing. In each case, HUD SHP funding is matched on a 1:4 basis (at least one dollar of match for every four dollars of federal funding) by locally fundraised money. Specifically, the Continuum includes

- \$222,000/year in SHP funds for two HomeStart housing search/case management programs serving approximately 100 persons; a combination of State and privately-fundraised pools of money (Cambridge Housing Assistance Fund, Cambridge Fund for Housing the Homeless, etc.) help homeless individuals pay the up-front cost of obtaining rental housing;
- \$32,000/year in SHP funds for CASCAP's fiduciary (money management / representative payee) program, intensively serving over 44 persons at any point in time;
- \$50,000/year in SHP funds for Heading Home's specialized legal assistance program, serving an average caseload of 30 persons;
- \$18,000 in SHP funds for Transition House's stabilization program (formerly operated by the Hildebrand) providing support to eight family households and three individuals who have been placed from homelessness to housing.

**Rapid Re-Housing:** We plan to use \$39,738 of the second FY 2012 allocation of ESG funds to provide financial assistance to homeless households who are moving to permanent housing and \$11,250 for stabilization services. The stabilization funds will primarily be used for the salary of the staff person at the Multi-Service Center who will provide follow-up services to clients, and possibly to fund representative payee services and legal services. These funds will be supplemented by City funds. We also plan to apply for ESG funds from the State of Massachusetts to augment this program. FY

2013 ESG funds will provide \$41,831 in financial assistance and \$33,750 to stabilization services.

The City has a contract with the State's Department of Housing and Community Development to fund housing search and post-placement stabilization services for homeless families staying in State-funded units of family shelter. The City subcontracts these funds to the YWCA whose staff carry out the services.

**Assistance for chronically homeless individuals and families:** Cambridge is committed to mobilizing and targeting resources to addressing chronic homelessness, but as a single jurisdiction within the larger metro Boston region, we are simply unable to “end” chronic homelessness within our boundaries. Homeless and chronically homeless persons routinely cross municipal lines to visit friends or family or to access services. Our shelters and drop-in programs are regional resources; our meals and street outreach programs have no residency requirements. As long as individuals with disabilities continue to become homeless somewhere in the region – or manage to find their way to metro Boston after they became homeless somewhere else – and as long as we are unable as a region to rapidly re-house these individuals, there will be chronically homeless persons in our shelters and on our streets.

The Cambridge Continuum of Care plans to continue to develop at least 5 units of PSH targeted to chronically homeless individuals and families each year, as funding allows. The 2011 Continuum of Care application to HUD requested the maximum amount allowed HUD (\$165,068) for one year of funding for one new permanent supportive housing project, sponsored by Heading Home, that would include eight one bedroom apartments to house chronically homeless individuals and three two-bedroom apartments to house chronically homeless families. Funding for this new project has not yet been announced.

**Assistance for families with children:** Cambridge will continue to mobilize federal, state, city and fundraised resources to prevent Cambridge families from becoming homeless. The City and its Continuum of Care partners are committed to helping homeless families transition to housing as quickly as possible, and then retain that housing, whether in Cambridge or in nearby communities.

The state has the lead role in funding family shelter, and determines where families will be sheltered. Subsequently, the number of families counted in Cambridge is primarily determined by state shelter placement decisions. As fast as Cambridge providers move sheltered families into housing, the State places other metro Boston families into those available shelter units. Until family homelessness is eliminated in metro Boston, the State will continue to rely on Emergency Shelter and other emergency housing programs in communities like Cambridge. The City and its CoC partners will maintain our long-term commitment to doing our part to help families experiencing homelessness.

It is the policy of the Cambridge Continuum of Care that when a family enters a Cambridge shelter or transitional housing program, CoC staff must ascertain whether the child is in school, and if so, where they are attending school. If there are barriers to attending school, CoC program staff must work with relevant parties in the appropriate school district to ensure that the child can (continue to) attend school in the location preferred by the family.

**Assistance for veterans experiencing homelessness:** Cambridge is a short subway ride from the New England Center for Homeless Veterans (in Boston); homeless persons who identify as veterans, whose military service qualifies them for VA services, and who are comfortable accessing help through the VA system tend to use the New England Center. Assertive outreach by Cambridge providers' case managers who are trained to maximize participation in mainstream benefits and housing assistance programs is an integral part of the City's approach to identifying and serving veterans.

Another strategy is prevention. The City's Department of Veteran Services (DVS) reaches out to returning Cambridge veterans to inform them about federal and State benefits (including "MA Chapter 115" help with rent or mortgage payments / arrearages). In turn, Continuum of Care case management staff are trained to refer all veterans to the Cambridge DVS for assessment of eligibility for State and federal benefits, and for help upgrading a discharge so as to qualify the veteran for benefits. One of the Continuum's newest programs, a 6 unit PSH project sponsored by Heading Home, reserves 1 of 6 units for veterans, and prioritizes 1 of 5 chronic homeless units for veterans.

**Assistance for unaccompanied youth experiencing homelessness:** The Continuum of Care's efforts to address the youth homeless population include street outreach, drop-in programs, and PSH programs. Two Boston-based programs, Bridge Over Troubled Waters (BOTW) and Streetlight Ministries, reach out to homeless youth in Harvard and Central Squares in Cambridge. BOTW staff can help underage youth explore options for reconnecting with family (if reconnecting is a safe option), or gaining placement in a residential program either through the State's Department of Social Services, if they are under 18, or through BOTW's transitional housing program, if they are over 18.

The CASPAR First Step Street Outreach program also reaches out to homeless youth throughout Cambridge and Somerville. Homeless and runaway youth also receive assistance from staff at AIDS Action Committee's Youth on Fire drop-in program, which is a low threshold program that serves street youth whose substance abuse, immersion in street culture, or suspicion of mainstream services, renders them unable or unwilling to access services from an agency like BOTW, or from a service provider that typically targets adults. Additionally, HomeStart's Going Home PSH program, which provides 5 scattered site apartments for chronically homeless persons in Cambridge, takes referrals from the Youth on Fire drop-in program for homeless youth. The City will maintain ESG funding for Youth on Fire, and expand prevention and outreach to continue to address the issue of youth experiencing homelessness.

- (iv) **Homelessness Prevention—Description planned action steps for reducing ending homelessness that help low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families who are likely to be discharged from publicly funded institution and systems of care or those receiving assistance from public or private agencies that address housing, health, social service, employment, education or youth needs.**

**Homelessness/Eviction Prevention:** Continue prevention services (e.g., prevention-focused case management; free legal assistance, advocacy, and mediation support to prevent eviction; and targeted financial assistance to address arrearages and prevent eviction or to support transition to alternate, more affordable housing). The City of Cambridge contributes municipal tax dollars towards addressing and preventing homelessness at its Multi-Service Center. A \$55,000 City contract with Cambridge and Somerville Legal Services (supplementing State IOLTA funding for legal services), the full amount of a \$20,000 CDBG grant for eviction prevention services to the Community Legal Services and Counseling Center, the full amount of a \$5,000 City grant to Houseworks for eviction prevention services (addressing hoarding and other apartment maintenance issues which threaten a tenancy), and about half of CDBG funding for Multi-Service Center staff time are all devoted to prevention.

The City is close to completing its participation in the HPRP program, and plans to use resources remaining from the \$1.3 million grant to continue providing prevention services to individuals and families at imminent risk of homelessness, and re-housing assistance to households that have become homeless. The City anticipates completing the HPRP program in June 2012. The new Emergency Solutions Grant (ESG) program, which will continue HPRP-like services including prevention and re-housing, is planned to begin in July 2012.

We plan to use \$13,247 of new ESG funds (2<sup>nd</sup> FY 2012 allocation) to provide financial assistance to preserve the tenancies of households who are imminently at risk of homelessness and \$3,750 for stabilization services. The stabilization funds will primarily be used for the salary of the staff person at the Multi-Service Center who will provide follow-up services to clients, and possibly to fund representative payee services and legal services. These funds will be supplemented by City funds. FY 2013 ESG prevention funds will give \$13,944 to financial assistance and \$11,250 to stabilization services.

A significant portion of the \$100,000-plus in privately raised funds (Cambridge Housing Assistance Fund, Cambridge Fund for Housing the Homeless, Bridge Loan Fund, etc.) is annually used to cover emergency payments to landlords to prevent homelessness. A privately (grant and foundation) funded Boston-based Prevention Program operated by HomeStart, Inc. makes assistance available to low income metro-Boston households (including Cambridge households) at risk of loss of housing.

**Employment Assistance:** Maintain and enhance access to employment services (e.g., free assistance at the Cambridge Employment Program and LIFT Cambridge (formerly the Cambridge office of the National Student Partnership), to prevent the impoverishment that leads to homelessness. Most notably, the City -- with funding support from the Cambridge Housing Authority -- supports the Cambridge Employment Program (CEP) and a transitional employment program (Cambridge Works). In addition, a portion of WIA funding administered by Employment Resources Inc. through its contract with the local Career Center pays for employment services offered to at-risk persons.

**Housing Assistance:** Continue and expand efforts to increase the supply of affordable housing in Cambridge (see other sections of this Plan), sustain efforts to prevent the loss of affordable housing due to “expiring use” provisions, and maximize utilization of Section 8 subsidies to enable tenants to remain in existing housing. With the additional help of supplemental grant awards, the CHA has been able to expand the number of vouchers, has made new project-based subsidies available to affordable housing developers, and has entered into contracts with supportive services providers to make sponsor-based subsidies available to house persons whose housing or CORI or credit histories might otherwise preclude access to rental assistance.

**Prevention strategies for low-income individuals and families who are being discharged from publicly funded institutions and systems of care:** The State of Massachusetts has certified to HUD its commitment to prevent homelessness-causing discharges from its systems of care, including programs operated or funded by the Departments of Mental Health, Mental Retardation, Public Health (substance abuse programs), Corrections, Youth Services (juvenile corrections), Social Services (foster care and domestic violence shelters), and Medical Assistance (nursing homes and rehab hospitals). That commitment is reiterated in the state’s 10 Year Plan to End Chronic Homelessness. However, as has been discussed at meetings of State officials with staff from local Continua, there is still “slippage” between intention and implementation. Persons leaving prisons and substance abuse treatment programs are still ending up in shelters and on the streets. The state has shown a commitment to address the problem, for example, recently reorganizing the entire state prisons system of discharge planning. Despite the state’s best efforts, some inmates will simply lie about where they intend to go when they leave prison, and many will “wrap” their sentences to avoid being subject to post-release supervision.) The Cambridge CoC has been routinely represented in statewide meetings about discharge, reflecting our Continuum’s commitment to work with the state to ensure that appropriate, available local resources are responsive to support discharge planning efforts.

As a HUD grantee, the City of Cambridge has certified its commitment to prevent homelessness-causing discharges from its systems of care. The only system of care funded by or through the City is the network of permanent supported housing (PSH) projects, including S+C projects operated as part of the Continuum. The City does not operate or administer any inpatient programs, any correctional facilities, or any child

protective services programs. The City's ability to prevent homelessness-causing discharges, then, stems from our leverage as the grantee for McKinney PSH programs. Under a longstanding written CoC policy, program sponsors make every effort to avoid discharging troubled clients, and, if such discharge is unavoidable, commit to assist in finding the discharged person an alternative placement. The CoC is in the third year of implementation of a contractually mandated form providing clients of PSH and S+C programs (as well as shelter and transitional housing) written information about the reasons they may have received warnings, or as a last resort, termination from their program, and their options for appealing a termination.

**Prevention strategies for low-income individuals and families receiving assistance from public and private agencies that address housing, health, social services, employment, education or youth needs:** The MSC offers a range of prevention-related assistance, including on-site case management, referral for free legal assistance or free/low cost mediation services to help prevent eviction, free access to a phone, and help accessing special funds which can pay rent arrearages to prevent eviction, or help cover the up-front cost of moving (e.g., first / last / security, moving fees) to a new apartment. MSC staff utilize a municipal Rental Assistance fund, the Cambridge Housing Assistance Fund, the Cambridge Fund for Housing the Homeless, and other smaller pots of funding. Access is by self referral or by referral from a multitude of non-profit partners, churches, food pantries, City Hall, Court-based landlord/tenant mediation programs, or one of the following:

- The Cambridge School Department's Family Resource Center
- The Cambridge Department of Veterans' Services (Note that the DVS can contribute State funds to help prevent eviction);
- The Council on Aging refers at risk elders and the City's Disabilities Commission refers at-risk persons with disabilities to a CDBG/City-funded case manager, who has office hours at the MSC and the Senior Center.

Disabled persons living in public housing are afforded services and protections against becoming homeless: each building is assigned a social service coordinator (funded by a Cambridge Housing Authority contract with CASCAP) who is responsible for ensuring that residents are linked to mainstream resources. When lease violations (e.g., nonpayment of rent, destructive or disruptive behaviors) jeopardize the tenancy of a public housing resident with a disability, this service coordinator offers her/his assistance in developing a plan to address the problem, including identifying and linking the tenant with appropriate mainstream providers. If the tenancy remains at risk, the service coordinator makes a referral to legal services for representation in any ensuing eviction case, and, if needed, offers the resident help finding an alternate residential placement with a more intensive mix of services.



**Description of specific activities the jurisdiction plans to undertake to address the housing and supportive service needs of persons who are not homeless (elderly, frail elderly, persons with disabilities, persons with HIV/AIDS, persons with alcohol or other substance abuse problems).**

The MSC offers a range of prevention-related assistance, including on-site case management, referral for free legal assistance or free/low cost mediation services to help prevent eviction, free access to a phone, and help accessing special funds which can pay rent arrearages to prevent eviction, or help cover the up-front cost of moving (e.g., first / last / security, moving fees) to a new apartment. MSC staff utilize a municipal Rental Assistance fund, the Cambridge Housing Assistance Fund, the Cambridge Fund for Housing the Homeless, and other smaller pots of funding. Access is by self referral or by referral from a multitude of non-profit partners, churches, food pantries, City Hall, Court-based landlord/tenant mediation programs, or one of the following:

- The Cambridge School Department's Family Resource Center
- The Cambridge Department of Veterans' Services (Note that the DVS can contribute State funds to help prevent eviction);
- The Council on Aging refers at risk elders and the City's Disabilities Commission refers at-risk persons with disabilities to a CDBG/City-funded case manager, who has office hours at the MSC and the Senior Center.

In addition to prevention services, the Cambridge Multi-Service Center (MSC) offers short term case management for homeless and at-risk individuals. MSC clients are easily referred by case managers to a range of co-located specialized services, including housing search assistance (homeless only), mental health counseling, substance abuse counseling, money management assistance (homeless only), legal assistance (homeless only), help accessing mainstream benefits, and free telephone access. Although ongoing clients are encouraged to schedule appointments with their case manager, staff are available to assist walk-in homeless clients and persons referred by any and all sources.

A designated staff person at the Cambridge Multi-Service Center for the Homeless (who also maintains office hours at the City's Senior Center) provides housing search assistance (and related case management support) to homeless (and at-risk) elders and persons with disabilities.

The state-funded Cambridge Department of Veterans' Services offers financial and other assistance to eligible wartime veterans and their dependents to help prevent homelessness. The City's Veteran's Agent collaborates with the MSC to obtain matching funds required by State law. Veterans who first seek services from other Continuum providers are routinely also referred to the DVS for specialized assistance.

The City's Fuel Assistance Program uses LIHEAP, state fuel assistance funds, and Emergency Food and Shelter Program (EFSP) funds to help low income households pay utility arrearages and rent arrearages (if heat is included in rent).

In addition to these services, Cambridge hosts several organizations working to address the housing and supportive service needs of at-risk persons who are not homeless. The summary below provides a brief overview of these services. Please see the Cambridge Somerville Resource Guide, [www.cambridgesomervilleresourceguide.org](http://www.cambridgesomervilleresourceguide.org), for a full listing of services available for special needs populations in the jurisdiction.

### **Mental Health Treatment**

Persons with histories of psychiatric hospitalizations for serious mental illness can receive ongoing or emergency case management funded by the Mass. Department of Mental Health. Depending on their housing status, clients receive assistance from a DMH case manager, a DMH-funded residential case manager, the Aggressive Community Treatment (ACT) team in resolving a housing crisis, or in obtaining supported housing, if needed.

### **Alcohol and Drug Abuse Treatment**

In addition to numerous AA, NA, Alanon, and other peer-run meetings supporting abstinence that are open to all persons in recovery, Cambridge houses a mix of treatment services for homeless and non-homeless persons alike, sponsored by North Charles Institute for the Addictions (NCIA) (outpatient services), the Cambridge Health Alliance (CHA) (detox and outpatient services), and the Mt Auburn Prevention and Recovery Center (outpatient services). Depending on the nature of the service, the provider's authorization to participate in public insurance programs, and the level of State funding in a given year, the cost of treatment to indigent persons may be covered by Medicaid or the State's Public Health Department.

A Community Treatment Team and an Aggressive Community Treatment (ACT) Team, funded by the Mass. Department of Mental Health, and activated by referrals from the aforementioned clinicians, serve homeless (and non-homeless) persons who are resistant to traditional outpatient services;

- The Outpatient Unit of the Psychiatry Department of the Cambridge and Somerville Hospitals serves homeless and non-homeless persons with psych emergencies and more ongoing needs.
- DMH case managers serve active clients of the Mass. Department of Mental Health
- Eligible veterans can receive free mental health services in neighboring Boston at the VA-funded mental health center (in Jamaica Plain) or at the New England Shelter for Homeless Veterans
- The Community Legal Services and Counseling Center offers free mental health services to homeless and non-homeless persons

### **HIV/AIDS Services**

In the Cambridge Continuum, HIV/AIDS-specific services are coordinated by AIDS Action Committee, which operates separate transitional housing programs for men with HIV/AIDS and women with HIV/AIDS; coordinates supportive services for separate S+C programs for men with HIV/AIDS and for families with HIV/AIDS; operates a "drop-in spot" where homeless and non-homeless men and women with HIV/AIDS can



socialize and seek services; sponsors a low threshold transitional housing program under a HOPWA SPNS (Special Project of National Significance) grant; and provides clinical services (mental health and substance abuse counseling) for homeless and non-homeless persons with HIV/AIDS.

AIDS Action Committee is closely affiliated with and leverages services from a number of Boston-based AIDS focused providers, including the AIDS Housing Corporation (which develops permanent supported housing), Justice Resource Institute (which manages several PSH programs), JRI Health (which operates the Sidney Borum clinic providing specialized health services for people with or at high risk of HIV/AIDS), Community Servings (which delivers prepared meals to participants in many Cambridge and Boston-based residential programs), and the Fenway Health Center (which is a center of AIDS-specific health services). Many Cambridge residents with HIV/AIDS (homeless and non-homeless) receive health related services (and specialized food pantry services) from the Zinberg Clinic of the Cambridge Health Alliance.

### **Education and Employment Assistance**

Several programs offer (homeless and non-homeless persons) assistance accessing scholarships and information:

- The Cambridge Employment Program, the WIA-funded Career Source, and the Boston-based Higher Education Information Center provide free help in identifying scholarship resources for higher education.
- The Cambridge Department of Veterans Services can help eligible veterans access federal Veterans Administration funding for higher education and job training.
- The Massachusetts Rehabilitation Commission (MRC) can help eligible disabled persons access federal (Section 508) funding for education and training.

Career Source, a WIA-funded One Stop, offers a range of services for the more independent job seeker, including workshops, self-paced computer tutorials, computers and phones for job search, and job fairs. Under specialized State contracts, Career Source provides more extensive individualized services to special populations: dislocated workers, recipients of Unemployment Insurance, heads of households transitioning from TAFDC to employment and seeking help with next-step career development or job retention, etc.

The City-operated Cambridge Employment Program (CEP) provides career counseling and job search assistance to work-ready Cambridge residents.

Staff and volunteers with LIFT Cambridge (formerly the Cambridge Student Partnership) provide individualized job search assistance.

The Massachusetts Rehabilitation Commission (MRC) offers federally funded (Section 508) vocational rehabilitation services to homeless and non-homeless persons with

disability-related barriers to employment. Subject to the availability of funding (sometimes entailing a wait of 6-10 months), MRC counselors can assist clients in developing and implementing a vocational rehabilitation plan, including education, training, supported employment, reasonable accommodation in the workplace, etc.

The Cambridge Department of Veterans' Services helps eligible wartime veterans (homeless and nonhomeless) access government funded job training and vocational rehabilitation benefits.

### **Legal Assistance**

Mainstream Legal Services targeting specific assistance (e.g., assistance appealing benefits denials, assistance challenging evictions or denial of housing, assistance obtaining restraining orders, etc.) to very low income persons, persons with disabilities, domestic violence victims, and other categorically eligible populations are offered by Cambridge & Somerville Legal Services (CASLS), Cambridge Legal Services and Counseling Center (CLSCC), and the student-run Harvard Legal Aid Bureau. City funding enables CASLS to serve persons whose incomes are above the poverty level. Specialized assistance addressing housing or other forms of discrimination is available from the Cambridge Human Rights Commission.

Cambridge Somerville Legal Services (with City funding) and the Community Legal Services & Counseling Center (with CDBG funding) provide legal representation (at mediation, negotiation, or court) for tenants at risk of losing housing in landlord disputes.

Community Dispute Settlement Center and Just a Start's Mediation for Results (both privately funded) offer free or low cost landlord/tenant mediation to help prevent evictions. Mediation for Results also offers casework support to prevent troubled tenancies from becoming eviction cases.

## **Non-Homeless Special Needs**

**Please refer to Cambridge Housing Authority's "Moving to Work" Annual Plan for 2013 in Appendix B**

### **Special Populations**

The City supports nonprofit and public agencies in their applications for federal and state funds to develop additional housing with appropriate services for low-income persons with special needs. This includes nonprofit applications for commitments from federal programs like Section 811 Supportive Housing for Persons with Disabilities. Cambridge will also consider providing low interest loans and construction loans to fund gaps in the capital costs of developing supportive housing.

### **Supportive Housing Development Program**

In FY2013 in addition to strongly supporting non-profit agencies in their applications for federal and state funds to develop additional housing with appropriate services for low-income persons with special needs, Cambridge will target low-interest loans and construction loans to fund gaps in the capital costs of developing supportive housing.

### **Support for other entities**

Cambridge will support other entities in their applications for resources consistent with this goal. For development projects, Cambridge will offer this support after evaluating these entities, with respect to the capacity of the development and management teams, and the financial feasibility of specific projects. The City will offer technical assistance to nonprofit developers in order to help build this capacity.

### **Leveraging Plans and Matching Requirements**

Cambridge intends to continue its work to leverage state, local and private funds to support activities in this area. Funds leveraged tend to be committed on a site-by-site basis, but generally include the Cambridge Affordable Housing Trust, funds provided by Cambridge Banks Housing Associates (a consortium of local banks), local lenders and other sources. Some of these funds have matching requirements. For example, the Shelter Plus Care Program requires that federal rental subsidies be matched dollar-for-dollar with state and local service commitments.

## **Service Delivery and Management**

The Cambridge Community Development Department will coordinate service delivery and management associated with this priority area. Cambridge will continue to work with its existing network of nonprofit agencies, and encourage new sponsors, to produce housing for the homeless, in partnership with the Cambridge Housing Authority and the State and Federal Government.

## **Resources**

*Please see the Resources section.*

## **PUBLIC SERVICE OBJECTIVES**

**Overall Goal: To improve the overall quality of life for low-income Cambridge residents by creating and coordinating public services.**

The City of Cambridge Department of Human Service Programs (DHSP) will receive close to level funding for its Community Development Block Grant (CDBG) public service grant for FY2013. So the projected target number of clients served below reflects level funding at the City's FY2012. DHSP, in conjunction with the Human Services Commission, its nine person advisory commission, conducted a Request for Renewal Funding for the FY2013 CDBG grant cycle, whereby existing grant recipients are invited to re-apply. As a result of the review of the applications, emergency food, homeless prevention legal services, youth services, elderly and disabled transportation, immigrant services, and domestic violence prevention were prioritized. The narrative below takes into account both this renewal process and the city's ongoing working relationship with various community providers that have been CDBG recipients over the years.

### **Objective 1:**

**To create or support a broad array of services and opportunities for families and individuals.**

With continuing funding from HUD in FY2013, the City of Cambridge anticipates providing services to over **4,000** low and low-moderate income individuals and families through its 18 CDBG-funded public service grants. The City will again contract with the following providers to deliver services targeting Cambridge's low income population:

- The Margaret Fuller Neighborhood House and the East End House will continue to enhance the quality of lives of residents in Area 4 and East Cambridge by providing essential emergency food.
- CASPAR will continue to work with homeless adults in recovery from substance abuse in securing alternative housing.
- Immigrant Cambridge residents will continue to access mainstream community resources with the support of the following community based agencies: Massachusetts Alliance of Portuguese Speakers, Centro Latino, and the Ethiopian Community Mutual Assistance Association.
- Homebound elders and individuals with disabilities will continue to receive food delivered by the home-delivery programs of Food For Free and the East End House.

### **Expected Resources:**

Community Development Block Grants and local property taxes

**Services:**

Through a combination of Community Development Block Grants and property taxes, DHSP contracted with local non-profit community organizations to provide the following services to individuals, families, and multi-linguistic immigrant residents:

- Information and referral, crisis intervention/prevention, interpretation/ translation, counseling and other support services to 230 immigrant individuals and families largely Spanish-speaking, Portuguese-speaking, and Ethiopian populations and promote access to community services;
- Operation of emergency food pantries, food delivery to 60 homebound individuals, and the provision of infant food/necessities to families with infants;
- Delivery of approximately 660,000 pounds of fresh produce and canned goods to 55 Cambridge food assistance programs such as food pantries, meal programs, youth programs, and shelters;
- Development and implementation of individualized treatment plans for 125 homeless individuals in recovery from substance abuse;
- Providing ongoing case management and adjusting treatment plans as needed;
- Conducting individual and group counseling sessions;
- Identifying and supporting participants ready to transition into a more stable sober environment, such as independent living housing, halfway housing, and/or sober shelters; and
- Recruiting, training, and providing ongoing supervision and support to agency volunteers.

**Objective 2:****To create or support services for senior citizens and persons with disabilities residing in Cambridge.**

With continuing funding from HUD in FY2013, the City of Cambridge plans to provide supportive services to approximately 300 elders and individuals with disabilities through a variety of public service grants.

**Expected Resources:**

Community Development Block Grants and local property taxes

**Services:**

Through a combination of Community Development Block Grants and property taxes, DHSP contracted with SCM Community Transportation to provide medical transportation and nutritional shopping trips to seniors and persons with disabilities while promoting access to essential community services.

**Objective 3:****To offer legal support and services to public & private housing tenants in eviction cases.**

During FY2013, the City of Cambridge anticipates providing vital legal services to approximately 60 low-moderate income individuals and families at risk of becoming homeless. Based on its FY2013 Renewal Application, Community Legal Services & Counseling Center will continue to provide legal advice and representation services to prevent homelessness and involuntary dislocation of individuals and families with children.

**Expected Resources:**

Community Development Block Grants and local property taxes

**Services:**

Through a combination of a Community Development Block Grant and property taxes, DHSP contracted with the Community Legal Services & Counseling Center to provide the following services:

- Legal counsel and representation to public/private housing tenants facing eviction;
- Representation of public and subsidized housing tenants and applicants for housing at administrative appeals;
- Community outreach and consultation to community organizations and advocates on landlord/tenant housing law issues; and
- Recruitment, training, and ongoing supervision of volunteer attorneys on landlord/tenant law, trial/administrative practice, and public/subsidized housing issues.



**Objective 4:****To offer age-appropriate services to disadvantaged and underserved youths and infants.**

With continuing funding from HUD in FY2013, the City of Cambridge will provide supportive services to approximately 220 low and low-moderate income youths and infants through a variety of public service grants. Based on the FY2013 Renewal Applications, the following agencies were contracted to provide services targeting low and low-moderate income youths and their families:

- The Cambridge Camping Association will run a summer camp program and transportation for youth with emotional/behavioral difficulties; and
- The Guidance Center will continue to provide bilingual/bicultural early intervention services to young families with infants.

**Expected Resources:**

Community Development Block Grants and local property taxes

**Services:**

Through a combination of Community Development Block Grants and property taxes, DHSP contracted with local non-profit community organizations who work with families to provide:

- A summer camp program for children with emotional and behavioral special needs;
- Individual counseling, and information and referral to other supportive services;
- Outreach and support to assist linguistic minority families with infants in accessing early intervention services;
- Comprehensive developmental assessment and specialized therapeutic intervention services provided largely by staff who speak the native language of the family;
- Case management and individual family service planning and weekly home visits;
- Access to parent-child groups at community sites and transportation services; and
- Ongoing hiring, training, and supervision of bilingual/bicultural Early Intervention Specialists.

**Objective 5:****To create or support domestic violence and abuse prevention and treatment for adults and youth victims of domestic violence.**

With continuing funding from HUD in FY2013, the City of Cambridge anticipates providing domestic violence-related services to approximately 52 low-moderate income adults and children through a variety of public service grants.

Based on the FY2013 Renewal Applications, Greater Boston Legal Services/Cambridge & Somerville Legal Services, and Community Legal Services & Counseling Center will continue to provide legal counsel/representation and counseling to victims of domestic violence.

**Expected Resources:**

Community Development Block Grants and local property taxes

**Services:**

Through a combination of Community Development Block Grants and property taxes, DHSP contracted with local non-profit community organizations to provide the creation or support of domestic violence and abuse prevention and treatment for adults and youth which include the following:

- Legal counsel and representation in court in cases involving divorce, restraining orders, child support, child custody, paternity, and visitation rights;
- Individual and group counseling to address psychological symptoms associated with domestic violence, such as depression/anxiety/stress;
- Ongoing recruitment, training, and supervision of volunteer attorneys and mental health practitioners to work with victims of domestic violence; and
- Citywide collaborative strategies aimed at making Cambridge a Domestic Violence-Free Zone.

**Objective 6:**

**To provide after-school and year-round employment programs including life skills and academic support to youths and young adults.**

With continuing funding from HUD in FY2013, the City of Cambridge anticipates providing essential employment programs to approximately 300 low-moderate income Cambridge youth and young adults through a variety of public service grants. Based on the FY2013 Renewal Applications received from community organizations, the following providers were contracted to provide services targeting low-moderate income youngsters:

The Cambridge Housing Authority will continue to provide an after-school life skills program, with emphasis on MCAS and SAT preparation, college readiness, and employment coaching for youth residing in public housing developments;

The Just-A-Start Corporation will continue to offer job development and employment programs to disadvantaged high school students and out-of-school youth; and

The Young People's Project will provide training in math literacy and meaningful employment opportunities that enrich high school teens while encouraging them to pursue higher education and become involved in their communities.

**Expected Resources:**

Community Development Block Grants and local property taxes

**Services:**

Through a combination of Community Development Block Grants and property taxes, DHSP contracted with local non-profit community organizations to provide the following:

- On-site skills training in construction, housing rehabilitation, and energy conservation;
- After-school classroom-based instruction in job readiness and life skills;
- Career awareness, job development, job search training, job placements in private/public sectors, job performance monitoring, and on-the-job-mentorship;
- Case management, counseling, and individual service plans;
- Academic support, high school equivalency/diploma and college preparation, MCAS and SAT prep classes, and summer literacy camp;
- Field trips to colleges and assistance with college applications, mentorship and follow up during college experience;
- Math literacy worker training provided to high school youths, and math literacy workshops presented to elementary students at various community centers;
- Professional development in adolescent literacy and reading comprehension provided to instructional staff; and

- Outreach to the community and to the local private industry to support employment services to youth in Cambridge.

## Antipoverty Strategy

The City of Cambridge will continue its efforts to reduce the number of families and individuals living in poverty in FY2013. The City will focus primarily on supporting programs that raise household incomes and stabilize housing situations. It also supports the McKinney grant for which the Department of Human Service Programs will apply annually, in hopes of receiving the maximum amount available to Cambridge to support the development of affordable housing that help homeless persons make the transition to permanent housing and independent living.

Toward this end, the Department of Human Service Programs (DHSP) uses City tax dollars (and new resources from state, federal and private sources) to provide a number of direct services aimed, directly or indirectly, at increasing household incomes. These include adult education and ESL classes, employment services for youth and adults, and childcare. DHSP provides benefits counseling, daily congregate meals and a food pantry for the elderly.

DHSP also funds a range of community-based programs aimed, directly or indirectly, at increasing household incomes. These include food pantry programs, programs designed to provide immigrant populations with access to social services as well as information and referral. DHSP funds programs to prevent and to alleviate the devastating impact of domestic violence, which often plunge women and their children into poverty. DHSP operates the Summer Nutrition program for children and youth in many locations citywide, and provides nutritious snacks and meals year-round for participants in its enrolled childcare and Youth Center programs.

In addition to the City's commitment to develop and preserve affordable housing and the efforts of the Cambridge Housing Authority, DHSP directs City tax dollars (and new resources from state, federal and private sources) to provide a number of direct services that help homeless families and individuals find and retain transitional and permanent housing and prevent eviction by stabilizing individuals and families in existing housing. An additional strategy employed by DHSP is a fuel assistance program.

DHSP also funds a range of community-based programs that help homeless families find transitional and permanent housing and prevent eviction by stabilizing individuals and families in existing housing. These include a program to provide legal services and support to low and moderate income families who face eviction or legal barriers to obtaining permanent housing.

The Department of Human Service Programs works closely with the Community Development Department and the Cambridge Housing Authority to maximize the impact of these programs on poverty levels. Taking into consideration the factors over which our jurisdiction has control, we believe that this strategy will significantly improve the lives of low-income working families, elderly on fixed incomes, immigrants, victims of domestic violence, single mothers moving off public assistance and others who struggle with poverty in our City.

## EMERGENCY SOLUTIONS GRANT (ESG)

### Background

The new Emergency Solutions Grant (ESG) is the first significant piece of HUD funding to originate from the Homeless Emergency and Rapid Transition to Housing (HEARTH) Act. HEARTH was enacted in May 2009 to amend and reauthorize the McKinney-Vento Homeless Assistance Act of 1988. While components of HEARTH have only recently been officially released, the legislation has been at the forefront of homeless services planning in Cambridge for some time with its emphasis on:

- The final rule on the definition of homeless, which expands and clarifies the definition of homelessness and what it means to be chronically homeless;
- The proposed rule for HMIS (Homeless Management Information Systems) requirements;
- The proposed Continuum of Care (CoC) Rules; and
- The Emergency Solutions Grant Program Interim Regulations and Consolidated Plan Conforming Amendments.

When HUD published its interim rule for the new ESG in the Federal Register on December 5<sup>th</sup> 2011, the City of Cambridge had already been planning extensively for HEARTH with the Cambridge Continuum of Care (CoC) during both the Continuum's monthly meetings and subcommittees.

### Summary of Consultation Process

In the spirit of the May 2009 HEARTH amendment to the McKinney-Vento Homeless Assistance Act, the City of Cambridge, and the Cambridge Continuum of Care (CoC) has and continues to work collaboratively to best meet the needs of our local homeless population and those at risk of homelessness. Preparations for the implementation of the new Emergency Solutions Grant (ESG) Interim Regulations have been extensive as the City and the CoC, in conjunction with our Regional Network, plan to move forward.

The City devoted significant amounts of time to discussing the programmatic implications of the new ESG regulations during its May, and June 2011 CoC meetings. A public-private subset of Cambridge's CoC who receive no direct funding from this grant, the ESG Review Panel, convened on June 16, 2011 to make funding decisions on the first allocation of HUD FY2011 ESG and to decide in principle how to progress once HUD released the second ESG allocation and the new ESG regulations. At that time, the group determined there would be a large need for services as Cambridge's stimulus-funded Homelessness Prevention and Rapid Re-Housing (HPRP) program ended.

Once the HUD Interim ESG Regulations were released in early December 2011, our CoC then met to discuss in more detail how to implement the new grant in Cambridge. These planning discussions were held during the CoC's subsequent December 2011, and January and February

2012 meetings. At the January 12, 2012 CoC meeting, we discussed Cambridge's needs for the second allocation of ESG funds, which amounts to \$77,207. After further discussion of the Interim ESG regulations, participants at the meeting prioritized both rapid re-housing and prevention as great needs within our Continuum. At the end of this meeting, an ESG workgroup was formed with members of the Cambridge CoC to advise in the implementation of ESG, covering topics including: ESG program planning and development, allocation of resources, developing performance standards, developing local written standards for ESG, HMIS compliance, and eventually working to design a coordinated or centralized intake system.

During the February 9 CoC meeting this year, participants discussed the plan to use the second FY 2011 allocation of ESG funds to provide case management and largely short term assistance to homeless clients and those at risk of homelessness at the City's Multi-Service Center (MSC). The CoC agreed to this plan and further details were discussed at the ESG workgroup held immediately after this meeting attended by 18 CoC members who are key ESG stakeholders in Cambridge. Members of the workgroup also supported the plan and gave valuable feedback on how to best execute the program.

Cambridge has also coordinated regionally working with the Metro Boston Network (MBN). MBN is a public-private partnership which serves as Cambridge's Regional Network in the planning of best practice solutions for homelessness, and consists of 26 cities and towns in eastern Massachusetts. MBN has met with the leadership of the Cambridge CoC three times over the last 6 months to prepare for the new ESG. The MBN met in Cambridge on February 14, 2012 to coordinate a regional response to the Massachusetts' State request for comments on their entitlement ESG funding process, and also to discuss how each community planned to use their new ESG funds.

## **Summary of Citizen Participation Process**

The City of Cambridge is following its existing citizen participation plan in the process of completing this substantial amendment. The City has a thorough and extensive community process that is employed for all projects. The City consistently seeks to include the input of Cambridge residents in all phases and aspects of its Community Development initiatives, from the initial planning, to project and program implementation to the reporting and assessment of accomplishments. The effectiveness of this process is key in delivering the proper services and programs to the City's residents, while ensuring that the overall direction of the Community Development Department's work is consistent with residents' expectations and is responsive to neighborhood concerns. A more detailed assessment of the elements of this process is as follows:

### **Participation**

The City encourages citizen participation in all stages of the planning process. From the drafting of the Consolidated Plan to the filing of the annual Performance Evaluation Report, the City hosts Public Meetings, provides draft copies of the Plan before submission, accepts and

incorporates citizen input and feedback, and holds special hearings whenever any substantial amendments are made.

The City also works in an on-going capacity with key non-profit organizations in encouraging the participation of the citizens they work with directly, including many of the low and moderate-income residents who are the primary targets of its HUD funded programs. Bi-lingual services are available for those who request them.

Additionally, the City works very closely with Cambridge's well-organized neighborhood groups in matters that have a particular interest and/or impact on a particular area or neighborhood. This relationship ensures maximum availability of City staff to the residents and ensures transparency of City policies and initiatives.

## **Public Meetings**

The core of Cambridge's Citizen Participation Plan is the Public Meeting. The Community Development Department (CDD) hosts a Public Meeting during each phase of the funding cycle, one in preparation for the Consolidated Plan and its annual update through the One-Year Action Plan, and one in conjunction with the City's preparation of the Consolidated Annual Performance Evaluation Report. This year as a substantial amendment is being made to the Consolidated Plan, CDD hosted a Public Meeting on February 27, 2012 in conjunction with the City's Department of Human Services Programs (DHSP) who serves as the lead agency for the CoC. These meetings give the residents an opportunity to comment on all aspects of the CDBG program's administration, as well as all substantial activities undertaken by the City.

Public Meetings also play a central role in the work that is performed by the Housing, Community Planning and Economic Development Divisions. From the rehabilitation of parks, playgrounds and open spaces to the acquisition and creation of affordable housing, the City involves the residents during each substantial phase of the project.

Meetings are well publicized and are held at centrally located facilities that are safe and fully accessible. The locations are also accessible by public transportation and are held on mutually convenient days and times.

## **Public Meetings for CDBG, HOME & ESG Funding**

For all Public Meetings concerning CDBG, HOME & ESG federal funding, the City runs two advertisements in two local newspapers, the Cambridge Chronicle and the Cambridge edition of TAB. These advertisements run two weeks prior to the meeting. Advertisements for the availability of draft and final Plans will run one week prior to that event. The City's website also gives advance notice of all Public Meetings two weeks prior to the meeting's occurrence. Additional attempts are also made to include core beneficiaries of City programs and services and those residents who might be more acutely affected by the Meeting's topic and purpose.



## **Access to Information**

The City has all Consolidated Plan, Annual Action Plan and Consolidated Annual Reports and substantial amendments available on its website in a manner convenient for on-line viewing, downloading and printing. Draft versions of all Plans are made available before they are submitted for citizens, public agencies and other interested parties to view and comment upon. Copies of final and draft Reports are available for no fee at the City's planning office. Additionally, information that applies to these reports and the City's work in general is available. Requests for access to specific information must be made in advance and coordinated with City personnel.

The City's staff also make themselves available to persons or interested parties who require technical assistance in understanding the Plan, the preparation of comments and the preparation for requests of funding. This availability and responsiveness is also employed in handling and responding to whatever reasonable complaints are made concerning the Plan and its undertakings.

## **Anti-displacement**

The City makes all efforts to avoid the displacement of any residents and has succeeded in that goal. If such an instance should occur in the future the City would utilize their existing housing capacity and infrastructure in conjunction with the key non-profit housing organizations to solve any extant issue immediately. The City successfully conducts temporary relocation in certain cases and therefore has a method in place and experience in similar activities.

## **Substantial Amendments**

Whenever there is a substantial change to the stated Objectives of the Consolidated Plan as there is this year, the City involves residents through its above described methods and practices. Such substantial changes are understood as being new activities the City undertakes within a reporting cycle and does not include expected and actual changes to Goals as they relate to external factors and unexpected changes in available resources.

## **City Council's Goals and Objectives**

The City adheres to the overall goals established by the City Council in conjunction with extensive resident collaboration. The goals are the product of an in-depth bi-annual process that the City Council has followed since 1996. The Government Operations and Rules Committee is charged with overseeing the goal setting process for the Council.

Since 2000, the process has included a statistically valid telephone survey of the opinion of Cambridge residents with regard to city services and city government. The process also includes an opportunity for Cambridge citizens to gather together to voice their concerns and opinions about what the City Council should focus on in setting its goals. Beginning in 2010, the

Government Operations and Rules Committee hosted a “World Café” – an interactive conversational format that allowed diverse and creative points of view about Cambridge’s needs to emerge as the public comment opportunity. A cross section of Cambridge residents spent the evening in a series of facilitated dialogues on the topic of “What is it important to focus on to improve life in Cambridge?”

The City Council used the information from the survey and the World Café in a two-session facilitated discussion hosted by the Government Operations Committee. This year the City Council focused on ensuring that for each of the Council’s broad, highly visionary and multiyear objectives, the Council delineated S.M.A.R.T. shorter term goals (Specific, Measurable, Attainable, Results-Oriented and Time-Bound). Particularly in this time of economic uncertainty and a continuing decline in state and federal financial support, the City Council must ensure that Cambridge’s resources go to support goals that are results-oriented with outcomes that can be seen and measured. The Council goals were adopted by the City Council on July 1, 2011. These objectives and goals will guide the annual budget planning process.

## **Matching Funds**

The City of Cambridge is confident it will be able to meet and even exceed the 1:1 HUD mandated ESG match requirement. The City envisions using Massachusetts State Department of Housing and Community Development Emergency Assistance (EA) funds to match the expanded ESG funding. Currently, the City receives over \$400,000 in annual funding from the State for EA, for a local family shelter. Additionally, existing Cambridge ESG sub-recipients have provided another \$358,000 in match for their grants.

## **Written Standards for Provision of ESG Assistance**

### **a. Policies and Procedures for Evaluating Eligibility for ESG Assistance**

The Cambridge Multi-Service Center (MSC) will partner with local homeless services providers to evaluate eligibility for ESG rapid re-housing assistance. The City of Cambridge, as the ESG recipient, will provide guidance on how to make appropriate referrals. Based on this guidance, Cambridge providers, including shelters, supportive service programs, and street outreach programs will do an initial evaluation of clients and determine who they believe is eligible for rapid re-housing. When they have identified eligible clients, providers will send documentation required by HUD and the City to verify eligibility and the MSC staff will review the paperwork to determine whether to move forward with the case. For prevention, we anticipate mostly self-referrals, so MSC will gather documentation directly from potential clients and conduct the eligibility evaluation in-house. Documentation of eligibility will be required in the following categories:

**1) Homelessness (for rapid re-housing)** — Local providers mainly work with clients who meet the requirements of section one of the new homeless definition (24 CFR 576.2) – those who are staying on the streets, in a shelter, or someone exiting an institution after a stay of 90 days or less and who resided in a shelter or on the streets before entering the institution. All referrals to the ESG program must meet this section of the homeless definition. For those clients staying in shelter, providers will send 3<sup>rd</sup> party verification from shelter staff to document homelessness. For those clients sleeping on the streets or another place not ordinarily used as a sleeping accommodation, providers will send verification from a street outreach worker.

**2) Risk of Homelessness (for prevention)** – MSC staff will gather a variety of documents to ensure that a client is truly at risk of becoming homeless. For example, MSC staff will require clients to submit a bank statement so that they can evaluate a client’s resources. They will complete a budget form with clients to get an understanding of monthly household expenses. Any extraordinary expenses, such as substantial medical bills, will be verified by documentation. MSC staff will also ask clients a series of questions about resources available to them through family and friends and ask clients to sign a written certification regarding their access to these types of resources. Lastly, clients will provide MSC staff with their Summary Process Summons and Complaint form that will verify when, in the absence of assistance, their eviction is going to happen.

**3) Income** For prevention cases, during the intake process providers will submit, or clients will provide documentation to verify an income of 30% of the area median income (AMI) or less. Third party documentation, such as pay stubs from an employer or an official statement of public benefits is preferred. Other documentation, such as a bank statement showing deposits or a letter from an employer, is also acceptable. For clients who have no income, a self-declaration form can be used. The MSC case manager will check to make sure clients’ income does not exceed 30% of AMI every 3 months for prevention cases and on an annual basis for rapid re-housing cases.

**4) Household Needs** – In rapid re-housing cases, the provider will complete a funding request form to confirm that the client has secured housing and that funding requests are appropriate/allowed under ESG program. This form will include the address of housing, and a lease that documents the upfront costs being requested by the landlord. MSC staff will review the funding request form to ensure the household’s apartment is compliant with HUD’s FMR, rent reasonableness, and habitability standards and that the request is appropriate. In prevention cases, MSC staff will gather documentation of the arrearage amount from the landlord and put together a request in line with HUD guidelines.

## **b. Policies and Procedures for Coordination among Providers**

All referrals to the ESG program will be coordinated through the Cambridge Multi-Service Center (MSC). MSC staff will create standard intake/eligibility forms and guidance on referrals for providers. After receiving referrals, MSC staff will evaluate all

clients using uniform criteria and will complete standard HUD-required HMIS data entry. Additionally, monthly Cambridge Continuum of Care meetings, which are open to all providers, will continue to serve as a venue for ongoing program planning and coordination and feedback for program improvement.

**c. Policies and Procedures for determining which eligible families will receive assistance**

Assistance will be provided to eligible households in the order in which they present; if a household is eligible and funds are available, they will receive assistance. All rapid re-housing clients must meet the first section of the new homeless definition (24 CFR 576.2) –person(s) staying on the streets, in a shelter (including transitional housing), or someone exiting an institution after a stay of 90 days or less and who resided in a shelter or on the streets before the institution. All prevention clients must be far along in the legal eviction process with a court date scheduled. Households who meet these specific criteria will be served in the order in which they apply.

**d. Standards for determining the share of rent and utilities the program participants must pay**

Our rapid re-housing program is going to focus on providing funding for upfront costs for clients who have identified affordable permanent housing, rather than providing ongoing monthly rental assistance, because we feel we can serve the most people with this model. However, we may consider a client for monthly assistance if they have a short-term need. In these cases, we will require clients to contribute 30% of their income towards the cost of rent. We will look at the income received by the client during the most recent thirty days and require the client to pay 30% of that amount during each of the months that they receive a subsidy.

Our prevention program will pay up to a six-month arrearage, per HUD's guidelines. We will determine what portion of the arrearage we will pay based on an assessment of the client's resources and ability to contribute.

**e. Standards for determining the duration of rental assistance awarded to a participant**

In general, duration of assistance is not applicable to the rapid re-housing component of our program because it will be focused on one time assistance for upfront moving costs, not monthly rental assistance. However, we may consider a person for short or medium-term monthly assistance (likely not longer than twelve months) if a referring provider strongly feels his/her client could benefit from such assistance.

For the prevention component, the duration of assistance will be for no more than six months of arrears, per HUD's guidelines.

## **f. Stabilization Standards**

Please see items (d) and (e) above for guidelines on the duration and amount of assistance an ESG program participant may receive.

All rapid re-housing clients will be required to participate in six months of stabilization services. Stabilization will be provided by the ESG case manager at the Cambridge Multi-Service Center (MSC) in coordination with the provider who referred the client to the program. A stabilization plan will be customized to each client and may include things such as assistance obtaining mainstream benefits, assistance connecting to a representative payee to provide help with paying rent and other bills, referrals to budget counseling, etc. At a minimum, the MSC case manager will have contact with the household once per month to ensure that the household is stable and rent is being paid. A household may choose to continue stabilization services for an additional six months, for a total of one year of stabilization services.

All prevention clients will be required to participate in one year of stabilization. Stabilization for prevention will be the same as described above for rapid re-housing. Prevention clients may also choose to extend stabilization services for an additional six months, for a total of eighteen months of stabilization.

If a household complies with stabilization services, they may be eligible for additional financial assistance if new circumstances jeopardize the client's permanent housing and put them imminently at risk of homelessness. A household who received assistance to move into an apartment may later receive assistance with an arrearage if they are facing eviction. Since arrearage assistance is limited by HUD's rules to a one-time payment, any client who received arrearage assistance initially would only be eligible for relocation assistance and/or possibly short-term monthly assistance during a subsequent intervention.

## **Making Sub-Awards**

The City of Cambridge will continue to work collaboratively when making ESG awards to sub-recipients and allocating the second allotment of HUD FY 2012 ESG funding. The City received significant input from the Cambridge CoC when determining eligible needs for the new ESG and then prioritizing those needs. After a lengthy discussion, the decision for prioritizing ESG needs between homelessness prevention, rapid re-housing and HMIS was made by consensus at the January 12, 2012 CoC meeting. As stated above, the decision was made to focus on both rapid re-housing and homelessness prevention. The City solicited further advice from members of the Cambridge Continuum through the newly formed ESG workgroup. This subcommittee of the CoC works to formulate policies and procedures concerning ESG and to help the City plan how best to use limited ESG resources. With guidance from both the larger CoC and the ESG workgroup at their respective meetings on February 9, 2012, it was collectively decided that there would not be a Request for Proposals (RFP) for the City's second allocation of ESG funding, and that funds would be used to provide rapid re-housing and homelessness prevention services by a local non-profit agency at the City's Multi-Service Center. This would best utilize

existing resources from the HPRP program as it winds down and refocuses on rapid re-housing. Furthermore it was decided, that Cambridge's ESG Review Panel would reconvene to officially approve this plan. The ESG Review Panel is comprised of both key staff from the City and local agencies who receive no direct funding from ESG.

## **Homeless Participation Requirement**

The Cambridge CoC actively works to involve homeless participation in important decision making elements of the Continuum including the ESG process and policy-making. Currently the Continuum has at least one homeless consumer who regularly attends CoC meetings, and who is encouraged to participate in the decision making process. We also have a number of formerly homeless participants who are now staff members of agencies within the CoC who come to meetings wearing both their agency "hats" but also representing both the homeless and the formerly homeless.

## **Performance Standards**

As described above, the Cambridge CoC has designed its ESG rapid re-housing and prevention program strategically to ensure that we meet the following objectives: targeting those who are most in need, shortening the time people spend homeless, and reducing program participants' housing barriers and housing stability risks. We plan to continue to consult with the CoC to devise performance standards that measure whether or not we are meeting these objectives. The performance indicators and projected accomplishments described under Section 5a (Proposed Activities) above include some of the standards we will use. For example, measuring housing retention will help us evaluate if we have successfully reduced participants' housing stability risks. Some ideas for other areas to measure that we will discuss with the Continuum are:

- Case management services – set a standard to ensure that a service plan is devised for all participants;
- Coordination – set standards to ensure greater coordination between providers, including the development of a coordinated intake;
- Duration of homelessness – analyze how much lengths of stay in shelter are shortened by comparing the amount of financial awards participants receive for upfront costs versus participants' income. This could show how long it would have taken the participants to save without assistance.

Other standards will be developed as the program gets under way and we are better able to evaluate appropriate areas for analysis.

## Proposed Activities and Overall Budget

During FY2013, the City of Cambridge plans to fund the provision of the following services with its allocation of McKinney ESG funding:

1. Shelter services to homeless women and children in Cambridge;
2. Day drop-in services to homeless youth in Cambridge;
3. Emergency Shelter services to homeless men in Cambridge; and
4. Homeless Prevention, Rapid Re-housing, & Stabilization services for individuals and families including persons with disabilities.

These services are described in detail in the four objectives listed below.

### Objective 1:

#### **Provide quality Emergency Shelter services to homeless women and children and people with disabilities in Cambridge**

Number of Homeless Women and Children to be Served:

During FY2013, the City of Cambridge intends to award funding to homeless shelters that will specifically serve approximately 1,019 individuals and 88 families from the target population of single homeless women and homeless children and families.

### Expected Resources

#### *Federal Funds*

Community Development Block Grant Program  
McKinney ESG Funds  
McKinney SHP Funds

#### *State Funds*

Department of Public Health Bureau of Substance Abuse Services  
Department of Social Services  
Department of Housing & Community Development  
Massachusetts Shelter & Housing Alliance

#### *Local Funds*

City of Cambridge Tax Dollars  
Cambridge Housing Assistance Fund (private donors)  
Cambridge Fund for Housing (private donors)  
Harvard  
Private Fundraising  
United Way



## Strategies

**Targeting Compassionate and Effective Organizations Working with Homeless Women & Families:** A group of stakeholders from the City's DHSP, local homeless services agencies who participate in the CoC will meet to review proposals and to decide on the needs of the target population. To increase the input of Cambridge's CoC in the decision making process for the new ESG, we will also invite other participants from the CoC viewed as neutrals who would have no ESG funding at stake to participate on the funding decision making panel. Based on our working relationships with a number of providers, we plan to fund the following organizations and programs:

- Heading Home Inc.'s Day Drop-In, which provides daytime support and services to homeless women. It is primarily a safe-haven to help this vulnerable population come off the streets. Services include:
  - Crisis intervention;
  - Hot meals;
  - One-on-one counseling;
  - Weekly visits from Health Care for the Homeless; and
  - Referrals for mental health, substance abuse, tertiary health care, job, training, legal services, and housing search.

In FY2013, the City in collaboration with the CoC intends to renew their ESG award of \$14,000 with funding for operating costs for the drop-in program.  
Target: 400 homeless women to be served.

- The Hildebrand's Family Shelter provides emergency shelter for 9 families who are sheltered in Cambridge. Because their 24-hour shelter is so well utilized, it is in need of constant and renovations. Funding for the past few years was used to make repairs to their house on 41-43 Columbia St, which was built in the first decade of the twentieth century and requires constant improvements.

Once again the City envisages funding them for \$9,000 for shelter repairs in FY2013.  
Target: 25 homeless families to be served.

- Transition House became the first battered women's shelter in the US, and since then it has sheltered over 6,000 women and children. Its mission is to provide refuge, supportive services, education and empowerment skills to enable battered women to achieve financial independence for themselves and their families. Services include:
  - Post Traumatic Stress support groups;
  - Economic literacy trainings;
  - Parent-support groups; and
  - Self-care education.

In FY2013, it is expected ESG funds of \$9,262 will be used for general operating costs including utilities, and general maintenance.  
Target: 14 homeless individual women and 40 families to be served.



- Catholic Charities' St. Patrick's Shelter last year provided shelter to over 230 individual homeless women, with over 140 of them being chronically homeless. The shelter is the only large-scale emergency shelter for sober women in the area outside of Boston. In the past, ESG funds have covered salaries enabling the shelter to remain open 24 hours/day. Keeping the shelter open during the day allowed homeless women to work night shifts so they can sleep during the day, which is especially important in an economic downturn when jobs are scarce.

This fiscal year, the City anticipates using \$6,500 in ESG funds for shelter operating costs.

Target: 240 homeless women to be served.

- The Cambridge YWCA was founded in 1891 to serve the needs of women and children in Cambridge and surrounding communities. The YWCA provides residence and shelter services for 99 women and 10 families at any given time. While many of its residents were formerly homeless, the YWCA also has a specific shelter exclusively available to 10 families at any given time, with space for approximately 25 beds. For the last few years, ESG have funded operating costs for their family shelter.

In FY2011 and FY2012 the City provided \$5,000 in ESG funds, and with CoC approval will do so again in FY2013.

Target: 23 homeless families to be served.

- HomeStart's Homeless to Housing drop-in homeless services facility provides a range of services to homeless individuals including case management, housing search and connection to mainstream benefits and employment programs. Over 390 homeless people were served in FY 2012, 38% of whom were women.

In FY2012, HomeStart received just over \$9,000 for this program, and the City expects they will again in FY2013.

Target: 130 homeless women to be served.

- CASPAR's Emergency Service shelter is open to both men and women in Cambridge who are ineligible for other shelter services because of their active substance abuse. But due to lack of space, less than a third of clients are women (27% according to the 2012 homeless census). The shelter offers on-site primary health care four times a week, and has recently begun offering mental health care there too. Due to high demand, CASPAR continues to keep the shelter at full capacity, and up to 18 women can sleep in the shelter facilities a day. ESG funds are used for operating costs specifically food, maintenance, and utilities.

In FY2012 the City funded this program with \$18,000 in ESG funds, and with the CoC consent plans to do so again in FY2013.

Target: 155 homeless women to be served.

- Phillips Brooks House, a non-profit organization working with Harvard University students runs two seasonal shelters that serve both women and men. While ESG funds were used

until FY2011 to fund St James' Summer Shelter, concerns about the ability of the Summer Shelter to be HMIS compliant, led the City and Phillips Brooks House to use FY2012 ESG funds solely for its Harvard Square Homeless Shelter, which operates from mid-November to mid-April each year. The entirely volunteer run facility within University Lutheran church provides shelter to 5 women and 19 men seasonally. It is the only such facility in Harvard Square.

This program was awarded \$4,500 in ESG funds in FY 2012 for non-salary operating costs, and likely will receive the same amount in FY2013.

Target: 40 homeless women to be served.

- Eliot Community Human Services (ECHS) now runs the Bread & Jams Self-Advocacy Center operates out of the Swedenborg Church in Harvard Square. It is open five days a week throughout the year (Mon-Fri 8:30 AM to 4:30 PM) as a drop-in center for homeless men and women and provides a variety of services on site. Approximately 10% of clients served are women. See Objective 3 for more information about this program.

In FY2012, the City funded Eliot Community Human Services a \$10,000 ESG award for Bread & Jams. In coordination with the CoC, the City intends to fund them at close to the same level again in FY2013.

Target: 15 homeless women to be served.

## **Objective 2: Provide quality day drop-in services to homeless youth in Cambridge**

Number of Homeless Youth to be Served:

During FY2013, the City of Cambridge plans to award ESG funding to a homeless services provider(s) that will serve 260 homeless youths.

### **Expected Resources**

#### ***Federal Funds***

McKinney ESG Funds

McKinney SHP Funds

SAMHSA Funds

#### ***State Funds***

Department of Public Health HIV/AIDS Bureau for  
Prevention & Education

#### ***Local Funds***

Private Fundraising

Harvard-Epworth Church

### **Strategies**

**Targeting Youth-Friendly Organizations Working with Homeless Youth:** The same decision making process as described in Objective 1 will be utilized. Based on their track record of serving homeless youth in Cambridge, we plan to fund the following organization and program:

- AIDS Action Committee of Massachusetts (AAC) Youth on Fire is AAC's drop-in shelter for run away, homeless youth. This program was developed in 2001 as a response to an increasing number of homeless youth in Cambridge with HIV caused by practicing high-risk behaviors associated with living on the streets. In 2010, Cambridge Cares about AIDS merged with AAC, but the program remains unchanged. Youth on Fire is the only shelter in Cambridge catering exclusively to youth. The program offers a safe, youth-focused environment open 5 days a week in which youth can access:
  - Hot meals;
  - Clothing, laundry, hygiene products, and showers;
  - Healthcare services;
  - Computers and Voicemail boxes;
  - Job search services;
  - Life-skills workshops;

- HIV counseling; and
- General counseling and referral.

Until FY2009, Youth on Fire had been awarded \$9,000 for operations costs, specifically for their rent. This was subsequently increased to \$12,000 in FY 2009, and then lowered back down to \$10,000 from FY2010 – FY2012. For the last few years, the program has seen an ongoing dramatic rise in the number of homeless and at risk youth it sees. In FY2011, the number of homeless youth served rose to 279. This continuing increase is attributed to word of mouth among the community of homeless youth, and as such is a testament to the success of the program.

The City envisions Youth on Fire will be funded at \$10,000 in FY2013.

Target: 260 homeless youths to be served.

### **Objective 3: Provide quality Emergency Shelter services to homeless men in Cambridge**

#### **Number of homeless men to be served:**

During FY2013, the City of Cambridge intends to fund to homeless shelters that will serve a target of 2,195 homeless men.

#### **Expected Resources**

##### ***Federal Funds***

McKinney ESG Funds

McKinney SHP Funds

##### ***Local Funds***

City of Cambridge Tax Dollars

Private Fundraising

Volunteers

#### **Strategies**

**Targeting the most Effective Organizations Working with Homeless Men:** As mentioned earlier, a closed RFP will be circulated to those homeless services providers in Cambridge who received ESG funding in FY2012. Please refer to Objective 1 for further details. In addition to the programs listed above, the City envisions funding the following organizations and programs:

- Eliot Community Human Services (ECHS) merged with long-time Cambridge ESG grant recipient, Bread & Jams, in FY2009. While the previous stand-alone Bread & Jams was a process oriented non-profit run by formerly homeless for the homeless that often found itself in a financially precarious position, ECHS is a much larger, financially sound agency focused on quality services and positive outcomes. The Bread & Jams Self-Advocacy Center operates out of the Swedenborg Church in Harvard Square. It is open five days a week throughout the year (Mon-Fri 8:30 AM to 4:30 PM) as a drop-in center for homeless men and women and provides a variety of services on site. These services include: two daily meals (breakfast & lunch), case management, clothing, benefits assistance, referrals to outside services including housing assistance, primary care services, mental health and substance abuse treatment, and other supportive services. In the past, Bread & Jams' ESG funding was primarily used to support a van service for homeless individuals taking them to evening meals programs, but for the last eight years ESG has been used for their day drop-in shelter, which serves a majority (over 90%) male homeless population.

In FY2012, the City funded Eliot Community Human Services a \$10,000 ESG award for Bread & Jams. In coordination with the CoC, the City intends to fund them at close to the same level again in FY2013.

Target: 135 homeless men to be served.

- The Salvation Army operates a shelter which serves up to 940 homeless men per year from the Cambridge area. The shelter is typically open 7 days a week and 24 hours a day. Currently due to substantial renovations, the shelter is operating at a reduced, 36 bed capacity and the attached drop-in center is temporarily closed. But renovations are due to end before FY2013. In FY2012, the shelter provided overnight stays to 806 unduplicated homeless men. In FY2012, \$8,000 in ESG funding was awarded for utilities, enabling the shelter to be a more inviting place for clients so reading lights and importantly the heat could be left on during the day in the winter.

The City and the CoC will work to ensure that the Salvation Army is funded at the same level in FY2013.

Target: 800 homeless men to be served.

- CASPAR's Emergency Service Center, as mentioned above, provides services to both homeless men and women who are active substance abusers and are thus ineligible for other shelter services. In FY2012, their shelter served over 1,000 homeless active substance abusers. As of the 2012 homeless census, 73% of shelter clients were men. The shelter has on-site primary health care four times a week plus mental health services. Due to high demand, CASPAR continues operate their shelter at full capacity. On May 3, 2012, CASPAR had 84 shelter beds being used at the 240 Albany St. facility. Approximately 66 of these beds were for men. A growing proportion of these shelter beds are used for a new, low threshold case management program.

Their award of \$18,000 in ESG funds in FY2011 was used for non-salary operating costs, and the program was again awarded \$18,000 in FY2012, and the City expects to do so again in FY2013.

Target: 880 homeless men to be served.

- HomeStart's Homeless to Housing drop-in homeless services facility, as referenced above, provides a range of services to homeless individuals including case management, housing search and connection to mainstream benefits and employment programs. Over 390 homeless people were served in FY2012, close to 60% of whom were men.

In FY2012, HomeStart received just over \$9,000 for this program, and the City expects they will again in FY2013.

Target: 230 homeless men to be served.

- Phillips Brooks House, a non-profit organization working with Harvard University students runs the seasonal Harvard Square Homeless Shelter, which operates from mid-November to mid-April each year. The entirely volunteer run facility within University Lutheran church provides shelter to 5 women and 19 men seasonally.

This program was awarded \$4,500 in ESG funds in FY2012 for non-salary operating costs, and likely will receive the same amount in FY2013.

Target: 150 homeless men to be served.

**Objective 4:  
Provide Rapid Re-housing, Homeless Prevention, & Stabilization services for vulnerable individuals and families including people with disabilities in Cambridge.**

Number of individuals and families to be served:

During FY2013, the City of Cambridge intends to fund to a rapid re-housing and homelessness prevention program at the City's Multi-Service Center enabling 25 households to become housed and preventing homelessness for 10 other families. Additionally another 8 disabled individuals will receive stabilization services through a Shelter + Care program.

**Expected Resources**

***Federal Funds***

McKinney ESG Funds  
Community Development Block Grant Program

***Local Funds***

City of Cambridge Tax Dollars  
Cambridge Housing Assistance Fund (private donors)  
Cambridge Fund for Housing (private donors)  
Private Fundraising

**Strategies**

**Work with existing mechanism of homeless, and HPRP service providers to leverage the most effective resources for homeless people and those at risk of homelessness.** Both homeless individuals and families will be targeted for rapid re-housing, homelessness prevention, and stabilization services. As mentioned earlier, in consultation with the CoC, it was decided that rapid re-housing should be the focus of the program. But as the City anticipates receiving up to \$165,000 in state Department of Housing & Community Development (DHCD) ESG funds specifically for rapid re-housing (RRH) homeless individuals, Cambridge's ESG Review Panel decided to allocate evenly the approximate \$100,000 in new ESG funds available for RRH and homelessness prevention services.

The program funded with HUD FY2012 Cambridge ESG funds will serve approximately 17 homeless households who have secured housing, but are not able to afford upfront costs including security deposits, first month's rent, last month's rent, and moving expenses. The program will be based out of the Cambridge Multi-Service Center (MSC), a City-funded center offering a variety of services to address the needs of homeless and near-homeless individuals and families. ESG funds will be used to pay a portion of the salary of an MSC-based staff person who will coordinate referrals to the rapid re-housing program and provide stabilization services. Clients will be referred from all the shelters and supportive service providers in Cambridge who



work with homeless people. Cambridge residents at risk of homelessness who are at or below 30% of the AMI will also be targeted for HP service provision.

- A case manager from HomeStart, who until early FY2013 will be continuing to work with HPRP clients at the City's MSC, will use ESG funding in FY2013 to target homeless individuals and families for rapid re-housing. While some medium term financial assistance may be given to clients, the majority of cash assistance available for this service in FY2013 will primarily be used for housing start-up costs such as moving costs and first and last month's rent.

FY2013 ESG funds will provide \$35,388 for rapid re-housing cash assistance and allied services, and another \$15,000 in stabilization services provided by the MSC-based case manager.

Target: 17 households to be served.

- HomeStart's MSC-based case manager will also provide homelessness prevention services to households at or below 30% of the Area Median Income (AMI). The program will target those households for whom homelessness is imminent because their landlord has begun the legal eviction process and the household lacks resources and support networks that could help them save their housing. The City's experience with our HPRP program tells us that those households who been served a Summary Process Summons and Complaint are most in danger because this means an impending court date for their eviction proceedings has been set. The prevention component of our new ESG program will in many ways be an extension of our HPRP program, but with more narrow eligibility criteria.

Using FY2013 ESG funds, approximately \$35,387 in assistance would be available for rental arrearages and allied services. Another \$15,000 in FY2013 ESG funds would fund stabilization services at the MSC.

Target: 16 households to be served.

- Heading Home Inc.'s Shelter + Care program provides stabilization services to between 8 and 12 homeless men and women with disabilities per year. The program helps these individuals transition into their own homes and to successfully live independently. An important element of this program is that it allows homeless households whose tarnished housing histories would have prevented them from receiving Section 8 vouchers obtain subsidized and supported permanent housing. The FY2011 and FY2012 grants paid for part of the salary of the caseworker.

The City expects their FY2013 ESG grant of \$20,000 will pay for part of the salary of their case manager.

Target: 10 individuals with disabilities to be served.

## Community Development

### COMMUNITY PLANNING

**Objective:**

**Provide Suitable Living Environment: Preserve and strengthen the Cambridge residential neighborhoods and their diverse population.**

Due to the substantial cuts to the CDBG program, the City has shifted funding for Community Planning staff to other sources, primarily local tax revenues. The result is that one Community Planning staff member will be 30% funded by CDBG in FY2013. The position is the Neighborhood Coordinator for the Area 4 neighborhood, which is among the City's lowest-income neighborhoods and a central piece of the Neighborhood Revitalization Strategy Area (NRSA). The Neighborhood Coordinator works as a dedicated liaison to the very active residents of Area 4 as it relates to current and future endeavors by the City and impacts to their neighborhood.

## ECONOMIC DEVELOPMENT

### Introduction & Overview

The Economic Development Division (EDD) of the Community Development Department is responsible for a wide range of economic development activities designed to meet the City's need for a diversified and thriving economy. The Division offers programs aimed at revitalizing commercial districts, supporting entrepreneurship, promoting a dynamic business climate and preserving a strong employment base. EDD offers individual business development assistance to Cambridge residents as well as numerous programs designed to enhance the vitality of local businesses, including micro-enterprises, and encourage business growth within the City.

### Objective 1:

**To cultivate a supportive environment for income-eligible micro-enterprises and businesses and residents, with particular emphasis on small, women and minority-owned businesses.**

### Small Business Development

EDD will continue to support the City's small businesses, especially women and minority-owned businesses, by assisting them with marketing, networking, business management tools, e-commerce, loan packaging and exposure to a broader range of resources. EDD will continue to partner with non-profit organizations and other contractors to provide pre-business and business development services for low and low-moderate income micro-enterprises and/or individuals and businesses located in the City's two NRS areas. Services will include workshops, classes, seminars, and individual business consultations.

The goal for FY2013 is to assist **35 NRS businesses and residents** and eligible Cambridge micro-enterprises will participate in one or more of these training activities. The long-term outcome projections estimate that 3-5 of the participants will start new ventures, and 6-8 participants will grow their existing operations.

### Expected Resources:

#### *Federal Funds:*

Community Development Block Grant

#### *Leveraged Funds:*

Financial Institutions

Foundations

Nonprofit Partners

State Funds

US Small Business Administration

**Local Funds:**

Property Taxes

Other

**Strategies:****Educational and Training Services**

EDD will continue to sponsor services aimed at helping individuals and micro-enterprises start new businesses, enhance existing ones, or save for economically empowering objectives such as starting businesses. As in the past, residents and businesses of the NRS areas and low and low-moderate income micro-enterprises will be targeted to receive these services. In FY12, sponsored services included educational workshops on various business topics, including individual business consultations.. EDD believes that this combination of services and programs supports the goals of starting and growing businesses and plans to continue them for FY13.

*Small Business Development Training*

For FY13, the Division plans to sponsor business training through a combination of activities such as workshops, seminars, and one-on-one consulting. Workshops and seminars may cover various topics including steps to starting a business, record keeping for small businesses, marketing, and e-commerce. Consulting services in individual business settings would allow participants the chance to talk to staff and other experts on issues specific to their particular needs.

**Workshops to be offered in FY13:****Steps to Starting Your Own Business**

Description: Participants will explore the risks and rewards of entrepreneurship and discuss industry trends, market research, business operations, and much more. Participants walk away with worksheets, tips and tools to help get started in business.

Enrollment Target: Will aim to serve 15 eligible residents.

**Choosing Your Legal Entity**

Description: This workshop will cover the advantages and disadvantages of various business structures (sole proprietorship, LLC, non-profit) and for entrepreneurs to better understand their business in the legal sense

Enrollment Target: 10 eligible entrepreneurs.

Enrollment Target: Will aim to serve 10 eligible existing businesses.

**Enhancing Your Marketing**

Description: Participants will learn about the basics of marketing. Topics include how to develop marketing strategies, conducting research, branding and public relations. A portion of the workshop will highlight technology-based marketing such as e-marketing and web advertising.

Enrollment Target: Will aim to serve 15 eligible start-up/existing businesses.

**Introduction to Record Keeping and Accounting**

Description: Participants will learn what records should be kept, accounting definitions, understanding accounting methods and bookkeeping systems and which are best for their business, how to set up a bookkeeping system, how to read the basics of financial statements and how to choose an accountant/CPA.

Enrollment Target: Will aim to serve 10 eligible start-up/existing businesses.

**E-Commerce: Building A Presence on the Web**

Description: Participants will discuss basic tools and knowledge to set up an internet-based business or how to expand their current business on the web. Topics include selecting and registering a business domain, what is a web host, why it is necessary, how to receive online payments, the use of shopping carts and internet marketing.

Enrollment Target: Will aim to serve 10 eligible start-up/existing businesses.

**Increasing Traffic to Your Website Workshop**

Description: Participants will learn how to improve the visibility of their website on search engines. Topics include ways to help improve the chances of a website being found, learning what keywords to use to get a higher search position, strategies for building links and more.

Enrollment Target: Will aim to serve 10 eligible start-up/existing businesses.

**Introduction to QuickBooks**

Description: Participants will learn how to set up and maintain a bookkeeping system, enter invoices, pay bills and reconcile bank statements using QuickBooks software. Participants will also gain an understanding of basic financial statements and terms. Enrollment Target:

Workshop will aim to enroll 10 eligible start-up/existing businesses.

**Advanced QuickBooks Series**

Description: Participants will learn how to use QuickBooks for more than maintaining a bookkeeping system. Workshops will discuss how to use QuickBooks to prepare in getting a loan, inventory management and for job profitability. Enrollment target: Workshops will aim to enroll 15 eligible existing businesses.

**Social Media for Your Business**

Description: Participants will learn how social media platforms such as Facebook, FourSquare and Twitter may be incorporated into a larger marketing strategy. Participants will also gain an understanding of best practices, etiquette, advantages and disadvantages in using these platforms.

Enrollment Target: 12 eligible start-ups, and business owners will be targeted,

**Individual Consultations**

Description: Individual consultations between a Program Client and a staff member. Each consulting session will focus on the client's specific business issues. Topics may include financial issues, counseling, general strategy, marketing, public relations, business planning, operations, information technology, e-commerce, negotiations, and career planning.

Enrollment Target: Eligible residents, start-ups and businesses owners will be targeted.

## **Objective 2: Promote thriving commercial districts.**

### **Commercial District Revitalization**

The City is composed of six commercial districts: Kendall Square/East Cambridge, Central Square, Cambridge Street/Inman Square, Harvard Square, Porter Square/North Mass Avenue, and Fresh Pond. While each has its own character and appeal, all districts share common desirable elements: convenient shopping with a variety of desired goods and services for neighborhood residents, students and workers. The commercial districts each provide employment in retail establishments and office buildings.

EDD will continue its support of Cambridge retail businesses, especially income-eligible micro-enterprises and those located in the City's two Neighborhood Revitalization Strategy (NRS) areas by offering programs such as the Best Retail Practices Program, the Façade/Signage and Lighting Improvement Program, educational services, and support for businesses associations in commercial districts.

The goal for fiscal year 2013 is to provide **10** retailers, all of whom will be NRS located or low and moderate-income micro-enterprises, with in-store consultations and matching grants to improve and enhance their business. Anticipated outcomes include approximately 20% showing an 8% increase in sales revenue and 8-10% hiring new employees. In addition the Program will assist a total of **40** businesses with workshops covering a wide range of design, operations and marketing topics for both the fledgling and the more seasoned retailer.

### **Expected Resources:**

#### ***Federal Funds:***

Community Development Block Grant

#### ***Local Funds:***

Property Taxes

Other

### **Strategies:**

**Best Retail Practices:** This program reaches out to Cambridge retailers and restaurant owners seeking to improve their establishments' interior design, marketing, advertising and operations. The goal of the program is to assist owners with technical and financial assistance to build a stronger customer base and boost sales. It offers a three part program for first time participants that includes a free workshop geared to a larger group of retailers, individual in-store consultations and a grant program that funds pre-approved store improvements or marketing costs. The program also offers advanced workshops for retailers who have completed the first time program or have an established business in the NRS Areas. These workshops are geared toward specific retail sectors such as restaurants or contain advanced subject matter such as new

marketing strategies. This program will continue to be offered to income-eligible micro-enterprises and those retailers located within, and serving residents of, the NRS areas. The program has provided services to over 380 businesses since the program began in fiscal year 2002, and 90 grants have been provided since fiscal year 2004, the first year of the grant program.

**Façade, Signage, and Lighting Improvements:** This program provides technical and financial assistance to Cambridge businesses interested in improving their commercial storefronts. Property and business owners can apply for matching grants of up to \$15,000 for pre-approved façade improvements. Matching grants of up to \$2,500 are also available for pre-approved signage and lighting improvements. This program is currently supported by tax dollars. During fiscal year 2012 it is anticipated that at least 12 additional businesses will improve their storefronts. Since fiscal year 2003, this program has provided design services to 168 businesses and property owners and helped finance 129 façade and signage and lighting improvement projects throughout the City.

**Objective #3:**

**Support efforts to sustain a diverse array of employment opportunities accessible to Cambridge NRS residents for jobs in existing and emerging industries.**

**Workforce Development Assistance**

The Economic Development Division will continue to support a broad range of job preparedness and economic empowerment programs for Cambridge residents. These programs will be targeted specifically to residents of the City's NRS areas.

The goal for FY2012 is to support **12** students (out of a class of 30) in Just-A-Start's Biomedical Careers Program

The goal for FY2013 is to support 8 students in the Cambridge Green Jobs Program ?

**Expected Resources:*****Federal Funds:***

Community Development Block Grant

***Leveraged Funds:***

State Funding

Non-Profit Foundations

Private Funding

ITA's (Individual Training Accounts)

In-Kind (Bunker Community College with classroom/lab space)

***Local Funds:***

Property Taxes

**Strategies:**

**Just-A-Start Biomedical Career Program:** This free nine-month certificate program provides academic and lab instruction to Cambridge NRS residents to prepare them for entry-level biotech jobs such as lab technicians, manufacturing technicians and animal care technicians at local life science companies, universities, research institutions, clinical laboratories and hospitals. Upon completion, participants receive assistance in resume writing and job placement, with up to 75% placed in entry-level jobs.

**Cambridge Green Jobs Program:**

Established in FY10, Cambridge Green Jobs Program is a job training program designed to enable Cambridge residents who seek training opportunities to gain entry-level jobs in the green technology field, especially in the green building maintenance and energy efficiency sectors. The



Program consists of two modules – the Build Energy Efficient Maintenance Skills and the Energy Efficiency Technician Program (12-14 month apprenticeship program). The Green Jobs Program trained 13 Cambridge NRS residents in FY10-12 during the first the 18-month Program period. Upon completion, participants receive assistance in resume writing, soft skills and job placement. It is projected that 80% of both BEEMS and EETP graduates will be placed in entry-level jobs.

## Other Actions

### NEIGHBORHOOD REVITALIZATION STRATEGY

#### NRS One– “NRS East”

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This Neighborhood Revitalization Strategy (NRS) is the result of amending the area of Cambridge’s existing NRS, updating the boundaries based upon 2000 census data, allowing the City to incorporate previously excluded areas while maintaining the target population. The NRS area the City has selected is consistent with HUD guidelines, and has been approved by HUD staff. The area is centered on the Central Square district, and radiates out to include portions of the Riverside, Cambridgeport, Area Four, East Cambridge and Wellington / Harrington Neighborhoods. The NRS area extends from the Charles River (in the Riverside and Cambridgeport Neighborhoods) to the Somerville border (in the Wellington / Harrington Neighborhoods) and also includes a small portion of soon to be developed land in East Cambridge where Binney Street meets Galileo Way. This area represents predominately residential neighborhoods, and includes the highest populations of low/moderate income and minority residents. Though the area is large and extends beyond several City defined Neighborhoods, it represents a large contiguous area of residents who all face similar challenges. The demographic data used in determining the NRS area is based upon 2000 U.S. Census Block Group data.

The NRS East area was slightly modified to include the Scouting Way affordable housing development on Prospect Street (13 income eligible rental units) and Cambridge Housing Authority’s Jackson Gardens apartment complex at the intersection of Prospect and Harvard Streets (46 income eligible units). The addition of these two locations will increase the number of income-eligible residents in the NRS and will expose more eligible Cambridge residents to the programs offered to NRSA residents. The following chart shows all Block Groups included in the NRS area and the relevant demographic data:

**City of Cambridge**  
**Census Data for Neighborhood Revitalization Strategy East**

| Census Tract                            | Block Group | TOTAL Area        | RES Area          | % RES        | TOTAL Pop.    | LOW/MOD Pop.  | % LOW/MOD     |
|---|-------------|-------------------|-------------------|--------------|---------------|---------------|---------------|
| 3522                                    | 1           | 1,144,797         | 655,603           | 57.3%        | 1,974         | 1,236         | 62.6%         |
| 3524                                    | 1           | 895,450           | 314,297           | 35.1%        | 588           | 255           | 43.4%         |
|   | 2           | 2,132,276         | 818,211           | 38.4%        | 1,432         | 1,344         | 93.9%         |
| 3525                                    | 1           | 833,375           | 735,797           | 88.3%        | 1,458         | 866           | 59.4%         |
|   | 2           | 852,153           | 753,422           | 88.4%        | 1,808         | 884           | 48.9%         |
| 3526                                    | 1           | 1,157,494         | 608,913           | 52.6%        | 1,352         | 644           | 47.6%         |
|   | 2           | 1,116,143         | 534,986           |              | 1,300         | 724           | 55.7%         |
| 3527                                    | 1           | 481,189           | 388,382           | 80.7%        | 732           | 451           | 61.6%         |
|   | 2           | 531,449           | 402,523           | 75.7%        | 885           | 649           | 73.3%         |
|   | 3           | 345,455           | 275,135           | 79.6%        | 687           | 416           | 60.6%         |
| 3528                                    | 1           | 643,088           | 567,880           | 88.3%        | 1,302         | 719           | 55.2%         |
|   | 2           | 739,967           | 508,439           | 68.7%        | 1,179         | 538           | 45.6%         |
| 3530                                    | 3           | 957,680           | 473,973           | 49.5%        | 1,312         | 814           | 62.0%         |
| 3531                                    | 2           | 1,414,902         | 319,893           | 22.6%        | 997           | 752           | 75.4%         |
|   | 3           | 1,424,962         | 301,369           | 21.1%        | 902           | 413           | 45.8%         |
| 3532                                    | 1           | 2,189,137         | 758,457           | 34.6%        | 1,200         | 521           | 43.4%         |
|   | 2           | 1,311,598         | 490,506           | 37.4%        | 851           | 442           | 51.9%         |
|   | 3           | 1,135,180         | 703,432           | 62.0%        | 945           | 290           | 30.7%         |
| 3533                                    | 1           | 805,084           | 715,053           | 88.8%        | 1,149         | 567           | 49.3%         |
|   | 2           | 1,093,490         | 989,179           | 90.5%        | 1,390         | 547           | 39.4%         |
| 3534                                    | 1           | 1,201,183         | 552,130           | 46.0%        | 1,043         | 490           | 47.0%         |
|   | 2           | 999,472           | 678,295           | 67.9%        | 1,397         | 821           | 58.8%         |
| 3535                                    | 1           | 1,069,282         | 947,888           | 88.6%        | 1,576         | 757           | 48.0%         |
| 3539                                    | 1           | 840,745           | 371,481           | 44.2%        | 889           | 454           | 51.1%         |
|   | 2           | 588,845           | 181,179           | 30.8%        | 1,305         | 937           | 71.8%         |
| <i>Jackson Gardens and Scouting Way</i> |             | 68,150            | 68,150            | 100.0%       | 150           | 150           | 100.0%        |
| <b>TOTALS</b>                           |             | <b>25,972,546</b> | <b>14,114,573</b> | <b>54.3%</b> | <b>29,803</b> | <b>16,681</b> | <b>55.97%</b> |

Low/Moderate Income Residents Served: 55.97%

Residential Land Area Served: 54.3%

**Overall Goals and Objectives For Cambridge's NRS East:**

The City of Cambridge will seek to utilize the benefits afforded by the proposed NRS in Economic Development initiatives. The proposed activities for FY2012 are as follows:

- ◆ **Retail Best Practices Program**
- ◆ **Empowerment Through Financial Literacy**
- ◆ **Bio-Medical Training Program**
- ◆ **Green Jobs Training Program**
- ◆ **Earned Income Tax Credit / Food Stamp awareness initiative through the Human Services Department**

**Objective 1:**

**To cultivate a supportive environment for income-eligible micro-enterprises and businesses and residents, with particular emphasis on small, women and minority-owned businesses.**

**Small Business Development**

EDD will continue to support the City's small businesses, especially women and minority-owned businesses, by assisting them with marketing, networking, business management tools, e-commerce, loan packaging and exposure to a broader range of resources. EDD will continue to partner with non-profit organizations and other contractors to provide pre-business and business development services for low and low-moderate income micro-enterprises and/or individuals and businesses located in the City's two NRS areas. Services will include workshops, classes, seminars, and individual business consultations.

The goal for FY2013 is to assist **35 NRS businesses and residents** and eligible Cambridge micro-enterprises will participate in one or more of these training activities. The long-term outcome projections estimate that 3-5 of the participants will start new ventures, and 6-8 participants will grow their existing operations.

**Expected Resources:*****Federal Funds:***

Community Development Block Grant

***Leveraged Funds:***

Financial Institutions

Foundations

Nonprofit Partners

State Funds

US Small Business Administration

***Local Funds:***

Property Taxes

Other

**Strategies:****Educational and Training Services**

EDD will continue to sponsor services aimed at helping individuals and micro-enterprises start new businesses, enhance existing ones, or save for economically empowering objectives such as starting businesses. As in the past, residents and businesses of the NRS areas and low and low-moderate income micro-enterprises will be targeted to receive these services. In FY12, sponsored services included educational workshops on various business topics, including individual business consultations.. EDD believes that this combination of services and

programs supports the goals of starting and growing businesses and plans to continue them for FY13.

### *Small Business Development Training*

For FY13, the Division plans to sponsor business training through a combination of activities such as workshops, seminars, and one-on-one consulting. Workshops and seminars may cover various topics including steps to starting a business, record keeping for small businesses, marketing, and e-commerce. Consulting services in individual business settings would allow participants the chance to talk to staff and other experts on issues specific to their particular needs.

## **Workshops to be offered in FY13:**

### **Steps to Starting Your Own Business**

Description: Participants will explore the risks and rewards of entrepreneurship and discuss industry trends, market research, business operations, and much more. Participants walk away with worksheets, tips and tools to help get started in business.

Enrollment Target: Will aim to serve 15 eligible residents.

### **Choosing Your Legal Entity**

Description: This workshop will cover the advantages and disadvantages of various business structures (sole proprietorship, LLC, non-profit) and for entrepreneurs to better understand their business in the legal sense

Enrollment Target: 10 eligible entrepreneurs.

Enrollment Target: Will aim to serve 10 eligible existing businesses.

### **Enhancing Your Marketing**

Description: Participants will learn about the basics of marketing. Topics include how to develop marketing strategies, conducting research, branding and public relations. A portion of the workshop will highlight technology-based marketing such as e-marketing and web advertising.

Enrollment Target: Will aim to serve 15 eligible start-up/existing businesses.

### **Introduction to Record Keeping and Accounting**

Description: Participants will learn what records should be kept, accounting definitions, understanding accounting methods and bookkeeping systems and which are best for their business, how to set up a bookkeeping system, how to read the basics of financial statements and how to choose an accountant/CPA.

Enrollment Target: Will aim to serve 10 eligible start-up/existing businesses.

### **E-Commerce: Building A Presence on the Web**

Description: Participants will discuss basic tools and knowledge to set up an internet-based business or how to expand their current business on the web. Topics include selecting and registering a business domain, what is a web host, why it is necessary, how to receive online payments, the use of shopping carts and internet marketing.

Enrollment Target: Will aim to serve 10 eligible start-up/existing businesses.

### **Increasing Traffic to Your Website Workshop**

Description: Participants will learn how to improve the visibility of their website on search engines. Topics include ways to help improve the changes of a website being found, learning what keywords to use to get a higher search position, strategies for building links and more.

Enrollment Target: Will aim to serve 10 eligible start-up/existing businesses.

### **Introduction to QuickBooks**

Description: Participants will learn how to set up and maintain a bookkeeping system, enter invoices, pay bills and reconcile bank statements using QuickBooks software. Participants will also gain an understanding of basic financial statements and terms. Enrollment Target:

Workshop will aim to enroll 10 eligible start-up/existing businesses.

### **Advanced QuickBooks Series**

Description: Participants will learn how to use QuickBooks for more than maintaining a bookkeeping system. Workshops will discuss how to use QuickBooks to prepare in getting a loan, inventory management and for job profitability. Enrollment target: Workshops will aim to enroll 15 eligible existing businesses.

### **Social Media for Your Business**

Description: Participants will learn how social media platforms such as Facebook, FourSquare and Twitter may be incorporated into a larger marketing strategy. Participants will also gain an understanding of best practices, etiquette, advantages and disadvantages in using these platforms.

Enrollment Target: 12 eligible start-ups, and business owners will be targeted,

### **Individual Consultations**

Description: Individual consultations between a Program Client and a staff member. Each consulting session will focus on the client's specific business issues. Topics may include financial issues, counseling, general strategy, marketing, public relations, business planning, operations, information technology, e-commerce, , negotiations, and career planning.

Enrollment Target: Eligible residents, start-ups and businesses owners will be targeted.

## **Objective 2: Promote thriving commercial districts.**

### **Commercial District Revitalization**

The City is composed of six commercial districts: Kendall Square/East Cambridge, Central Square, Cambridge Street/Inman Square, Harvard Square, Porter Square/North Mass Avenue, and Fresh Pond. While each has its own character and appeal, all districts share common desirable elements: convenient shopping with a variety of desired goods and services for neighborhood residents, students and workers. The commercial districts each provide employment in retail establishments and office buildings.

EDD will continue its support of Cambridge retail businesses, especially income-eligible micro-enterprises and those located in the City's two Neighborhood Revitalization Strategy (NRS) areas by offering programs such as the Best Retail Practices Program, the Façade/Signage and Lighting Improvement Program, educational services, and support for businesses associations in commercial districts.

The goal for fiscal year 2013 is to provide **10** retailers, all of whom will be NRS located or low and moderate-income micro-enterprises, with in-store consultations and matching grants to improve and enhance their business. Anticipated outcomes include approximately 20% showing an 8% increase in sales revenue and 8-10% hiring new employees. In addition the Program will assist a total of **40** businesses with workshops covering a wide range of design, operations and marketing topics for both the fledgling and the more seasoned retailer.

### **Expected Resources:**

#### ***Federal Funds:***

Community Development Block Grant

#### ***Local Funds:***

Property Taxes

Other

### **Strategies:**

**Best Retail Practices:** This program reaches out to Cambridge retailers and restaurant owners seeking to improve their establishments' interior design, marketing, advertising and operations. The goal of the program is to assist owners with technical and financial assistance to build a stronger customer base and boost sales. It offers a three part program for first time participants that includes a free workshop geared to a larger group of retailers, individual in-store consultations and a grant program that funds pre-approved store improvements or marketing costs. The program also offers advanced workshops for retailers who have completed the first time program or have an established business in the NRS Areas. These workshops are geared toward specific retail sectors such as restaurants or contain advanced subject matter such as new



marketing strategies. This program will continue to be offered to income-eligible micro-enterprises and those retailers located within, and serving residents of, the NRS areas. The program has provided services to over 380 businesses since the program began in fiscal year 2002, and 90 grants have been provided since fiscal year 2004, the first year of the grant program.

**Objective #3:**

**Support efforts to sustain a diverse array of employment opportunities accessible to Cambridge NRS residents for jobs in existing and emerging industries.**

**Workforce Development Assistance**

The Economic Development Division will continue to support a broad range of job preparedness and economic empowerment programs for Cambridge residents. These programs will be targeted specifically to residents of the City's NRS areas.

The goal for FY2012 is to support **12** students (out of a class of 30) in Just-A-Start's Biomedical Careers Program

The goal for FY2013 is to support 8 students in the Cambridge Green Jobs Program ?

**Expected Resources:*****Federal Funds:***

Community Development Block Grant

***Leveraged Funds:***

State Funding

Non-Profit Foundations

Private Funding

ITA's (Individual Training Accounts)

In-Kind (Bunker Community College with classroom/lab space)

***Local Funds:***

Property Taxes

**Strategies:**

**Just-A-Start Biomedical Career Program:** This free nine-month certificate program provides academic and lab instruction to Cambridge NRS residents to prepare them for entry-level biotech jobs such as lab technicians, manufacturing technicians and animal care technicians at local life science companies, universities, research institutions, clinical laboratories and hospitals. Upon completion, participants receive assistance in resume writing and job placement, with up to 75% placed in entry-level jobs.

**Cambridge Green Jobs Program:**

Established in FY10, Cambridge Green Jobs Program is a job training program designed to enable Cambridge residents who seek training opportunities to gain entry-level jobs in the green technology field, especially in the green building maintenance and energy efficiency sectors. The

Program consists of two modules – the Build Energy Efficient Maintenance Skills and the Energy Efficiency Technician Program (12-14 month apprenticeship program). The Green Jobs Program trained 13 Cambridge NRS residents in FY10-12 during the first the 18-month Program period. Upon completion, participants receive assistance in resume writing, soft skills and job placement. It is projected that 80% of both BEEMS and EETP graduates will be placed in entry-level jobs.

**NRS Two – “NRS West”**

This NRS area the City has selected is consistent with HUD guidelines, and has been approved by HUD staff. The area focuses on the 402 Rindge Avenue and the Fresh Pond Apartments and extends along Massachusetts Avenue to the Arlington line, incorporating areas in North Cambridge and Neighborhood 9. This area represents predominately residential neighborhoods, and includes the highest populations of low/moderate income and minority residents. Though the area is large and extends beyond several City defined Neighborhoods, it represents a large contiguous area of residents who all face similar challenges. The demographic data used in determining the NRS West area is based upon 2000 U.S. Census Block Group data. The following chart shows all Block Groups included in the NRS West area and the relevant demographic data:

**City of Cambridge  
Census Data for Neighborhood Revitalization Strategy Area - West**

| Census Tract  | Block Group | TOTAL Area        | RES Area         | % RES        | TOTAL Pop.    | LOW/MOD Pop. | % LOW/MOD     |
|---------------|-------------|-------------------|------------------|--------------|---------------|--------------|---------------|
| 3546          | 1           | 2,019,966         | 1,413,478        | 70.0%        | 2,272         | 1,317        | 58.0%         |
|               | 2           | 3,834,775         | 687,741          | 17.9%        | 816           | 378          | 46.3%         |
| 3548          | 1           | 1,102,054         | 823,260          | 74.7%        | 940           | 434          | 46.2%         |
| 3549          | 1           | 755,880           | 728,096          | 96.3%        | 729           | 208          | 28.5%         |
|               | 2           | 2,166,410         | 1,535,572        | 70.9%        | 3,384         | 2,500        | 73.9%         |
| 3550          | 1           | 1,333,921         | 595,595          | 44.6%        | 683           | 298          | 43.6%         |
|               | 2           | 1,340,612         | 878,584          | 65.5%        | 1,082         | 544          | 50.3%         |
|               | 3           | 843,373           | 497,282          | 59.0%        | 812           | 306          | 37.7%         |
| <b>TOTALS</b> |             | <b>13,396,991</b> | <b>7,159,608</b> | <b>53.4%</b> | <b>10,718</b> | <b>5,985</b> | <b>55.84%</b> |

Low/Moderate Income Residents Served: 55.84%

Residential Land Area Served: 53.4%

**Area Businesses**

A walking survey was conducted by the City to physically count the number of micro-enterprises located along the main commercial corridor of the proposed NRS –West, Massachusetts Avenue. The survey counted businesses on both sides of the street between Russell Street to the south to the Arlington town line to the north. The total number of micro-enterprises is 56. The surveyors interviewed 10% of these businesses, 2 restaurant owners, a florist, a coffee and donut shop, a grocery and liquor market and a garden center, none of which had participated in the City’s Economic Development programs. The surveyors explained the existing programs offered to

micro-enterprises, and all expressed a strong interest in participating in them the future, if the proposed NRS – West is approved.

## **Low Income Housing Residents**

There are three low-income housing residences in the proposed NRS – West, Jefferson Park, 402 Rindge Avenue and the Fresh Pond Apartments and Bristol Arms, housing approximately 994 households. The City contacted Tenant Council members and owners of these housing complexes to introduce them to the existing programs Economic Development offers to NRS residents. All expressed strong interest in the programs for their respective resident populations, especially in the Making Your Money Work, financial literacy program for which they said there is a strong need.

## **Assessment**

The proposed NRS – West is an area of the City that has been somewhat under-served until recently. The businesses and residents, for the most part, have been non-participatory in the economic development programs offered by the City.

The City now has housing and infrastructure plans for the area that will provided leveraged benefits. These include the Mass./Cameron Ave./Trolley Square project for which permits have been granted for 40 units of new residential housing, all of which will be affordable and road improvements to the Mass. Ave. corridor.

Based on the community consultations held in the area with businesses and residents, there is a very strong interest on the part of the business and resident communities in bringing Economic Development programs to the area. All thought that having the area designated as an NRS area would bring benefits to their community that would help grow the businesses and bring job and career opportunities to the residents.

## **Overall Goals and Objectives For Cambridge's NRS West:**

While the City has two NRS areas it runs the same exact programs in both areas and considers the goals and achievements on an aggregate basis, therefore all strategies, resources and expectations listed for the NRS East are the same for the NRS West.

## APPENDIX A

### On-line Resources

The following websites provide more information on the City of Cambridge, the City's Community Development Department, the CDBG, ESG and HOME programs, the Department of Housing and Urban Development and various organizations that the City partners with in establishing and executing its various programs:

#### **The City of Cambridge**

<http://www.cambridgema.gov/index.cfm>

#### **Cambridge's Community Development Department (CDD)**

<http://www.cambridgema.gov/~CDD/>

#### **Cambridge's Department of Human Service Programs (DHSP)**

<http://www.cambridgema.gov/DHSP2/>

#### **U.S. Department of Housing and Urban Development (HUD)**

<http://www.hud.gov/index.html>

#### **The Commonwealth of Massachusetts**

<http://www.mass.gov/>

#### **Cambridge Housing Authority (CHA)**

<http://www.cambridge-housing.org/chaweb.nsf>

#### **Just A Start Corporation (JAS)**

<http://www.justastart.org/>

#### **Homeowner's Rehab, Inc. (HRI)**

<http://www.homeownersrehab.org/>

#### **Cascap, Inc.**

<http://www.cascap.org/>

#### **Center for Women & Enterprise**

<http://www.cweboston.org/>

## APPENDIX B

**Cambridge Housing Authority's "Moving to Work" Annual Plan for FY2011 is located at:**

<http://www.cambridge-housing.org/About-the-CHA/Moving-to-Work.aspx>

**APPENDIX C****Substantial Amendment to the FY2012 Emergency Shelter Grant Program****Summary of Consultation Process**

In the spirit of the May 2009 HEARTH amendment to the McKinney-Vento Homeless Assistance Act, the City of Cambridge, and the Cambridge Continuum of Care (CoC) has and continues to work collaboratively to best meet the needs of our local homeless population and those at risk of homelessness. Preparations for the implementation of the new Emergency Solutions Grant (ESG) Interim Regulations have been extensive as the City and the CoC, in conjunction with our Regional Network, plan to move forward.

The City devoted significant amounts of time to discussing the programmatic implications of the new ESG regulations during its May, and June 2011 CoC meetings. A public-private subset of Cambridge's CoC who receive no direct funding from this grant, the ESG Review Panel, convened on June 16, 2011 to make funding decisions on the first allocation of HUD FY2011 ESG and to decide in principle how to progress once HUD released the second ESG allocation and the new ESG regulations. At that time, the group determined there would be a large need for services as Cambridge's stimulus-funded Homelessness Prevention and Rapid Re-Housing (HPRP) program ended.

Once the HUD Interim ESG Regulations were released in early December 2011, our CoC then met to discuss in more detail how to implement the new grant in Cambridge. These planning discussions were held during the CoC's subsequent December 2011, and January and February 2012 meetings. At the January 12, 2012 CoC meeting, we discussed Cambridge's needs for the second allocation of ESG funds, which amounts to \$77,207. After further discussion of the Interim ESG regulations, participants at the meeting prioritized both rapid re-housing and prevention as great needs within our Continuum. At the end of this meeting, an ESG workgroup was formed with members of the Cambridge CoC to advise in the implementation of ESG, covering topics including: ESG program planning and development, allocation of resources, developing performance standards, developing local written standards for ESG, HMIS compliance, and eventually working to design a coordinated or centralized intake system.

During the February 9 CoC meeting this year, participants discussed the plan to use the second FY 2011 allocation of ESG funds to provide case management and largely short term assistance to homeless clients and those at risk of homelessness at the City's Multi-Service Center (MSC). The CoC agreed to this plan and further details were discussed at the ESG workgroup held immediately after this meeting attended by 18 CoC members who are key ESG stakeholders in Cambridge. Members of the workgroup also supported the plan and gave valuable feedback on how to best execute the program.

Cambridge has also coordinated regionally working with the Metro Boston Network (MBN). MBN is a public-private partnership which serves as Cambridge's Regional Network in the planning of best practice solutions for homelessness, and consists of 26 cities and towns in eastern Massachusetts. MBN has met with the leadership of the Cambridge CoC three times over the last 6 months to prepare for the new ESG. The MBN met in Cambridge on February 14, 2012 to coordinate a regional response to the Massachusetts' State request for comments on their entitlement ESG funding process, and also to discuss how each community planned to use their new ESG funds.

## **Summary of Citizen Participation Process**

The City of Cambridge is following its existing citizen participation plan in the process of completing this substantial amendment. The City has a thorough and extensive community process that is employed for all projects. The City consistently seeks to include the input of Cambridge residents in all phases and aspects of its Community Development initiatives, from the initial planning, to project and program implementation to the reporting and assessment of accomplishments. The effectiveness of this process is key in delivering the proper services and programs to the City's residents, while ensuring that the overall direction of the Community Development Department's work is consistent with residents' expectations and is responsive to neighborhood concerns. A more detailed assessment of the elements of this process is as follows:

### **Participation**

The City encourages citizen participation in all stages of the planning process. From the drafting of the Consolidated Plan to the filing of the annual Performance Evaluation Report, the City hosts Public Meetings, provides draft copies of the Plan before submission, accepts and incorporates citizen input and feedback, and holds special hearings whenever any substantial amendments are made.

The City also works in an on-going capacity with key non-profit organizations in encouraging the participation of the citizens they work with directly, including many of the low and moderate-income residents who are the primary targets of its HUD funded programs. Bi-lingual services are available for those who request them.

Additionally, the City works very closely with Cambridge's well-organized neighborhood groups in matters that have a particular interest and/or impact on a particular area or neighborhood. This relationship ensures maximum availability of City staff to the residents and ensures transparency of City policies and initiatives.

### **Public Meetings**

The core of Cambridge's Citizen Participation Plan is the Public Meeting. The Community Development Department (CDD) hosts a Public Meeting during each phase of the funding cycle,



one in preparation for the Consolidated Plan and its annual update through the One-Year Action Plan, and one in conjunction with the City's preparation of the Consolidated Annual Performance Evaluation Report. This year as a substantial amendment is being made to the Consolidated Plan, CDD hosted a Public Meeting on February 27, 2012 in conjunction with the City's Department of Human Services Programs (DHSP) who serves as the lead agency for the CoC. These meetings give the residents an opportunity to comment on all aspects of the CDBG program's administration, as well as all substantial activities undertaken by the City.

Public Meetings also play a central role in the work that is performed by the Housing, Community Planning and Economic Development Divisions. From the rehabilitation of parks, playgrounds and open spaces to the acquisition and creation of affordable housing, the City involves the residents during each substantial phase of the project.

Meetings are well publicized and are held at centrally located facilities that are safe and fully accessible. The locations are also accessible by public transportation and are held on mutually convenient days and times.

### **Public Meetings for CDBG, HOME & ESG Funding**

For all Public Meetings concerning CDBG, HOME & ESG federal funding, the City runs two advertisements in two local newspapers, the Cambridge Chronicle and the Cambridge edition of TAB. These advertisements run two weeks prior to the meeting. Advertisements for the availability of draft and final Plans will run one week prior to that event. The City's website also gives advance notice of all Public Meetings two weeks prior to the meeting's occurrence. Additional attempts are also made to include core beneficiaries of City programs and services and those residents who might be more acutely affected by the Meeting's topic and purpose.

### **Access to Information**

The City has all Consolidated Plan, Annual Action Plan and Consolidated Annual Reports and substantial amendments available on its website in a manner convenient for on-line viewing, downloading and printing. Draft versions of all Plans are made available before they are submitted for citizens, public agencies and other interested parties to view and comment upon. Copies of final and draft Reports are available for no fee at the City's planning office. Additionally, information that applies to these reports and the City's work in general is available. Requests for access to specific information must be made in advance and coordinated with City personnel.

The City's staff also make themselves available to persons or interested parties who require technical assistance in understanding the Plan, the preparation of comments and the preparation for requests of funding. This availability and responsiveness is also employed in handling and responding to whatever reasonable complaints are made concerning the Plan and its undertakings.

## **Anti-displacement**

The City makes all efforts to avoid the displacement of any residents and has succeeded in that goal. If such an instance should occur in the future the City would utilize their existing housing capacity and infrastructure in conjunction with the key non-profit housing organizations to solve any extant issue immediately. The City successfully conducts temporary relocation in certain cases and therefore has a method in place and experience in similar activities.

## **Substantial Amendments**

Whenever there is a substantial change to the stated Objectives of the Consolidated Plan as there is this year, the City involves residents through its above described methods and practices. Such substantial changes are understood as being new activities the City undertakes within a reporting cycle and does not include expected and actual changes to Goals as they relate to external factors and unexpected changes in available resources.

## **City Council's Goals and Objectives**

The City adheres to the overall goals established by the City Council in conjunction with extensive resident collaboration. The goals are the product of an in-depth bi-annual process that the City Council has followed since 1996. The Government Operations and Rules Committee is charged with overseeing the goal setting process for the Council.

Since 2000, the process has included a statistically valid telephone survey of the opinion of Cambridge residents with regard to city services and city government. The process also includes an opportunity for Cambridge citizens to gather together to voice their concerns and opinions about what the City Council should focus on in setting its goals. Beginning in 2010, the Government Operations and Rules Committee hosted a "World Café" – an interactive conversational format that allowed diverse and creative points of view about Cambridge's needs to emerge as the public comment opportunity. A cross section of Cambridge residents spent the evening in a series of facilitated dialogues on the topic of "What is it important to focus on to improve life in Cambridge?"

The City Council used the information from the survey and the World Café in a two-session facilitated discussion hosted by the Government Operations Committee. This year the City Council focused on ensuring that for each of the Council's broad, highly visionary and multiyear objectives, the Council delineated S.M.A.R.T. shorter term goals (Specific, Measurable, Attainable, Results-Oriented and Time-Bound). Particularly in this time of economic uncertainty and a continuing decline in state and federal financial support, the City Council must ensure that Cambridge's resources go to support goals that are results-oriented with outcomes that can be seen and measured. The Council goals were adopted by the City Council on July 1, 2011. These objectives and goals will guide the annual budget planning process.

## Matching Funds

The City of Cambridge is confident it will be able to meet and even exceed the 1:1 HUD mandated ESG match requirement. The City envisions using Massachusetts State Department of Housing and Community Development Emergency Assistance (EA) funds to match the expanded ESG funding. Currently, the City receives over \$400,000 in annual funding from the State for EA, for a local family shelter. Additionally, existing Cambridge ESG sub-recipients have provided another \$358,000 in match for their grants.

## Proposed Activities and Overall Budget

### Proposed Activities

The City of Cambridge plans to use the second allocation of FY2011 ESG for both a rapid re-housing and prevention program. 50% of new ESG funds will be used for rapid re-housing activities, 50% of funds will be used for prevention, targeting housed Cambridge residents who are the most at-risk of becoming homeless.

#### 1) Corresponding priority needs from Annual Action Plan

The ESG section of the City of Cambridge's Consolidated Action Plan for FY2012 identified homelessness prevention, rapid re-housing, and stabilization services for vulnerable individuals and families in Cambridge as a priority. Our new ESG program, containing both a rapid re-housing and prevention component, would contribute towards meeting that need.

#### 2) Description of Activities

The rapid re-housing component of our program would provide financial assistance to approximately 17 homeless households who have secured housing, but are not able to afford upfront costs including security deposits, first month's rent, last month's rent, and moving expenses. The program will be based out of the Cambridge Multi-Service Center (MSC), a City-funded center offering a variety of services to address the needs of homeless and near-homeless individuals and families. ESG funds will be used to pay a portion of the salary of an MSC staff person who will coordinate referrals to the rapid re-housing program and work with referring agencies in the provision of stabilization services. Clients will be referred from all the shelters and supportive service providers in Cambridge who work with homeless people. The MSC coordinator will evaluate the referred clients for ESG eligibility and prepare the standard paperwork and documentation that will be required to access assistance. The paperwork will be reviewed by additional staff at the MSC and at the City's Department of Human Service Programs (DHSP) to double check compliance with eligibility rules and to officially approve clients for financial assistance. The City's fiscal department will then issue a check to the landlord or other vendor for the upfront costs required for the household's move. After a client is approved for financial assistance, the MSC coordinator will work with the case manager at the referring provider agency to establish a follow-up stabilization plan.

The prevention component of our program will focus exclusively on those households for whom homelessness is imminent because their landlord has begun the legal eviction process and the household lacks resources and support networks that could help them save their housing. Our experience with our HPRP program tells us that those households who have been served a Summary Process Summons and Complaint are most in danger because this means an impending court date for their eviction proceedings has been set. Once the legal process for eviction is this far along and a household has no resources of their own, assistance from a program such as ESG to provide assistance in paying an arrearage is the only thing that can prevent homelessness. The prevention component of our new ESG program will in many ways be an extension of our HPRP program, but with more narrow eligibility criteria. As with our HPRP program and the ESG rapid re-housing component described above, the prevention component of ESG will be based out of the Cambridge Multi-Service Center (MSC). Since the MSC is known in the community as a prevention resource, most households self-refer. MSC staff will screen potential clients for eligibility and then provide case management, including further evaluation of the household's situation and establishment of a plan for preserving the client's housing and stabilizing them once the housing is preserved.

### **3) Standard Objective and Outcome Categories**

The rapid re-housing program corresponds to HUD's affordability outcome and decent housing objective. Assistance with upfront costs will result in affordability for the extremely low-income households we serve and will therefore meet HUD's objective of creating decent housing.

The prevention component also corresponds to HUD's affordability outcome and decent housing objective. Assistance in paying rent arrearages for households imminently facing homelessness will preserve affordability and decent housing for them.

### **4) Start Date and Completion Date**

We will begin our program as soon as our substantial amendment is approved by HUD. The infrastructure for both components of our program is in place from our HPRP program. We are actively working with all of the involved parties to develop details of the program's day to day operations and anticipate being ready to implement the program as soon as we receive approval from HUD.

### **5) ESG and other funding amounts**

Rapid Re-Housing: We plan to use \$26,493 of ESG funds to provide financial assistance to homeless households who are moving to permanent housing and \$7,500 for stabilization services. The stabilization funds will primarily be used for the salary of the staff person at the Multi-Service Center who will provide follow-up services to clients, and possibly to fund representative payee services and legal services. These funds will be supplemented by City funds. We also plan to apply for ESG funds from the State of Massachusetts to augment this program.

Prevention: We plan to use \$26,492 of ESG funds to provide financial assistance to preserve the tenancies of households who are imminently at risk of homelessness and \$7,500 for stabilization

services. The stabilization funds will primarily be used for the salary of the staff person at the Multi-Service Center who will provide follow-up services to clients, and possibly to fund representative payee services and legal services. These funds will be supplemented by City funds.

## **6) Performance Indicators**

### **Rapid Re-Housing**

- a) We plan to measure the number of households served – those who were assisted to move from shelter into permanent housing.
- b) We plan to measure housing retention – how many formerly homeless households maintained their housing 6 months after receiving financial assistance?

### **Prevention**

- c) We plan to measure the number of households served – those who were imminently at risk of homelessness, but whose tenancies were preserved.
- d) We plan to measure housing retention – how many at-risk clients were still housed 6 months after receiving assistance to preserve their tenancy?

## **7) & 8) Projected accomplishments**

- a) We will provide financial assistance to 17 households to help them move from shelter/transitional housing to permanent housing. We will provide financial assistance to an additional 18 households in danger of homelessness to preserve their tenancies. We estimate that this is the total number of households we will be able to serve with the funding available. We anticipate serving these households within 9 months of receiving the funding.
- b) 80% of clients who receive financial assistance with upfront costs that enables them to move into permanent housing will still be housed after 6 months. 80% of clients who receive assistance to preserve their tenancies will also still be housed after 6 months.

### **a. Discussion of Funding Priorities**

The City of Cambridge gathered data about funding priorities from members of the Continuum of Care on several occasions. During a discussion with Continuum members at our January 2012 monthly Continuum meeting, we heard from members about a variety of needs and priorities. However, two stuck out as being the most pressing and most appropriate for ESG funding. Several providers who work with homeless clients staying in shelters stated that their priority is helping households who have already identified housing move out of shelter. They said that they regularly work with clients who have secured affordable, often subsidized, housing, but expensive upfront costs delay their ability to move out of shelter. Secondly, Continuum

members thought it was important for a resource to continue to be available (as it has been with our HPRP program) for households in imminent danger of losing their housing due to inability to pay rent.

Soon after our regular Continuum meeting, we convened an ESG working group comprised of interested Continuum members and further discussion confirmed that we have a consensus that Cambridge has a need for rapid re-housing and prevention resources for targeted populations. These priorities are in line with the priorities in *Opening Doors: Federal Strategic Plan to Prevent and End Homelessness*. *Opening Doors* aims to end chronic homelessness, veteran homelessness, and family homelessness, and aims to set a path towards ending all types of homelessness. With our new ESG funds, we will end homelessness for at least 17 households and prevent homelessness for an additional 18 households that will include people from all of *Opening Door's* priority populations – chronically homeless people, veterans, and families.

Continuum members agree with HUD's analysis that using ESG funds for rapid re-housing efforts is a very effective use of funds because it will guarantee ending homelessness for a segment of extremely low-income households and shorten their length of stay in shelter because they will be able to move sooner with assistance than would have been possible otherwise. We determined that, given the size of our grant, it would be most efficient to focus our rapid re-housing efforts on upfront costs rather than short or medium-term rental assistance. The focus on upfront costs will mean relatively small financial awards so we will be able to maximize the number of people we serve. However, in consultation with the Continuum, we may decide to include a program component that makes short and medium-term subsidies available to clients in certain situations. Overall, our plan is to use 50% of our funds for a rapid re-housing program that targets clients who have identified affordable housing but who are unable to move due to the inability to pay the upfront costs associated with the housing, or due to a time-limited inability to pay their monthly rent in full.

Although rapid re-housing is a compelling need, our Continuum felt it was important to also continue to offer prevention assistance with ESG funds since our HPRP program made us well aware that a significant number of households in Cambridge are on the verge of homelessness due to the inability to pay their rent. Therefore, we will use 50% of ESG funds to serve prevention clients. However, we will target this resource very specifically at those households who are not only behind in their rent, but who have an imminent court date where it is likely there will be an order to vacate their apartments.

**b. Detailed Budget**

| <b>FY 2011 Detailed Budget Table</b>   |  |  |                            |                          |                               |
|--|--|--|----------------------------|--------------------------|-------------------------------|
| <b>First Allocation</b>  | \$137,256.00   | <b>FY 2011</b>   |                            |                          |                               |
| <b>Second Allocation</b>   | \$77,207.00  | <b>Emergency Shelter Grants/Emergency Solutions Grants</b> |                            |                          |                               |
| <b>Grant Amount</b>  | \$214,463.00   | <b>Program Allocations</b>                                 |                            |                          |                               |
| <b>Total Administration</b>  | \$16,084.73  |  |                            |                          |                               |
|  |  | <b>First Allocation</b>                                    |                            | <b>Second Allocation</b> | <b>Total Fiscal Year 2011</b> |
|  | <b>Eligible Activities</b>                           | <b>Activity Amount</b>                                     | <b>Reprogrammed Amount</b> | <b>Activity Amount</b>   | <b>Activity Amount</b>        |
| <b>Emergency Shelter Grants Program</b>  | Homeless Assistance                                  | \$123,299.00   | \$0.00                     |                          | \$123,299.00                  |
|  | <i>Rehab/Conversion</i>                              | \$9,000.00   |                            |                          | \$9,000.00                    |
|  | <i>Operations</i>                                    | \$94,299.00  |                            |                          | \$94,299.00                   |
|  | <i>Essential Services</i>                            | \$20,000.00  |                            |                          | \$20,000.00                   |
|  | Homelessness Prevention                              | \$7,094.20   |                            |                          | \$7,094.20                    |
|  | Administration                                       | \$6,862.80   |                            |                          | \$6,862.80                    |
|  | <b>Emergency Shelter Grants Subtotal</b>             | <b>\$137,256.00</b>  | <b>\$0.00</b>              |                          | <b>\$137,256.00</b>           |
| <b>Emergency Solutions Grants Program</b>  | Emergency Shelter**                                  |  |                            | \$0.00                   | \$0.00                        |
|  | <i>Renovation**</i>                                  |  |                            | \$0.00                   | \$0.00                        |
|  | <i>Operation**</i>                                   |  |                            | \$0.00                   | \$0.00                        |
|  | <i>Essential Service**</i>                           |  |                            | \$0.00                   | \$0.00                        |
|  | <i>URA Assistance**</i>                              |  |                            | \$0.00                   | \$0.00                        |
|  | Street Outreach - Essential Services**               |  |                            | \$0.00                   | \$0.00                        |
|  | HMS  |  |                            |                          | \$0.00                        |
|  | Rapid Re-housing                                     |  | \$0.00                     | \$33,993.00              | \$33,993.00                   |
|  | <i>Housing Relocation and Stabilization Services</i> |  |                            | \$7,500.00               | \$7,500.00                    |
|  | <i>Tenant-Based Rental Assistance</i>                |  |                            | \$26,493.00              | \$26,493.00                   |
|  | <i>Project-Based Rental Assistance</i>               |  |                            | \$0.00                   | \$0.00                        |
|  | Homelessness Prevention                              |  | \$0.00                     | \$33,992.07              | \$33,992.07                   |
|  | <i>Housing Relocation and Stabilization Services</i> |  |                            | \$7,500.00               | \$7,500.00                    |
|  | <i>Tenant-Based Rental Assistance</i>                |  |                            | \$26,492.07              | \$26,492.07                   |
|  | <i>Project-Based Rental Assistance</i>               |  |                            | \$0.00                   | \$0.00                        |
|  | Administration                                       |  |                            | \$9,221.93               | \$9,221.93                    |
|  | <b>Emergency Solutions Grants Subtotal</b>           |  | <b>\$0.00</b>              | <b>\$77,207.00</b>       | <b>\$77,207.00</b>            |
|  |  |  | <b>Total Grant Amount:</b> |                          | <b>\$214,463.00</b>           |
| **Allowable only if the amount obligated for homeless assistance activities using funds from the first allocation is less than the expenditure limit for emergency shelter and street outreach activities (see Section III.B. of this Notice). |  |  |                            |                          |                               |



## Written Standards for Provision of ESG Assistance

### g. Policies and Procedures for Evaluating Eligibility for ESG Assistance

The Cambridge Multi-Service Center (MSC) will partner with local homeless services providers to evaluate eligibility for ESG rapid re-housing assistance. The City of Cambridge, as the ESG recipient, will provide guidance on how to make appropriate referrals. Based on this guidance, Cambridge providers, including shelters, supportive service programs, and street outreach programs will do an initial evaluation of clients and determine who they believe is eligible for rapid re-housing. When they have identified eligible clients, providers will send documentation required by HUD and the City to verify eligibility and the MSC staff will review the paperwork to determine whether to move forward with the case. For prevention, we anticipate mostly self-referrals, so MSC will gather documentation directly from potential clients and conduct the eligibility evaluation in-house. Documentation of eligibility will be required in the following categories:

**1) Homelessness (for rapid re-housing)** — Local providers mainly work with clients who meet the requirements of section one of the new homeless definition (24 CFR 576.2) – those who are staying on the streets, in a shelter, or someone exiting an institution after a stay of 90 days or less and who resided in a shelter or on the streets before entering the institution. All referrals to the ESG program must meet this section of the homeless definition. For those clients staying in shelter, providers will send 3<sup>rd</sup> party verification from shelter staff to document homelessness. For those clients sleeping on the streets or another place not ordinarily used as a sleeping accommodation, providers will send verification from a street outreach worker.

**2) Risk of Homelessness (for prevention)** – MSC staff will gather a variety of documents to ensure that a client is truly at risk of becoming homeless. For example, MSC staff will require clients to submit a bank statement so that they can evaluate a client's resources. They will complete a budget form with clients to get an understanding of monthly household expenses. Any extraordinary expenses, such as substantial medical bills, will be verified by documentation. MSC staff will also ask clients a series of questions about resources available to them through family and friends and ask clients to sign a written certification regarding their access to these types of resources. Lastly, clients will provide MSC staff with their Summary Process Summons and Complaint form that will verify when, in the absence of assistance, their eviction is going to happen.

**3) Income** For prevention cases, during the intake process providers will submit, or clients will provide documentation to verify an income of 30% of the area median income (AMI) or less. Third party documentation, such as pay stubs from an employer or an official statement of public benefits is preferred. Other documentation, such as a bank statement showing deposits or a letter from an employer, is also acceptable. For clients who have no income, a self-declaration form can be used. The MSC case manager



will check to make sure clients' income does not exceed 30% of AMI every 3 months for prevention cases and on an annual basis for rapid re-housing cases.

**4) Household Needs** – In rapid re-housing cases, the provider will complete a funding request form to confirm that the client has secured housing and that funding requests are appropriate/allowed under ESG program. This form will include the address of housing, and a lease that documents the upfront costs being requested by the landlord. MSC staff will review the funding request form to ensure the household's apartment is compliant with HUD's FMR, rent reasonableness, and habitability standards and that the request is appropriate. In prevention cases, MSC staff will gather documentation of the arrearage amount from the landlord and put together a request in line with HUD guidelines.

#### **h. Policies and Procedures for Coordination among Providers**

All referrals to the ESG program will be coordinated through the Cambridge Multi-Service Center (MSC). MSC staff will create standard intake/eligibility forms and guidance on referrals for providers. After receiving referrals, MSC staff will evaluate all clients using uniform criteria and will complete standard HUD-required HMIS data entry. Additionally, monthly Cambridge Continuum of Care meetings, which are open to all providers, will continue to serve as a venue for ongoing program planning and coordination and feedback for program improvement.

#### **i. Policies and Procedures for determining which eligible families will receive assistance**

Assistance will be provided to eligible households in the order in which they present; if a household is eligible and funds are available, they will receive assistance. All rapid re-housing clients must meet the first section of the new homeless definition (24 CFR 576.2) –person(s) staying on the streets, in a shelter (including transitional housing), or someone exiting an institution after a stay of 90 days or less and who resided in a shelter or on the streets before the institution. All prevention clients must be far along in the legal eviction process with a court date scheduled. Households who meet these specific criteria will be served in the order in which they apply.

#### **j. Standards for determining the share of rent and utilities the program participants must pay**

Our rapid re-housing program is going to focus on providing funding for upfront costs for clients who have identified affordable permanent housing, rather than providing ongoing monthly rental assistance, because we feel we can serve the most people with this model. However, we may consider a client for monthly assistance if they have a short-term need. In these cases, we will require clients to contribute 30% of their income towards the cost of rent. We will look at the income received by the client during the most recent thirty days and require the client to pay 30% of that amount during each of the months that they receive a subsidy.

Our prevention program will pay up to a six-month arrearage, per HUD's guidelines. We will determine what portion of the arrearage we will pay based on an assessment of the client's resources and ability to contribute.

**k. Standards for determining the duration of rental assistance awarded to a participant**

In general, duration of assistance is not applicable to the rapid re-housing component of our program because it will be focused on one time assistance for upfront moving costs, not monthly rental assistance. However, we may consider a person for short or medium-term monthly assistance (likely not longer than twelve months) if a referring provider strongly feels his/her client could benefit from such assistance.

For the prevention component, the duration of assistance will be for no more than six months of arrears, per HUD's guidelines.

**l. Stabilization Standards**

Please see items (d) and (e) above for guidelines on the duration and amount of assistance an ESG program participant may receive.

All rapid re-housing clients will be required to participate in six months of stabilization services. Stabilization will be provided by the ESG case manager at the Cambridge Multi-Service Center (MSC) in coordination with the provider who referred the client to the program. A stabilization plan will be customized to each client and may include things such as assistance obtaining mainstream benefits, assistance connecting to a representative payee to provide help with paying rent and other bills, referrals to budget counseling, etc. At a minimum, the MSC case manager will have contact with the household once per month to ensure that the household is stable and rent is being paid. A household may choose to continue stabilization services for an additional six months, for a total of one year of stabilization services.

All prevention clients will be required to participate in one year of stabilization. Stabilization for prevention will be the same as described above for rapid re-housing. Prevention clients may also choose to extend stabilization services for an additional six months, for a total of eighteen months of stabilization.

If a household complies with stabilization services, they may be eligible for additional financial assistance if new circumstances jeopardize the client's permanent housing and put them imminently at risk of homelessness. A household who received assistance to move into an apartment may later receive assistance with an arrearage if they are facing eviction. Since arrearage assistance is limited by HUD's rules to a one-time payment, any client who received arrearage assistance initially would only be eligible for relocation assistance and/or possibly short-term monthly assistance during a subsequent intervention.

## **Making Sub-Awards**

The City of Cambridge will continue to work collaboratively when making ESG awards to sub-recipients and allocating the second allotment of HUD FY 2012 ESG funding. The City received significant input from the Cambridge CoC when determining eligible needs for the new ESG and then prioritizing those needs. After a lengthy discussion, the decision for prioritizing ESG needs between homelessness prevention, rapid re-housing and HMIS was made by consensus at the January 12, 2012 CoC meeting. As stated above, the decision was made to focus on both rapid re-housing and homelessness prevention. The City solicited further advice from members of the Cambridge Continuum through the newly formed ESG workgroup. This subcommittee of the CoC works to formulate policies and procedures concerning ESG and to help the City plan how best to use limited ESG resources. With guidance from both the larger CoC and the ESG workgroup at their respective meetings on February 9, 2012, it was collectively decided that there would not be a Request for Proposals (RFP) for the City's second allocation of ESG funding, and that funds would be used to provide rapid re-housing and homelessness prevention services by a local non-profit agency at the City's Multi-Service Center. This would best utilize existing resources from the HPRP program as it winds down and refocuses on rapid re-housing. Furthermore it was decided, that Cambridge's ESG Review Panel would reconvene to officially approve this plan. The ESG Review Panel is comprised of both key staff from the City and local agencies who receive no direct funding from ESG.

## **Homeless Participation Requirement**

The Cambridge CoC actively works to involve homeless participation in important decision making elements of the Continuum including the ESG process and policy-making. Currently the Continuum has at least one homeless consumer who regularly attends CoC meetings, and who is encouraged to participate in the decision making process. We also have a number of formerly homeless participants who are now staff members of agencies within the CoC who come to meetings wearing both their agency "hats" but also representing both the homeless and the formerly homeless.

## **Performance Standards**

As described above, the Cambridge CoC has designed its ESG rapid re-housing and prevention program strategically to ensure that we meet the following objectives: targeting those who are most in need, shortening the time people spend homeless, and reducing program participants' housing barriers and housing stability risks. We plan to continue to consult with the CoC to devise performance standards that measure whether or not we are meeting these objectives. The performance indicators and projected accomplishments described under Section 5a (Proposed Activities) above include some of the standards we will use. For example, measuring housing retention will help us evaluate if we have successfully reduced participants' housing stability risks. Some ideas for other areas to measure that we will discuss with the Continuum are:

- Case management services – set a standard to ensure that a service plan is devised for all participants;
- Coordination – set standards to ensure greater coordination between providers, including the development of a coordinated intake;
- Duration of homelessness – analyze how much lengths of stay in shelter are shortened by comparing the amount of financial awards participants receive for upfront costs versus participants' income. This could show how long it would have taken the participants to save without assistance.

Other standards will be developed as the program gets under way and we are better able to evaluate appropriate areas for analysis.

**APPENDIX D**

**SF-424 for Substantial Amendment to the FT2012 ESG Program**



# SF 424

The SF 424 is part of the CPMP Annual Action Plan. SF 424 form fields are included in this document. Grantee information is linked from the 1CPMP.xls document of the CPMP tool.

## SF 424

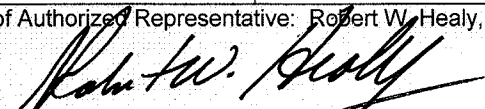
Complete the fillable fields (blue cells) in the table below. The other items are pre-filled with values from the Grantee Information Worksheet.

|  |                                     |  |   |
|--|-------------------------------------|--|---|
| Date Submitted: 5/29/2012  | B-11-MC-05-0005                     | <b>Type of Submission</b>                                |   |
| Date Received by state   | State Identifier                    | <b>Application</b>                                       | <b>Pre-application</b>                    |
| Date Received by HUD   | Federal Identifier                  | <input checked="" type="checkbox"/> Construction         | <input type="checkbox"/> Construction     |
|  |                                     |  | <input type="checkbox"/> Non Construction |
| <b>Applicant Information</b>   |                                     |  |   |
| <b>City of Cambridge, Massachusetts</b>  |                                     | MA250396 Cambridge                                       |   |
| Community Development Department   |                                     | 76584341: 076584341 DUNS                                 |   |
| 344 Broadway   |                                     | City of Cambridge, Massachusetts                         |   |
| Cambridge  | Massachusetts                       | Community Development Department                         |   |
| 02139  | Country U.S.A.                      | Federal Grants Management                                |   |
| <b>Employer Identification Number (EIN):</b>   |                                     | Middlesex  |   |
| 46-0001383   |                                     | 07-01-09   |   |
| <b>Applicant Type:</b>   |                                     | <b>Specify Other Type if necessary:</b>                  |   |
| Local Government: City   |                                     | Specify Other Type                                       |   |
| <b>Program Funding</b>   |                                     | <b>U.S. Department of Housing and Urban Development</b>  |   |
| Catalogue of Federal Domestic Assistance Numbers; Descriptive Title of Applicant Project(s); Areas Affected by Project(s) (cities, Counties, localities etc.); Estimated Funding |                                     |  |   |
| <b>Community Development Block Grant</b>   |                                     | 14.218 Entitlement Grant                                 |   |
| CDBG Project Titles: N/A   |                                     | Description of Areas Affected by CDBG Project(s):<br>N/A |   |
| \$CDBG Grant Amount:   | \$Additional HUD Grant(s) Leveraged | Describe   |   |
| \$Additional Federal Funds Leveraged:  |                                     | \$Additional State Funds Leveraged:                      |   |
| \$Locally Leveraged Funds:   |                                     | \$Grantee Funds Leveraged:                               |   |
| \$Anticipated Program Income:  |                                     | Other (Describe):  |   |
| Total Funds Leveraged for CDBG-based Project(s):   |                                     |  |   |
| <b>Home Investment Partnerships Program</b>  |                                     | 14.239 HOME  |   |
| HOME Project Titles: N/A   |                                     | Description of Areas Affected by HOME Project(s)<br>N/A  |   |
| \$HOME Grant Amount:   | \$Additional HUD Grant(s) Leveraged | Describe   |   |
| \$Additional Federal Funds Leveraged   |                                     | \$Additional State Funds Leveraged:                      |   |
| \$Locally Leveraged Funds:   |                                     | \$Grantee Funds Leveraged                                |   |

|   |                                     |   |
|---|-------------------------------------|---|
| \$Anticipated Program Income                      |                                     | Other (Describe):                                 |
| Total Funds Leveraged for HOME-based Project(s):  |                                     |   |
| <b>Housing Opportunities for People with AIDS</b> |                                     | 14.241 HOPWA                                      |
| HOPWA Project Titles                              |                                     | Description of Areas Affected by HOPWA Project(s) |
| \$HOPWA Grant Amount                              | \$Additional HUD Grant(s) Leveraged | Describe  |
| \$Additional Federal Funds Leveraged              |                                     | \$Additional State Funds Leveraged                |
| \$Locally Leveraged Funds                         |                                     | \$Grantee Funds Leveraged                         |
| \$Anticipated Program Income                      |                                     | Other (Describe)                                  |

|   |  |   |
|---|--|---|
| Total Funds Leveraged for HOPWA-based Project(s)                |  |   |
| <b>Emergency Shelter Grants Program</b>                         |  | 14.231 ESG  |
| ESG Project Titles: SUBSTANTIAL AMENDMENT TO FY2012 ESG PROGRAM |  | Description of Areas Affected by ESG Project(s): Citywide |
| \$ESG Grant Amount: \$77,207                                    | \$Additional HUD Grant(s) Leveraged \$ -0- | Describe  |
| \$Additional Federal Funds Leveraged: \$ -0-                    |  | \$Additional State Funds Leveraged: \$400,000             |
| \$Locally Leveraged Funds \$ -0-                                |  | \$Grantee Funds Leveraged \$ -0-                          |
| \$Anticipated Program Income \$ -0-                             |  | Other (Describe): \$ -0-                                  |
| Total Funds Leveraged for ESG-based Project(s)                  |  | \$400,000   |

|   |                                    |  |   |
|---|------------------------------------|--|---|
| Congressional Districts of:   |                                    | Is application subject to review by state Executive Order 12372 Process? |   |
| Applicant Districts: 8 <sup>th</sup>  | Project Districts: 8 <sup>th</sup> | <input type="checkbox"/> Yes   | This application was made available to the state EO 12372 process for review on DATE: |
| Is the applicant delinquent on any federal debt? If "Yes" please include an additional document explaining the situation. |                                    | X  | Program is not covered by EO 12372  |
| <input type="checkbox"/> Yes  | X <input type="checkbox"/> No      | <input type="checkbox"/> N/A   | Program has not been selected by the state for review                                 |

|   |                                  |                         |
|---|----------------------------------|-------------------------|
| Person to be contacted regarding this application                                   |                                  |                         |
| Betty Lyons   | or                               | Robert Keller           |
| Federal Grants Manager  | 617/349 4600 (p) 617/349 4669(f) | Associate Planner       |
| blyons@cambridgema.gov  | www.cambridgema.gov/~cdd         | rkeller@cambridgema.gov |
| Signature of Authorized Representative: Robert W. Healy, City Manager               |                                  | Date Signed             |
|  |                                  | 5/22/2012               |

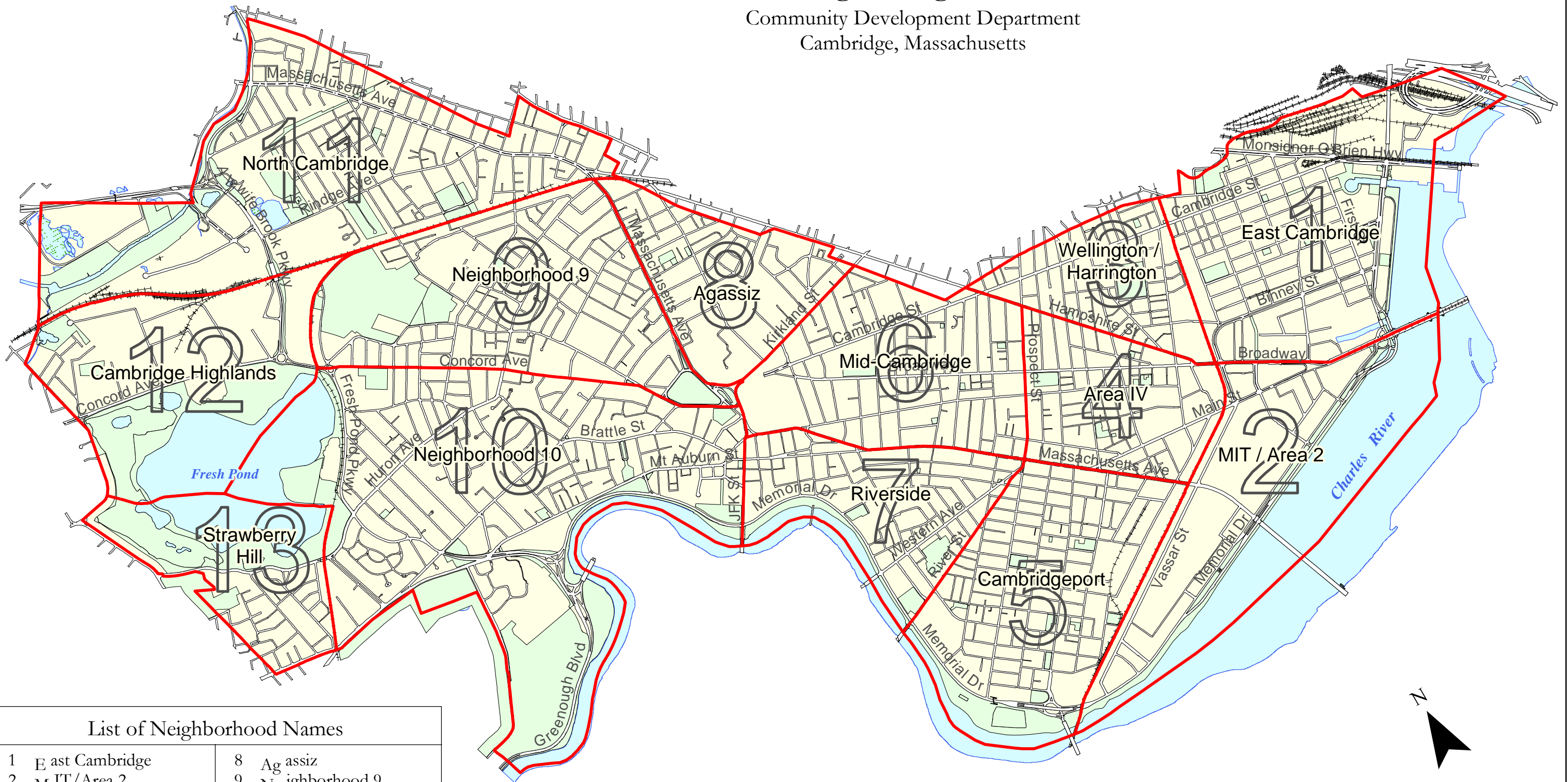
## APPENDIX E

### MAPS



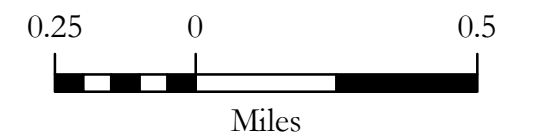
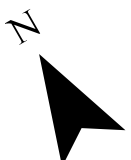
# Cambridge Neighborhoods

Community Development Department  
Cambridge, Massachusetts



## List of Neighborhood Names

|                         |                        |
|-------------------------|------------------------|
| 1 East Cambridge        | 8 Agassiz              |
| 2 MIT/Area 2            | 9 Neighborhood 9       |
| 3 Wellington/Harrington | 10 Neighborhood 10     |
| 4 Area IV               | 11 North Cambridge     |
| 5 Cambridgeport         | 12 Cambridge Highlands |
| 6 Mid-Cambridge         | 13 Strawberry Hill     |
| 7 Riverside             |                        |



|                                | East Cambridge | Area 2/MIT | Wellington<br>Harrington | Area Four | Cambridgeport | Mid-Cambridge | Riverside |
|--------------------------------|----------------|------------|--------------------------|-----------|---------------|---------------|-----------|
| <b>Less than \$20,000</b>      | 23.1%          | 12.9%      | 22.0%                    | 26.0%     | 15.8%         | 15.5%         | 25.8%     |
| <b>\$20,000 to \$39,999</b>    | 14.0%          | 22.7%      | 19.9%                    | 16.9%     | 17.2%         | 12.7%         | 14.5%     |
| <b>\$40,000 to \$59,999</b>    | 10.9%          | 19.5%      | 17.7%                    | 10.3%     | 14.6%         | 14.2%         | 18.4%     |
| <b>\$60,000 to \$74,999</b>    | 7.5%           | 18.0%      | 8.0%                     | 7.6%      | 9.5%          | 7.7%          | 6.9%      |
| <b>\$75,000 to \$99,999</b>    | 13.2%          | 1.0%       | 9.5%                     | 10.0%     | 11.6%         | 15.2%         | 11.3%     |
| <b>\$100,000 to \$124,999</b>  | 11.3%          | 8.9%       | 10.7%                    | 8.7%      | 8.5%          | 9.7%          | 7.6%      |
| <b>\$125,000 to \$149,999</b>  | 3.7%           | 7.4%       | 3.8%                     | 7.0%      | 7.3%          | 7.8%          | 3.0%      |
| <b>\$150,000 to \$199,999</b>  | 7.0%           | 1.0%       | 5.5%                     | 8.1%      | 8.0%          | 6.5%          | 5.8%      |
| <b>\$200,000 or more</b>       | 9.3%           | 8.5%       | 2.9%                     | 5.3%      | 7.5%          | 10.6%         | 6.6%      |
| <b>Estimated Median Income</b> | \$63,915       | \$56,713   | \$48,470                 | \$55,857  | \$63,830      | \$99,585      | \$50,928  |

|                                | Agassiz  | Neighborhood<br>Nine | West Cambridge | North Cambridge | Cambridge<br>Highlands | Strawberry Hill | City of Cambridge |
|--------------------------------|----------|----------------------|----------------|-----------------|------------------------|-----------------|-------------------|
| <b>Less than \$20,000</b>      | 18.4%    | 17.7%                | 10.3%          | 21.0%           | 31.2%                  | 14.8%           | 18.9%             |
| <b>\$20,000 to \$39,999</b>    | 12.9%    | 12.5%                | 9.0%           | 15.6%           | 16.4%                  | 18.4%           | 14.6%             |
| <b>\$40,000 to \$59,999</b>    | 17.4%    | 13.2%                | 11.2%          | 12.0%           | 0.0%                   | 9.9%            | 13.6%             |
| <b>\$60,000 to \$74,999</b>    | 9.0%     | 9.4%                 | 11.4%          | 8.0%            | 14.5%                  | 10.4%           | 8.7%              |
| <b>\$75,000 to \$99,999</b>    | 10.2%    | 9.3%                 | 7.7%           | 13.0%           | 7.1%                   | 8.6%            | 11.2%             |
| <b>\$100,000 to \$124,999</b>  | 4.0%     | 8.8%                 | 11.0%          | 8.4%            | 14.9%                  | 15.8%           | 9.3%              |
| <b>\$125,000 to \$149,999</b>  | 10.6%    | 5.4%                 | 6.0%           | 5.7%            | 1.9%                   | 8.8%            | 6.0%              |
| <b>\$150,000 to \$199,999</b>  | 6.5%     | 10.1%                | 10.6%          | 10.6%           | 3.0%                   | 8.5%            | 8.0%              |
| <b>\$200,000 or more</b>       | 11.1%    | 13.6%                | 22.9%          | 5.7%            | 11.2%                  | 4.8%            | 9.6%              |
| <b>Estimated Median Income</b> | \$62,117 | \$70,704             | \$100,946      | \$62,650        | \$62,499               | \$69,941        | \$64,968          |

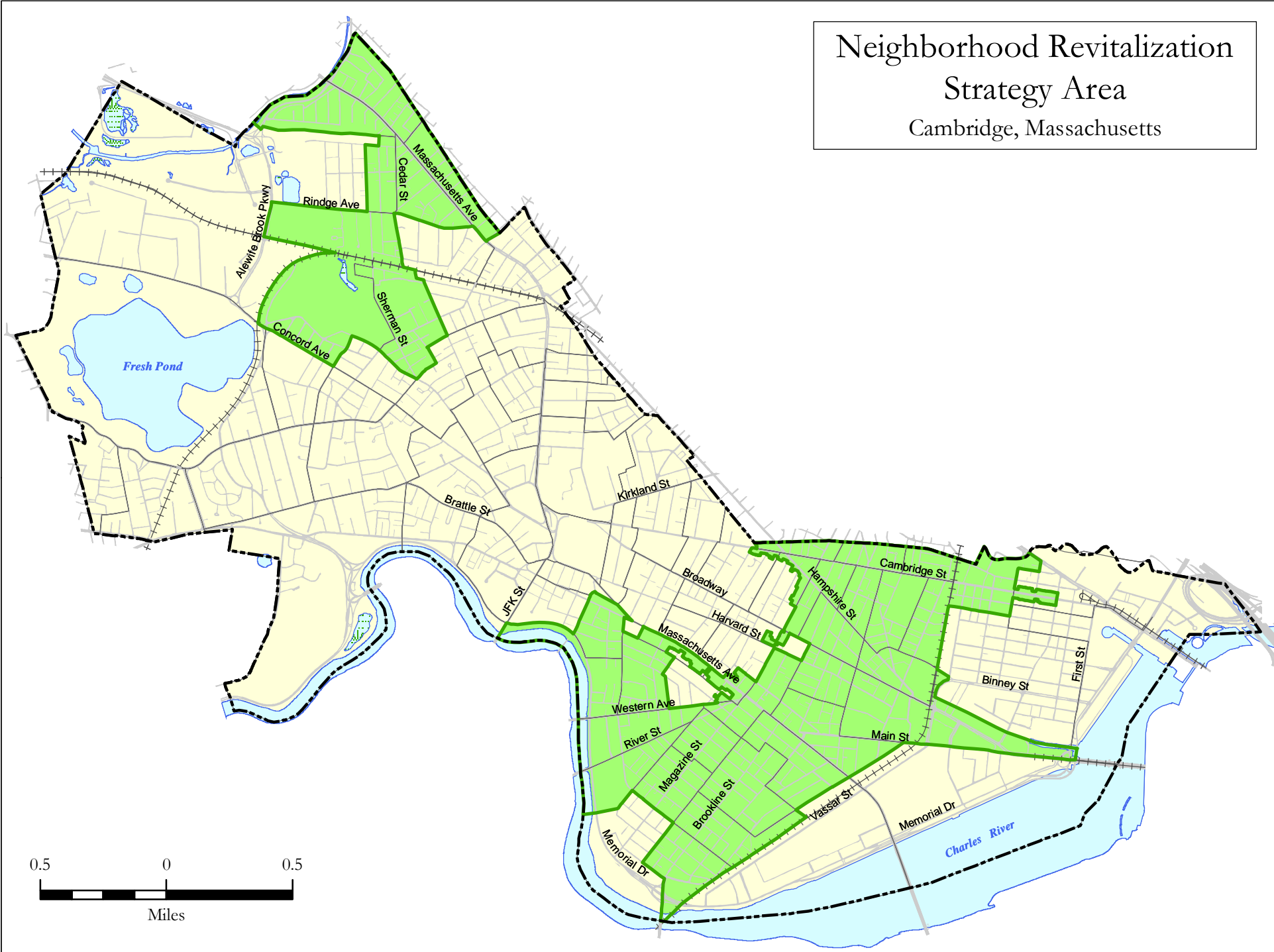
These median incomes were estimated using data on the income distribution found in the different neighborhoods. These are not true calculations of median income. The median income reported for the City of Cambridge in the 2006-10 American Community Survey was \$64,865.

Source: American Community Survey, 2006 - 2010 multi-year estimate, Table B19001.



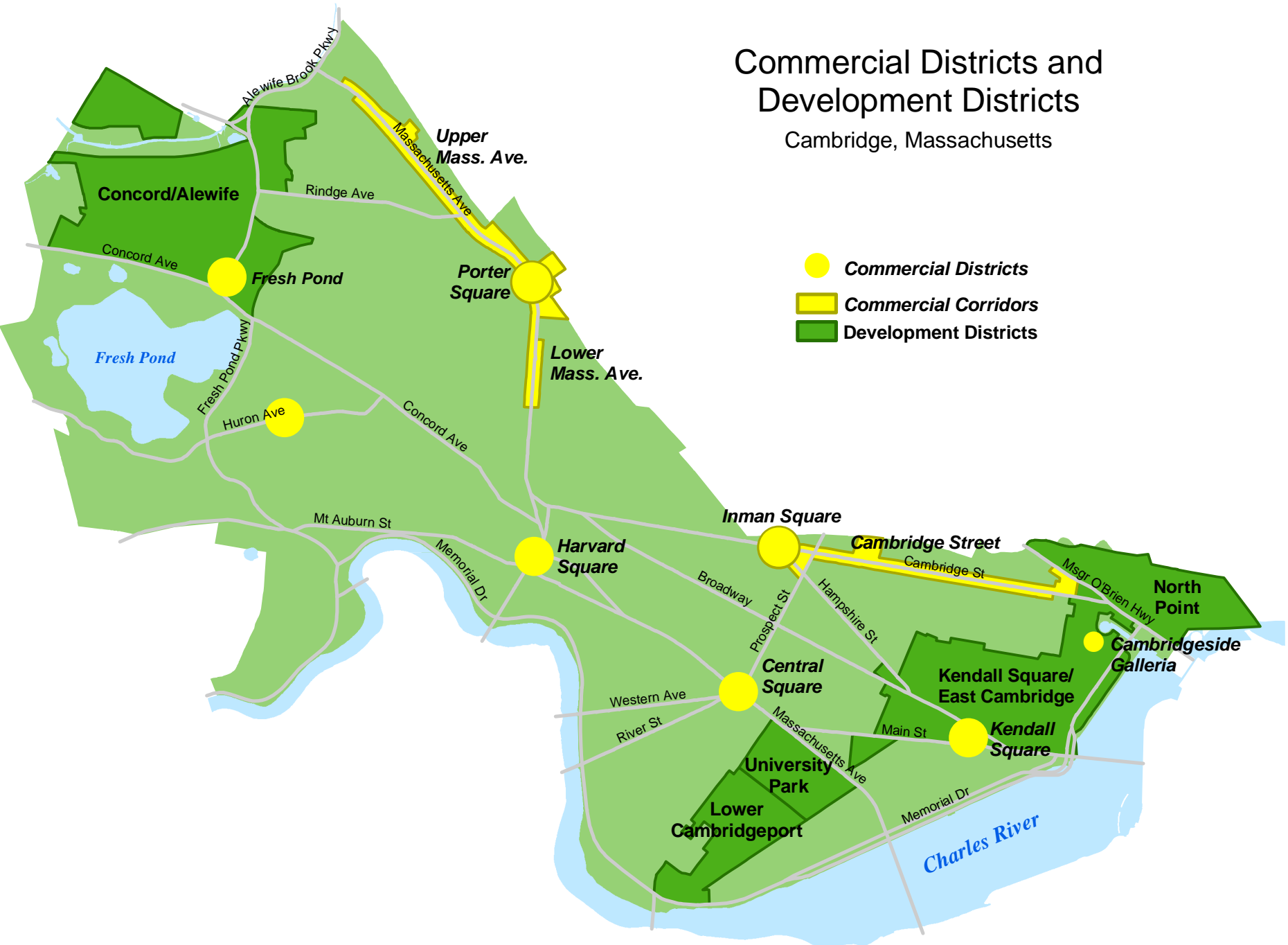
67297

Neighborhood Revitalization  
Strategy Area  
Cambridge, Massachusetts



# Commercial Districts and Development Districts

Cambridge, Massachusetts



## APPENDIX F

### **NEWSPAPER ADVERTISEMENTS for PUBLIC COMMENT AND DRAFT AVAILABILITY**



# Legal Notices

Tague 38 impact the current financial status of either party. **SEE Supplemental Probate Court Rule 411.**

You are hereby summoned and required to serve upon: **Kedus Gigar Yemeru 8 Walden Sq Rd apt 215 Cambridge, MA 02140** your answer, if any, on or before **03/16/2012**. If you fail to do so, the court will proceed to the hearing and adjudication of this action. You are also required to file a copy of your answer, if any, in the office of the Register of this Court.

**Witness, Hon. Peter C DiGangi, First Justice of this Court.**

Date: February 3, 2012

Tara E. DeCristofaro  
Register of Probate

AD#12690725  
Cambridge Chronicle 2/23/12

**FY2013 ONE-YEAR ACTION PLAN**

### LEGAL NOTICE PUBLIC HEARING

**CITY OF CAMBRIDGE  
COMMUNITY DEVELOPMENT  
DEPARTMENT (CDD)  
In Conjunction with the  
DEPARTMENT OF  
HUMAN SERVICE PROGRAMS  
(DHSP)**

FY2012 Substantial Amendment to the One-Year Action Plan & FY2013 One-Year Action Plan  
Public Comment:  
**NEEDS ASSESMENT**

On Monday, February 27th, from 6:00 p.m. until 7:00 p.m. CDD and DHSP will hold a public hearing in preparation for both the Substantial Amendment of the City's FY2012 One-Year Action Plan and its FY2013 One-Year Action Plan for housing and community development activities. This requirement of the U.S. Department of Housing and Urban Development (HUD) combines the funding applications for the Community Development Block Grant Program (CDBG), the HOME Program and the Emergency Solutions Grant Program (ESG).

The purpose of the hearing is to solicit public comments on overall housing and community development needs as they relate to low and moderate-income Cambridge residents. The FY2012 Substantial Amendment to the One-Year Action Plan is being developed for the utilization of supplemental funding for ESG. The

FY2013 One-Year Action Plan (covering July 1, 2012 to June 30, 2013) will enumerate resources, opportunities and community development needs as they relate to the Goals established by Cambridge's City Council and the City's current Five-Year Consolidated Plan for FY2011 to FY2014. **All interested parties including residents and service providers are encouraged to attend.**

The Public Hearing will be held in the 2nd Floor Conference Room at City Hall Annex, 344 Broadway, Cambridge, MA. The hearing site is handicap accessible and translation services will be available upon request. For more information, please contact Robert Keller at 617-349-4602.

AD#12674781  
Cambridge Chronicle 2/16, 2/23/12

**CHA RFQ'S (2)  
LEGAL NOTICE  
CAMBRIDGE HOUSING  
AUTHORITY  
PLANNING & DEVELOPMENT  
DEPARTMENT**

### REQUEST FOR QUALIFICATIONS

**DEMOLITION OF EXISTING  
STRUCTURES & NEW  
CONSTRUCTION OF  
7-STORY, 42 UNIT  
AFFORDABLE HOUSING COM-  
PLEX**

The Cambridge Affordable Housing Corporation, a subsidiary of the Cambridge Housing Authority, the Awarding Authority, invites sealed Requests for Qualifications/Statement of Qualifications for general contractor for the demolition of existing structures and new construction of a 7-story, 42 unit, affordable housing complex in Cambridge, Massachusetts. **The work is estimated to cost \$14,000,000.**

The Project consists of the demolition of the existing YWCA Cambridge pool building along with the attached classroom wing located at 7 Temple Street., Cambridge.. Forty-two new units of affordable housing will be built at the site of the YWCA Cambridge on Temple Street right outside of Central Square. The new seven-story building will contain 19 one-bedroom units, 21 two-bedroom units, and 2-three-bedroom units along with 19 underground parking spaces.

Bidders must be DCAM-certified as a General Contractor and able

to meet WBE and MBE goals, minority work force goals, apprenticeship requirements for the Project.

Bids are subject to M.G.L. c.149 § 44A-J and to minimum wage rates as required by M.G.L. c.149 §§26 to 27H inclusive.

Request for Qualifications/Statement of Qualifications will be received until **Tuesday, March 20, 2012 on or before 2 PM**, at the Cambridge Housing Authority, Planning and Development Department, 166 Prospect Street, Cambridge, MA 02139. There will not be a briefing session or site visit during this RFQ/SOQ process.

Mailed Requests for Qualifications/Statement of Qualifications should be sent to Cambridge Housing Authority, Attn: Billye R. Thomas, Planning and Development Department, 166 Prospect St, Cambridge, MA 02139 and received no later than the date and time specified above.

RFQ/SOQ Forms are available for pick-up at 166 Prospect St., Cambridge, MA 02139 on **Wednesday, February 22 at noon**. The document may be downloaded from the CHA website ([cambridge-housing.org](http://cambridge-housing.org)) or request it from Billye R. Thomas [bthomas@cambridge-housing.org](mailto:bthomas@cambridge-housing.org) or 617-520-6256.

Trade Contractors must submit one original and five completed copies Statement of Qualifications package. There will be no public opening of the responses.

AD#12692408  
Cambridge Chronicle 2/23/12

**To Place  
An Ad  
Contact  
Debbie Dillon  
at  
781-433-7998**



and background music below conversation level.

The hearing on this application will be held on Tuesday evening, April 17, 2012 at six o'clock in the Michael J. Lombardi Municipal Building, 831 Massachusetts Avenue, Basement Conference room, Cambridge, MA 02139.

Michael Gardner  
Gerald Reardon  
Robert C. Haas  
License Commission

AD#12713382  
Cambridge Chronicle 3/29/12

**4/9/12 STORAGE AUCTION  
LEGAL NOTICE**

**NOTICE IS HEREBY GIVEN  
THAT THE UNDERSIGNED  
WILL SELL AT PRIVATE AUCTION** on April 9th at 12:00 p.m. **THE PERSONAL PROPERTY HERETOFORE STORED WITH THE UNDERSIGNED BY**

Jennifer Bingham  
Units 1077,4003,4004  
Contains: household goods

Frederic Deignan Jr  
Unit 2203  
Contains: household goods

Colonial Inc.  
Unit 1007  
Contains: household goods

John Moss  
Unit 1102  
Contains: household goods

Diane Welsh  
Unit: 1052  
Contains: household goods

Mike Myler  
Units 1103,1106  
Contains: household goods

Pichead Nistum  
Unit 2092  
Contains: household goods

AD#12713392  
Cambridge Chronicle 3/29/12

**CDC HEARING 4/30  
LEGAL NOTICE  
DOCUMENT AVAILABILITY  
CITY OF CAMBRIDGE  
COMMUNITY DEVELOPMENT  
DEPARTMENT**

FY2013 One-Year Action Plan DRAFT and Substantial Amendment to the FY2012 Emergency Shelter Grant Program Availability and Opportunity for Public Comment

An initial Draft of the City's Fiscal-Year 2013 One-Year Action Plan and a Draft of the Substantial Amendment to the FY2012 Emergency Shelter Grant are now available. Copies may be obtained at the Cambridge Public Library's main location on Broadway, at the Community Development Department at 344 Broadway 3rd Floor, by contacting City staff and is viewable and available for download at the City's website (<http://www.ci.cambridge.ma.us/~CDD/cdbg/index.html>). The Public has until Monday April 27, 2012 to submit written comments on the Drafts.

Additionally, the City will host a Public Hearing on Monday, April 30, 2012. The purpose of the hearing is to solicit public comments on the programs and objectives enumerated in the FY2013 One-Year Plan and Substantial Amendment Drafts. The Public Hearing will be held in the 2nd Floor Meeting Room at City Hall Annex, 344 Broadway, Cambridge, MA. The hearing site is handicap accessible and translation services will be available upon advance request. For more information, please contact Robert Keller at 617-349-4602.

AD#12710802  
Cambridge Chronicle 3/29/12

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**TABLE 3B ANNUAL HOUSING COMPLETION GOALS**

| ANNUAL AFFORDABLE RENTAL HOUSING GOALS (SEC. 215)       | Annual Expected Number Completed | Resources used during the period    |                                     |                          |                          |
|---|----------------------------------|-------------------------------------|-------------------------------------|--------------------------|--------------------------|
|   |                                  | CDBG                                | HOME                                | ESG                      | HOPWA                    |
| Acquisition of existing units                           |                                  | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Production of new units                                 | 10                               | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Rehabilitation of existing units                        | 133                              | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Rental Assistance                                       |                                  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>Total Sec. 215 Rental Goals</b>                      | 143                              | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>ANNUAL AFFORDABLE OWNER HOUSING GOALS (SEC. 215)</b> |                                  |                                     |                                     |                          |                          |
| Acquisition of existing units                           |                                  | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Production of new units                                 | 14                               | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Rehabilitation of existing units                        | 20                               | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/> |
| Homebuyer Assistance                                    | 2                                | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>Total Sec. 215 Owner Goals</b>                       | 36                               | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>ANNUAL AFFORDABLE HOUSING GOALS (SEC. 215)</b>       |                                  |                                     |                                     |                          |                          |
| Homeless  |                                  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/> |
| Non-Homeless  |                                  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/> |
| Special Needs   |                                  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>Total Sec. 215 Affordable Housing</b>                |                                  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>ANNUAL HOUSING GOALS</b>                             |                                  |                                     |                                     |                          |                          |
| Annual Rental Housing Goal                              | 50                               | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/> |
| Annual Owner Housing Goal                               | 20                               | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>Total Annual Housing Goal</b>                        | 70                               | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/> |

For the purpose of identification of annual goals, an assisted household is one that will receive benefits through the investment of Federal funds, either alone or in conjunction with the investment of other public or private funds.



| <b>City of Cambridge</b>                             |              |               |            |            |           |                   |
|--|--------------|---------------|------------|------------|-----------|-------------------|
| <b>Housing Market Analysis</b>                       |              |               |            |            |           |                   |
| <i>Complete cells in blue.</i>                       |              |               |            |            |           |                   |
| Housing Stock Inventory                              | Vacancy Rate | 0 & 1 Bedroom | 2 Bedrooms | 3+ Bedroom | Total     | Substandard Units |
| <b>Affordability Mismatch</b>                        |              |               |            |            |           |                   |
| Occupied Units: Renter                               |              | 14,147        | 9,907      | 4,562      | 28,616    |                   |
| Occupied Units: Owner                                |              | 1,855         | 4,891      | 6,558      | 13,304    |                   |
| Vacant Units: For Rent                               | 3%           | 293           | 401        | 127        | 821       |                   |
| Vacant Units: For Sale                               | 1%           | 38            | 45         | 71         | 154       |                   |
| Total Units Occupied & Vacant                        |              | 16,333        | 15,244     | 11,318     | 42,895    | 0                 |
| <b>Rents: Applicable FMRs (in \$s)</b>               |              | 1,025-1,077   | 1,266      | 1513-2179  |           |                   |
| <b>Rent</b> Affordable at 30% of 50% of MFI (in \$s) |              | \$903         | \$1,015    | \$1,128    |           |                   |
| <b>Public Housing Units</b>                          |              |               |            |            |           |                   |
| Occupied Units                                       |              | 735           | 458        | 474        | 1,667     |                   |
| Vacant Units   |              | 172           | 5          | 5          | 182       |                   |
| Total Units Occupied & Vacant                        |              | 907           | 463        | 479        | 1,849     | 0                 |
| <b>Rehabilitation Needs (in \$s)</b>                 |              | 2,054,693     | 1,048,867  | 1,096,440  | 4,200,000 |                   |

## Continuum of Care Homeless Population and Subpopulations Chart

| Part 1: Homeless Population               |  | Sheltered |                     | Un-sheltered | Total             | Jurisdiction                      |        |          |        |          |        |          |        |          |       |        |           |                  |                   |  |
|---|--|-----------|---------------------|--------------|-------------------|-----------------------------------|--------|----------|--------|----------|--------|----------|--------|----------|-------|--------|-----------|------------------|-------------------|--|
|   |  | Emergency | Transitional        |              |                   | Data Quality                      |        |          |        |          |        |          |        |          |       |        |           |                  |                   |  |
| 1.  | Homeless Individuals                           | 193       | 77                  | 70           | 340               | (S) statistically reliable sample |        |          |        |          |        |          |        |          |       |        |           |                  |                   |  |
| 2.  | Homeless Families with Children                | 65        | 18                  | 0            | 83                |                                   |        |          |        |          |        |          |        |          |       |        |           |                  |                   |  |
|   | 2a. Persons in Homeless with Children Families | 167       |                     |              | 167               |                                   |        |          |        |          |        |          |        |          |       |        |           |                  |                   |  |
| Total (lines 1 + 2a)                      |  | 258       | 95                  | 70           | 423               |                                   |        |          |        |          |        |          |        |          |       |        |           |                  |                   |  |
| Part 2: Homeless Subpopulations           |  | Sheltered |                     | Un-sheltered | Total             | Data Quality                      |        |          |        |          |        |          |        |          |       |        |           |                  |                   |  |
|   |  |           |                     |              |                   |                                   |        |          |        |          |        |          |        |          |       |        |           |                  |                   |  |
| 1.  | Chronically Homeless                           |           | 124                 |              | 124               | (E) estimates                     |        |          |        |          |        |          |        |          |       |        |           |                  |                   |  |
| 2.  | Severely Mentally Ill                          |           | 73                  |              | 73                |                                   |        |          |        |          |        |          |        |          |       |        |           |                  |                   |  |
| 3.  | Chronic Substance Abuse                        |           | 124                 |              | 124               |                                   |        |          |        |          |        |          |        |          |       |        |           |                  |                   |  |
| 4.  | Veterans                                       |           | 20                  |              | 20                |                                   |        |          |        |          |        |          |        |          |       |        |           |                  |                   |  |
| 5.  | Persons with HIV/AIDS                          |           | unknown             |              | 0                 |                                   |        |          |        |          |        |          |        |          |       |        |           |                  |                   |  |
| 6.  | Victims of Domestic Violence                   |           | 21                  |              | 21                |                                   |        |          |        |          |        |          |        |          |       |        |           |                  |                   |  |
| 7.  | Youth (Under 18 years of age)                  |           | 0                   |              | 0                 |                                   |        |          |        |          |        |          |        |          |       |        |           |                  |                   |  |
| Part 3: Homeless Needs Table: Individuals |  | Needs     | Currently Available | Gap          | 5-Year Quantities |                                   |        |          |        |          |        |          |        |          | Total |        |           | Priority H, M, L | Plan to Fund? Y N | Fund Source: CDBG, HOME, HOPWA, ESG or Other |
|   |  |           |                     |              | Year 1            |                                   | Year 2 |          | Year 3 |          | Year 4 |          | Year 5 |          | Goal  | Actual | % of Goal |                  |                   |  |
|   |  |           |                     |              | Goal              | Complete                          | Goal   | Complete | Goal   | Complete | Goal   | Complete | Goal   | Complete |       |        |           |                  |                   |  |
| Beds                                      | Emergency Shelters                             | 160       | 202                 |              |                   |                                   |        |          |        |          |        |          |        |          |       |        | ####      |                  |                   |  |
|   | Transitional Housing                           | 82        | 85                  |              |                   |                                   |        |          |        |          |        |          |        |          |       |        | ####      |                  |                   |  |
|   | Permanent Supportive Housing                   | 87        | 13                  | 74           | 6                 |                                   | 6      |          | 6      |          | 6      |          | 6      |          | 30    |        | 0%        |                  |                   |  |
|   | Total  | 329       | 300                 | 29           | 6                 | 0                                 | 6      | 0        | 6      | 6        | 6      | 6        | 0      | 30       | 0     | 0%     |           |                  |                   |  |
| Chronically Homeless                      |  |           |                     |              |                   |                                   |        |          |        |          |        |          |        |          |       |        |           |                  |                   |  |

| Part 4: Homeless Needs<br>Table: Families |                              | Needs | Currently Available | Gap | 5-Year Quantities |          |        |          |        |          |        |          |        |          | Total |        |           | Priority H, M, L | Plan to Fund? Y/N | Fund Source:<br>CDBG, HOME,<br>HOPWA, ESG or<br>Other |
|---|------------------------------|-------|---------------------|-----|-------------------|----------|--------|----------|--------|----------|--------|----------|--------|----------|-------|--------|-----------|------------------|-------------------|---|
|   |                              |       |                     |     | Year 1            |          | Year 2 |          | Year 3 |          | Year 4 |          | Year 5 |          | Goal  | Actual | % of Goal |                  |                   |   |
|   |                              |       |                     |     | Goal              | Complete | Goal   | Complete | Goal   | Complete | Goal   | Complete | Goal   | Complete |       |        |           |                  |                   |   |
| Beds                                      | Emergency Shelters           | 38    | 7+                  | -   | -                 | -        | -      | -        | -      | -        | -      | -        | -      | -        | -     | -      | ####      | L                | N                 |   |
|   | Transitional Housing         | 30    | 21                  | 9   |                   |          |        |          |        |          |        |          |        |          |       |        | ####      | L                | N                 |   |
|   | Permanent Supportive Housing | 14    | 0                   | 14  | 1                 |          | 1      |          | 1      |          | 1      |          | 1      |          | 5     |        | 0%        | M                | Y                 | SHP   |
|   | Total                        | 82    | 21                  | 23  | 1                 | 0        | 1      | 0        | 1      | 0        | 1      | 0        | 1      | 0        | 5     | 0      | 0%        |                  |                   |   |

Completing Part 1: Homeless Population. This must be completed using statistically reliable, unduplicated counts or estimates of homeless persons in sheltered and unsheltered locations at a one-day point in time. The counts must be from: (A) administrative records, (N) enumerations, (S) statistically reliable samples, or (E) estimates. The quality of the data presented in each box must be identified as: (A), (N), (S) or (E).

Completing Part 2: Homeless Subpopulations. This must be completed using statistically reliable, unduplicated counts or estimates of homeless persons in sheltered and unsheltered locations at a one-day point in time. The numbers must be from: (A) administrative records, (N) enumerations, (S) statistically reliable samples, or (E) estimates. The quality of the data presented in each box must be identified as: (A), (N), (S) or (E).

Sheltered Homeless. Count adults, children and youth residing in shelters for the homeless. "Shelters" include all emergency shelters and transitional shelters for the homeless, including domestic violence shelters, residential programs for runaway/homeless youth, and any hotel/motel/apartment voucher arrangements paid by a public/private agency because the person or family is homeless. Do not count: (1) persons who are living doubled up in conventional housing; (2) formerly homeless persons who are residing in Section 8 SRO, Shelter Plus Care, SHP permanent housing or other permanent housing units; (3) children or youth, who because of their own or a parent's homelessness or abandonment, now reside temporarily and for a short anticipated duration in hospitals, residential treatment facilities, emergency foster care, detention facilities and the like; and (4) adults living in mental health facilities, chemical dependency facilities, or criminal justice facilities.

Unsheltered Homeless. Count adults, children and youth sleeping in places not meant for human habitation. Places not meant for human habitation include streets, parks, alleys, parking ramps, parts of the highway system, transportation depots and other parts of transportation systems (e.g. subway tunnels, railroad car), all-night commercial establishments (e.g. movie theaters, laundromats, restaurants), abandoned buildings, building roofs or stairwells, chicken coops and other farm outbuildings, caves, campgrounds, vehicles, and other similar places.

| Non-Homeless Special Needs Including HOPWA |  | Needs | Currently Available | GAP | 3-5 Year Quantities |          |        |          |        |          |         |          |         |          | Total |        |           |
|--|--|-------|---------------------|-----|---------------------|----------|--------|----------|--------|----------|---------|----------|---------|----------|-------|--------|-----------|
|  |  |       |                     |     | Year 1              |          | Year 2 |          | Year 3 |          | Year 4* |          | Year 5* |          | Goal  | Actual | % of Goal |
|  |  |       |                     |     | Goal                | Complete | Goal   | Complete | Goal   | Complete | Goal    | Complete | Goal    | Complete |       |        |           |
| Housing Needed                             | 52. Elderly                              |       |                     |     |                     |          |        |          |        |          |         |          |         |          |       |        | ####      |
|  | 53. Frail Elderly                        |       |                     |     |                     |          |        |          |        |          |         |          |         |          |       |        | ####      |
|  | 54. Persons w/ Severe Mental Illness     |       |                     |     |                     |          |        |          |        |          |         |          |         |          |       |        | ####      |
|  | 55. Developmentally Disabled             |       |                     |     |                     |          |        |          |        |          |         |          |         |          |       |        | ####      |
|  | 56. Physically Disabled                  |       |                     |     |                     |          |        |          |        |          |         |          |         |          |       |        | ####      |
|  | 57. Alcohol/Other Drug Addicted          |       |                     |     |                     |          |        |          |        |          |         |          |         |          |       |        | ####      |
|  | 58. Persons w/ HIV/AIDS & their families |       |                     |     |                     |          |        |          |        |          |         |          |         |          |       |        | ####      |
|  | 59. Public Housing Residents             | 13500 | 0                   |     | 10                  |          | 10     |          | 10     |          | 10      |          | 10      |          | 50    |        | 0%        |
| Total                                      |  |       |                     |     |                     |          |        |          |        |          |         |          |         |          |       | ####   |           |
| Supportive Services Needed                 | 60. Elderly                              | 0     | 0                   | 0   | 0                   | 0        | 0      | 0        | 0      | 0        | 0       | 0        | 0       | 0        | 0     | 0      | ####      |
|  | 61. Frail Elderly                        | 0     | 0                   | 0   | 0                   | 0        | 0      | 0        | 0      | 0        | 0       | 0        | 0       | 0        | 0     | 0      | ####      |
|  | 62. Persons w/ Severe Mental Illness     | 0     | 0                   | 0   | 0                   | 0        | 0      | 0        | 0      | 0        | 0       | 0        | 0       | 0        | 0     | 0      | ####      |
|  | 63. Developmentally Disabled             | 0     | 0                   | 0   | 0                   | 0        | 0      | 0        | 0      | 0        | 0       | 0        | 0       | 0        | 0     | 0      | ####      |
|  | 64. Physically Disabled                  | 0     | 0                   | 0   | 0                   | 0        | 0      | 0        | 0      | 0        | 0       | 0        | 0       | 0        | 0     | 0      | ####      |
|  | 65. Alcohol/Other Drug Addicted          | 0     | 0                   | 0   | 0                   | 0        | 0      | 0        | 0      | 0        | 0       | 0        | 0       | 0        | 0     | 0      | ####      |
|  | 66. Persons w/ HIV/AIDS & their families | 0     | 0                   | 0   | 0                   | 0        | 0      | 0        | 0      | 0        | 0       | 0        | 0       | 0        | 0     | 0      | ####      |
|  | 67. Public Housing Residents             | 0     | 0                   | 0   | 0                   | 0        | 0      | 0        | 0      | 0        | 0       | 0        | 0       | 0        | 0     | 0      | ####      |
| Total                                      | 0  | 0     | 0                   | 0   | 0                   | 0        | 0      | 0        | 0      | 0        | 0       | 0        | 0       | 0        | 0     | ####   |           |

| City of Cambridge                                      |  |  |  | Only complete blue sections. |         |     |                   |        |        |        |        |        |        |        |        |        |           |                           |                    |                      |             |            |        |
|--|--|--|--|------------------------------|---------|-----|-------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----------|---------------------------|--------------------|----------------------|-------------|------------|--------|
| Housing and Community Development Activities           |  |  |  | Needs                        | Current | Gap | 5-Year Quantities |        |        |        |        |        |        |        |        |        | % of Goal | Priority Need:<br>H, M, L | Dollars to Address | Plan to Fund?<br>Y/N | Fund Source |            |        |
|  |  |  |  |                              |         |     | Year 1            |        | Year 2 |        | Year 3 |        | Year 4 |        | Year 5 |        |           |                           |                    |                      |             | Cumulative |        |
|  |  |  |  |                              |         |     | Goal              | Actual | Goal   | Actual | Goal   | Actual | Goal   | Actual | Goal   | Actual |           |                           |                    |                      |             | Goal       | Actual |
| 03F Parks, Recreational Facilities 570.201(c)          |  |  |  | 35                           | 0       | 35  |                   |        | 0      | 0      |        |        |        |        |        |        |           | L                         | 0                  | N                    |             |            |        |
| 05 Public Services (General) 570.201(e)                |  |  |  | ###                          | ###     | 0   | 2100              | 4493   | 1900   |        | 4000   |        |        |        |        |        |           |                           | H                  | 2.5M                 | Y           | CO         |        |
| 05A Senior Services 570.201(e)                         |  |  |  | 1500                         | 1500    | 0   | 330               | 423    | 280    |        | 300    |        |        |        |        |        |           | H                         | 1.2M               | Y                    | CO          |            |        |
| 05B Handicapped Services 570.201(e)                    |  |  |  |                              |         |     |                   |        |        |        |        |        |        |        |        |        |           |                           |                    |                      |             |            |        |
| 05C Legal Services 570.201(E)                          |  |  |  | 365                          | 365     | 0   | 70                | 59     | 54     |        | 60     |        |        |        |        |        |           | H                         | 2.2M               | Y                    | CO          |            |        |
| 05D Youth Services 570.201(e)                          |  |  |  | 1100                         | 1100    | 0   | 220               | 424    | 200    |        | 220    |        |        |        |        |        |           | H                         | 2.3M               | Y                    | CO          |            |        |
| 05E Transportation Services 570.201(e)                 |  |  |  |                              |         |     |                   |        |        |        |        |        |        |        |        |        |           |                           |                    |                      |             |            |        |
| 05F Substance Abuse Services 570.201(e)                |  |  |  |                              |         |     |                   |        |        |        |        |        |        |        |        |        |           |                           |                    |                      |             |            |        |
| 05G Battered and Abused Spouses 570.201(e)             |  |  |  | 425                          | 425     | 0   | 85                | 88     | 55     |        | 52     |        |        |        |        |        |           | H                         | 2.2M               | Y                    | CO          |            |        |
| 05H Employment Training 570.201(e)                     |  |  |  | 1000                         | 1000    | 0   | 220               | 370    | 250    |        | 300    |        |        |        |        |        |           | H                         | 2.5M               | Y                    | CO          |            |        |
| 05L Child Care Services 570.201(e)                     |  |  |  |                              |         |     |                   |        |        |        |        |        |        |        |        |        |           |                           |                    |                      |             |            |        |
| 13 Direct Homeownership Assistance 570.201(n)          |  |  |  | 50                           | 50      | 0   | 10                | 10     | 4      |        | 2      |        |        |        |        |        |           | H                         | 100K               | Y                    | CHO         |            |        |
| 14A Rehab: Single-Unit Residential 570.202             |  |  |  | 200                          | 200     | 0   | 40                | 13     | 20     |        | 20     |        |        |        |        |        |           | H                         | 8M                 | Y                    | CHO         |            |        |
| 14B Rehab: Multi-Unit Residential 570.202              |  |  |  | 1100                         | 1100    | 0   | 228               | 44     | 20     |        | 8      |        |        |        |        |        |           | H                         | 41M                | Y                    | CHO         |            |        |
| 14G Acquisition - for Rehabilitation 570.202           |  |  |  |                              |         |     |                   |        |        |        |        |        |        |        |        |        |           |                           |                    |                      |             |            |        |
| 14H Rehabilitation Administration 570.202              |  |  |  | 90                           | 90      | 0   | 10                | 4      | 25     |        | 14     |        |        |        |        |        |           | H                         | 1M                 | Y                    | CHO         |            |        |
| 16A Residential Historic Preservation 570.202(d)       |  |  |  | 12                           | 12      | 0   | 4                 | 4      | 0      |        | 0      |        |        |        |        |        |           | H                         | 100K               | Y                    | CO          |            |        |
| 16B Non-Residential Historic Preservation 570.202(d)   |  |  |  |                              |         |     |                   |        | 0      |        | 0      |        |        |        |        |        |           |                           |                    |                      |             |            |        |
| 18C Micro-Enterprise Assistance                        |  |  |  | 425                          | 425     | 0   | 85                | 108    | 80     |        | 35     |        |        |        |        |        |           | H                         | 200K               | Y                    | CO          |            |        |
| 19A HOME Admin/Planning Costs of PJ (not part of 5% Ad |  |  |  | 25                           | 25      | 0   | 5                 | 0      | 5      |        | 5      |        |        |        |        |        |           | H                         | 100K               | Y                    | H           |            |        |
| 19B HOME CHDO Operating Costs (not part of 5% Admin ca |  |  |  |                              |         |     |                   |        |        |        |        |        |        |        |        |        |           |                           |                    |                      |             |            |        |
| 20 Planning %70.205                                    |  |  |  | 3500                         | 3500    | 0   | 700               | 600    | 800    |        | 850    |        |        |        |        |        |           | H                         | 4M                 | Y                    | CO          |            |        |
| 21A General Program Administration 570.206             |  |  |  | 100                          | 100     | 0   | 25                | 10     | 100    |        | 175    |        |        |        |        |        |           | H                         | 2M                 | Y                    | CO          |            |        |
| 22 Unprogrammed Funds                                  |  |  |  |                              |         |     |                   |        |        |        |        |        |        |        |        |        |           |                           |                    |                      |             |            |        |



|   |  |  |  |                                       |  |  |
|---|--|--|--|---------------------------------------|--|--|
| <b>Project Name:</b> Administration   |  |  |  |                                       |  |  |
| <b>Description:</b>   | <b>IDIS Project #:</b> 2010-2015/1 <b>UOG Code:</b> MA250396 CAMBRIDGE                                 |  |  |                                       |  |  |
| Administrative staff costs to administer and manage the HUD/Federal funded grants. The grants fund a variety of programs and activities such as affordable housing, neighborhood stabilization, economic development, public facilities, public services, homeless services. Administrative staff located within the Community Deveopment Department and the Human Service Department |  |  |  |                                       |  |  |
| <b>Location:</b><br>344 Broadway  | <b>Priority Need Category</b><br><b>Select one:</b> Planning/Administration ▼<br><b>Explanation:</b>   |  |  |                                       |  |  |
| <b>Expected Completion Date:</b><br>6/30/2012   | Funding of staff to administration and manage HUD grants and other Federal grants awarded to the City. |  |  |                                       |  |  |
| <b>Objective Category</b><br><input type="radio"/> Decent Housing<br><input checked="" type="radio"/> Suitable Living Environment<br><input type="radio"/> Economic Opportunity   | <b>Specific Objectives</b>   |  |  |                                       |  |  |
| <b>Outcome Categories</b><br><input checked="" type="checkbox"/> Availability/Accessibility<br><input type="checkbox"/> Affordability<br><input checked="" type="checkbox"/> Sustainability   | 1, Improve the services for low/mod income persons ▼<br>2, ▼<br>3, ▼                                   |  |  |                                       |  |  |
| <b>Project-level Accomplishments</b>  | 01 People ▼<br>10-11 Activity  | Proposed n.a.<br>Underway<br>Complete            | 01 People ▼<br>13-14 Activity                      | Proposed n.a.<br>Underway<br>Complete |  |  |
|   | 01 People ▼<br>11-12 Activity  | Proposed n.a.<br>Underway<br>Complete            | 01 People ▼<br>14-15 Activity                      | Proposed n.a.<br>Underway<br>Complete |  |  |
|   | 01 People ▼<br>12-13 Activity  | Proposed n.a.<br>Underway<br>Complete            | Accompl. Type: ▼                                   | Proposed<br>Underway<br>Complete      |  |  |
|   | <b>Proposed Outcome</b>  |  | <b>Performance Measure</b>                         |                                       | <b>Actual Outcome</b>                              |  |
|   | N.A.   |  | N.A.   |                                       | N.A.   |  |
|   | 21A General Program Administration 570.206 ▼   |  | Matrix Codes ▼                                     |                                       |  |  |
|   | 19A HOME Admin/Planning Costs of PJ (not part of 5% Ad ▼   |  | Matrix Codes ▼                                     |                                       |  |  |
|   | Matrix Codes ▼   |  | Matrix Codes ▼                                     |                                       |  |  |
|   | <b>Program Year 1</b>  | CDBG ▼   | Proposed Amt. \$461,862<br>Actual Amount \$532,860 | ESG ▼                                 | Proposed Amt. \$6,978<br>Actual Amount \$6,978     |  |
| HOME ▼  |  | Proposed Amt. \$93,954<br>Actual Amount \$94,435 | Other ▼  |                                       | Proposed Amt. \$172,975<br>Actual Amount \$172,900 |  |
| 01 People ▼   |  | Proposed Units n.a.<br>Actual Units              | Accompl. Type: ▼                                   |                                       | Proposed Units<br>Actual Units                     |  |
| Accompl. Type: ▼  |  | Proposed Units<br>Actual Units                   | Accompl. Type: ▼                                   |                                       | Proposed Units<br>Actual Units                     |  |

|                |                |   |                |           |  |                |   |                |               |  |
|----------------|----------------|---|----------------|-----------|--|----------------|---|----------------|---------------|--|
| Program Year 2 | CDBG           | ▼ | Proposed Amt.  | \$498,990 |  | ESG            | ▼ | Proposed Amt.  | \$6,978       |  |
|                |                |   | Actual Amount  |           |  |                |   |                | Actual Amount |  |
|                | HOME           | ▼ | Proposed Amt.  | \$101,811 |  | Other          | ▼ | Proposed Amt.  | \$100,000     |  |
|                |                |   | Actual Amount  |           |  |                |   | Actual Amount  |               |  |
|                | 01 People      | ▼ | Proposed Units | n.a.      |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |           |  |                |   | Actual Units   |               |  |
|                | Accompl. Type: | ▼ | Proposed Units |           |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |           |  |                |   | Actual Units   |               |  |
| Program Year 3 | CDBG           | ▼ | Proposed Amt.  | \$473,868 |  | ESG            | ▼ | Proposed Amt.  | \$18,168      |  |
|                |                |   | Actual Amount  |           |  |                |   | Actual Amount  |               |  |
|                | HOME           | ▼ | Proposed Amt.  | \$67,546  |  | Other          | ▼ | Proposed Amt.  | \$114,087     |  |
|                |                |   | Actual Amount  |           |  |                |   | Actual Amount  |               |  |
|                | 01 People      | ▼ | Proposed Units | n.a.      |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |           |  |                |   | Actual Units   |               |  |
|                | Accompl. Type: | ▼ | Proposed Units |           |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |           |  |                |   | Actual Units   |               |  |

|   |  |  |  |                                       |                                |  |
|---|--|--|--|---------------------------------------|--------------------------------|--|
| <b>Project Name:</b> Community Planning   |  |  |  |                                       |                                |  |
| <b>Description:</b>   | <b>IDIS Project #:</b> 2010-2015/2 <b>UOG Code:</b> MA250396 CAMBRIDGE   |  |  |                                       |                                |  |
| Planning staff costs for providing information to the public on planning and zoning. Work with neighborhood groups, residents, property owners, developers and other City departments and State agencies on urban design, and proposed development. Planning addresses issues on land use, zoning, urban design, open space, transportation, housing and economic development |  |  |  |                                       |                                |  |
| <b>Location:</b><br>344 Broadway  | <b>Priority Need Category</b><br><b>Select one:</b> Planning/Administration  |  |  |                                       |                                |  |
| <b>Expected Completion Date:</b><br>6/30/20121  | <b>Explanation:</b><br>Partial funding for the services of one staff person to be lead contact for funding and neighborhood studies for the Area 4 neighborhood which is also a NRSA |  |  |                                       |                                |  |
| <b>Objective Category</b><br><input type="radio"/> Decent Housing<br><input checked="" type="radio"/> Suitable Living Environment<br><input type="radio"/> Economic Opportunity   | <b>Specific Objectives</b>   |  |  |                                       |                                |  |
| <b>Outcome Categories</b><br><input type="checkbox"/> Availability/Accessibility<br><input type="checkbox"/> Affordability<br><input checked="" type="checkbox"/> Sustainability  | 1 Improve the services for low/mod income persons<br>2<br>3  |  |  |                                       |                                |  |
| <b>Project-level Accomplishments</b>  | 01 People<br>10-11 Activity  | Proposed n.a.<br>Underway<br>Complete              | 01 People<br>13-14 Activity                        | Proposed n.a.<br>Underway<br>Complete |                                |  |
|   | 01 People<br>11-12 Activity  | Proposed n.a.<br>Underway<br>Complete              | 01 People<br>14-15 Activity                        | Proposed n.a.<br>Underway<br>Complete |                                |  |
|   | 01 People<br>12-13 Activity  | Proposed n.a.<br>Underway<br>Complete              | Accompl. Type:                                     | Proposed<br>Underway<br>Complete      |                                |  |
|   | <b>Proposed Outcome</b>  |  | <b>Performance Measure</b>                         |                                       | <b>Actual Outcome</b>          |  |
|   | N.A.   |  | N.A.   |                                       | N.A.                           |  |
|   | 20 Planning 570.205  |  | Matrix Codes                                       |                                       | Matrix Codes                   |  |
|   | Matrix Codes   |  | Matrix Codes                                       |                                       | Matrix Codes                   |  |
|   | Matrix Codes   |  | Matrix Codes                                       |                                       | Matrix Codes                   |  |
|   | <b>Program Year 1</b>  | CDBG   | Proposed Amt. \$130,777<br>Actual Amount \$132,098 | Fund Source:                          | Proposed Amt.<br>Actual Amount |  |
| Other   |  | Proposed Amt. \$221,912<br>Actual Amount \$221,912 | Fund Source:                                       | Proposed Amt.<br>Actual Amount        |                                |  |
| Accompl. Type:  |  | Proposed Units n.a.<br>Actual Units                | Accompl. Type:                                     | Proposed Units<br>Actual Units        |                                |  |
| Accompl. Type:  |  | Proposed Units<br>Actual Units                     | Accompl. Type:                                     | Proposed Units<br>Actual Units        |                                |  |

|                |                  |                |          |  |                  |                |  |
|----------------|------------------|----------------|----------|--|------------------|----------------|--|
| Program Year 2 | CDBG ▼           | Proposed Amt.  | \$31,672 |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                  | Actual Amount  |          |  |                  | Actual Amount  |  |
|                | Other ▼          | Proposed Amt.  | \$76,451 |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                  | Actual Amount  |          |  |                  | Actual Amount  |  |
|                | Accompl. Type: ▼ | Proposed Units | n.a.     |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |          |  |                  | Actual Units   |  |
|                | Accompl. Type: ▼ | Proposed Units |          |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |          |  |                  | Actual Units   |  |
| Program Year 3 | CDBG ▼           | Proposed Amt.  | \$34,171 |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                  | Actual Amount  |          |  |                  | Actual Amount  |  |
|                | Other ▼          | Proposed Amt.  | \$83,660 |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                  | Actual Amount  |          |  |                  | Actual Amount  |  |
|                | Accompl. Type: ▼ | Proposed Units | n.a.     |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |          |  |                  | Actual Units   |  |
|                | Accompl. Type: ▼ | Proposed Units |          |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |          |  |                  | Actual Units   |  |

|  |   |  |  |                                      |  |  |
|--|---|--|--|--------------------------------------|--|--|
| <b>Project Name:</b> Affordable Housing Delivery   |   |  |  |                                      |  |  |
| <b>Description:</b>  | <b>IDIS Project #:</b> 2006-2010/3 <b>UOG Code:</b> MA250396 CAMBRIDGE  |  |  |                                      |  |  |
| Delivery costs associated with the oversight of preserving, rehabbing and creating affordable rental and homeownership housing units   |   |  |  |                                      |  |  |
| <b>Location:</b><br>344 Broadway   | <b>Priority Need Category</b><br><b>Select one:</b> Other ▼<br><b>Explanation:</b>  |  |  |                                      |  |  |
| <b>Expected Completion Date:</b><br>6/30/2012  | Soft delivery costs are targeted to produce decent housing thru the Home Improvement Program, Affordable Housing Development Program, Inclusionary Housing, Expiring Use Buildings and the new Rental Applicant Pool program. |  |  |                                      |  |  |
| <b>Objective Category</b><br><input checked="" type="radio"/> Decent Housing<br><input type="radio"/> Suitable Living Environment<br><input type="radio"/> Economic Opportunity  | <b>Specific Objectives</b>  |  |  |                                      |  |  |
| <b>Outcome Categories</b><br><input checked="" type="checkbox"/> Availability/Accessibility<br><input type="checkbox"/> Affordability<br><input type="checkbox"/> Sustainability | 1 Improve access to affordable owner housing ▼<br>2 Improve the quality of affordable rental housing ▼<br>3 Improve the quality of affordable rental housing ▼  |  |  |                                      |  |  |
| <b>Project-level Accomplishments</b>   | 10 Housing Units ▼<br>10-11 Activity  | <b>Proposed</b> n.a.<br><b>Underway</b><br><b>Complete</b> |  | 10 Housing Units ▼<br>13-14 Activity | <b>Proposed</b> n.a.<br><b>Underway</b><br><b>Complete</b> |  |
|  | 10 Housing Units ▼<br>11-12 Activity  | <b>Proposed</b> 139<br><b>Underway</b><br><b>Complete</b>  |  | 10 Housing Units ▼<br>14-15 Activity | <b>Proposed</b> n.a.<br><b>Underway</b><br><b>Complete</b> |  |
|  | 10 Housing Units ▼<br>12-13 Activity  | <b>Proposed</b> n.a.<br><b>Underway</b><br><b>Complete</b> |  | Accompl. Type: ▼                     | <b>Proposed</b><br><b>Underway</b><br><b>Complete</b>      |  |
|  | <b>Proposed Outcome</b>   |  | <b>Performance Measure</b>                                       |                                      | <b>Actual Outcome</b>                                      |  |
|  | N.A.  |  | N.A.   |                                      | N.A.   |  |
|  | 14H Rehabilitation Administration 570.202 ▼   |  | Matrix Codes ▼   |                                      | Matrix Codes ▼   |  |
|  | Matrix Codes ▼  |  | Matrix Codes ▼   |                                      | Matrix Codes ▼   |  |
|  | Matrix Codes ▼  |  | Matrix Codes ▼   |                                      | Matrix Codes ▼   |  |
|  | <b>Program Year 1</b>   | CDBG ▼   | <b>Proposed Amt.</b> \$457,251<br><b>Actual Amount</b> \$550,800 |                                      | Fund Source: ▼   | <b>Proposed Amt.</b><br><b>Actual Amount</b> |
|  |   | Other ▼  | <b>Proposed Amt.</b> \$131,023<br><b>Actual Amount</b> \$131,023 |                                      | Fund Source: ▼   | <b>Proposed Amt.</b><br><b>Actual Amount</b> |
|  |   | Accompl. Type: ▼   | <b>Proposed Units</b><br><b>Actual Units</b>                     |                                      | Accompl. Type: ▼   | <b>Proposed Units</b><br><b>Actual Units</b> |
|  |   | Accompl. Type: ▼   | <b>Proposed Units</b><br><b>Actual Units</b>                     |                                      | Accompl. Type: ▼   | <b>Proposed Units</b><br><b>Actual Units</b> |

|                |                    |                |           |  |                  |                |           |
|----------------|--------------------|----------------|-----------|--|------------------|----------------|-----------|
| Program Year 2 | CDBG ▼             | Proposed Amt.  | \$483,841 |  | Fund Source: ▼   | Proposed Amt.  |           |
|                |                    | Actual Amount  |           |  |                  | Actual Amount  |           |
|                | Other ▼            | Proposed Amt.  | \$77,137  |  | Fund Source: ▼   | Proposed Amt.  |           |
|                |                    | Actual Amount  |           |  |                  | Actual Amount  |           |
|                | 10 Housing Units ▼ | Proposed Units | 139       |  | Accompl. Type: ▼ | Proposed Units |           |
|                |                    | Actual Units   |           |  |                  | Actual Units   |           |
|                | Accompl. Type: ▼   | Proposed Units |           |  | Accompl. Type: ▼ | Proposed Units |           |
|                |                    | Actual Units   |           |  |                  | Actual Units   |           |
| Program Year 3 | CDBG ▼             | Proposed Amt.  | \$528,874 |  | Other ▼          | Proposed Amt.  | \$133,156 |
|                |                    | Actual Amount  |           |  |                  | Actual Amount  |           |
|                | HOME ▼             | Proposed Amt.  | \$110,824 |  | Fund Source: ▼   | Proposed Amt.  |           |
|                |                    | Actual Amount  |           |  |                  | Actual Amount  |           |
|                | 10 Housing Units ▼ | Proposed Units | 155       |  | Accompl. Type: ▼ | Proposed Units |           |
|                |                    | Actual Units   |           |  |                  | Actual Units   |           |
|                | Accompl. Type: ▼   | Proposed Units |           |  | Accompl. Type: ▼ | Proposed Units |           |
|                |                    | Actual Units   |           |  |                  | Actual Units   |           |

|   |  |                                |                            |                       |
|---|--|--------------------------------|----------------------------|-----------------------|
| <b>Project Name:</b> Economic Development/Project Delivery  |  |                                |                            |                       |
| <b>Description:</b>   | <b>IDIS Project #:</b> 2010-2015/4 <b>UOG Code:</b> MA250396 CAMBRIDGE   |                                |                            |                       |
| Delivery costs directly associated with the development and oversight of workshops targeting eligible micro-enterprises, small micro enterprise grant program, financial literacy workshops and job training geared towards bio-med careers and green jobs careers. |  |                                |                            |                       |
| <b>Location:</b>  | <b>Priority Need Category</b>  |                                |                            |                       |
| NRS East, West  | Select one: Economic Development ▼   |                                |                            |                       |
| <b>Explanation:</b>   |  |                                |                            |                       |
| <b>Expected Completion Date:</b>  | Funding of staff who are economic development project based. Responsible for the development of and oversight pertaining to CDBG funded economic development projects and activities |                                |                            |                       |
| 6/30/2012   |  |                                |                            |                       |
| <b>Objective Category</b>   |  |                                |                            |                       |
| <input type="radio"/> Decent Housing  |  |                                |                            |                       |
| <input type="radio"/> Suitable Living Environment   |  |                                |                            |                       |
| <input checked="" type="radio"/> Economic Opportunity   |  |                                |                            |                       |
| <b>Outcome Categories</b>   | <b>Specific Objectives</b>   |                                |                            |                       |
| <input checked="" type="checkbox"/> Availability/Accessibility  | 1 Improve economic opportunities for low-income persons ▼  |                                |                            |                       |
| <input type="checkbox"/> Affordability  | 2, _____ ▼   |                                |                            |                       |
| <input type="checkbox"/> Sustainability   | 3, _____ ▼   |                                |                            |                       |
| <b>Project-level Accomplishments</b>  | Accompl. Type: ▼ Proposed n.a.   | Accompl. Type: ▼ Proposed n.a. |                            |                       |
|   | Underway   | Underway                       |                            |                       |
|   | 10-11 Activity Complete  | 13-14 Activity Complete        |                            |                       |
|   | Accompl. Type: ▼ Proposed n.a.   | 08 Businesses ▼ Proposed n.a.  |                            |                       |
|   | Underway   | Underway                       |                            |                       |
|   | 11-12 Activity Complete  | 14-15 Activity Complete        |                            |                       |
|   | Accompl. Type: ▼ Proposed n.a.   | Accompl. Type: ▼ Proposed n.a. |                            |                       |
|   | Underway   | Underway                       |                            |                       |
|   | 12-13 Activity Complete  | Complete                       |                            |                       |
|   | <b>Proposed Outcome</b>  |                                | <b>Performance Measure</b> | <b>Actual Outcome</b> |
|   | N.A.   |                                | N.A.                       | N.A.                  |
|   | 18C Micro-Enterprise Assistance ▼  |                                | Matrix Codes ▼             |                       |
| 05H Employment Training 570.201(e) ▼  |  | Matrix Codes ▼                 |                            |                       |
| Matrix Codes ▼  |  | Matrix Codes ▼                 |                            |                       |
| CDBG ▼  | <b>Proposed Amt.</b> \$181,806   | Fund Source: ▼                 | <b>Proposed Amt.</b>       |                       |
|   | <b>Actual Amount</b> \$161,681   |                                | <b>Actual Amount</b>       |                       |
| Other ▼   | <b>Proposed Amt.</b> \$72,069  | Fund Source: ▼                 | <b>Proposed Amt.</b>       |                       |
|   | <b>Actual Amount</b> \$72,069  |                                | <b>Actual Amount</b>       |                       |
| Accompl. Type: ▼  | <b>Proposed Units</b> n.a.   | Accompl. Type: ▼               | <b>Proposed Units</b>      |                       |
|   | <b>Actual Units</b>  |                                | <b>Actual Units</b>        |                       |
| Accompl. Type: ▼  | <b>Proposed Units</b>  | Accompl. Type: ▼               | <b>Proposed Units</b>      |                       |
|   | <b>Actual Units</b>  |                                | <b>Actual Units</b>        |                       |

|                |                  |                |           |  |                  |                |  |
|----------------|------------------|----------------|-----------|--|------------------|----------------|--|
| Program Year 2 | CDBG ▼           | Proposed Amt.  | \$107,459 |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                  | Actual Amount  |           |  |                  | Actual Amount  |  |
|                | Other ▼          | Proposed Amt.  | \$48,912  |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                  | Actual Amount  |           |  |                  | Actual Amount  |  |
|                | Accompl. Type: ▼ | Proposed Units | n.a.      |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |           |  |                  | Actual Units   |  |
|                | Accompl. Type: ▼ | Proposed Units |           |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |           |  |                  | Actual Units   |  |
| Program Year 3 | CDBG ▼           | Proposed Amt.  | \$115,538 |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                  | Actual Amount  |           |  |                  | Actual Amount  |  |
|                | Other ▼          | Proposed Amt.  | \$51,760  |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                  | Actual Amount  |           |  |                  | Actual Amount  |  |
|                | Accompl. Type: ▼ | Proposed Units | n.a.      |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |           |  |                  | Actual Units   |  |
|                | Accompl. Type: ▼ | Proposed Units |           |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |           |  |                  | Actual Units   |  |



|  |   |  |  |   |  |  |
|--|---|--|--|---|--|--|
| <b>Project Name:</b> Affordable Housing/JAS Home Improvement Program (HIP)   |   |  |  |   |  |  |
| <b>Description:</b>  | <b>IDIS Project #:</b> 2010-2015/5 <b>UOG Code:</b> MA250396 CAMBRIDGE  |  |  |   |  |  |
| Nonprofit delivery costs and low interest rehab loans for income eligible owners of structures containing 1-4 housing units.   |   |  |  |   |  |  |
| <b>Location:</b><br>Citywide   | <b>Priority Need Category</b><br><b>Select one:</b> Rental Housing  |  |  |   |  |  |
| <b>Expected Completion Date:</b><br>6/30/2012  | <b>Explanation:</b><br>Thru this program affordable units are preserved, quality of units are improved and neighborhoods are stabilized |  |  |   |  |  |
| <b>Objective Category</b><br><input checked="" type="radio"/> Decent Housing<br><input type="radio"/> Suitable Living Environment<br><input type="radio"/> Economic Opportunity  | <b>Objective #4</b>   |  |  |   |  |  |
| <b>Outcome Categories</b><br><input type="checkbox"/> Availability/Accessibility<br><input checked="" type="checkbox"/> Affordability<br><input type="checkbox"/> Sustainability | <b>Specific Objectives</b><br>1, Improve the quality of affordable rental housing<br>2,<br>3,   |  |  |   |  |  |
| <b>Project-level Accomplishments</b>   | 10 Housing Units<br>10-11 Activity  | <b>Proposed</b> 30<br><b>Underway</b> 22<br><b>Complete</b> 32 | 10 Housing Units<br>13-14 Activity                               | <b>Proposed</b><br><b>Underway</b><br><b>Complete</b> |  |  |
|  | 10 Housing Units<br>11-12 Activity  | <b>Proposed</b> 15<br><b>Underway</b><br><b>Complete</b>       | 10 Housing Units<br>14-15 Activity                               | <b>Proposed</b><br><b>Underway</b><br><b>Complete</b> |  |  |
|  | 10 Housing Units<br>12-13 Activity  | <b>Proposed</b> 15<br><b>Underway</b><br><b>Complete</b>       | Accompl. Type:   | <b>Proposed</b><br><b>Underway</b><br><b>Complete</b> |  |  |
|  | <b>Proposed Outcome</b>   |  | <b>Performance Measure</b>                                       |   | <b>Actual Outcome</b>                                  |  |
|  | Affordability/stability of decent housing   |  | Number of affordable units;<br>Number occupied by seniors        |   | Affordable units rehabbed<br>Units occupied by seniors |  |
|  | 14A Rehab; Single-Unit Residential 570.202  |  | Matrix Codes   |   |  |  |
|  | 14B Rehab; Multi-Unit Residential 570.202   |  | Matrix Codes   |   |  |  |
|  | 14H Rehabilitation Administration 570.202   |  | Matrix Codes   |   |  |  |
|  | <b>Program Year 1</b>   | CDBG   | <b>Proposed Amt.</b> \$475,000<br><b>Actual Amount</b> \$409,387 | Fund Source:  | <b>Proposed Amt.</b><br><b>Actual Amount</b>           |  |
|  |   | Other  | <b>Proposed Amt.</b> \$850,000<br><b>Actual Amount</b> \$775,115 | Fund Source:  | <b>Proposed Amt.</b><br><b>Actual Amount</b>           |  |
|  |   | 10 Housing Units   | <b>Proposed Units</b> 30<br><b>Actual Units</b> 54               | 10 Housing Units                                      | <b>Proposed Units</b><br><b>Actual Units</b>           |  |
|  |   | Accompl. Type:   | <b>Proposed Units</b><br><b>Actual Units</b>                     | 10 Housing Units                                      | <b>Proposed Units</b><br><b>Actual Units</b>           |  |

|                    |                    |                |                    |                    |                    |                |  |
|--------------------|--------------------|----------------|--------------------|--------------------|--------------------|----------------|--|
| Program Year 2     | CDBG ▼             | Proposed Amt.  | \$420,000          |                    | Fund Source: ▼     | Proposed Amt.  |  |
|                    |                    | Actual Amount  |                    |                    |                    | Actual Amount  |  |
|                    | Other ▼            | Proposed Amt.  | \$470,000          |                    | Fund Source: ▼     | Proposed Amt.  |  |
|                    |                    | Actual Amount  |                    |                    |                    | Actual Amount  |  |
|                    | 10 Housing Units ▼ | Proposed Units | 15                 |                    | 10 Housing Units ▼ | Proposed Units |  |
|                    |                    | Actual Units   |                    |                    |                    | Actual Units   |  |
| Program Year 3     | 10 Housing Units ▼ | Proposed Units |                    | 10 Housing Units ▼ | Proposed Units     |                |  |
|                    |                    | Actual Units   |                    |                    | Actual Units       |                |  |
|                    | CDBG ▼             | Proposed Amt.  | \$395,000          |                    | Fund Source: ▼     | Proposed Amt.  |  |
|                    |                    | Actual Amount  |                    |                    |                    | Actual Amount  |  |
|                    | Other ▼            | Proposed Amt.  | \$500,000          |                    | Fund Source: ▼     | Proposed Amt.  |  |
|                    |                    | Actual Amount  |                    |                    |                    | Actual Amount  |  |
| 10 Housing Units ▼ | Proposed Units     | 15             | 10 Housing Units ▼ |                    | Proposed Units     |                |  |
|                    | Actual Units       |                |                    |                    | Actual Units       |                |  |
| Program Year 3     | 10 Housing Units ▼ | Proposed Units |                    | 10 Housing Units ▼ | Proposed Units     |                |  |
|                    |                    | Actual Units   |                    |                    | Actual Units       |                |  |
|                    | 10 Housing Units ▼ | Proposed Units |                    | 10 Housing Units ▼ | Proposed Units     |                |  |
|                    |                    | Actual Units   |                    |                    | Actual Units       |                |  |

|  |   |  |   |                                  |  |  |
|--|---|--|---|----------------------------------|--|--|
| <b>Project Name:</b> Affordable Housing/HRI Home Improvement Program (HIP)   |   |  |   |                                  |  |  |
| <b>Description:</b>  | <b>IDIS Project #:</b> 2010-2015/6 <b>UOG Code:</b> MA250396 CAMBRIDGE  |  |   |                                  |  |  |
| Nonprofit delivery costs and low interest rehab loans to income eligible owners of structures with 1-4 housing units   |   |  |   |                                  |  |  |
| <b>Location:</b><br>Citywide   | <b>Priority Need Category</b><br><b>Select one:</b> Rental Housing  |  |   |                                  |  |  |
| <b>Expected Completion Date:</b><br>6/30/2012  | Thru this program affordable units are preserved, quality of units are improved and neighborhoods are stabilized Objective #4 |  |   |                                  |  |  |
| Objective Category<br><input checked="" type="radio"/> Decent Housing<br><input type="radio"/> Suitable Living Environment<br><input type="radio"/> Economic Opportunity             | <b>Specific Objectives</b>  |  |   |                                  |  |  |
| Outcome Categories<br><input type="checkbox"/> Availability/Accessibility<br><input checked="" type="checkbox"/> Affordability<br><input checked="" type="checkbox"/> Sustainability | 1 Improve the quality of affordable rental housing<br>2<br>3  |  |   |                                  |  |  |
| <b>Project-level Accomplishments</b>   | 10 Housing Units<br>05-06 Activity  | Proposed 10<br>Underway 11<br>Complete 3           | 10 Housing Units<br>08-09 Activity                        | Proposed<br>Underway<br>Complete |  |  |
|  | 10 Housing Units<br>06-07 Activity  | Proposed 5<br>Underway<br>Complete                 | 10 Housing Units<br>09-10 Activity                        | Proposed<br>Underway<br>Complete |  |  |
|  | 10 Housing Units<br>07-08 Activity  | Proposed 5<br>Underway<br>Complete                 | Accompl. Type:  | Proposed<br>Underway<br>Complete |  |  |
|  | <b>Proposed Outcome</b>   |  | <b>Performance Measure</b>                                |                                  | <b>Actual Outcome</b>                                  |  |
|  | Affordability of decent housing   |  | Number of affordable units;<br>Number occupied by seniors |                                  | Affordable units rehabbed<br>Units occupied by seniors |  |
|  | 14A Rehab; Single-Unit Residential 570.202  |  | Matrix Codes  |                                  |  |  |
|  | 14B Rehab; Multi-Unit Residential 570.202   |  | Matrix Codes  |                                  |  |  |
|  | 14H Rehabilitation Administration 570.202   |  | Matrix Codes  |                                  |  |  |
|  | <b>Program Year 1</b>   | CDBG   | Proposed Amt. \$174,440<br>Actual Amount \$123,944        | Fund Source:                     | Proposed Amt.<br>Actual Amount                         |  |
| Other  |   | Proposed Amt. \$325,000<br>Actual Amount \$300,000 | Fund Source:  | Proposed Amt.<br>Actual Amount   |  |  |
| 10 Housing Units   |   | Proposed Units 10<br>Actual Units 14               | Accompl. Type:  | Proposed Units<br>Actual Units   |  |  |
| Accompl. Type:   |   | Proposed Units<br>Actual Units                     | Accompl. Type:  | Proposed Units<br>Actual Units   |  |  |

|                |                    |                |           |  |                  |                |  |
|----------------|--------------------|----------------|-----------|--|------------------|----------------|--|
| Program Year 2 | CDBG ▼             | Proposed Amt.  | \$174,440 |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                    | Actual Amount  |           |  |                  | Actual Amount  |  |
|                | Other ▼            | Proposed Amt.  | \$350,000 |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                    | Actual Amount  |           |  |                  | Actual Amount  |  |
|                | 10 Housing Units ▼ | Proposed Units | 5         |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                    | Actual Units   |           |  |                  | Actual Units   |  |
|                | Accompl. Type: ▼   | Proposed Units |           |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                    | Actual Units   |           |  |                  | Actual Units   |  |
| Program Year 3 | CDBG ▼             | Proposed Amt.  | \$17,440  |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                    | Actual Amount  |           |  |                  | Actual Amount  |  |
|                | Other ▼            | Proposed Amt.  | \$370,000 |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                    | Actual Amount  |           |  |                  | Actual Amount  |  |
|                | 10 Housing Units ▼ | Proposed Units | 5         |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                    | Actual Units   |           |  |                  | Actual Units   |  |
|                | Accompl. Type: ▼   | Proposed Units |           |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                    | Actual Units   |           |  |                  | Actual Units   |  |

|  |   |   |           |  |                  |                |             |
|--|---|---|-----------|--|------------------|----------------|-------------|
| <b>Project Name:</b> Affordable Housing Development/JAS  |   |   |           |  |                  |                |             |
| <b>Description:</b>  | <b>IDIS Project #:</b> 2010-2015/7 <b>UOG Code:</b> MA250396 CAMBRIDGE  |   |           |  |                  |                |             |
| Funding of nonprofit delivery costs to acquire, rehab, preserve and create affordable housing units for income eligible households. CDBG will fund subrecipients, HOME will fund, at a minimum, 15% to CHDOs |   |   |           |  |                  |                |             |
| <b>Location:</b>   | <b>Priority Need Category</b>   |   |           |  |                  |                |             |
| Citywide   | Select one: <input type="text" value="Other"/>  |   |           |  |                  |                |             |
| <b>Expected Completion Date:</b>   | <b>Explanation:</b>   |   |           |  |                  |                |             |
| 6/30/2012  | Program designed to preserve rental housing, enhance access for income eligible renters, create new affordable rental and homeownership units for income eligible households                |   |           |  |                  |                |             |
| Objective Category<br><input checked="" type="radio"/> Decent Housing<br><input type="radio"/> Suitable Living Environment<br><input type="radio"/> Economic Opportunity                                     | Objective #1 and #2   |   |           |  |                  |                |             |
| Outcome Categories<br><input type="checkbox"/> Availability/Accessibility<br><input type="checkbox"/> Affordability<br><input type="checkbox"/> Sustainability   | <b>Specific Objectives</b><br>1 Increase the supply of affordable rental housing<br>2 Increase the availability of affordable owner housing<br>3 Improve access to affordable owner housing |   |           |  |                  |                |             |
| <b>Project-level Accomplishments</b>   | 10 Housing Units  | Proposed  | 27        |  | 10 Housing Units | Proposed       |             |
|  |   | Underway  | 44        |  |                  | Underway       |             |
|  | 10-11 Activity  | Complete  | 13        |  | 13-14 Activity   | Complete       |             |
|  | 10 Housing Units  | Proposed  | 11        |  | 10 Housing Units | Proposed       |             |
|  |   | Underway  |           |  |                  | Underway       |             |
|  | 11-12 Activity  | Complete  |           |  | 14-15 Activity   | Complete       |             |
|  | 10 Housing Units  | Proposed  | 56        |  | Accompl. Type:   | Proposed       |             |
|  |   | Underway  |           |  |                  | Underway       |             |
|  | 12-13 Activity  | Complete  |           |  |                  | Complete       |             |
|  |   |   |           |  |                  |                |             |
|  |   |   |           |  |                  |                |             |
|  |   |   |           |  |                  |                |             |
| <b>Proposed Outcome</b>  | <b>Performance Measure</b>  | <b>Actual Outcome</b>                           |           |  |                  |                |             |
| Availability and accessibility for decent housing  | Number of affordable units;<br>Number of Energy Star qualified  | Affordable units<br>Energy star qualified units |           |  |                  |                |             |
| 14B Rehab; Multi-Unit Residential 570.202  |   | 14G Acquisition - for Rehabilitation 570.202    |           |  |                  |                |             |
| 14A Rehab; Single-Unit Residential 570.202   |   | 13 Direct Homeownership Assistance 570.201(n)   |           |  |                  |                |             |
| 14H Rehabilitation Administration 570.202  |   | Matrix Codes                                    |           |  |                  |                |             |
| <b>Program Year 1</b>  | CDBG  | Proposed Amt.                                   | \$75,000  |  | Other            | Proposed Amt.  | \$9,602,368 |
|  |   | Actual Amount                                   | \$629,981 |  |                  | Actual Amount  | \$9,000,000 |
|  | HOME  | Proposed Amt.                                   | \$86,467  |  | Fund Source:     | Proposed Amt.  |             |
|  |   | Actual Amount                                   | \$180,700 |  |                  | Actual Amount  |             |
|  | 04 Households   | Proposed Units                                  | 27        |  | Accompl. Type:   | Proposed Units |             |
|  |   | Actual Units                                    |           |  |                  | Actual Units   |             |
|  | Accompl. Type:  | Proposed Units                                  |           |  | Accompl. Type:   | Proposed Units |             |
|  |   | Actual Units                                    |           |  |                  | Actual Units   |             |

|                |                    |                |          |  |                  |                |              |
|----------------|--------------------|----------------|----------|--|------------------|----------------|--------------|
| Program Year 2 | CDBG ▼             | Proposed Amt.  | \$75,000 |  | Other ▼          | Proposed Amt.  | \$8,080,000  |
|                |                    | Actual Amount  |          |  |                  | Actual Amount  |              |
|                | HOME ▼             | Proposed Amt.  | \$85,000 |  | Fund Source: ▼   | Proposed Amt.  |              |
|                |                    | Actual Amount  |          |  |                  | Actual Amount  |              |
|                | 10 Housing Units ▼ | Proposed Units | 11       |  | Accompl. Type: ▼ | Proposed Units |              |
|                |                    | Actual Units   |          |  |                  | Actual Units   |              |
|                | Accompl. Type: ▼   | Proposed Units |          |  | Accompl. Type: ▼ | Proposed Units |              |
|                |                    | Actual Units   |          |  |                  | Actual Units   |              |
| Program Year 3 | CDBG ▼             | Proposed Amt.  | \$50,000 |  | Other ▼          | Proposed Amt.  | \$25,870,000 |
|                |                    | Actual Amount  |          |  |                  | Actual Amount  |              |
|                | HOME ▼             | Proposed Amt.  | \$61,467 |  | Fund Source: ▼   | Proposed Amt.  |              |
|                |                    | Actual Amount  |          |  |                  | Actual Amount  |              |
|                | 04 Households ▼    | Proposed Units | 56       |  | Accompl. Type: ▼ | Proposed Units |              |
|                |                    | Actual Units   |          |  |                  | Actual Units   |              |
|                | Accompl. Type: ▼   | Proposed Units |          |  | Accompl. Type: ▼ | Proposed Units |              |
|                |                    | Actual Units   |          |  |                  | Actual Units   |              |

|  |  |   |   |   |   |  |
|--|--|---|---|---|---|--|
| <b>Project Name:</b> Affordable Housing Development/HRI  |  |   |   |   |   |  |
| <b>Description:</b>  | <b>IDIS Project #:</b> 2010-2015/8 <b>UOG Code:</b> MA250396 CAMBRIDGE   |   |   |   |   |  |
| Funding of nonprofit delivery costs to acquire, rehab, preserve and create affordable housing units for income eligible households. CDBG will fund subrecipients, HOME funds represent 15% to be awarded to a CHDO |  |   |   |   |   |  |
| <b>Location:</b><br>Citywide   | <b>Priority Need Category</b><br><b>Select one:</b> Other ▼<br><b>Explanation:</b>   |   |   |   |   |  |
| <b>Expected Completion Date:</b><br>6/30/2012  | Program designed to preserve rental housing, enhance access for income eligible renters, create new affordable rental and homeownership units for income eligible households<br>Objectives #1 and #2 |   |   |   |   |  |
| <b>Objective Category</b><br><input checked="" type="radio"/> Decent Housing<br><input type="radio"/> Suitable Living Environment<br><input type="radio"/> Economic Opportunity                                    | <b>Specific Objectives</b>   |   |   |   |   |  |
| <b>Outcome Categories</b><br><input type="checkbox"/> Availability/Accessibility<br><input type="checkbox"/> Affordability<br><input type="checkbox"/> Sustainability  | 1 Increase the supply of affordable rental housing ▼<br>2 Increase the availability of affordable owner housing ▼<br>3 Improve the quality of owner housing ▼  |   |   |   |   |  |
| <b>Project-level Accomplishments</b>   | 10 Housing Units ▼<br>10-11 Activity   | <b>Proposed</b> 112<br><b>Underway</b> 165<br><b>Complete</b> 7 | 10 Housing Units ▼<br>13-14 Activity                            | <b>Proposed</b><br><b>Underway</b><br><b>Complete</b> |   |  |
|  | 10 Housing Units ▼<br>11-12 Activity   | <b>Proposed</b> 5<br><b>Underway</b><br><b>Complete</b>         | 10 Housing Units ▼<br>14-15 Activity                            | <b>Proposed</b><br><b>Underway</b><br><b>Complete</b> |   |  |
|  | 10 Housing Units ▼<br>12-13 Activity   | <b>Proposed</b> 25<br><b>Underway</b><br><b>Complete</b>        | Accompl. Type: ▼  | <b>Proposed</b><br><b>Underway</b><br><b>Complete</b> |   |  |
|  | <b>Proposed Outcome</b>  |   | <b>Performance Measure</b>                                      |   | <b>Actual Outcome</b>   |  |
|  | Availability and accessibility for decent housing  |   | Number of affordable units;<br>Number of Energy Star qualified  |   | Affordable units<br>Energy star qualified units                       |  |
|  | 14A Rehab; Single-Unit Residential 570.202 ▼   |   | 14G Acquisition - for Rehabilitation 570.202 ▼                  |   |   |  |
|  | 14B Rehab; Multi-Unit Residential 570.202 ▼  |   | 13 Direct Homeownership Assistance 570.201(n) ▼                 |   |   |  |
|  | 14H Rehabilitation Administration 570.202 ▼  |   | Matrix Codes ▼  |   |   |  |
|  | <b>Program Year 1</b>  | CDBG ▼  | <b>Proposed Amt.</b> \$75,000<br><b>Actual Amount</b> \$124,345 | Other ▼   | <b>Proposed Amt.</b> \$36,981,988<br><b>Actual Amount</b> \$2,550,000 |  |
|  |  | HOME ▼  | <b>Proposed Amt.</b> \$86,467<br><b>Actual Amount</b> \$86,467  | Fund Source: ▼  | <b>Proposed Amt.</b><br><b>Actual Amount</b>                          |  |
|  |  | 10 Housing Units ▼  | <b>Proposed Units</b> 112<br><b>Actual Units</b>                | Accompl. Type: ▼                                      | <b>Proposed Units</b><br><b>Actual Units</b>                          |  |
|  |  | Accompl. Type: ▼  | <b>Proposed Units</b><br><b>Actual Units</b>                    | Accompl. Type: ▼                                      | <b>Proposed Units</b><br><b>Actual Units</b>                          |  |

|                |                    |                |          |  |                  |                |              |
|----------------|--------------------|----------------|----------|--|------------------|----------------|--------------|
| Program Year 2 | CDBG ▼             | Proposed Amt.  | \$75,000 |  | Other ▼          | Proposed Amt.  | \$561,000    |
|                |                    | Actual Amount  |          |  |                  | Actual Amount  |              |
|                | HOME ▼             | Proposed Amt.  |          |  | Fund Source: ▼   | Proposed Amt.  |              |
|                |                    | Actual Amount  |          |  |                  | Actual Amount  |              |
|                | 10 Housing Units ▼ | Proposed Units | 5        |  | Accompl. Type: ▼ | Proposed Units |              |
|                |                    | Actual Units   |          |  |                  | Actual Units   |              |
|                | Accompl. Type: ▼   | Proposed Units |          |  | Accompl. Type: ▼ | Proposed Units |              |
|                |                    | Actual Units   |          |  |                  | Actual Units   |              |
| Program Year 3 | CDBG ▼             | Proposed Amt.  | \$50,000 |  | Other ▼          | Proposed Amt.  | \$23,821,358 |
|                |                    | Actual Amount  |          |  |                  | Actual Amount  |              |
|                | HOME ▼             | Proposed Amt.  | \$61,467 |  | Fund Source: ▼   | Proposed Amt.  |              |
|                |                    | Actual Amount  |          |  |                  | Actual Amount  |              |
|                | 10 Housing Units ▼ | Proposed Units | 25       |  | Accompl. Type: ▼ | Proposed Units |              |
|                |                    | Actual Units   |          |  |                  | Actual Units   |              |
|                | Accompl. Type: ▼   | Proposed Units |          |  | Accompl. Type: ▼ | Proposed Units |              |
|                |                    | Actual Units   |          |  |                  | Actual Units   |              |



|  |   |                  |          |                  |          |                  |          |
|--|---|------------------|----------|------------------|----------|------------------|----------|
| <b>Project Name:</b> Affordable Housing Development/Camb. Neigh. Apart. Hsg. Services  |   |                  |          |                  |          |                  |          |
| <b>Description:</b>  | <b>IDIS Project #:</b> 2010-2015/9 <b>UOG Code:</b> MA250396 CAMBRIDGE  |                  |          |                  |          |                  |          |
| Funding of nonprofit delivery costs and low interest loans to owner investors of structures with four or more units for the purpose of preserving and maintaining rental housing for income eligible families and individuals for a 20-year affordability period |   |                  |          |                  |          |                  |          |
| <b>Location:</b>   | <b>Priority Need Category</b>   |                  |          |                  |          |                  |          |
| Citywide   | Select one: <input type="text" value="Other"/>  |                  |          |                  |          |                  |          |
| <b>Explanation:</b>  |   |                  |          |                  |          |                  |          |
| <b>Expected Completion Date:</b>   | Thru the CNAHS program and the Expiring Use program, the City has invested in the commitment to providing decent housing for income eligible households |                  |          |                  |          |                  |          |
| 6/30/2011  | Objective #3  |                  |          |                  |          |                  |          |
| Objective Category<br><input checked="" type="radio"/> Decent Housing<br><input type="radio"/> Suitable Living Environment<br><input type="radio"/> Economic Opportunity   | <b>Specific Objectives</b>  |                  |          |                  |          |                  |          |
| Outcome Categories<br><input checked="" type="checkbox"/> Availability/Accessibility<br><input type="checkbox"/> Affordability<br><input type="checkbox"/> Sustainability  | 1 Increase the supply of affordable rental housing<br>2 Improve the quality of affordable rental housing<br>3   |                  |          |                  |          |                  |          |
| <b>Project-level Accomplishments</b>   | 10 Housing Units  | Proposed         | 8        | 10 Housing Units | Proposed |                  |          |
|  | 10-11 Activity  | Underway         | 15       | 13-14 Activity   | Underway |                  |          |
|  |   | Complete         | 2        |                  | Complete |                  |          |
|  |   | 10 Housing Units | Proposed |                  | 0        | 10 Housing Units | Proposed |
|  | 11-12 Activity  | Underway         |          | 14-15 Activity   | Underway |                  |          |
|  |   | Complete         |          |                  | Complete |                  |          |
|  |   | 10 Housing Units | Proposed |                  | 8        | Accompl. Type:   | Proposed |
|  | 12-13 Activity  | Underway         |          | Accompl. Type:   | Underway |                  |          |
|  |   | Complete         |          |                  | Complete |                  |          |

| Proposed Outcome                                 | Performance Measure                                    | Actual Outcome   |
|--|--|--|
| Availability and accessibility to decent housing | Number of affordable units Tenants at 60% AMI or below | Affordable units Units for tenants at 60% AMI or below |

|   |              |
|---|--------------|
| 14B Rehab; Multi-Unit Residential 570.202 | Matrix Codes |
| 14H Rehabilitation Administration 570.202 | Matrix Codes |
| Matrix Codes                              | Matrix Codes |

|                       |                  |                |           |                |                |  |
|-----------------------|------------------|----------------|-----------|----------------|----------------|--|
| <b>Program Year 1</b> | CDBG             | Proposed Amt.  | \$155,650 | Fund Source:   | Proposed Amt.  |  |
|                       |                  | Actual Amount  | \$105,650 |                | Actual Amount  |  |
|                       | Other            | Proposed Amt.  | \$90,541  | Fund Source:   | Proposed Amt.  |  |
|                       |                  | Actual Amount  | \$50,000  |                | Actual Amount  |  |
|                       | 10 Housing Units | Proposed Units | 8         | Accompl. Type: | Proposed Units |  |
|                       |                  | Actual Units   |           |                | Actual Units   |  |
|                       | Accompl. Type:   | Proposed Units |           | Accompl. Type: | Proposed Units |  |
|                       |                  | Actual Units   |           |                | Actual Units   |  |

|                |                    |                |           |  |                    |                |           |
|----------------|--------------------|----------------|-----------|--|--------------------|----------------|-----------|
| Program Year 2 | CDBG ▼             | Proposed Amt.  | \$105,650 |  | Fund Source: ▼     | Proposed Amt.  | \$615,000 |
|                |                    | Actual Amount  |           |  |                    | Actual Amount  |           |
|                | Other ▼            | Proposed Amt.  |           |  | Fund Source: ▼     | Proposed Amt.  |           |
|                |                    | Actual Amount  |           |  |                    | Actual Amount  |           |
|                | 10 Housing Units ▼ | Proposed Units | 0         |  | Accompl. Type: ▼   | Proposed Units |           |
|                |                    | Actual Units   |           |  |                    | Actual Units   |           |
|                | Accompl. Type: ▼   | Proposed Units |           |  | Accompl. Type: ▼   | Proposed Units |           |
|                |                    | Actual Units   |           |  |                    | Actual Units   |           |
| Program Year 3 | CDBG ▼             | Proposed Amt.  | \$80,650  |  | Fund Source: ▼     | Proposed Amt.  |           |
|                |                    | Actual Amount  |           |  |                    | Actual Amount  |           |
|                | Other ▼            | Proposed Amt.  | \$720,000 |  | Fund Source: ▼     | Proposed Amt.  |           |
|                |                    | Actual Amount  |           |  |                    | Actual Amount  |           |
|                | 10 Housing Units ▼ | Proposed Units | 8         |  | 10 Housing Units ▼ | Proposed Units |           |
|                |                    | Actual Units   |           |  |                    | Actual Units   |           |
|                | 10 Housing Units ▼ | Proposed Units |           |  | 10 Housing Units ▼ | Proposed Units |           |
|                |                    | Actual Units   |           |  |                    | Actual Units   |           |

|  |  |                                  |                                   |                                      |                                  |               |  |
|--|--|----------------------------------|-----------------------------------|--------------------------------------|----------------------------------|---------------|--|
| <b>Project Name:</b> Affordable Housing Inclusionary Rentals   |  |                                  |                                   |                                      |                                  |               |  |
| <b>Description:</b>  | <b>IDIS Project #:</b> 2006-2010/ <b>UOG Code:</b> MA250396 CAMBRIDGE  |                                  |                                   |                                      |                                  |               |  |
| CDBG Delivery costs associated with the oversight of the development of affordable rental housing units through Inclusionary Zoning requiring any new or converted residential development with ten or more units to set aside 15% of the total number of units as affordable units. |  |                                  |                                   |                                      |                                  |               |  |
| <b>Location:</b><br>344 Broadway   | <b>Priority Need Category</b><br><b>Select one:</b> Rental Housing ▼   |                                  |                                   |                                      |                                  |               |  |
| <b>Explanation:</b>  |  |                                  |                                   |                                      |                                  |               |  |
| <b>Expected Completion Date:</b><br>6/30/2012  | The soft costs include monitoring the compliance with the ordinance. Also includes working with the private developers to design and implement marketing, selling, or leasing of the units to income eligible residents. This is the first year that CDD is reporting these units as a separate project. Through future private developments, more of these units are expected to come online. |                                  |                                   |                                      |                                  |               |  |
| <b>Objective Category</b><br><input checked="" type="radio"/> Decent Housing<br><input type="radio"/> Suitable Living Environment<br><input type="radio"/> Economic Opportunity  | <b>Specific Objectives</b>   |                                  |                                   |                                      |                                  |               |  |
| <b>Outcome Categories</b><br><input checked="" type="checkbox"/> Availability/Accessibility<br><input checked="" type="checkbox"/> Affordability<br><input type="checkbox"/> Sustainability  | 1, Increase the supply of affordable rental housing ▼<br>2, ▼<br>3, ▼  |                                  |                                   |                                      |                                  |               |  |
| <b>Project-level Accomplishments</b>   | 10 Housing Units ▼<br>10-11 Activity   | Proposed<br>Underway<br>Complete |                                   | 10 Housing Units ▼<br>13-14 Activity | Proposed<br>Underway<br>Complete | n.a.          |  |
|  | 10 Housing Units ▼<br>11-12 Activity   | Proposed<br>Underway<br>Complete |                                   | 10 Housing Units ▼<br>14-15 Activity | Proposed<br>Underway<br>Complete | n.a.          |  |
|  | 10 Housing Units ▼<br>12-13 Activity   | Proposed<br>Underway<br>Complete | 72                                | Accompl. Type: ▼                     | Proposed<br>Underway<br>Complete |               |  |
|  | <b>Proposed Outcome</b>  |                                  | <b>Performance Measure</b>        |                                      | <b>Actual Outcome</b>            |               |  |
|  | Availability and accessibility for decent housing  |                                  | Number of affordable rental units |                                      | Affordable rental units          |               |  |
|  | 14H Rehabilitation Administration 570.202 ▼  |                                  | Matrix Codes ▼                    |                                      | Matrix Codes ▼                   |               |  |
|  | Matrix Codes ▼   |                                  | Matrix Codes ▼                    |                                      | Matrix Codes ▼                   |               |  |
|  | Matrix Codes ▼   |                                  | Matrix Codes ▼                    |                                      | Matrix Codes ▼                   |               |  |
|  | <b>Program Year 1</b>  | CDBG ▼                           | Proposed Amt.                     |                                      | Fund Source: ▼                   | Proposed Amt. |  |
|  |  |                                  | Actual Amount                     |                                      |                                  | Actual Amount |  |
|  |  | Other ▼                          | Proposed Amt.                     |                                      | Fund Source: ▼                   | Proposed Amt. |  |
|  |  |                                  | Actual Amount                     |                                      |                                  | Actual Amount |  |
| Accompl. Type: ▼   |  | Proposed Units                   |                                   | Accompl. Type: ▼                     | Proposed Units                   |               |  |
|  |  | Actual Units                     |                                   |                                      | Actual Units                     |               |  |
| Accompl. Type: ▼   | Proposed Units   |                                  | Accompl. Type: ▼                  | Proposed Units                       |                                  |               |  |
|  | Actual Units   |                                  |                                   | Actual Units                         |                                  |               |  |

|                  |                    |                |                  |                |                  |                |  |
|------------------|--------------------|----------------|------------------|----------------|------------------|----------------|--|
| Program Year 2   | CDBG ▼             | Proposed Amt.  |                  | Fund Source: ▼ | Proposed Amt.    |                |  |
|                  |                    | Actual Amount  |                  |                | Actual Amount    |                |  |
|                  | Other ▼            | Proposed Amt.  |                  |                | Fund Source: ▼   | Proposed Amt.  |  |
|                  |                    | Actual Amount  |                  |                | Actual Amount    |                |  |
|                  | 10 Housing Units ▼ | Proposed Units |                  |                | Accompl. Type: ▼ | Proposed Units |  |
|                  |                    | Actual Units   |                  |                | Actual Units     |                |  |
| Accompl. Type: ▼ | Proposed Units     |                | Accompl. Type: ▼ | Proposed Units |                  |                |  |
|                  | Actual Units       |                | Actual Units     |                |                  |                |  |
| Program Year 3   | CDBG ▼             | Proposed Amt.  | \$25,000         | Other ▼        | Proposed Amt.    |                |  |
|                  |                    | Actual Amount  |                  |                | Actual Amount    |                |  |
|                  | HOME ▼             | Proposed Amt.  |                  |                | Fund Source: ▼   | Proposed Amt.  |  |
|                  |                    | Actual Amount  |                  |                | Actual Amount    |                |  |
|                  | Accompl. Type: ▼   | Proposed Units | 72               |                | Accompl. Type: ▼ | Proposed Units |  |
|                  |                    | Actual Units   |                  |                | Actual Units     |                |  |
| Accompl. Type: ▼ | Proposed Units     |                | Accompl. Type: ▼ | Proposed Units |                  |                |  |
|                  | Actual Units       |                | Actual Units     |                |                  |                |  |

|  |   |                                |  |                    |                       |
|--|---|--------------------------------|--|--------------------|-----------------------|
| <b>Project Name:</b> Affordable Housing Inclusionary Homeownership   |   |                                |  |                    |                       |
| <b>Description:</b>  | <b>IDIS Project #:</b> 2006-2010/ <b>UOG Code:</b> MA250396 CAMBRIDGE   |                                |  |                    |                       |
| CDBG Delivery costs associated with the oversight of the development of affordable home ownership housing units through Inclusionary Zoning requiring any new or converted residential development with ten or more units to set aside 15% of the total number of units as affordable units. |   |                                |  |                    |                       |
| <b>Location:</b><br>344 Broadway   | <b>Priority Need Category</b><br><b>Select one:</b> Owner Occupied Housing ▼  |                                |  |                    |                       |
| <b>Expected Completion Date:</b><br>6/30/2012  | <b>Explanation:</b><br>The soft costs include monitoring the compliance with the ordinance. Also includes working with the private developers to design and implement the marketing, and sale of units to low and moderate income eligible Cambridge residents. This is the first year that CDD is reporting these units as a separate project. Through future private developments, more of these units are expected to come online. |                                |  |                    |                       |
| <b>Objective Category</b><br><input checked="" type="radio"/> Decent Housing<br><input type="radio"/> Suitable Living Environment<br><input type="radio"/> Economic Opportunity  | <b>Specific Objectives</b>  |                                |  |                    |                       |
| <b>Outcome Categories</b><br><input checked="" type="checkbox"/> Availability/Accessibility<br><input type="checkbox"/> Affordability<br><input type="checkbox"/> Sustainability   | 1 Improve access to affordable owner housing ▼<br>2, ▼<br>3, ▼  |                                |  |                    |                       |
| <b>Project-level Accomplishments</b>   | 10 Housing Units ▼  | <b>Proposed</b> n.a.           |  | 10 Housing Units ▼ | <b>Proposed</b> n.a.  |
|  |   | <b>Underway</b>                |  |                    | <b>Underway</b>       |
|  | 10-11 Activity  | <b>Complete</b>                |  | 13-14 Activity     | <b>Complete</b>       |
|  | 10 Housing Units ▼  | <b>Proposed</b> n.a.           |  | 10 Housing Units ▼ | <b>Proposed</b> n.a.  |
|  |   | <b>Underway</b>                |  |                    | <b>Underway</b>       |
|  | 11-12 Activity  | <b>Complete</b>                |  | 14-15 Activity     | <b>Complete</b>       |
|  | 10 Housing Units ▼  | <b>Proposed</b> 5              |  | Accompl. Type: ▼   | <b>Proposed</b>       |
|  |   | <b>Underway</b>                |  |                    | <b>Underway</b>       |
|  | 12-13 Activity  | <b>Complete</b>                |  |                    | <b>Complete</b>       |
|  |   |                                |  |                    |                       |
|  |   |                                |  |                    |                       |
|  |   |                                |  |                    |                       |
| <b>Proposed Outcome</b>  | <b>Performance Measure</b>  | <b>Actual Outcome</b>          |  |                    |                       |
| Availability and accessibility for decent housing  | Number of affordable units  | Affordable homeownership units |  |                    |                       |
| 14H Rehabilitation Administration 570.202 ▼  | Matrix Codes ▼  | Matrix Codes ▼                 |  |                    |                       |
| Matrix Codes ▼   | Matrix Codes ▼  | Matrix Codes ▼                 |  |                    |                       |
| Matrix Codes ▼   | Matrix Codes ▼  | Matrix Codes ▼                 |  |                    |                       |
| <b>Program Year 1</b>  | CDBG ▼  | <b>Proposed Amt.</b>           |  | Fund Source: ▼     | <b>Proposed Amt.</b>  |
|  |   | <b>Actual Amount</b>           |  |                    | <b>Actual Amount</b>  |
|  | Other ▼   | <b>Proposed Amt.</b>           |  | Fund Source: ▼     | <b>Proposed Amt.</b>  |
|  |   | <b>Actual Amount</b>           |  |                    | <b>Actual Amount</b>  |
|  | Accompl. Type: ▼  | <b>Proposed Units</b>          |  | Accompl. Type: ▼   | <b>Proposed Units</b> |
|  |   | <b>Actual Units</b>            |  |                    | <b>Actual Units</b>   |
|  | Accompl. Type: ▼  | <b>Proposed Units</b>          |  | Accompl. Type: ▼   | <b>Proposed Units</b> |
|  |   | <b>Actual Units</b>            |  |                    | <b>Actual Units</b>   |
|  |   |                                |  |                    |                       |
|  |   |                                |  |                    |                       |
|  |   |                                |  |                    |                       |

|                |                    |                |     |  |                  |                |  |
|----------------|--------------------|----------------|-----|--|------------------|----------------|--|
| Program Year 2 | CDBG ▼             | Proposed Amt.  |     |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                    | Actual Amount  |     |  |                  | Actual Amount  |  |
|                | Other ▼            | Proposed Amt.  |     |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                    | Actual Amount  |     |  |                  | Actual Amount  |  |
|                | 10 Housing Units ▼ | Proposed Units |     |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                    | Actual Units   |     |  |                  | Actual Units   |  |
|                | Accompl. Type: ▼   | Proposed Units |     |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                    | Actual Units   |     |  |                  | Actual Units   |  |
| Program Year 3 | CDBG ▼             | Proposed Amt.  | \$1 |  | Other ▼          | Proposed Amt.  |  |
|                |                    | Actual Amount  |     |  |                  | Actual Amount  |  |
|                | HOME ▼             | Proposed Amt.  |     |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                    | Actual Amount  |     |  |                  | Actual Amount  |  |
|                | 10 Housing Units ▼ | Proposed Units | 5   |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                    | Actual Units   |     |  |                  | Actual Units   |  |
|                | Accompl. Type: ▼   | Proposed Units |     |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                    | Actual Units   |     |  |                  | Actual Units   |  |

|  |  |                           |                  |                       |                       |  |
|--|--|---------------------------|------------------|-----------------------|-----------------------|--|
| <b>Project Name:</b> Affordable Housing Expiring Use   |  |                           |                  |                       |                       |  |
| <b>Description:</b>  | <b>IDIS Project #:</b> 2006-2010/3 <b>UOG Code:</b> MA250396 CAMBRIDGE   |                           |                  |                       |                       |  |
| Delivery costs associated with the oversight of preserving the affordability and viability of affordable rental units.   |  |                           |                  |                       |                       |  |
| <b>Location:</b><br>344 Broadway   | <b>Priority Need Category</b><br><b>Select one:</b> Rental Housing ▼   |                           |                  |                       |                       |  |
| <b>Explanation:</b>  |  |                           |                  |                       |                       |  |
| <b>Expected Completion Date:</b><br>6/30/2012  | Soft delivery costs are targeted to monitor buildings with expiring use affordability restrictions that are at risk for conversion to market rate housing and to explore strategies to preserve long term affordability. |                           |                  |                       |                       |  |
| <b>Objective Category</b><br><input checked="" type="radio"/> Decent Housing<br><input type="radio"/> Suitable Living Environment<br><input type="radio"/> Economic Opportunity  | <b>Specific Objectives</b>   |                           |                  |                       |                       |  |
| <b>Outcome Categories</b><br><input checked="" type="checkbox"/> Availability/Accessibility<br><input type="checkbox"/> Affordability<br><input type="checkbox"/> Sustainability | 1, Improve the quality of affordable rental housing ▼<br>2, ▼<br>3, ▼  |                           |                  |                       |                       |  |
| <b>Project-level Accomplishments</b>   | 10 Housing Units ▼   | <b>Proposed</b> n.a.      |                  | 10 Housing Units ▼    | <b>Proposed</b>       |  |
|  | 10-11 Activity   | <b>Underway</b>           |                  | 13-14 Activity        | <b>Underway</b>       |  |
|  |  | <b>Complete</b>           |                  |                       | <b>Complete</b>       |  |
|  | 10 Housing Units ▼   | <b>Proposed</b> n.a.      |                  | 10 Housing Units ▼    | <b>Proposed</b>       |  |
|  | 11-12 Activity   | <b>Underway</b>           |                  | 14-15 Activity        | <b>Underway</b>       |  |
|  |  | <b>Complete</b>           |                  |                       | <b>Complete</b>       |  |
|  | 10 Housing Units ▼   | <b>Proposed</b>           |                  | Accompl. Type: ▼      | <b>Proposed</b>       |  |
|  | 12-13 Activity   | <b>Underway</b>           |                  |                       | <b>Underway</b>       |  |
|  |  | <b>Complete</b>           |                  |                       | <b>Complete</b>       |  |
| <b>Proposed Outcome</b>  | <b>Performance Measure</b>   | <b>Actual Outcome</b>     |                  |                       |                       |  |
| Availability and accessibility for decent housing  | Number of affordable units   | Affordable units          |                  |                       |                       |  |
| 14H Rehabilitation Administration 570.202 ▼  | Matrix Codes ▼   | Matrix Codes ▼            |                  |                       |                       |  |
| Matrix Codes ▼   | Matrix Codes ▼   | Matrix Codes ▼            |                  |                       |                       |  |
| Matrix Codes ▼   | Matrix Codes ▼   | Matrix Codes ▼            |                  |                       |                       |  |
| <b>Program Year 1</b>  | CDBG ▼   | <b>Proposed Amt.</b> n.a. |                  | Fund Source: ▼        | <b>Proposed Amt.</b>  |  |
|  |  | <b>Actual Amount</b>      |                  |                       | <b>Actual Amount</b>  |  |
|  | Other ▼  | <b>Proposed Amt.</b>      |                  | Fund Source: ▼        | <b>Proposed Amt.</b>  |  |
|  |  | <b>Actual Amount</b>      |                  |                       | <b>Actual Amount</b>  |  |
|  | Accompl. Type: ▼   | <b>Proposed Units</b>     |                  | Accompl. Type: ▼      | <b>Proposed Units</b> |  |
|  |  | <b>Actual Units</b>       |                  |                       | <b>Actual Units</b>   |  |
| Accompl. Type: ▼   | <b>Proposed Units</b>  |                           | Accompl. Type: ▼ | <b>Proposed Units</b> |                       |  |
|  | <b>Actual Units</b>  |                           |                  | <b>Actual Units</b>   |                       |  |

|                |                    |                |      |                  |                |  |
|----------------|--------------------|----------------|------|------------------|----------------|--|
| Program Year 2 | CDBG ▼             | Proposed Amt.  | n.a. | Fund Source: ▼   | Proposed Amt.  |  |
|                |                    | Actual Amount  |      |                  | Actual Amount  |  |
|                | Other ▼            | Proposed Amt.  |      | Fund Source: ▼   | Proposed Amt.  |  |
|                |                    | Actual Amount  |      |                  | Actual Amount  |  |
|                | 10 Housing Units ▼ | Proposed Units |      | Accompl. Type: ▼ | Proposed Units |  |
|                |                    | Actual Units   |      |                  | Actual Units   |  |
|                | Accompl. Type: ▼   | Proposed Units |      | Accompl. Type: ▼ | Proposed Units |  |
|                |                    | Actual Units   |      |                  | Actual Units   |  |
| Program Year 3 | CDBG ▼             | Proposed Amt.  | \$0  | Other ▼          | Proposed Amt.  |  |
|                |                    | Actual Amount  |      |                  | Actual Amount  |  |
|                | HOME ▼             | Proposed Amt.  |      | Fund Source: ▼   | Proposed Amt.  |  |
|                |                    | Actual Amount  |      |                  | Actual Amount  |  |
|                | 10 Housing Units ▼ | Proposed Units | 0    | Accompl. Type: ▼ | Proposed Units |  |
|                |                    | Actual Units   |      |                  | Actual Units   |  |
|                | Accompl. Type: ▼   | Proposed Units |      | Accompl. Type: ▼ | Proposed Units |  |
|                |                    | Actual Units   |      |                  | Actual Units   |  |



|   |   |                       |  |                |  |                       |     |  |
|---|---|-----------------------|--|----------------|--|-----------------------|-----|--|
| <b>Project Name:</b> Affordable Housing Development/JAS/Rehab. Assistance Program (RAP)   |   |                       |  |                |  |                       |     |  |
| <b>Description:</b>   | <b>IDIS Project #:</b> 2010-2015/10 <b>UOG Code:</b> MA250396 CAMBRIDGE   |                       |  |                |  |                       |     |  |
| Funding of nonprofit for delivery costs of a youth program targeting unemployed, unskilled and school dropouts. Youths learn leadership, community service and skills in carpentry, renovation and beautification. Youth crews work on affordable units through the City's other housing programs |   |                       |  |                |  |                       |     |  |
| <b>Location:</b>  | <b>Priority Need Category</b>   |                       |  |                |  |                       |     |  |
| Citywide and the NRS  | <b>Select one:</b> Other ▼  |                       |  |                |  |                       |     |  |
| <b>Explanation:</b>   |   |                       |  |                |  |                       |     |  |
| <b>Expected Completion Date:</b>  | Rehabilitation assistance by youth crews for the purpose of providing low cost selected exterior/interior housing rehab, deleading and conservation/weatherization services in conjunction with other housing programs Youths are counted in all CHA projects and are from the NRS or work in the NRS |                       |  |                |  |                       |     |  |
| 6/30/2012   |   |                       |  |                |  |                       |     |  |
| <b>Objective Category</b>   |   |                       |  |                |  |                       |     |  |
| <input checked="" type="radio"/> Decent Housing   |   |                       |  |                |  |                       |     |  |
| <input type="radio"/> Suitable Living Environment   |   |                       |  |                |  |                       |     |  |
| <input type="radio"/> Economic Opportunity  |   |                       |  |                |  |                       |     |  |
| <b>Specific Objectives</b>  |   |                       |  |                |  |                       |     |  |
| <b>Outcome Categories</b>   | 1 Improve the quality of affordable rental housing ▼  |                       |  |                |  |                       |     |  |
| <input type="checkbox"/> Availability/Accessibility   | 2 Improve the quality of owner housing ▼  |                       |  |                |  |                       |     |  |
| <input type="checkbox"/> Affordability  | 3 ▼   |                       |  |                |  |                       |     |  |
| <input type="checkbox"/> Sustainability   |   |                       |  |                |  |                       |     |  |
| <b>Project-level Accomplishments</b>  | 10 Housing Units ▼  | <b>Proposed</b>       | 15   |                | 01 People ▼                                  | <b>Proposed</b>       | 125 |  |
|   |   | <b>Underway</b>       | 0  |                |  | <b>Underway</b>       | 0   |  |
|   | 10-11 Activity  | <b>Complete</b>       | 7  |                | 10-11 Activity                               | <b>Complete</b>       | 130 |  |
|   | 10 Housing Units ▼  | <b>Proposed</b>       | 15   |                | 01 People ▼                                  | <b>Proposed</b>       | 125 |  |
|   |   | <b>Underway</b>       |  |                |  | <b>Underway</b>       |     |  |
|   | 11-12 Activity  | <b>Complete</b>       |  |                | 11-12 Activity                               | <b>Complete</b>       |     |  |
|   | 10 Housing Units ▼  | <b>Proposed</b>       | 25   |                | 01 People ▼                                  | <b>Proposed</b>       |     |  |
|   |   | <b>Underway</b>       |  |                |  | <b>Underway</b>       |     |  |
|   | 12-15 Activities  | <b>Complete</b>       |  |                | 12-15 Activities                             | <b>Complete</b>       |     |  |
|   | <b>Proposed Outcome</b>   |                       | <b>Performance Measure</b>                                 |                | <b>Actual Outcome</b>                        |                       |     |  |
|   | Affordability of providing decent housing   |                       | Number of affordable units<br>Tenants with Sec. 8 Vouchers |                | Affordable units<br>Section 8 tenants served |                       |     |  |
|   | 14A Rehab; Single-Unit Residential 570.202 ▼  |                       |  |                | Matrix Codes ▼                               |                       |     |  |
| 14B Rehab; Multi-Unit Residential 570.202 ▼   |   |                       |  | Matrix Codes ▼ |  |                       |     |  |
| Matrix Codes ▼  |   |                       |  | Matrix Codes ▼ |  |                       |     |  |
| <b>Program Year 1</b>   | CDBG ▼  | <b>Proposed Amt.</b>  | \$350,000  |                | Fund Source: ▼                               | <b>Proposed Amt.</b>  |     |  |
|   |   | <b>Actual Amount</b>  | \$350,000  |                |  | <b>Actual Amount</b>  |     |  |
|   | Other ▼   | <b>Proposed Amt.</b>  | \$810,589  |                | Fund Source: ▼                               | <b>Proposed Amt.</b>  |     |  |
|   |   | <b>Actual Amount</b>  | \$800,000  |                |  | <b>Actual Amount</b>  |     |  |
|   | 10 Housing Units ▼  | <b>Proposed Units</b> | 15   |                | Accompl. Type: ▼                             | <b>Proposed Units</b> |     |  |
|   |   | <b>Actual Units</b>   | 7  |                |  | <b>Actual Units</b>   |     |  |
|   | 01 People ▼   | <b>Proposed Units</b> | 125  |                | Accompl. Type: ▼                             | <b>Proposed Units</b> |     |  |
|   |   | <b>Actual Units</b>   | 130  |                |  | <b>Actual Units</b>   |     |  |

|                |                    |                |                  |                |                  |                |           |
|----------------|--------------------|----------------|------------------|----------------|------------------|----------------|-----------|
| Program Year 2 | CDBG ▼             | Proposed Amt.  | \$355,000        |                | Fund Source: ▼   | Proposed Amt.  | \$808,923 |
|                |                    | Actual Amount  |                  |                |                  | Actual Amount  |           |
|                | Other ▼            | Proposed Amt.  |                  |                | Fund Source: ▼   | Proposed Amt.  |           |
|                |                    | Actual Amount  |                  |                |                  | Actual Amount  |           |
|                | 10 Housing Units ▼ | Proposed Units | 15               |                | Accompl. Type: ▼ | Proposed Units |           |
|                |                    | Actual Units   |                  |                |                  | Actual Units   |           |
| 01 People ▼    | Proposed Units     | 125            | Accompl. Type: ▼ | Proposed Units |                  |                |           |
|                | Actual Units       |                |                  | Actual Units   |                  |                |           |
| Program Year 3 | CDBG ▼             | Proposed Amt.  | \$355,000        |                | Fund Source: ▼   | Proposed Amt.  |           |
|                |                    | Actual Amount  |                  |                |                  | Actual Amount  |           |
|                | Other ▼            | Proposed Amt.  | \$1,183,684      |                | Fund Source: ▼   | Proposed Amt.  |           |
|                |                    | Actual Amount  |                  |                |                  | Actual Amount  |           |
|                | 10 Housing Units ▼ | Proposed Units | 25               |                | Accompl. Type: ▼ | Proposed Units |           |
|                |                    | Actual Units   |                  |                |                  | Actual Units   |           |
| 01 People ▼    | Proposed Units     |                | Accompl. Type: ▼ | Proposed Units |                  |                |           |
|                | Actual Units       |                |                  | Actual Units   |                  |                |           |

|  |   |   |   |                                     |                                |
|--|---|---|---|-------------------------------------|--------------------------------|
| <b>Project Name:</b> Affordable Housing Development/Historic Paint Grants  |   |   |   |                                     |                                |
| <b>Description:</b>  | <b>IDIS Project #:</b> 2010-2015/11 <b>UOG Code:</b> MA250396 CAMBRIDGE                           |   |   |                                     |                                |
| Funding of preservation grants awarded to income eligible households (usually in conjunction with another housing rehab and development activity) for historically accurate paint and repair of units and/or structures. |   |   |   |                                     |                                |
| <b>Location:</b><br>Citywide   | <b>Priority Need Category</b><br><b>Select one:</b> Other   |   |   |                                     |                                |
| <b>Expected Completion Date:</b><br>6/30/2012  | Explanation:<br>CDBD funding was not allocated for this project                                   |   |   |                                     |                                |
| <b>Objective Category</b><br><input checked="" type="radio"/> Decent Housing<br><input type="radio"/> Suitable Living Environment<br><input type="radio"/> Economic Opportunity  | <b>Specific Objectives</b>  |   |   |                                     |                                |
| <b>Outcome Categories</b><br><input type="checkbox"/> Availability/Accessibility<br><input type="checkbox"/> Affordability<br><input type="checkbox"/> Sustainability  | 1 Improve the quality of affordable rental housing<br>2 Improve the quality of owner housing<br>3 |   |   |                                     |                                |
| <b>Project-level Accomplishments</b>   | 10 Housing Units<br>10-11 Activity  | Proposed: 4<br>Underway: 0<br>Complete: | 10 Housing Units<br>13-14 Activity  | Proposed:<br>Underway:<br>Complete: |                                |
|  | 10 Housing Units<br>11-12 Activity  | Proposed: 0<br>Underway:<br>Complete:   | 10 Housing Units<br>14-15 Activity  | Proposed:<br>Underway:<br>Complete: |                                |
|  | 10 Housing Units<br>12-13 Activity  | Proposed: 0<br>Underway:<br>Complete:   | Accompl. Type:  | Proposed:<br>Underway:<br>Complete: |                                |
|  | <b>Proposed Outcome</b>   | <b>Performance Measure</b>              | <b>Actual Outcome</b>   |                                     |                                |
|  | Accessibility for decent housing  | Number of affordable units              | affordable units all units worked on inconjunction with the HIP and/or Aff. Hsg. Dev. Programs. These units will be counted thru those programs |                                     |                                |
|  | 16A Residential Historic Preservation 570.202(d)  | Matrix Codes                            |   |                                     |                                |
|  | Matrix Codes  | Matrix Codes                            |   |                                     |                                |
|  | Matrix Codes  | Matrix Codes                            |   |                                     |                                |
|  | <b>Program Year 1</b>   | CDBG                                    | Proposed Amt. \$8,000<br>Actual Amount \$0  | Fund Source:                        | Proposed Amt.<br>Actual Amount |
|  |   | Other                                   | Proposed Amt. \$130,000<br>Actual Amount \$130,000  | Fund Source:                        | Proposed Amt.<br>Actual Amount |
|  |   | 10 Housing Units                        | Proposed Units 4<br>Actual Units 4  | Accompl. Type:                      | Proposed Units<br>Actual Units |
|  |   | 10 Housing Units                        | Proposed Units<br>Actual Units  | Accompl. Type:                      | Proposed Units<br>Actual Units |

|                |                    |                |     |                  |                  |                |  |
|----------------|--------------------|----------------|-----|------------------|------------------|----------------|--|
| Program Year 2 | CDBG ▼             | Proposed Amt.  | \$0 |                  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                    | Actual Amount  |     |                  |                  | Actual Amount  |  |
|                | Other ▼            | Proposed Amt.  |     |                  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                    | Actual Amount  |     |                  |                  | Actual Amount  |  |
|                | 10 Housing Units ▼ | Proposed Units | 0   |                  | Accompl. Type: ▼ | Proposed Units |  |
|                |                    | Actual Units   |     |                  |                  | Actual Units   |  |
|                | 10 Housing Units ▼ | Proposed Units |     | Accompl. Type: ▼ | Proposed Units   |                |  |
|                |                    | Actual Units   |     |                  | Actual Units     |                |  |
| Program Year 3 | CDBG ▼             | Proposed Amt.  | \$0 |                  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                    | Actual Amount  |     |                  |                  | Actual Amount  |  |
|                | Other ▼            | Proposed Amt.  |     |                  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                    | Actual Amount  |     |                  |                  | Actual Amount  |  |
|                | 10 Housing Units ▼ | Proposed Units | 0   |                  | Accompl. Type: ▼ | Proposed Units |  |
|                |                    | Actual Units   |     |                  |                  | Actual Units   |  |
|                | 10 Housing Units ▼ | Proposed Units |     | Accompl. Type: ▼ | Proposed Units   |                |  |
|                |                    | Actual Units   |     |                  | Actual Units     |                |  |

|   |   |                       |          |                  |                       |      |
|---|---|-----------------------|----------|------------------|-----------------------|------|
| <b>Project Name:</b> Affordable Housing Development/Historic Paint Project Delivery   |   |                       |          |                  |                       |      |
| <b>Description:</b>   | <b>IDIS Project #:</b> 2010-2015/12 <b>UOG Code:</b> MA250396 CAMBRIDGE   |                       |          |                  |                       |      |
| Funding of preservation delivery costs associated with the grants to income eligible households (usually in conjunction with another housing rehab activity) for historically accurate paint and repair of units and/or structures. |   |                       |          |                  |                       |      |
| <b>Location:</b><br>Citywide  | <b>Priority Need Category</b><br><b>Select one:</b> Other ▼   |                       |          |                  |                       |      |
| <b>Expected Completion Date:</b><br>6/30/2012   | <b>Explanation:</b><br>Program designed to help nonprofits and income eligible households have accessibility to historically accurate designs and paint |                       |          |                  |                       |      |
| <b>Objective Category</b><br><input checked="" type="radio"/> Decent Housing<br><input type="radio"/> Suitable Living Environment<br><input type="radio"/> Economic Opportunity   | <b>Specific Objectives</b>  |                       |          |                  |                       |      |
| <b>Outcome Categories</b><br><input type="checkbox"/> Availability/Accessibility<br><input type="checkbox"/> Affordability<br><input type="checkbox"/> Sustainability   | 1 Improve the quality of affordable rental housing ▼<br>2 Improve the quality of owner housing ▼<br>3   |                       |          |                  |                       |      |
| <b>Project-level Accomplishments</b>  | Accompl. Type: ▼  | Proposed              | n.a.     | Accompl. Type: ▼ | Proposed              | n.a. |
|   | 10-11 Activity  | Underway              |          | 13-14 Activity   | Underway              |      |
|   |   | Complete              |          |                  | Complete              | n.a. |
|   | Accompl. Type: ▼  | Proposed              | n.a.     | Accompl. Type: ▼ | Proposed              | n.a. |
|   | 11-12 Activity  | Underway              |          | 14-15 Activity   | Underway              |      |
|   |   | Complete              |          |                  | Complete              |      |
|   | Accompl. Type: ▼  | Proposed              | n.a.     | Accompl. Type: ▼ | Proposed              |      |
|   | 12-13 Activity  | Underway              |          |                  | Underway              |      |
|   |   | Complete              |          |                  | Complete              |      |
| <b>Proposed Outcome</b>   | <b>Performance Measure</b>  | <b>Actual Outcome</b> |          |                  |                       |      |
| N.A.  | N.A.  | N.A.                  |          |                  |                       |      |
| 16A Residential Historic Preservation 570.202(d) ▼  | Matrix Codes ▼  | Matrix Codes ▼        |          |                  |                       |      |
| Matrix Codes ▼  | Matrix Codes ▼  | Matrix Codes ▼        |          |                  |                       |      |
| Matrix Codes ▼  | Matrix Codes ▼  | Matrix Codes ▼        |          |                  |                       |      |
| <b>Program Year 1</b>   | CDBG ▼  | <b>Proposed Amt.</b>  | \$5,000  | Fund Source: ▼   | <b>Proposed Amt.</b>  |      |
|   |   | <b>Actual Amount</b>  | \$50,000 |                  | <b>Actual Amount</b>  |      |
|   | Other ▼   | <b>Proposed Amt.</b>  | \$86,000 | Fund Source: ▼   | <b>Proposed Amt.</b>  |      |
|   |   | <b>Actual Amount</b>  | \$86,000 |                  | <b>Actual Amount</b>  |      |
|   | Accompl. Type: ▼  | <b>Proposed Units</b> | n.a.     | Accompl. Type: ▼ | <b>Proposed Units</b> |      |
|   |   | <b>Actual Units</b>   |          |                  | <b>Actual Units</b>   |      |
|   | Accompl. Type: ▼  | <b>Proposed Units</b> |          | Accompl. Type: ▼ | <b>Proposed Units</b> |      |
|   |   | <b>Actual Units</b>   |          |                  | <b>Actual Units</b>   |      |

|                |                  |                |          |  |                  |                |  |
|----------------|------------------|----------------|----------|--|------------------|----------------|--|
| Program Year 2 | CDBG ▼           | Proposed Amt.  | \$5,000  |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                  | Actual Amount  |          |  |                  | Actual Amount  |  |
|                | Other ▼          | Proposed Amt.  | \$86,000 |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                  | Actual Amount  |          |  |                  | Actual Amount  |  |
|                | Accompl. Type: ▼ | Proposed Units | n.a.     |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |          |  |                  | Actual Units   |  |
|                | Accompl. Type: ▼ | Proposed Units |          |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |          |  |                  | Actual Units   |  |
| Program Year 3 | CDBG ▼           | Proposed Amt.  | \$5,000  |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                  | Actual Amount  |          |  |                  | Actual Amount  |  |
|                | Other ▼          | Proposed Amt.  | \$90,000 |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                  | Actual Amount  |          |  |                  | Actual Amount  |  |
|                | Accompl. Type: ▼ | Proposed Units | n.a.     |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |          |  |                  | Actual Units   |  |
|                | Accompl. Type: ▼ | Proposed Units |          |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |          |  |                  | Actual Units   |  |

|   |  |                       |   |  |                  |                       |              |
|---|--|-----------------------|---|--|------------------|-----------------------|--------------|
| <b>Project Name:</b> Affordable Housing Development/New Project Development   |  |                       |   |  |                  |                       |              |
| <b>Description:</b>   | <b>IDIS Project #:</b> 2010-2015/13 <b>UOG Code:</b> MA250396 CAMBRIDGE  |                       |   |  |                  |                       |              |
| Funds to be used for unidentified activities that come along during the new fiscal year. These new activities will be for acquisition, rehab. and creation of affordable housing units. |  |                       |   |  |                  |                       |              |
| <b>Location:</b><br>Citywide  | <b>Priority Need Category</b><br><b>Select one:</b> Other ▼  |                       |   |  |                  |                       |              |
| <b>Expected Completion Date:</b><br>6/30/2012   | <b>Explanation:</b><br>Anticipating properties becoming available for the City to acquire and/or rehab for the purpose of increasing the number of affordable rental and/or homeownership housing units. |                       |   |  |                  |                       |              |
| <b>Objective Category</b><br><input checked="" type="radio"/> Decent Housing<br><input type="radio"/> Suitable Living Environment<br><input type="radio"/> Economic Opportunity         | <b>Specific Objectives</b>   |                       |   |  |                  |                       |              |
| <b>Outcome Categories</b><br><input type="checkbox"/> Availability/Accessibility<br><input type="checkbox"/> Affordability<br><input type="checkbox"/> Sustainability                   | 1 Increase the supply of affordable rental housing ▼<br>2 Increase the availability of affordable owner housing ▼<br>3   |                       |   |  |                  |                       |              |
| <b>Project-level Accomplishments</b>  | Accompl. Type: ▼   | <b>Proposed</b>       | n.a.  |  | Accompl. Type: ▼ | <b>Proposed</b>       |              |
|   |  | <b>Underway</b>       |   |  |                  | <b>Underway</b>       |              |
|   | 10-11 Activity   | <b>Complete</b>       |   |  | 13-14 Activity   | <b>Complete</b>       |              |
|   | Accompl. Type: ▼   | <b>Proposed</b>       | n.a.  |  | Accompl. Type: ▼ | <b>Proposed</b>       |              |
|   |  | <b>Underway</b>       |   |  |                  | <b>Underway</b>       |              |
|   | 11-12 Activity   | <b>Complete</b>       |   |  | 14-15 Activity   | <b>Complete</b>       |              |
|   | Accompl. Type: ▼   | <b>Proposed</b>       | n.a.  |  | Accompl. Type: ▼ | <b>Proposed</b>       |              |
|   |  | <b>Underway</b>       |   |  |                  | <b>Underway</b>       |              |
|   | 12-13 Activity   | <b>Complete</b>       |   |  |                  | <b>Complete</b>       |              |
| <b>Proposed Outcome</b>   | <b>Performance Measure</b>   |                       | <b>Actual Outcome</b>                       |  |                  |                       |              |
| N.A.  | N.A.   |                       |   |  |                  |                       |              |
| 14A Rehab; Single-Unit Residential 570.202 ▼  |  |                       | 14H Rehabilitation Administration 570.202 ▼ |  |                  |                       |              |
| 14B Rehab; Multi-Unit Residential 570.202 ▼   |  |                       | Matrix Codes ▼                              |  |                  |                       |              |
| 14G Acquisition - for Rehabilitation 570.202 ▼  |  |                       | Matrix Codes ▼                              |  |                  |                       |              |
| <b>Program Year 1</b>   | CDBG ▼   | <b>Proposed Amt.</b>  | \$89,489                                    |  | Other ▼          | <b>Proposed Amt.</b>  | \$25,000,000 |
|   |  | <b>Actual Amount</b>  | \$0   |  |                  | <b>Actual Amount</b>  |              |
|   | HOME ▼   | <b>Proposed Amt.</b>  | \$886,008                                   |  | Fund Source: ▼   | <b>Proposed Amt.</b>  |              |
|   |  | <b>Actual Amount</b>  | \$0   |  |                  | <b>Actual Amount</b>  |              |
|   | 10 Housing Units ▼   | <b>Proposed Units</b> |   |  | Accompl. Type: ▼ | <b>Proposed Units</b> |              |
|   |  | <b>Actual Units</b>   |   |  |                  | <b>Actual Units</b>   |              |
|   | Accompl. Type: ▼   | <b>Proposed Units</b> |   |  | Accompl. Type: ▼ | <b>Proposed Units</b> |              |
|   |  | <b>Actual Units</b>   |   |  |                  | <b>Actual Units</b>   |              |

|                |                    |                |           |  |                  |                |             |
|----------------|--------------------|----------------|-----------|--|------------------|----------------|-------------|
| Program Year 2 | CDBG ▼             | Proposed Amt.  | \$0       |  | Other ▼          | Proposed Amt.  | \$2,460,000 |
|                |                    | Actual Amount  |           |  |                  | Actual Amount  |             |
|                | HOME ▼             | Proposed Amt.  | \$748,292 |  | Fund Source: ▼   | Proposed Amt.  |             |
|                |                    | Actual Amount  |           |  |                  | Actual Amount  |             |
|                | 10 Housing Units ▼ | Proposed Units |           |  | Accompl. Type: ▼ | Proposed Units |             |
|                |                    | Actual Units   |           |  |                  | Actual Units   |             |
|                | Accompl. Type: ▼   | Proposed Units |           |  | Accompl. Type: ▼ | Proposed Units |             |
|                |                    | Actual Units   |           |  |                  | Actual Units   |             |
| Program Year 3 | CDBG ▼             | Proposed Amt.  | \$56,939  |  | Fund Source: ▼   | Proposed Amt.  |             |
|                |                    | Actual Amount  |           |  |                  | Actual Amount  |             |
|                | HOME ▼             | Proposed Amt.  | \$511,296 |  | Fund Source: ▼   | Proposed Amt.  |             |
|                |                    | Actual Amount  |           |  |                  | Actual Amount  |             |
|                | 10 Housing Units ▼ | Proposed Units |           |  | Accompl. Type: ▼ | Proposed Units |             |
|                |                    | Actual Units   |           |  |                  | Actual Units   |             |
|                | Accompl. Type: ▼   | Proposed Units |           |  | Accompl. Type: ▼ | Proposed Units |             |
|                |                    | Actual Units   |           |  |                  | Actual Units   |             |
| Program Year 4 | CDBG ▼             | Proposed Amt.  |           |  | Fund Source: ▼   | Proposed Amt.  |             |
|                |                    | Actual Amount  |           |  |                  | Actual Amount  |             |
|                | HOME ▼             | Proposed Amt.  |           |  | Fund Source: ▼   | Proposed Amt.  |             |
|                |                    | Actual Amount  |           |  |                  | Actual Amount  |             |
|                | 10 Housing Units ▼ | Proposed Units |           |  | Accompl. Type: ▼ | Proposed Units |             |
|                |                    | Actual Units   |           |  |                  | Actual Units   |             |
|                | Accompl. Type: ▼   | Proposed Units |           |  | Accompl. Type: ▼ | Proposed Units |             |
|                |                    | Actual Units   |           |  |                  | Actual Units   |             |
| Program Year 5 | CDBG ▼             | Proposed Amt.  |           |  | Other ▼          | Proposed Amt.  |             |
|                |                    | Actual Amount  |           |  |                  | Actual Amount  |             |
|                | HOME ▼             | Proposed Amt.  |           |  | Fund Source: ▼   | Proposed Amt.  |             |
|                |                    | Actual Amount  |           |  |                  | Actual Amount  |             |
|                | 10 Housing Units ▼ | Proposed Units |           |  | Accompl. Type: ▼ | Proposed Units |             |
|                |                    | Actual Units   |           |  |                  | Actual Units   |             |
|                | Accompl. Type: ▼   | Proposed Units |           |  | Accompl. Type: ▼ | Proposed Units |             |
|                |                    | Actual Units   |           |  |                  | Actual Units   |             |



|   |   |  |  |                  |                       |
|---|---|--|--|------------------|-----------------------|
| <b>Project Name:</b> Economic Development/Entrepreneurial Services  |   |  |  |                  |                       |
| <b>Description:</b>   | <b>IDIS Project #:</b> 2010-2015/14 <b>UOG Code:</b> MA250396 CAMBRIDGE   |  |  |                  |                       |
| Funding of activities aimed at cultivating Cambridge's income eligible microenterprises with workshops, consultations and grant assistance to help increase sales and revenue. Financial Literacy will be offered to potential micro enterprises and people who want to make sound financial change. Micros and people will be located within the NRSAs |   |  |  |                  |                       |
| <b>Location:</b><br>Citywide/NRS  | <b>Priority Need Category</b><br><b>Select one:</b> Economic Development ▼  |  |  |                  |                       |
| <b>Expected Completion Date:</b><br>6/30/2012   | <b>Explanation:</b><br>Microenterprise program: Various Business Development Training/Workshops and Best Retail Practices Project. Objective #1 |  |  |                  |                       |
| <b>Objective Category</b><br><input type="radio"/> Decent Housing<br><input type="radio"/> Suitable Living Environment<br><input checked="" type="radio"/> Economic Opportunity   | <b>Specific Objectives</b>  |  |  |                  |                       |
| <b>Outcome Categories</b><br><input type="checkbox"/> Availability/Accessibility<br><input type="checkbox"/> Affordability<br><input checked="" type="checkbox"/> Sustainability  | 1, Improve economic opportunities for low-income persons ▼<br>2, ▼<br>3, ▼  |  |  |                  |                       |
| <b>Project-level Accomplishments</b>  | 08 Businesses ▼   | <b>Proposed</b> 85   |  | 01 People ▼      | <b>Proposed</b> 15    |
|   | 10-11 Activity  | <b>Underway</b> 0  |  | 10-11 Activity   | <b>Underway</b>       |
|   |   | <b>Complete</b> 153  |  |                  | <b>Complete</b>       |
|   | 08 Businesses ▼   | <b>Proposed</b> 80   |  | 01 People ▼      | <b>Proposed</b>       |
|   | 11-12 Activity  | <b>Underway</b>  |  | 11-12 Activity   | <b>Underway</b>       |
|   |   | <b>Complete</b>  |  |                  | <b>Complete</b>       |
|   | 08 Businesses ▼   | <b>Proposed</b> 35   |  | 01 People ▼      | <b>Proposed</b>       |
|   | 12-15 Activity  | <b>Underway</b>  |  | 12-15 Activity   | <b>Underway</b>       |
|   |   | <b>Complete</b>  |  |                  | <b>Complete</b>       |
| <b>Proposed Outcome</b>   | <b>Performance Measure</b>  | <b>Actual Outcome</b>                                      |  |                  |                       |
| Accessibility and affordability for creating economic opportunities   | Increase in business sales ventures or operations growth New  | Business experience increase sales 0 New micros startups 0 |  |                  |                       |
| 18C Micro-Enterprise Assistance ▼   | Matrix Codes ▼  |  |  |                  |                       |
| 05H Employment Training 570.201(e) ▼  | Matrix Codes ▼  |  |  |                  |                       |
| Matrix Codes ▼  | Matrix Codes ▼  |  |  |                  |                       |
| <b>Program Year 1</b>   | CDBG ▼  | <b>Proposed Amt.</b> \$42,000                              |  | Fund Source: ▼   | <b>Proposed Amt.</b>  |
|   |   | <b>Actual Amount</b> \$42,000                              |  |                  | <b>Actual Amount</b>  |
|   | Other ▼   | <b>Proposed Amt.</b> \$25,000                              |  | Fund Source: ▼   | <b>Proposed Amt.</b>  |
|   |   | <b>Actual Amount</b> \$23,000                              |  |                  | <b>Actual Amount</b>  |
|   | 08 Businesses ▼   | <b>Proposed Units</b> 85                                   |  | Accompl. Type: ▼ | <b>Proposed Units</b> |
|   |   | <b>Actual Units</b> 153                                    |  |                  | <b>Actual Units</b>   |
|   | Accompl. Type: ▼  | <b>Proposed Units</b>                                      |  | Accompl. Type: ▼ | <b>Proposed Units</b> |
|   |   | <b>Actual Units</b>  |  |                  | <b>Actual Units</b>   |

|                |                  |                |          |  |                  |                |  |
|----------------|------------------|----------------|----------|--|------------------|----------------|--|
| Program Year 2 | CDBG ▼           | Proposed Amt.  | \$0      |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                  | Actual Amount  |          |  |                  | Actual Amount  |  |
|                | Other ▼          | Proposed Amt.  | \$45,000 |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                  | Actual Amount  |          |  |                  | Actual Amount  |  |
|                | 08 Businesses ▼  | Proposed Units | 80       |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |          |  |                  | Actual Units   |  |
|                | Accompl. Type: ▼ | Proposed Units |          |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |          |  |                  | Actual Units   |  |
| Program Year 3 | CDBG ▼           | Proposed Amt.  | \$0      |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                  | Actual Amount  |          |  |                  | Actual Amount  |  |
|                | Other ▼          | Proposed Amt.  |          |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                  | Actual Amount  |          |  |                  | Actual Amount  |  |
|                | 08 Businesses ▼  | Proposed Units | 35       |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |          |  |                  | Actual Units   |  |
|                | Accompl. Type: ▼ | Proposed Units |          |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |          |  |                  | Actual Units   |  |

|  |  |                       |  |    |                  |                       |                  |                 |
|--|--|-----------------------|--|----|------------------|-----------------------|------------------|-----------------|
| <b>Project Name:</b> Economic Development/Training   |  |                       |  |    |                  |                       |                  |                 |
| <b>Description:</b>  | <b>IDIS Project #:</b> 2010-2015/15 <b>UOG Code:</b> MA250396 CAMBRIDGE    |                       |  |    |                  |                       |                  |                 |
| Funding of training programs aimed at low-mod income individuals living in the NRS areas to Funding will be targeted towards economic empowerment in the bio-medical field and in the new green jobs sector. |  |                       |  |    |                  |                       |                  |                 |
| <b>Location:</b><br>Neighborhood Revitalization Strategy Areas   | <b>Priority Need Category</b><br><b>Select one:</b> Public Services ▼      |                       |  |    |                  |                       |                  |                 |
| <b>Explanation:</b>  |  |                       |  |    |                  |                       |                  |                 |
| <b>Expected Completion Date:</b><br>6/30/2012  | Training programs: Just A Start's BioMedical training. Objective #3        |                       |  |    |                  |                       |                  |                 |
| <b>Objective Category</b><br><input type="radio"/> Decent Housing<br><input type="radio"/> Suitable Living Environment<br><input checked="" type="radio"/> Economic Opportunity                              | <b>Specific Objectives</b>   |                       |  |    |                  |                       |                  |                 |
| <b>Outcome Categories</b><br><input type="checkbox"/> Availability/Accessibility<br><input type="checkbox"/> Affordability<br><input type="checkbox"/> Sustainability  | 1, Improve economic opportunities for low-income persons ▼<br>2, ▼<br>3, ▼ |                       |  |    |                  |                       |                  |                 |
| <b>Project-level Accomplishments</b>   | 01 People ▼  | <b>Proposed</b>       | 51   |    | 01 People ▼      | <b>Proposed</b>       |                  |                 |
|  | 10-11 Activity   | <b>Underway</b>       | 0  |    | 13-14 Activity   | <b>Underway</b>       |                  |                 |
|  |  | <b>Complete</b>       | 77   |    |                  | <b>Complete</b>       |                  |                 |
|  |  | 01 People ▼           | <b>Proposed</b>  | 40 |                  |                       | 01 People ▼      | <b>Proposed</b> |
|  | 11-12 Activity   | <b>Underway</b>       |  |    | 14-15 Activity   | <b>Underway</b>       |                  |                 |
|  |  | <b>Complete</b>       |  |    |                  | <b>Complete</b>       |                  |                 |
|  |  | 01 People ▼           | <b>Proposed</b>  | 20 |                  |                       | Accompl. Type: ▼ | <b>Proposed</b> |
|  | 12-13 Activity   | <b>Underway</b>       |  |    | Accompl. Type: ▼ | <b>Underway</b>       |                  |                 |
|  |  | <b>Complete</b>       |  |    |                  | <b>Complete</b>       |                  |                 |
|  |  |                       |  |    |                  |                       |                  |                 |
| <b>Proposed Outcome</b>  | <b>Performance Measure</b>   |                       | <b>Actual Outcome</b>                                  |    |                  |                       |                  |                 |
| Sustaining a suitable living environment   | # of LM people receiving training; # of people placed in jobs              |                       | LM people received training<br>People placed in jobs 0 |    |                  |                       |                  |                 |
| 05H Employment Training 570.201(e) ▼   |  |                       | Matrix Codes ▼   |    |                  |                       |                  |                 |
| Matrix Codes ▼   |  |                       | Matrix Codes ▼   |    |                  |                       |                  |                 |
| Matrix Codes ▼   |  |                       | Matrix Codes ▼   |    |                  |                       |                  |                 |
| <b>Program Year 1</b>  | CDBG ▼   | <b>Proposed Amt.</b>  | \$98,000   |    | Fund Source: ▼   | <b>Proposed Amt.</b>  |                  |                 |
|  |  | <b>Actual Amount</b>  | \$98,000   |    |                  | <b>Actual Amount</b>  |                  |                 |
|  | Other ▼  | <b>Proposed Amt.</b>  | \$49,779   |    | Fund Source: ▼   | <b>Proposed Amt.</b>  |                  |                 |
|  |  | <b>Actual Amount</b>  | \$50,000   |    |                  | <b>Actual Amount</b>  |                  |                 |
|  | 01 People ▼  | <b>Proposed Units</b> | 51   |    | Accompl. Type: ▼ | <b>Proposed Units</b> |                  |                 |
|  |  | <b>Actual Units</b>   | 77   |    |                  | <b>Actual Units</b>   |                  |                 |
|  | Accompl. Type: ▼   | <b>Proposed Units</b> |  |    | Accompl. Type: ▼ | <b>Proposed Units</b> |                  |                 |
|  |  | <b>Actual Units</b>   |  |    |                  | <b>Actual Units</b>   |                  |                 |

|                |                  |                |          |  |                  |                |  |
|----------------|------------------|----------------|----------|--|------------------|----------------|--|
| Program Year 2 | CDBG ▼           | Proposed Amt.  | \$81,000 |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                  | Actual Amount  |          |  |                  | Actual Amount  |  |
|                | Other ▼          | Proposed Amt.  | \$50,000 |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                  | Actual Amount  |          |  |                  | Actual Amount  |  |
|                | 01 People ▼      | Proposed Units | 40       |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |          |  |                  | Actual Units   |  |
|                | Accompl. Type: ▼ | Proposed Units |          |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |          |  |                  | Actual Units   |  |
| Program Year 3 | CDBG ▼           | Proposed Amt.  | \$81,000 |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                  | Actual Amount  |          |  |                  | Actual Amount  |  |
|                | Other ▼          | Proposed Amt.  | \$50,000 |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                  | Actual Amount  |          |  |                  | Actual Amount  |  |
|                | 01 People ▼      | Proposed Units | 20       |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |          |  |                  | Actual Units   |  |
|                | Accompl. Type: ▼ | Proposed Units |          |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |          |  |                  | Actual Units   |  |

|   |   |  |                 |                  |                       |                  |
|---|---|--|-----------------|------------------|-----------------------|------------------|
| <b>Project Name:</b> Public Services/General  |   |  |                 |                  |                       |                  |
| <b>Description:</b>   | <b>IDIS Project #:</b> 2010-2015/17 <b>UOG Code:</b> MA250396 CAMBRIDGE   |  |                 |                  |                       |                  |
| Funding of a broad range of services and opportunities for families and individuals   |   |  |                 |                  |                       |                  |
| <b>Location:</b><br>Citywide  | <b>Priority Need Category</b><br><b>Select one:</b> Public Services ▼   |  |                 |                  |                       |                  |
| <b>Explanation:</b>   |   |  |                 |                  |                       |                  |
| <b>Expected Completion Date:</b><br>6/30/2012   | Various programs to promote healthy and viable living environments for income eligible households. Objective #1 |  |                 |                  |                       |                  |
| <b>Objective Category</b><br><input type="radio"/> Decent Housing<br><input checked="" type="radio"/> Suitable Living Environment<br><input type="radio"/> Economic Opportunity | <b>Specific Objectives</b>  |  |                 |                  |                       |                  |
| <b>Outcome Categories</b><br><input type="checkbox"/> Availability/Accessibility<br><input type="checkbox"/> Affordability<br><input type="checkbox"/> Sustainability           | 1, Improve the services for low/mod income persons ▼<br>2, ▼<br>3, ▼  |  |                 |                  |                       |                  |
| <b>Project-level Accomplishments</b>  | 01 People ▼   | <b>Proposed</b>                                | 2,100           | 01 People ▼      | <b>Proposed</b>       |                  |
|   | 10-11 Activity  | <b>Underway</b>                                | 0               | 13-14 Activity   | <b>Underway</b>       |                  |
|   |   | <b>Complete</b>                                | 4,493           |                  | <b>Complete</b>       |                  |
|   |   | 01 People ▼                                    | <b>Proposed</b> |                  | 1,900                 | 01 People ▼      |
|   | 11-12 Activity  | <b>Underway</b>                                |                 | 14-15 Activity   | <b>Underway</b>       |                  |
|   |   | <b>Complete</b>                                |                 |                  | <b>Complete</b>       |                  |
|   |   | 01 People ▼                                    | <b>Proposed</b> |                  | 4,000                 | Accompl. Type: ▼ |
|   | 12-13 Activity  | <b>Underway</b>                                |                 | Accompl. Type: ▼ | <b>Underway</b>       |                  |
|   |   | <b>Complete</b>                                |                 |                  | <b>Complete</b>       |                  |
|   |   |  |                 |                  |                       |                  |
| <b>Proposed Outcome</b>   | <b>Performance Measure</b>  | <b>Actual Outcome</b>                          |                 |                  |                       |                  |
| Sustain a suitable living environment   | People with new or improved access to the services  | People with new or improved access to services |                 |                  |                       |                  |
| 05 Public Services (General) 570.201(e) ▼   |   |  | Matrix Codes ▼  |                  |                       |                  |
| Matrix Codes ▼  |   |  | Matrix Codes ▼  |                  |                       |                  |
| Matrix Codes ▼  |   |  | Matrix Codes ▼  |                  |                       |                  |
| <b>Program Year 1</b>   | CDBG ▼  | <b>Proposed Amt.</b>                           | \$306,865       | Fund Source: ▼   | <b>Proposed Amt.</b>  |                  |
|   |   | <b>Actual Amount</b>                           | \$315,485       |                  | <b>Actual Amount</b>  |                  |
|   | Other ▼   | <b>Proposed Amt.</b>                           | \$2,300,000     | Fund Source: ▼   | <b>Proposed Amt.</b>  |                  |
|   |   | <b>Actual Amount</b>                           | \$2,300,000     |                  | <b>Actual Amount</b>  |                  |
|   | 01 People ▼   | <b>Proposed Units</b>                          | 2100            | Accompl. Type: ▼ | <b>Proposed Units</b> |                  |
|   |   | <b>Actual Units</b>                            | 4493            |                  | <b>Actual Units</b>   |                  |
|   | Accompl. Type: ▼  | <b>Proposed Units</b>                          |                 | Accompl. Type: ▼ | <b>Proposed Units</b> |                  |
|   |   | <b>Actual Units</b>                            |                 |                  | <b>Actual Units</b>   |                  |

|                |                  |                |           |  |                  |                |  |
|----------------|------------------|----------------|-----------|--|------------------|----------------|--|
| Program Year 2 | CDBG ▼           | Proposed Amt.  | \$236,990 |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                  | Actual Amount  |           |  |                  | Actual Amount  |  |
|                | Other ▼          | Proposed Amt.  | \$567,279 |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                  | Actual Amount  |           |  |                  | Actual Amount  |  |
|                | 01 People ▼      | Proposed Units | 1900      |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |           |  |                  | Actual Units   |  |
|                | Accompl. Type: ▼ | Proposed Units |           |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |           |  |                  | Actual Units   |  |
| Program Year 3 | CDBG ▼           | Proposed Amt.  | \$240,270 |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                  | Actual Amount  |           |  |                  | Actual Amount  |  |
|                | Other ▼          | Proposed Amt.  | \$401,357 |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                  | Actual Amount  |           |  |                  | Actual Amount  |  |
|                | 01 People ▼      | Proposed Units | 4000      |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |           |  |                  | Actual Units   |  |
|                | Accompl. Type: ▼ | Proposed Units |           |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |           |  |                  | Actual Units   |  |

|  |   |                                    |   |                                  |   |  |
|--|---|------------------------------------|---|----------------------------------|---|--|
| <b>Project Name:</b> Public Facilities/New Project Funds   |   |                                    |   |                                  |   |  |
| <b>Description:</b>  | <b>IDIS Project #:</b> 2006-2010/16 <b>UOG Code:</b> MA250396 CAMBRIDGE   |                                    |   |                                  |   |  |
| Funds to be used for hard construction costs associated with an eligible park and/or playground rehab. At this time, no funds have been committed to any project         |   |                                    |   |                                  |   |  |
| <b>Location:</b><br>344 Broadway   | <b>Priority Need Category</b><br><b>Select one:</b> Public Facilities ▼<br><b>Explanation:</b>  |                                    |   |                                  |   |  |
| <b>Expected Completion Date:</b><br>6/30/2012  | No New Funds were Allocated During the year if an eligible park renovation is proposed, the City will allocated CDBG funds from unobligated prior year funds to this park/playground renovation |                                    |   |                                  |   |  |
| Objective Category<br><input type="radio"/> Decent Housing<br><input checked="" type="radio"/> Suitable Living Environment<br><input type="radio"/> Economic Opportunity | <b>Specific Objectives</b>  |                                    |   |                                  |   |  |
| Outcome Categories<br><input type="checkbox"/> Availability/Accessibility<br><input type="checkbox"/> Affordability<br><input type="checkbox"/> Sustainability           | 1 Improve quality / increase quantity of neighborhood facilities for low-income persons ▼<br>2, ▼<br>3, ▼   |                                    |   |                                  |   |  |
| <b>Project-level Accomplishments</b>   | 11 Public Facilities ▼<br>10-11 Activity  | Proposed 0<br>Underway<br>Complete | 11 Public Facilities ▼<br>13-14 Activity      | Proposed<br>Underway<br>Complete |   |  |
|  | 11 Public Facilities ▼<br>11-12 Activity  | Proposed 0<br>Underway<br>Complete | 11 Public Facilities ▼<br>14-15 Activity      | Proposed<br>Underway<br>Complete |   |  |
|  | 11 Public Facilities ▼<br>12-13 Activity  | Proposed 0<br>Underway<br>Complete | Accompl. Type: ▼                              | Proposed<br>Underway<br>Complete |   |  |
|  | <b>Proposed Outcome</b>   |                                    | <b>Performance Measure</b>                    |                                  | <b>Actual Outcome</b>                   |  |
|  | Accessibiity to a facility  |                                    | Number of low-mod persons with access to park |                                  | Income eligible people having access to |  |
|  | 03F Parks, Recreational Facilities 570.201(c) ▼   |                                    | Matrix Codes ▼                                |                                  | Matrix Codes ▼                          |  |
|  | Matrix Codes ▼  |                                    | Matrix Codes ▼                                |                                  | Matrix Codes ▼                          |  |
|  | Matrix Codes ▼  |                                    | Matrix Codes ▼                                |                                  | Matrix Codes ▼                          |  |
|  | <b>Program Year 1</b>   | CDBG ▼                             | Proposed Amt. \$0<br>Actual Amount \$0        | Fund Source: ▼                   | Proposed Amt.<br>Actual Amount          |  |
|  |   | Other ▼                            | Proposed Amt. \$0<br>Actual Amount \$0        | Fund Source: ▼                   | Proposed Amt.<br>Actual Amount          |  |
|  |   | 11 Public Facilitie: ▼             | Proposed Units 0<br>Actual Units 0            | Accompl. Type: ▼                 | Proposed Units<br>Actual Units          |  |
|  |   | Accompl. Type: ▼                   | Proposed Units<br>Actual Units                | Accompl. Type: ▼                 | Proposed Units<br>Actual Units          |  |

|                |                        |                |     |  |                  |                |  |
|----------------|------------------------|----------------|-----|--|------------------|----------------|--|
| Program Year 2 | CDBG ▼                 | Proposed Amt.  | \$0 |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                        | Actual Amount  |     |  |                  | Actual Amount  |  |
|                | Other ▼                | Proposed Amt.  |     |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                        | Actual Amount  |     |  |                  | Actual Amount  |  |
|                | Accompl. Type: ▼       | Proposed Units | 0   |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                        | Actual Units   |     |  |                  | Actual Units   |  |
|                | Accompl. Type: ▼       | Proposed Units |     |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                        | Actual Units   |     |  |                  | Actual Units   |  |
| Program Year 3 | CDBG ▼                 | Proposed Amt.  | \$0 |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                        | Actual Amount  |     |  |                  | Actual Amount  |  |
|                | Other ▼                | Proposed Amt.  |     |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                        | Actual Amount  |     |  |                  | Actual Amount  |  |
|                | 11 Public Facilities ▼ | Proposed Units | 0   |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                        | Actual Units   |     |  |                  | Actual Units   |  |
|                | Accompl. Type: ▼       | Proposed Units |     |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                        | Actual Units   |     |  |                  | Actual Units   |  |



|  |  |  |  |   |  |  |
|--|--|--|--|---|--|--|
| <b>Project Name:</b> Public Services/Seniors   |  |  |  |   |  |  |
| <b>Description:</b>  | <b>IDIS Project #:</b> 2010-2015/18 <b>UOG Code:</b> MA250396 CAMBRIDGE  |  |  |   |  |  |
| Programs designed to help seniors and disabled to live healthy and positive lives  |  |  |  |   |  |  |
| <b>Location:</b><br>Citywide   | <b>Priority Need Category</b><br><b>Select one:</b> Public Services ▼  |  |  |   |  |  |
| <b>Explanation:</b>  |  |  |  |   |  |  |
| <b>Expected Completion Date:</b><br>6/30/2012  | Various programs designed to help seniors and persons with disabilities to maintain a healthy and positive living environment.<br>Objective #2 |  |  |   |  |  |
| <b>Objective Category</b><br><input type="radio"/> Decent Housing<br><input checked="" type="radio"/> Suitable Living Environment<br><input type="radio"/> Economic Opportunity  | <b>Specific Objectives</b>   |  |  |   |  |  |
| <b>Outcome Categories</b><br><input checked="" type="checkbox"/> Availability/Accessibility<br><input type="checkbox"/> Affordability<br><input type="checkbox"/> Sustainability | 1, Improve the services for low/mod income persons ▼<br>2, ▼<br>3, ▼   |  |  |   |  |  |
| <b>Project-level Accomplishments</b>   | 01 People ▼<br>10-11 Activity  | <b>Proposed</b> 330<br><b>Underway</b> 0<br><b>Complete</b> 423    | 01 People ▼<br>13-14 Activity                                  | <b>Proposed</b><br><b>Underway</b><br><b>Complete</b> |  |  |
|  | 01 People ▼<br>11-12 Activity  | <b>Proposed</b> 280<br><b>Underway</b><br><b>Complete</b>          | 01 People ▼<br>14-15 Activity                                  | <b>Proposed</b><br><b>Underway</b><br><b>Complete</b> |  |  |
|  | 01 People ▼<br>12-13 Activity  | <b>Proposed</b> 300<br><b>Underway</b><br><b>Complete</b>          | Accompl. Type: ▼   | <b>Proposed</b><br><b>Underway</b><br><b>Complete</b> |  |  |
|  | <b>Proposed Outcome</b>  |  | <b>Performance Measure</b>                                     |   | <b>Actual Outcome</b>                        |  |
|  | Sustain a suitable living environment  |  | Seniors with access to the services                            |   | Seniors with access to service               |  |
|  | 05A Senior Services 570.201(e) ▼   |  | Matrix Codes ▼   |   |  |  |
|  | 05B Handicapped Services 570.201(e) ▼  |  | Matrix Codes ▼   |   |  |  |
|  | Matrix Codes ▼   |  | Matrix Codes ▼   |   |  |  |
|  | <b>Program Year 1</b>  | CDBG ▼   | <b>Proposed Amt.</b> \$73,900<br><b>Actual Amount</b> \$33,100 | Fund Source: ▼  | <b>Proposed Amt.</b><br><b>Actual Amount</b> |  |
| Other ▼  |  | <b>Proposed Amt.</b> \$1,100,000<br><b>Actual Amount</b> \$950,000 | Fund Source: ▼   | <b>Proposed Amt.</b><br><b>Actual Amount</b>          |  |  |
| 01 People ▼  |  | <b>Proposed Units</b> 330<br><b>Actual Units</b> 423               | Accompl. Type: ▼   | <b>Proposed Units</b><br><b>Actual Units</b>          |  |  |
| Accompl. Type: ▼   |  | <b>Proposed Units</b><br><b>Actual Units</b>                       | Accompl. Type: ▼   | <b>Proposed Units</b><br><b>Actual Units</b>          |  |  |

|                |                  |                |          |  |                  |                |  |
|----------------|------------------|----------------|----------|--|------------------|----------------|--|
| Program Year 2 | CDBG ▼           | Proposed Amt.  | \$26,100 |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                  | Actual Amount  |          |  |                  | Actual Amount  |  |
|                | Other ▼          | Proposed Amt.  | \$6,492  |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                  | Actual Amount  |          |  |                  | Actual Amount  |  |
|                | 01 People ▼      | Proposed Units | 280      |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |          |  |                  | Actual Units   |  |
|                | Accompl. Type: ▼ | Proposed Units |          |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |          |  |                  | Actual Units   |  |
| Program Year 3 | CDBG ▼           | Proposed Amt.  | \$26,100 |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                  | Actual Amount  |          |  |                  | Actual Amount  |  |
|                | Other ▼          | Proposed Amt.  | \$1,335  |  | Fund Source: ▼   | Proposed Amt.  |  |
|                |                  | Actual Amount  |          |  |                  | Actual Amount  |  |
|                | 01 People ▼      | Proposed Units | 300      |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |          |  |                  | Actual Units   |  |
|                | Accompl. Type: ▼ | Proposed Units |          |  | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |          |  |                  | Actual Units   |  |

|   |   |  |  |                                  |                                |  |
|---|---|--|--|----------------------------------|--------------------------------|--|
| <b>Project Name:</b> Public Services/Legal  |   |  |  |                                  |                                |  |
| <b>Description:</b>   | <b>IDIS Project #:</b> 2010-2015/19 <b>UOG Code:</b> MA250396 CAMBRIDGE   |  |  |                                  |                                |  |
| Funding for community providers to provide legal counsel and representation to public/private housing tenants in eviction cases, representation of public and subsidized tenants for housing in administrative appeals, community outreach and consultation to community organizations and advocates on landlord/tenant housing law issues and recruitment, training and ongoing supervision of volunteer attorneys |   |  |  |                                  |                                |  |
| <b>Location:</b><br>Citywide  | <b>Priority Need Category</b><br><b>Select one:</b> Public Services   |  |  |                                  |                                |  |
| <b>Expected Completion Date:</b><br>6/30/2012   | <b>Explanation:</b><br>Various legal and counseling providers to ensure that low-mod households maintain a healthy and positive living environment.<br>Objective #3 |  |  |                                  |                                |  |
| <b>Objective Category</b><br><input type="radio"/> Decent Housing<br><input checked="" type="radio"/> Suitable Living Environment<br><input type="radio"/> Economic Opportunity   | <b>Specific Objectives</b>  |  |  |                                  |                                |  |
| <b>Outcome Categories</b><br><input type="checkbox"/> Availability/Accessibility<br><input type="checkbox"/> Affordability<br><input type="checkbox"/> Sustainability   | 1 Improve the services for low/mod income persons<br>2<br>3   |  |  |                                  |                                |  |
| <b>Project-level Accomplishments</b>  | 01 People<br>10-11 Activity   | Proposed 70<br>Underway 0<br>Complete 59               | 01 People<br>13-14 Activity                      | Proposed<br>Underway<br>Complete |                                |  |
|   | 01 People<br>11-12 Activity   | Proposed 54<br>Underway<br>Complete                    | 01 People<br>14-15 Activity                      | Proposed<br>Underway<br>Complete |                                |  |
|   | 01 People<br>12-13 Activity   | Proposed 60<br>Underway<br>Complete                    | Accompl. Type:                                   | Proposed<br>Underway<br>Complete |                                |  |
|   | <b>Proposed Outcome</b>   |  | <b>Performance Measure</b>                       |                                  | <b>Actual Outcome</b>          |  |
|   | Sustain a suitable living environment   |  | Tenants with access to the services              |                                  | Tenants with access to service |  |
|   | 05C Legal Services 570.201(E)   |  | Matrix Codes                                     |                                  | Matrix Codes                   |  |
|   | Matrix Codes  |  | Matrix Codes                                     |                                  | Matrix Codes                   |  |
|   | Matrix Codes  |  | Matrix Codes                                     |                                  | Matrix Codes                   |  |
|   | <b>Program Year 1</b>   | CDBG   | Proposed Amt. \$35,000<br>Actual Amount \$20,000 | Fund Source:                     | Proposed Amt.<br>Actual Amount |  |
| Other   |   | Proposed Amt. \$2,100,000<br>Actual Amount \$2,000,000 | Fund Source:                                     | Proposed Amt.<br>Actual Amount   |                                |  |
| 01 People   |   | Proposed Units 70<br>Actual Units                      | Accompl. Type:                                   | Proposed Units<br>Actual Units   |                                |  |
| Accompl. Type:  |   | Proposed Units<br>Actual Units                         | Accompl. Type:                                   | Proposed Units<br>Actual Units   |                                |  |

|                |                |                |          |                |                |                |  |
|----------------|----------------|----------------|----------|----------------|----------------|----------------|--|
| Program Year 2 | CDBG           | Proposed Amt.  | \$20,000 | # #            | Fund Source:   | Proposed Amt.  |  |
|                |                | Actual Amount  |          |                |                | Actual Amount  |  |
|                | Other          | Proposed Amt.  | \$63,541 |                | Fund Source:   | Proposed Amt.  |  |
|                |                | Actual Amount  |          |                |                | Actual Amount  |  |
|                | 01 People      | Proposed Units | 54       |                | Accompl. Type: | Proposed Units |  |
|                |                | Actual Units   |          |                |                | Actual Units   |  |
|                | Accompl. Type: | Proposed Units |          | Accompl. Type: | Proposed Units |                |  |
|                |                | Actual Units   |          |                | Actual Units   |                |  |
| Program Year 3 | CDBG           | Proposed Amt.  | \$20,000 | # #            | Fund Source:   | Proposed Amt.  |  |
|                |                | Actual Amount  |          |                |                | Actual Amount  |  |
|                | Other          | Proposed Amt.  | \$69,316 |                | Fund Source:   | Proposed Amt.  |  |
|                |                | Actual Amount  |          |                |                | Actual Amount  |  |
|                | 01 People      | Proposed Units | 60       |                | Accompl. Type: | Proposed Units |  |
|                |                | Actual Units   |          |                |                | Actual Units   |  |
|                | Accompl. Type: | Proposed Units |          | Accompl. Type: | Proposed Units |                |  |
|                |                | Actual Units   |          |                | Actual Units   |                |  |
| Program Year 4 | CDBG           | Proposed Amt.  |          | # #            | Fund Source:   | Proposed Amt.  |  |
|                |                | Actual Amount  |          |                |                | Actual Amount  |  |
|                | Other          | Proposed Amt.  |          |                | Fund Source:   | Proposed Amt.  |  |
|                |                | Actual Amount  |          |                |                | Actual Amount  |  |
|                | 01 People      | Proposed Units |          |                | Accompl. Type: | Proposed Units |  |
|                |                | Actual Units   |          |                |                | Actual Units   |  |
|                | Accompl. Type: | Proposed Units |          | Accompl. Type: | Proposed Units |                |  |
|                |                | Actual Units   |          |                | Actual Units   |                |  |
| Program Year 5 | CDBG           | Proposed Amt.  |          | # #            | Fund Source:   | Proposed Amt.  |  |
|                |                | Actual Amount  |          |                |                | Actual Amount  |  |
|                | Other          | Proposed Amt.  |          |                | Fund Source:   | Proposed Amt.  |  |
|                |                | Actual Amount  |          |                |                | Actual Amount  |  |
|                | 01 People      | Proposed Units |          |                | Accompl. Type: | Proposed Units |  |
|                |                | Actual Units   |          |                |                | Actual Units   |  |
|                | Accompl. Type: | Proposed Units |          | Accompl. Type: | Proposed Units |                |  |
|                |                | Actual Units   |          |                | Actual Units   |                |  |

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|--|---|--|--|---|--|--|
| <b>Project Name:</b> Public Services/Youth   |   |  |  |   |  |  |
| <b>Description:</b>  | <b>IDIS Project #:</b> 2010-2015/20 <b>UOG Code:</b> MA250396 CAMBRIDGE   |  |  |   |  |  |
| Funding of nonprofits to provide programs targeting disadvantaged and underserved youths. Programs consist of a summer camp; individual counseling, information, referrals to supportive services; case management and individual family service planning; access to community services and hiring, training and supervision of bilingual/bicultural early intervention specialists. |   |  |  |   |  |  |
| <b>Location:</b><br>Citywide   | <b>Priority Need Category</b><br><b>Select one:</b> Public Services ▼<br><b>Explanation:</b>                    |  |  |   |  |  |
| <b>Expected Completion Date:</b><br>6/30/2012  | Various services for youths to ensure that these clients can sustain a suitable living environment. Objective#4 |  |  |   |  |  |
| <b>Objective Category</b><br><input type="radio"/> Decent Housing<br><input checked="" type="radio"/> Suitable Living Environment<br><input type="radio"/> Economic Opportunity  | <b>Specific Objectives</b>  |  |  |   |  |  |
| <b>Outcome Categories</b><br><input type="checkbox"/> Availability/Accessibility<br><input type="checkbox"/> Affordability<br><input type="checkbox"/> Sustainability  | 1, Improve the services for low/mod income persons ▼<br>2, ▼<br>3, ▼  |  |  |   |  |  |
| <b>Project-level Accomplishments</b>   | 01 People ▼<br>10-11 Activity   | <b>Proposed</b> 220<br><b>Underway</b> 0<br><b>Complete</b> 424      | 01 People ▼<br>13-14 Activity                                  | <b>Proposed</b><br><b>Underway</b><br><b>Complete</b> |  |  |
|  | 01 People ▼<br>11-12 Activity   | <b>Proposed</b> 200<br><b>Underway</b><br><b>Complete</b>            | 01 People ▼<br>14-15 Activity                                  | <b>Proposed</b><br><b>Underway</b><br><b>Complete</b> |  |  |
|  | 01 People ▼<br>12-13 Activity   | <b>Proposed</b> 220<br><b>Underway</b><br><b>Complete</b>            | Accompl. Type: ▼   | <b>Proposed</b><br><b>Underway</b><br><b>Complete</b> |  |  |
|  | <b>Proposed Outcome</b>   |  | <b>Performance Measure</b>                                     |   | <b>Actual Outcome</b>                        |  |
|  | Youths sustain a suitable living environment  |  | Youths with access to the services                             |   | Youth with access to service                 |  |
|  | 05D Youth Services 570.201(e) ▼   |  | Matrix Codes ▼   |   |  |  |
|  | Matrix Codes ▼  |  | Matrix Codes ▼   |   |  |  |
|  | Matrix Codes ▼  |  | Matrix Codes ▼   |   |  |  |
|  | <b>Program Year 1</b>   | CDBG ▼   | <b>Proposed Amt.</b> \$30,000<br><b>Actual Amount</b> \$50,000 | Fund Source: ▼  | <b>Proposed Amt.</b><br><b>Actual Amount</b> |  |
| Other ▼  |   | <b>Proposed Amt.</b> \$2,100,000<br><b>Actual Amount</b> \$1,500,000 | Fund Source: ▼   | <b>Proposed Amt.</b><br><b>Actual Amount</b>          |  |  |
| 01 People ▼  |   | <b>Proposed Units</b> 220<br><b>Actual Units</b> 424                 | Accompl. Type: ▼   | <b>Proposed Units</b><br><b>Actual Units</b>          |  |  |
| Accompl. Type: ▼   |   | <b>Proposed Units</b><br><b>Actual Units</b>                         | Accompl. Type: ▼   | <b>Proposed Units</b><br><b>Actual Units</b>          |  |  |

|                |                |   |                |           |  |                |   |                |               |  |
|----------------|----------------|---|----------------|-----------|--|----------------|---|----------------|---------------|--|
| Program Year 2 | CDBG           | ▼ | Proposed Amt.  | \$33,000  |  | Fund Source:   | ▼ | Proposed Amt.  |               |  |
|                |                |   | Actual Amount  |           |  |                |   |                | Actual Amount |  |
|                | Other          | ▼ | Proposed Amt.  | \$576,200 |  | Fund Source:   | ▼ | Proposed Amt.  |               |  |
|                |                |   | Actual Amount  |           |  |                |   | Actual Amount  |               |  |
|                | 01 People      | ▼ | Proposed Units | 200       |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |           |  |                |   | Actual Units   |               |  |
|                | Accompl. Type: | ▼ | Proposed Units |           |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |           |  |                |   | Actual Units   |               |  |
| Program Year 3 | CDBG           | ▼ | Proposed Amt.  | \$33,000  |  | Fund Source:   | ▼ | Proposed Amt.  |               |  |
|                |                |   | Actual Amount  |           |  |                |   | Actual Amount  |               |  |
|                | Other          | ▼ | Proposed Amt.  | \$572,842 |  | Fund Source:   | ▼ | Proposed Amt.  |               |  |
|                |                |   | Actual Amount  |           |  |                |   | Actual Amount  |               |  |
|                | 01 People      | ▼ | Proposed Units | 220       |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |           |  |                |   | Actual Units   |               |  |
|                | Accompl. Type: | ▼ | Proposed Units |           |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |           |  |                |   | Actual Units   |               |  |
| Program Year 4 | CDBG           | ▼ | Proposed Amt.  |           |  | Fund Source:   | ▼ | Proposed Amt.  |               |  |
|                |                |   | Actual Amount  |           |  |                |   | Actual Amount  |               |  |
|                | Other          | ▼ | Proposed Amt.  |           |  | Fund Source:   | ▼ | Proposed Amt.  |               |  |
|                |                |   | Actual Amount  |           |  |                |   | Actual Amount  |               |  |
|                | 01 People      | ▼ | Proposed Units |           |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |           |  |                |   | Actual Units   |               |  |
|                | Accompl. Type: | ▼ | Proposed Units |           |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |           |  |                |   | Actual Units   |               |  |
| Program Year 5 | CDBG           | ▼ | Proposed Amt.  |           |  | Fund Source:   | ▼ | Proposed Amt.  |               |  |
|                |                |   | Actual Amount  |           |  |                |   | Actual Amount  |               |  |
|                | Other          | ▼ | Proposed Amt.  |           |  | Fund Source:   | ▼ | Proposed Amt.  |               |  |
|                |                |   | Actual Amount  |           |  |                |   | Actual Amount  |               |  |
|                | 01 People      | ▼ | Proposed Units |           |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |           |  |                |   | Actual Units   |               |  |
|                | Accompl. Type: | ▼ | Proposed Units |           |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |           |  |                |   | Actual Units   |               |  |

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|--|---|--|--|---|--|--|
| <b>Project Name:</b> Public Services/Battered and Abused Spouse  |   |  |  |   |  |  |
| <b>Description:</b>  | <b>IDIS Project #:</b> 2010-2015/21 <b>UOG Code:</b> MA250396 CAMBRIDGE   |  |  |   |  |  |
| Funding of nonprofits to provide programs targeting income eligible battered and abused individuals. Programs consist of legal counseling and representaiton in court; individual and group counseling address psychological symptoms; ongoing recruitment, training and supervision of volunteer attorneys and metal health practitioners; support groups for women suffering from post-traumatic disorders and safe daytime drop-in space and support to homeless women. |   |  |  |   |  |  |
| <b>Location:</b><br>Citywide   | <b>Priority Need Category</b><br><b>Select one:</b> Public Services ▼<br><b>Explanation:</b>  |  |  |   |  |  |
| <b>Expected Completion Date:</b><br>6/30/2012  | Various services provided to battered and abused individuals to ensure a healthy, safe and suitable living environment. Objective#5 |  |  |   |  |  |
| Objective Category<br><input type="radio"/> Decent Housing<br><input checked="" type="radio"/> Suitable Living Environment<br><input type="radio"/> Economic Opportunity   | <b>Specific Objectives</b>  |  |  |   |  |  |
| Outcome Categories<br><input type="checkbox"/> Availability/Accessibility<br><input type="checkbox"/> Affordability<br><input type="checkbox"/> Sustainability   | 1 Improve the services for low/mod income persons ▼<br>2, ▼<br>3, ▼   |  |  |   |  |  |
| <b>Project-level Accomplishments</b>   | 01 People ▼<br>10-11 Activity   | <b>Proposed</b> 85<br><b>Underway</b> 0<br><b>Complete</b> 88        | 01 People ▼<br>13-14 Activity                                  | <b>Proposed</b><br><b>Underway</b><br><b>Complete</b> |  |  |
|  | 01 People ▼<br>11-12 Activity   | <b>Proposed</b> 55<br><b>Underway</b><br><b>Complete</b>             | 01 People ▼<br>14-15 Activity                                  | <b>Proposed</b><br><b>Underway</b><br><b>Complete</b> |  |  |
|  | 01 People ▼<br>12-13 Activity   | <b>Proposed</b> 52<br><b>Underway</b><br><b>Complete</b>             | Accompl. Type: ▼   | <b>Proposed</b><br><b>Underway</b><br><b>Complete</b> |  |  |
|  | <b>Proposed Outcome</b>   |  | <b>Performance Measure</b>                                     |   | <b>Actual Outcome</b>                        |  |
|  | People sustain a suitable living environment  |  | People with access to services                                 |   | People with access to service                |  |
|  | 05G Battered and Abused Spouses 570.201(e) ▼  |  | Matrix Codes ▼   |   | Matrix Codes ▼                               |  |
|  | Matrix Codes ▼  |  | Matrix Codes ▼   |   | Matrix Codes ▼                               |  |
|  | Matrix Codes ▼  |  | Matrix Codes ▼   |   | Matrix Codes ▼                               |  |
|  | <b>Program Year 1</b>   | CDBG ▼   | <b>Proposed Amt.</b> \$20,000<br><b>Actual Amount</b> \$25,000 | Fund Source: ▼  | <b>Proposed Amt.</b><br><b>Actual Amount</b> |  |
| Other ▼  |   | <b>Proposed Amt.</b> \$2,300,000<br><b>Actual Amount</b> \$2,100,000 | Fund Source: ▼   | <b>Proposed Amt.</b><br><b>Actual Amount</b>          |  |  |
| 01 People ▼  |   | <b>Proposed Units</b> 85<br><b>Actual Units</b>                      | Accompl. Type: ▼   | <b>Proposed Units</b><br><b>Actual Units</b>          |  |  |
| Accompl. Type: ▼   |   | <b>Proposed Units</b><br><b>Actual Units</b>                         | Accompl. Type: ▼   | <b>Proposed Units</b><br><b>Actual Units</b>          |  |  |

|                |                |   |                |          |  |                |   |                |               |  |
|----------------|----------------|---|----------------|----------|--|----------------|---|----------------|---------------|--|
| Program Year 2 | CDBG           | ▼ | Proposed Amt.  | \$35,000 |  | Fund Source:   | ▼ | Proposed Amt.  |               |  |
|                |                |   | Actual Amount  |          |  |                |   |                | Actual Amount |  |
|                | Other          | ▼ | Proposed Amt.  | \$88,634 |  | Fund Source:   | ▼ | Proposed Amt.  |               |  |
|                |                |   | Actual Amount  |          |  |                |   |                | Actual Amount |  |
|                | 01 People      | ▼ | Proposed Units | 55       |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |          |  |                |   |                | Actual Units  |  |
|                | Accompl. Type: | ▼ | Proposed Units |          |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |          |  |                |   |                | Actual Units  |  |
| Program Year 3 | CDBG           | ▼ | Proposed Amt.  | \$35,000 |  | Fund Source:   | ▼ | Proposed Amt.  |               |  |
|                |                |   | Actual Amount  |          |  |                |   |                | Actual Amount |  |
|                | Other          | ▼ | Proposed Amt.  | \$93,457 |  | Fund Source:   | ▼ | Proposed Amt.  |               |  |
|                |                |   | Actual Amount  |          |  |                |   |                | Actual Amount |  |
|                | 01 People      | ▼ | Proposed Units | 52       |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |          |  |                |   |                | Actual Units  |  |
|                | Accompl. Type: | ▼ | Proposed Units |          |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |          |  |                |   |                | Actual Units  |  |
| Program Year 4 | CDBG           | ▼ | Proposed Amt.  |          |  | Fund Source:   | ▼ | Proposed Amt.  |               |  |
|                |                |   | Actual Amount  |          |  |                |   |                | Actual Amount |  |
|                | Other          | ▼ | Proposed Amt.  |          |  | Fund Source:   | ▼ | Proposed Amt.  |               |  |
|                |                |   | Actual Amount  |          |  |                |   |                | Actual Amount |  |
|                | 01 People      | ▼ | Proposed Units |          |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |          |  |                |   |                | Actual Units  |  |
|                | Accompl. Type: | ▼ | Proposed Units |          |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |          |  |                |   |                | Actual Units  |  |
| Program Year 5 | CDBG           | ▼ | Proposed Amt.  |          |  | Fund Source:   | ▼ | Proposed Amt.  |               |  |
|                |                |   | Actual Amount  |          |  |                |   |                | Actual Amount |  |
|                | Other          | ▼ | Proposed Amt.  |          |  | Fund Source:   | ▼ | Proposed Amt.  |               |  |
|                |                |   | Actual Amount  |          |  |                |   |                | Actual Amount |  |
|                | 01 People      | ▼ | Proposed Units |          |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |          |  |                |   |                | Actual Units  |  |
|                | Accompl. Type: | ▼ | Proposed Units |          |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |          |  |                |   |                | Actual Units  |  |



|  |  |  |   |   |  |  |
|--|--|--|---|---|--|--|
| <b>Project Name:</b> Public Service/Employment Training  |  |  |   |   |  |  |
| <b>Description:</b>  | <b>IDIS Project #:</b> 2010-2015/22 <b>UOG Code:</b> MA250396 CAMBRIDGE  |  |   |   |  |  |
| Funding for employment programs and academic support for income eligible youth and young adults. Programs to support after-school classroom based instruction for job readiness and life skills; career awareness, job readiness/development/ job search/ job placement; on-site skills training; academic support; summer literacy camp and outreach to the community and local private industry for employment services to Cambridge youths. |  |  |   |   |  |  |
| <b>Location:</b><br>Citywide   | <b>Priority Need Category</b><br><b>Select one:</b> Public Services ▼<br><b>Explanation:</b>   |  |   |   |  |  |
| <b>Expected Completion Date:</b><br>6/30/2012  | Various employment services targeting youth and young adults in order to sustain a healthy and suitable living environment. Objective #6 |  |   |   |  |  |
| Objective Category<br><input type="radio"/> Decent Housing<br><input checked="" type="radio"/> Suitable Living Environment<br><input type="radio"/> Economic Opportunity   |  |  |   |   |  |  |
| <b>Outcome Categories</b><br><input type="checkbox"/> Availability/Accessibility<br><input type="checkbox"/> Affordability<br><input type="checkbox"/> Sustainability  | <b>Specific Objectives</b><br>1 Improve the services for low/mod income persons ▼<br>2 ▼<br>3 ▼  |  |   |   |  |  |
| <b>Project-level Accomplishments</b>   | 01 People ▼<br>10-11 Activity  | <b>Proposed</b> 220<br><b>Underway</b> 0<br><b>Complete</b> 118      | 01 People ▼<br>13-14 Activity                                   | <b>Proposed</b><br><b>Underway</b><br><b>Complete</b> |  |  |
|  | 01 People ▼<br>11-12 Activity  | <b>Proposed</b> 250<br><b>Underway</b><br><b>Complete</b>            | 01 People ▼<br>14-15 Activity                                   | <b>Proposed</b><br><b>Underway</b><br><b>Complete</b> |  |  |
|  | 01 People ▼<br>12-13 Activity  | <b>Proposed</b> 300<br><b>Underway</b><br><b>Complete</b>            | Accompl. Type: ▼  | <b>Proposed</b><br><b>Underway</b><br><b>Complete</b> |  |  |
|  | <b>Proposed Outcome</b>  |  | <b>Performance Measure</b>                                      |   | <b>Actual Outcome</b>                        |  |
|  | Sustain a suitable living environment  |  | Youth and young adults with access to services                  |   | People with access to service                |  |
|  | 05H Employment Training 570.201(e) ▼   |  | Matrix Codes ▼  |   |  |  |
|  | 05D Youth Services 570.201(e) ▼  |  | Matrix Codes ▼  |   |  |  |
|  | Matrix Codes ▼   |  | Matrix Codes ▼  |   |  |  |
|  | <b>Program Year 1</b>  | CDBG ▼   | <b>Proposed Amt.</b> \$217,654<br><b>Actual Amount</b> \$28,500 | Fund Source: ▼  | <b>Proposed Amt.</b><br><b>Actual Amount</b> |  |
| Other ▼  |  | <b>Proposed Amt.</b> \$2,200,000<br><b>Actual Amount</b> \$1,500,000 | Fund Source: ▼  | <b>Proposed Amt.</b><br><b>Actual Amount</b>          |  |  |
| 01 People ▼  |  | <b>Proposed Units</b> 220<br><b>Actual Units</b>                     | Accompl. Type: ▼  | <b>Proposed Units</b><br><b>Actual Units</b>          |  |  |
| Accompl. Type: ▼   |  | <b>Proposed Units</b><br><b>Actual Units</b>                         | Accompl. Type: ▼  | <b>Proposed Units</b><br><b>Actual Units</b>          |  |  |

|                |                |   |                |           |  |                |   |                |               |  |
|----------------|----------------|---|----------------|-----------|--|----------------|---|----------------|---------------|--|
| Program Year 2 | CDBG           | ▼ | Proposed Amt.  | \$68,500  |  | Fund Source:   | ▼ | Proposed Amt.  |               |  |
|                |                |   | Actual Amount  |           |  |                |   |                | Actual Amount |  |
|                | Other          | ▼ | Proposed Amt.  | \$447,505 |  | Fund Source:   | ▼ | Proposed Amt.  |               |  |
|                |                |   | Actual Amount  |           |  |                |   | Actual Amount  |               |  |
|                | 01 People      | ▼ | Proposed Units | 250       |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |           |  |                |   | Actual Units   |               |  |
|                | Accompl. Type: | ▼ | Proposed Units |           |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |           |  |                |   | Actual Units   |               |  |
| Program Year 3 | CDBG           | ▼ | Proposed Amt.  | \$30,000  |  | Fund Source:   | ▼ | Proposed Amt.  |               |  |
|                |                |   | Actual Amount  |           |  |                |   | Actual Amount  |               |  |
|                | Other          | ▼ | Proposed Amt.  | \$477,061 |  | Fund Source:   | ▼ | Proposed Amt.  |               |  |
|                |                |   | Actual Amount  |           |  |                |   | Actual Amount  |               |  |
|                | 01 People      | ▼ | Proposed Units | 300       |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |           |  |                |   | Actual Units   |               |  |
|                | Accompl. Type: | ▼ | Proposed Units |           |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |           |  |                |   | Actual Units   |               |  |
| Program Year 4 | CDBG           | ▼ | Proposed Amt.  |           |  | Fund Source:   | ▼ | Proposed Amt.  |               |  |
|                |                |   | Actual Amount  |           |  |                |   | Actual Amount  |               |  |
|                | Other          | ▼ | Proposed Amt.  |           |  | Fund Source:   | ▼ | Proposed Amt.  |               |  |
|                |                |   | Actual Amount  |           |  |                |   | Actual Amount  |               |  |
|                | 01 People      | ▼ | Proposed Units |           |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |           |  |                |   | Actual Units   |               |  |
|                | Accompl. Type: | ▼ | Proposed Units |           |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |           |  |                |   | Actual Units   |               |  |
| Program Year 5 | CDBG           | ▼ | Proposed Amt.  |           |  | Fund Source:   | ▼ | Proposed Amt.  |               |  |
|                |                |   | Actual Amount  |           |  |                |   | Actual Amount  |               |  |
|                | Other          | ▼ | Proposed Amt.  |           |  | Fund Source:   | ▼ | Proposed Amt.  |               |  |
|                |                |   | Actual Amount  |           |  |                |   | Actual Amount  |               |  |
|                | 01 People      | ▼ | Proposed Units |           |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |           |  |                |   | Actual Units   |               |  |
|                | Accompl. Type: | ▼ | Proposed Units |           |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |           |  |                |   | Actual Units   |               |  |

|  |   |                       |                       |  |                  |                       |      |
|--|---|-----------------------|-----------------------|--|------------------|-----------------------|------|
| <b>Project Name:</b> Contingency Funds   |   |                       |                       |  |                  |                       |      |
| <b>Description:</b>  | <b>IDIS Project #:</b> 2010-2015/24 <b>UOG Code:</b> MA250396 CAMBRIDGE             |                       |                       |  |                  |                       |      |
| Funds to be used for unanticipated expenses relating to the development of eligible projects and/or cost overruns occurring during the fiscal year. Up to 10% of the CDBG funds can be set aside for contingency purposes. |   |                       |                       |  |                  |                       |      |
| <b>Location:</b><br>Citywide   | <b>Priority Need Category</b><br><b>Select one:</b> Other ▼<br><b>Explanation:</b>  |                       |                       |  |                  |                       |      |
| <b>Expected Completion Date:</b><br>6/30/2012  | Set aside funds to cover costs of any cost overruns for active CDBG funded projects |                       |                       |  |                  |                       |      |
| <b>Objective Category</b><br><input type="radio"/> Decent Housing<br><input type="radio"/> Suitable Living Environment<br><input type="radio"/> Economic Opportunity   | <b>Specific Objectives</b><br>1, _____ ▼<br>2, _____ ▼<br>3, _____ ▼                |                       |                       |  |                  |                       |      |
| <b>Outcome Categories</b><br><input type="checkbox"/> Availability/Accessibility<br><input type="checkbox"/> Affordability<br><input type="checkbox"/> Sustainability  |   |                       |                       |  |                  |                       |      |
| <b>Project-level Accomplishments</b>   | Accompl. Type: ▼  | <b>Proposed</b>       | n.a.                  |  | Accompl. Type: ▼ | <b>Proposed</b>       | n.a. |
|  |   | <b>Underway</b>       |                       |  |                  | <b>Underway</b>       |      |
|  | 10-11 Activity  | <b>Complete</b>       |                       |  | 13-14 Activity   | <b>Complete</b>       | n.a. |
|  | Accompl. Type: ▼  | <b>Proposed</b>       | n.a.                  |  | Accompl. Type: ▼ | <b>Proposed</b>       | n.a. |
|  |   | <b>Underway</b>       |                       |  |                  | <b>Underway</b>       |      |
|  | 11-12 Activity  | <b>Complete</b>       |                       |  | 14-15 Activity   | <b>Complete</b>       |      |
|  | Accompl. Type: ▼  | <b>Proposed</b>       | n.a.                  |  | Accompl. Type: ▼ | <b>Proposed</b>       |      |
|  |   | <b>Underway</b>       |                       |  |                  | <b>Underway</b>       |      |
|  | 12-13 Activity  | <b>Complete</b>       |                       |  |                  | <b>Complete</b>       |      |
| <b>Proposed Outcome</b>  | <b>Performance Measure</b>  |                       | <b>Actual Outcome</b> |  |                  |                       |      |
| N.A.   | N.A.  |                       | N.A.                  |  |                  |                       |      |
| Matrix Codes   | ▼   |                       | Matrix Codes          |  |                  |                       |      |
| Matrix Codes   | ▼   |                       | Matrix Codes          |  |                  |                       |      |
| Matrix Codes   | ▼   |                       | Matrix Codes          |  |                  |                       |      |
| <b>Program Year 1</b>  | CDBG ▼  | <b>Proposed Amt.</b>  | \$51,883              |  | Fund Source: ▼   | <b>Proposed Amt.</b>  |      |
|  |   | <b>Actual Amount</b>  | \$0                   |  |                  | <b>Actual Amount</b>  |      |
|  | Fund Source: ▼  | <b>Proposed Amt.</b>  |                       |  | Fund Source: ▼   | <b>Proposed Amt.</b>  |      |
|  |   | <b>Actual Amount</b>  |                       |  |                  | <b>Actual Amount</b>  |      |
|  | Accompl. Type: ▼  | <b>Proposed Units</b> | n.a.                  |  | Accompl. Type: ▼ | <b>Proposed Units</b> |      |
|  |   | <b>Actual Units</b>   |                       |  |                  | <b>Actual Units</b>   |      |
|  | Accompl. Type: ▼  | <b>Proposed Units</b> |                       |  | Accompl. Type: ▼ | <b>Proposed Units</b> |      |
|  |   | <b>Actual Units</b>   |                       |  |                  | <b>Actual Units</b>   |      |

|                |                |   |                |         |                |   |                |  |
|----------------|----------------|---|----------------|---------|----------------|---|----------------|--|
| Program Year 2 | CDBG           | ▼ | Proposed Amt.  | \$0     | Fund Source:   | ▼ | Proposed Amt.  |  |
|                |                |   | Actual Amount  |         |                |   | Actual Amount  |  |
|                | Fund Source:   | ▼ | Proposed Amt.  |         | Fund Source:   | ▼ | Proposed Amt.  |  |
|                |                |   | Actual Amount  |         |                |   | Actual Amount  |  |
|                | Accompl. Type: | ▼ | Proposed Units |         | Accompl. Type: | ▼ | Proposed Units |  |
|                |                |   | Actual Units   |         |                |   | Actual Units   |  |
|                | Accompl. Type: | ▼ | Proposed Units |         | Accompl. Type: | ▼ | Proposed Units |  |
|                |                |   | Actual Units   |         |                |   | Actual Units   |  |
| Program Year 3 | CDBG           | ▼ | Proposed Amt.  | \$7,818 | Fund Source:   | ▼ | Proposed Amt.  |  |
|                |                |   | Actual Amount  |         |                |   | Actual Amount  |  |
|                | Other          | ▼ | Proposed Amt.  |         | Fund Source:   | ▼ | Proposed Amt.  |  |
|                |                |   | Actual Amount  |         |                |   | Actual Amount  |  |
|                | Accompl. Type: | ▼ | Proposed Units |         | Accompl. Type: | ▼ | Proposed Units |  |
|                |                |   | Actual Units   |         |                |   | Actual Units   |  |
|                | Accompl. Type: | ▼ | Proposed Units |         | Accompl. Type: | ▼ | Proposed Units |  |
|                |                |   | Actual Units   |         |                |   | Actual Units   |  |
| Program Year 4 | Fund Source:   | ▼ | Proposed Amt.  |         | Fund Source:   | ▼ | Proposed Amt.  |  |
|                |                |   | Actual Amount  |         |                |   | Actual Amount  |  |
|                | Fund Source:   | ▼ | Proposed Amt.  |         | Fund Source:   | ▼ | Proposed Amt.  |  |
|                |                |   | Actual Amount  |         |                |   | Actual Amount  |  |
|                | Accompl. Type: | ▼ | Proposed Units |         | Accompl. Type: | ▼ | Proposed Units |  |
|                |                |   | Actual Units   |         |                |   | Actual Units   |  |
|                | Accompl. Type: | ▼ | Proposed Units |         | Accompl. Type: | ▼ | Proposed Units |  |
|                |                |   | Actual Units   |         |                |   | Actual Units   |  |
| Program Year 5 | Fund Source:   | ▼ | Proposed Amt.  |         | Fund Source:   | ▼ | Proposed Amt.  |  |
|                |                |   | Actual Amount  |         |                |   | Actual Amount  |  |
|                | Fund Source:   | ▼ | Proposed Amt.  |         | Fund Source:   | ▼ | Proposed Amt.  |  |
|                |                |   | Actual Amount  |         |                |   | Actual Amount  |  |
|                | Accompl. Type: | ▼ | Proposed Units |         | Accompl. Type: | ▼ | Proposed Units |  |
|                |                |   | Actual Units   |         |                |   | Actual Units   |  |
|                | Accompl. Type: | ▼ | Proposed Units |         | Accompl. Type: | ▼ | Proposed Units |  |
|                |                |   | Actual Units   |         |                |   | Actual Units   |  |

|   |   |                       |                                  |  |                  |                       |      |
|---|---|-----------------------|----------------------------------|--|------------------|-----------------------|------|
| <b>Project Name:</b> Emergency Shelter Projects   |   |                       |                                  |  |                  |                       |      |
| <b>Description:</b>   | <b>IDIS Project #:</b> 2010-2015/25 <b>UOG Code:</b> MA250396 CAMBRIDGE                                   |                       |                                  |  |                  |                       |      |
| Funding for homeless shelters to provide various services needed by homeless men, women and families  |   |                       |                                  |  |                  |                       |      |
| <b>Location:</b><br>Citywide; 51 Inman Street   | <b>Priority Need Category</b><br><b>Select one:</b> Homeless/HIV/AIDS ▼                                   |                       |                                  |  |                  |                       |      |
| <b>Explanation:</b>   |   |                       |                                  |  |                  |                       |      |
| <b>Expected Completion Date:</b><br>6/30/2012   | With these funds it is hoped that the City can ease the burdens that face Cambridge's homeless population |                       |                                  |  |                  |                       |      |
| <b>Objective Category</b><br><input checked="" type="radio"/> Decent Housing<br><input type="radio"/> Suitable Living Environment<br><input type="radio"/> Economic Opportunity | <b>Specific Objectives</b>  |                       |                                  |  |                  |                       |      |
| <b>Outcome Categories</b><br><input type="checkbox"/> Availability/Accessibility<br><input type="checkbox"/> Affordability<br><input type="checkbox"/> Sustainability           | 1, Improve the services for low/mod income persons ▼<br>2, ▼<br>3, ▼                                      |                       |                                  |  |                  |                       |      |
| <b>Project-level Accomplishments</b>  | 01 People ▼   | <b>Proposed</b>       | 3,265                            |  | 04 Households ▼  | <b>Proposed</b>       | n.a. |
|   | 10-11 Activity  | <b>Underway</b>       | 4,092                            |  | 10-11 Activity   | <b>Underway</b>       |      |
|   |   | <b>Complete</b>       |                                  |  |                  | <b>Complete</b>       |      |
|   | 01 People ▼   | <b>Proposed</b>       | 3,265                            |  | 04 Households ▼  | <b>Proposed</b>       | n.a. |
|   | 11-12 Activity  | <b>Underway</b>       |                                  |  | 11-12 Activity   | <b>Underway</b>       |      |
|   |   | <b>Complete</b>       |                                  |  |                  | <b>Complete</b>       |      |
|   | 01 People ▼   | <b>Proposed</b>       | 1,019                            |  | 04 Households ▼  | <b>Proposed</b>       | 88   |
|   | 12-15 Activity  | <b>Underway</b>       |                                  |  | 12-15 Activity   | <b>Underway</b>       |      |
|   |   | <b>Complete</b>       |                                  |  |                  | <b>Complete</b>       |      |
| <b>Proposed Outcome</b>   | <b>Performance Measure</b>  |                       | <b>Actual Outcome</b>            |  |                  |                       |      |
| Improve accessability to shelters   | Number of individuals served<br>Number of families served   |                       | People served<br>Families served |  |                  |                       |      |
| 31K Facility based housing - operations ▼   | Matrix Codes ▼  |                       | Matrix Codes ▼                   |  |                  |                       |      |
| Matrix Codes ▼  | Matrix Codes ▼  |                       | Matrix Codes ▼                   |  |                  |                       |      |
| Matrix Codes ▼  | Matrix Codes ▼  |                       | Matrix Codes ▼                   |  |                  |                       |      |
| <b>Program Year 1</b>   | ESG ▼   | <b>Proposed Amt.</b>  | \$139,593                        |  | Fund Source: ▼   | <b>Proposed Amt.</b>  |      |
|   |   | <b>Actual Amount</b>  | \$131,777                        |  |                  | <b>Actual Amount</b>  |      |
|   | Other ▼   | <b>Proposed Amt.</b>  | \$510,955                        |  | Fund Source: ▼   | <b>Proposed Amt.</b>  |      |
|   |   | <b>Actual Amount</b>  | \$600,000                        |  |                  | <b>Actual Amount</b>  |      |
|   | 01 People ▼   | <b>Proposed Units</b> | 3,265                            |  | Accompl. Type: ▼ | <b>Proposed Units</b> |      |
|   |   | <b>Actual Units</b>   |                                  |  |                  | <b>Actual Units</b>   |      |
|   | Accompl. Type: ▼  | <b>Proposed Units</b> |                                  |  | Accompl. Type: ▼ | <b>Proposed Units</b> |      |
|   |   | <b>Actual Units</b>   |                                  |  |                  | <b>Actual Units</b>   |      |

|                |                |   |                |           |  |                |   |                |               |  |
|----------------|----------------|---|----------------|-----------|--|----------------|---|----------------|---------------|--|
| Program Year 2 | ESG            | ▼ | Proposed Amt.  | \$130,278 |  | Fund Source:   | ▼ | Proposed Amt.  |               |  |
|                |                |   | Actual Amount  |           |  |                |   |                | Actual Amount |  |
|                | Other          | ▼ | Proposed Amt.  | \$360,073 |  | Fund Source:   | ▼ | Proposed Amt.  |               |  |
|                |                |   | Actual Amount  |           |  |                |   | Actual Amount  |               |  |
|                | 01 People      | ▼ | Proposed Units | 3,265     |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |           |  |                |   | Actual Units   |               |  |
|                | Accompl. Type: | ▼ | Proposed Units |           |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |           |  |                |   | Actual Units   |               |  |
| Program Year 3 | ESG            | ▼ | Proposed Amt.  | \$103,299 |  | Other          | ▼ | Proposed Amt.  | \$587,015     |  |
|                |                |   | Actual Amount  |           |  |                |   | Actual Amount  |               |  |
|                | Other          | ▼ | Proposed Amt.  |           |  | Fund Source:   | ▼ | Proposed Amt.  |               |  |
|                |                |   | Actual Amount  |           |  |                |   | Actual Amount  |               |  |
|                | 01 People      | ▼ | Proposed Units | 1019      |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |           |  |                |   | Actual Units   |               |  |
|                | 04 Households  | ▼ | Proposed Units | 88        |  | Accompl. Type: | ▼ | Proposed Units |               |  |
|                |                |   | Actual Units   |           |  |                |   | Actual Units   |               |  |

|   |  |                                       |      |                  |                |      |
|---|--|---------------------------------------|------|------------------|----------------|------|
| <b>Project Name:</b> Emergency Solutions Projects   |  |                                       |      |                  |                |      |
| <b>Description:</b>   | <b>IDIS Project #:</b> 2010-2015/25 <b>UOG Code:</b> MA250396 CAMBRIDGE  |                                       |      |                  |                |      |
| Funding for rapid re-housing programs   |  |                                       |      |                  |                |      |
| <b>Location:</b><br>Citywide; 51 Inman Street   | <b>Priority Need Category</b><br><b>Select one:</b> Homeless/HIV/AIDS ▼  |                                       |      |                  |                |      |
| <b>Expected Completion Date:</b><br>6/30/2012   | <b>Explanation:</b><br>With these funds it is hoped that the City can target those most in need, shorten the time people/families spend homeless, and reduce the program participants' housing barriers and housing stability risks. |                                       |      |                  |                |      |
| <b>Objective Category</b><br><input checked="" type="radio"/> Decent Housing<br><input type="radio"/> Suitable Living Environment<br><input type="radio"/> Economic Opportunity | <b>Specific Objectives</b>   |                                       |      |                  |                |      |
| <b>Outcome Categories</b><br><input type="checkbox"/> Availability/Accessibility<br><input type="checkbox"/> Affordability<br><input type="checkbox"/> Sustainability           | 1, Increase the number of homeless persons moving into permanent housing ▼<br>2, ▼<br>3, ▼   |                                       |      |                  |                |      |
| <b>Project-level Accomplishments</b>  | 01 People ▼  | Proposed                              | n.a. | 01 People ▼      | Proposed       | n.a. |
|   | 10-11 Activity   | Underway                              |      | 10-11 Activity   | Underway       |      |
|   |  | Complete                              |      |                  | Complete       |      |
|   | 01 People ▼  | Proposed                              | n.a. | 01 People ▼      | Proposed       | n.a. |
|   | 11-12 Activity   | Underway                              |      | 11-12 Activity   | Underway       |      |
|   |  | Complete                              |      |                  | Complete       |      |
|   | 04 Households ▼  | Proposed                              | 17   | 01 People ▼      | Proposed       | 10   |
|   | 12-15 Activity   | Underway                              |      | 12-15 Activity   | Underway       |      |
|   |  | Complete                              |      |                  | Complete       |      |
| <b>Proposed Outcome</b>   | <b>Performance Measure</b>   | <b>Actual Outcome</b>                 |      |                  |                |      |
| Improve accessibility to shelters   | Number of individuals served<br>number of families served  | Individuals served<br>families served |      |                  |                |      |
| 31G Short term rent mortgage utility payments ▼   | Matrix Codes ▼   |                                       |      |                  |                |      |
| 31I Housing information services ▼  | Matrix Codes ▼   |                                       |      |                  |                |      |
| Matrix Codes ▼  | Matrix Codes ▼   |                                       |      |                  |                |      |
| <b>Program Year 1</b>   | ESG ▼  | Proposed Amt.                         | n.a. | Fund Source: ▼   | Proposed Amt.  |      |
|   |  | Actual Amount                         |      |                  | Actual Amount  |      |
|   | Other ▼  | Proposed Amt.                         |      | Fund Source: ▼   | Proposed Amt.  |      |
|   |  | Actual Amount                         |      |                  | Actual Amount  |      |
|   | Accompl. Type: ▼   | Proposed Units                        |      | Accompl. Type: ▼ | Proposed Units |      |
|   |  | Actual Units                          |      |                  | Actual Units   |      |
|   | Accompl. Type: ▼   | Proposed Units                        |      | Accompl. Type: ▼ | Proposed Units |      |
|   |  | Actual Units                          |      |                  | Actual Units   |      |

|                |                  |                |          |                  |                |  |
|----------------|------------------|----------------|----------|------------------|----------------|--|
| Program Year 2 | ESG ▼            | Proposed Amt.  | n.a.     | Fund Source: ▼   | Proposed Amt.  |  |
|                |                  | Actual Amount  |          |                  | Actual Amount  |  |
|                | Other ▼          | Proposed Amt.  |          | Fund Source: ▼   | Proposed Amt.  |  |
|                |                  | Actual Amount  |          |                  | Actual Amount  |  |
|                | Accompl. Type: ▼ | Proposed Units |          | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |          |                  | Actual Units   |  |
|                | Accompl. Type: ▼ | Proposed Units |          | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |          |                  | Actual Units   |  |
| Program Year 3 | ESG ▼            | Proposed Amt.  | \$50,388 | Other ▼          | Proposed Amt.  |  |
|                |                  | Actual Amount  |          |                  | Actual Amount  |  |
|                | Other ▼          | Proposed Amt.  | \$55,000 | Fund Source: ▼   | Proposed Amt.  |  |
|                |                  | Actual Amount  |          |                  | Actual Amount  |  |
|                | 04 Households ▼  | Proposed Units | 17       | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |          |                  | Actual Units   |  |
|                | 01 People ▼      | Proposed Units | 10       | Accompl. Type: ▼ | Proposed Units |  |
|                |                  | Actual Units   |          |                  | Actual Units   |  |



|   |  |                                       |   |                                       |                                     |  |
|---|--|---------------------------------------|---|---------------------------------------|-------------------------------------|--|
| <b>Project Name:</b> Emergency Shelter Projects   |  |                                       |   |                                       |                                     |  |
| <b>Description:</b>   | <b>IDIS Project #:</b> 2010-2015/25 <b>UOG Code:</b> MA250396 CAMBRIDGE  |                                       |   |                                       |                                     |  |
| Funding for homelessness prevention programs  |  |                                       |   |                                       |                                     |  |
| <b>Location:</b><br>Citywide; 51 Inman Street   | <b>Priority Need Category</b><br><b>Select one:</b> Homeless/HIV/AIDS ▼  |                                       |   |                                       |                                     |  |
| <b>Expected Completion Date:</b><br>6/30/2012   | <b>Explanation:</b><br>With these funds it is hoped that the City can target those most in need, shorten the time people/families spend homeless, and reduce the program participants' housing barriers and housing stability risks. |                                       |   |                                       |                                     |  |
| <b>Objective Category</b><br><input checked="" type="radio"/> Decent Housing<br><input type="radio"/> Suitable Living Environment<br><input type="radio"/> Economic Opportunity | <b>Specific Objectives</b>   |                                       |   |                                       |                                     |  |
| <b>Outcome Categories</b><br><input type="checkbox"/> Availability/Accessibility<br><input type="checkbox"/> Affordability<br><input type="checkbox"/> Sustainability           | 1, Increase the number of homeless persons moving into permanent housing ▼<br>2, ▼<br>3, ▼   |                                       |   |                                       |                                     |  |
| <b>Project-level Accomplishments</b>  | Accompl. Type: ▼<br>10-11 Activity   | Proposed n.a.<br>Underway<br>Complete | Accompl. Type: ▼<br>10-11 Activity          | Proposed n.a.<br>Underway<br>Complete |                                     |  |
|   | Accompl. Type: ▼<br>11-12 Activity   | Proposed n.a.<br>Underway<br>Complete | Accompl. Type: ▼<br>11-12 Activity          | Proposed n.a.<br>Underway<br>Complete |                                     |  |
|   | 04 Households ▼<br>12-15 Activity  | Proposed 16<br>Underway<br>Complete   | 01 People ▼<br>12-15 Activity               | Proposed 0<br>Underway<br>Complete    |                                     |  |
|   | <b>Proposed Outcome</b>  |                                       | <b>Performance Measure</b>                  |                                       | <b>Actual Outcome</b>               |  |
|   | Improve accessibility to shelters  |                                       | Number of person served<br>Number of youths |                                       | People served 4092<br>Youths served |  |
|   | 31E Supportive service ▼   |                                       | Matrix Codes ▼                              |                                       |                                     |  |
|   | 31I Housing information services ▼   |                                       | Matrix Codes ▼                              |                                       |                                     |  |
|   | Matrix Codes ▼   |                                       | Matrix Codes ▼                              |                                       |                                     |  |
|   | <b>Program Year 1</b>  | ESG ▼                                 | Proposed Amt. n.a.<br>Actual Amount         | Fund Source: ▼                        | Proposed Amt.<br>Actual Amount      |  |
| Other ▼   |  | Proposed Amt.<br>Actual Amount        | Fund Source: ▼                              | Proposed Amt.<br>Actual Amount        |                                     |  |
| Accompl. Type: ▼  |  | Proposed Units<br>Actual Units        | Accompl. Type: ▼                            | Proposed Units<br>Actual Units        |                                     |  |
| Accompl. Type: ▼  |  | Proposed Units<br>Actual Units        | Accompl. Type: ▼                            | Proposed Units<br>Actual Units        |                                     |  |

|                |                |   |                |          |  |                |   |                |  |
|----------------|----------------|---|----------------|----------|--|----------------|---|----------------|--|
| Program Year 2 | ESG            | ▼ | Proposed Amt.  | n.a.     |  | Fund Source:   | ▼ | Proposed Amt.  |  |
|                |                |   | Actual Amount  |          |  |                |   | Actual Amount  |  |
|                | Other          | ▼ | Proposed Amt.  |          |  | Fund Source:   | ▼ | Proposed Amt.  |  |
|                |                |   | Actual Amount  |          |  |                |   | Actual Amount  |  |
|                | Accompl. Type: | ▼ | Proposed Units |          |  | Accompl. Type: | ▼ | Proposed Units |  |
|                |                |   | Actual Units   |          |  |                |   | Actual Units   |  |
|                | Accompl. Type: | ▼ | Proposed Units |          |  | Accompl. Type: | ▼ | Proposed Units |  |
|                |                |   | Actual Units   |          |  |                |   | Actual Units   |  |
| Program Year 3 | ESG            | ▼ | Proposed Amt.  | \$70,387 |  | Other          | ▼ | Proposed Amt.  |  |
|                |                |   | Actual Amount  |          |  |                |   | Actual Amount  |  |
|                | Other          | ▼ | Proposed Amt.  | \$87,715 |  | Fund Source:   | ▼ | Proposed Amt.  |  |
|                |                |   | Actual Amount  |          |  |                |   | Actual Amount  |  |
|                | 04 Households  | ▼ | Proposed Units | 16       |  | Accompl. Type: | ▼ | Proposed Units |  |
|                |                |   | Actual Units   |          |  |                |   | Actual Units   |  |
|                | 04 Households  | ▼ | Proposed Units |          |  | Accompl. Type: | ▼ | Proposed Units |  |
|                |                |   | Actual Units   |          |  |                |   | Actual Units   |  |
| Program Year 4 | ESG            | ▼ | Proposed Amt.  |          |  | Fund Source:   | ▼ | Proposed Amt.  |  |
|                |                |   | Actual Amount  |          |  |                |   | Actual Amount  |  |
|                | Other          | ▼ | Proposed Amt.  |          |  | Fund Source:   | ▼ | Proposed Amt.  |  |
|                |                |   | Actual Amount  |          |  |                |   | Actual Amount  |  |
|                | 01 People      | ▼ | Proposed Units |          |  | Accompl. Type: | ▼ | Proposed Units |  |
|                |                |   | Actual Units   |          |  |                |   | Actual Units   |  |
|                | Accompl. Type: | ▼ | Proposed Units |          |  | Accompl. Type: | ▼ | Proposed Units |  |
|                |                |   | Actual Units   |          |  |                |   | Actual Units   |  |
| Program Year 5 | ESG            | ▼ | Proposed Amt.  |          |  | Fund Source:   | ▼ | Proposed Amt.  |  |
|                |                |   | Actual Amount  |          |  |                |   | Actual Amount  |  |
|                | Other          | ▼ | Proposed Amt.  |          |  | Fund Source:   | ▼ | Proposed Amt.  |  |
|                |                |   | Actual Amount  |          |  |                |   | Actual Amount  |  |
|                | 01 People      | ▼ | Proposed Units |          |  | Accompl. Type: | ▼ | Proposed Units |  |
|                |                |   | Actual Units   |          |  |                |   | Actual Units   |  |
|                | Accompl. Type: | ▼ | Proposed Units |          |  | Accompl. Type: | ▼ | Proposed Units |  |
|                |                |   | Actual Units   |          |  |                |   | Actual Units   |  |

|  |   |                       |           |                |                |      |
|--|---|-----------------------|-----------|----------------|----------------|------|
| <b>Project Name:</b> Public Facilities Improvements Streets/Sidewalks  |   |                       |           |                |                |      |
| <b>Description:</b>  | <b>IDIS Project #:</b> <b>UOG Code:</b> MA250396 CAMBRIDGE                                      |                       |           |                |                |      |
| <b>CDBG-R Recovery Funds</b>   |   |                       |           |                |                |      |
| <b>Location:</b><br>Elm Street NRSA Notre Dame Ave. NRSA Gardner Street NRSA Market Street NRSA  | <b>Priority Need Category</b><br><b>Select one:</b> Infrastructure                              |                       |           |                |                |      |
| <b>Expected Completion Date:</b><br>(mm/dd/yyyy)   | Improvements to provide better accessibility to LM residents                                    |                       |           |                |                |      |
| <b>Objective Category</b><br><input type="radio"/> Decent Housing<br><input checked="" type="radio"/> Suitable Living Environment<br><input type="radio"/> Economic Opportunity  | <b>Specific Objectives</b>  |                       |           |                |                |      |
| <b>Outcome Categories</b><br><input checked="" type="checkbox"/> Availability/Accessibility<br><input type="checkbox"/> Affordability<br><input type="checkbox"/> Sustainability | 1 Improve quality / increase quantity of public improvements for lower income persons<br>2<br>3 |                       |           |                |                |      |
| <b>Project-level Accomplishments</b>   | 11 Public Facilities  | Proposed              | 4         | Accompl. Type: | Proposed       | n.a. |
|  |   | Underway              |           |                | Underway       |      |
|  |   | Complete              |           |                | Complete       |      |
|  | Accompl. Type:  | Proposed              | n.a.      | Accompl. Type: | Proposed       |      |
|  |   | Underway              |           |                | Underway       |      |
|  |   | Complete              |           |                | Complete       |      |
|  | Accompl. Type:  | Proposed              | n.a.      | Accompl. Type: | Proposed       |      |
|  |   | Underway              |           |                | Underway       |      |
|  |   | Complete              |           |                | Complete       |      |
| <b>Proposed Outcome</b>  | <b>Performance Measure</b>  | <b>Actual Outcome</b> |           |                |                |      |
| Improve accessibility for LM people  | # of LM persons benefitting   |                       |           |                |                |      |
| 03K Street Improvements 570.201(c)   |   | Matrix Codes          |           |                |                |      |
| 03L Sidewalks 570.201(c)   |   | Matrix Codes          |           |                |                |      |
| Matrix Codes   |   | Matrix Codes          |           |                |                |      |
| <b>Program Year 1</b>  | CDBG  | Proposed Amt.         | \$624,000 | Fund Source:   | Proposed Amt.  |      |
|  |   | Actual Amount         |           |                | Actual Amount  |      |
|  | Fund Source:  | Proposed Amt.         |           | Fund Source:   | Proposed Amt.  |      |
|  |   | Actual Amount         |           |                | Actual Amount  |      |
|  | 11 Public Facilities:   | Proposed Units        | 4         | Accompl. Type: | Proposed Units |      |
|  |   | Actual Units          |           |                | Actual Units   |      |
|  | Accompl. Type:  | Proposed Units        |           | Accompl. Type: | Proposed Units |      |
|  |   | Actual Units          |           |                | Actual Units   |      |

|   |  |                       |                     |                         |                         |                       |  |
|---|--|-----------------------|---------------------|-------------------------|-------------------------|-----------------------|--|
| <b>Project Name:</b> Public Facilities - Sennott Pocket Park  |  |                       |                     |                         |                         |                       |  |
| <b>Description:</b>   | <b>IDIS Project #:</b> <input type="text"/> <b>UOG Code:</b> MA250396 CAMBRIDGE  |                       |                     |                         |                         |                       |  |
| <b>CDBG-R Recovery Funds</b> Upgrade to this park located in the NRSA will include park furniture, interior path improvements, reduction in the amount of permeable paving, establishment of stone sitting walls, climbing rose arbors, relocation of existing art work and establishment of new plant beds with edible plantings and fruit trees |  |                       |                     |                         |                         |                       |  |
| <b>Location:</b><br>3530/100.   | <b>Priority Need Category</b><br><br><table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td style="width:30%;"><b>Select one:</b></td> <td>Public Facilities ▼</td> </tr> <tr> <td colspan="2"><b>Explanation:</b></td> </tr> </table> | <b>Select one:</b>    | Public Facilities ▼ | <b>Explanation:</b>     |                         |                       |  |
| <b>Select one:</b>  | Public Facilities ▼  |                       |                     |                         |                         |                       |  |
| <b>Explanation:</b>   |  |                       |                     |                         |                         |                       |  |
| <b>Expected Completion Date:</b><br>(mm/dd/yyyy)  | Upgrade to improve accessibility for the LM residents  |                       |                     |                         |                         |                       |  |
| <b>Objective Category</b><br><input type="radio"/> Decent Housing<br><input checked="" type="radio"/> Suitable Living Environment<br><input type="radio"/> Economic Opportunity   | <b>Specific Objectives</b>   |                       |                     |                         |                         |                       |  |
| <b>Outcome Categories</b><br><input checked="" type="checkbox"/> Availability/Accessibility<br><input type="checkbox"/> Affordability<br><input type="checkbox"/> Sustainability  |  |                       |                     |                         |                         |                       |  |
|   | 1 Improve quality / increase quantity of public improvements for lower income persons ▼<br>2, <input type="text"/> ▼<br>3, <input type="text"/> ▼  |                       |                     |                         |                         |                       |  |
| <b>Project-level Accomplishments</b>  | 11 Public Facilities ▼   | <b>Proposed</b> 1     |                     | <b>Accompl. Type:</b> ▼ | <b>Proposed</b>         |                       |  |
|   | <input type="text"/>   | <b>Underway</b>       |                     | <input type="text"/>    | <b>Underway</b>         |                       |  |
|   | <input type="text"/>   | <b>Complete</b>       |                     | <input type="text"/>    | <b>Complete</b>         |                       |  |
|   | <b>Accompl. Type:</b> ▼  | <b>Proposed</b>       |                     | <b>Accompl. Type:</b> ▼ | <b>Proposed</b>         |                       |  |
|   | <input type="text"/>   | <b>Underway</b>       |                     | <input type="text"/>    | <b>Underway</b>         |                       |  |
|   | <input type="text"/>   | <b>Complete</b>       |                     | <input type="text"/>    | <b>Complete</b>         |                       |  |
|   | <b>Accompl. Type:</b> ▼  | <b>Proposed</b>       |                     | <b>Accompl. Type:</b> ▼ | <b>Proposed</b>         |                       |  |
|   | <input type="text"/>   | <b>Underway</b>       |                     | <input type="text"/>    | <b>Underway</b>         |                       |  |
|   | <input type="text"/>   | <b>Complete</b>       |                     | <input type="text"/>    | <b>Complete</b>         |                       |  |
| <b>Proposed Outcome</b>   | <b>Performance Measure</b>   | <b>Actual Outcome</b> |                     |                         |                         |                       |  |
| Improve accessibility for LM people   | # of LM persons benefitting  |                       |                     |                         |                         |                       |  |
| 03F Parks, Recreational Facilities 570.201(c) ▼   |  | Matrix Codes ▼        |                     |                         |                         |                       |  |
| Matrix Codes ▼  |  | Matrix Codes ▼        |                     |                         |                         |                       |  |
| Matrix Codes ▼  |  | Matrix Codes ▼        |                     |                         |                         |                       |  |
| <b>Program Year 1</b>   | CDBG ▼   | <b>Proposed Amt.</b>  | \$71,070            |                         | <b>Fund Source:</b> ▼   | <b>Proposed Amt.</b>  |  |
|   | <input type="text"/>   | <b>Actual Amount</b>  |                     |                         | <input type="text"/>    | <b>Actual Amount</b>  |  |
|   | <b>Fund Source:</b> ▼  | <b>Proposed Amt.</b>  |                     |                         | <b>Fund Source:</b> ▼   | <b>Proposed Amt.</b>  |  |
|   | <input type="text"/>   | <b>Actual Amount</b>  |                     |                         | <input type="text"/>    | <b>Actual Amount</b>  |  |
|   | 11 Public Facilities: ▼  | <b>Proposed Units</b> | 1                   |                         | <b>Accompl. Type:</b> ▼ | <b>Proposed Units</b> |  |
|   | <input type="text"/>   | <b>Actual Units</b>   |                     |                         | <input type="text"/>    | <b>Actual Units</b>   |  |
|   | <b>Accompl. Type:</b> ▼  | <b>Proposed Units</b> |                     |                         | <b>Accompl. Type:</b> ▼ | <b>Proposed Units</b> |  |
|   | <input type="text"/>   | <b>Actual Units</b>   |                     |                         | <input type="text"/>    | <b>Actual Units</b>   |  |

|   |  |                               |  |                       |
|---|--|-------------------------------|--|-----------------------|
| <b>Project Name:</b> Public Facilities - Hoyt Basketball Court Renovation   |  |                               |  |                       |
| <b>Description:</b>   | <b>IDIS Project #:</b> <input type="text"/> <b>UOG Code:</b> MA250396 CAMBRIDGE  |                               |  |                       |
| <b>CDBG-R Recovery Funds</b> Complete renovation of two basketball courts including new overlays, seal coating and replacement of backboards, poles and rims.             |  |                               |  |                       |
| <b>Location:</b><br>3534/100  | <b>Priority Need Category</b><br><b>Select one:</b> <input type="text" value="Public Facilities"/>                                       |                               |  |                       |
| <b>Expected Completion Date:</b><br>(mm/dd/yyyy)  | <b>Explanation:</b><br>Upgrade will provide much improved accessibility  |                               |  |                       |
| Objective Category<br><input type="radio"/> Decent Housing<br><input checked="" type="radio"/> Suitable Living Environment<br><input type="radio"/> Economic Opportunity  | <b>Specific Objectives</b>   |                               |  |                       |
| Outcome Categories<br><input checked="" type="checkbox"/> Availability/Accessibility<br><input type="checkbox"/> Affordability<br><input type="checkbox"/> Sustainability | 1, <input type="text" value="Improve quality / increase quantity of public improvements for lower income persons"/> <input type="text"/> |                               |  |                       |
|   | 2, <input type="text"/>  |                               |  |                       |
|   | 3, <input type="text"/>  |                               |  |                       |
| <b>Project-level Accomplishments</b>  | 11 Public Facilities <input type="text"/>  | <b>Proposed</b> 1             | <b>Accompl. Type:</b> <input type="text"/> | <b>Proposed</b>       |
|   |  | <b>Underway</b>               |  | <b>Underway</b>       |
|   |  | <b>Complete</b>               |  | <b>Complete</b>       |
|   | <b>Accompl. Type:</b> <input type="text"/>   | <b>Proposed</b>               | <b>Accompl. Type:</b> <input type="text"/> | <b>Proposed</b>       |
|   |  | <b>Underway</b>               |  | <b>Underway</b>       |
|   |  | <b>Complete</b>               |  | <b>Complete</b>       |
|   | <b>Accompl. Type:</b> <input type="text"/>   | <b>Proposed</b>               | <b>Accompl. Type:</b> <input type="text"/> | <b>Proposed</b>       |
|   |  | <b>Underway</b>               |  | <b>Underway</b>       |
|   |  | <b>Complete</b>               |  | <b>Complete</b>       |
| <b>Proposed Outcome</b>   | <b>Performance Measure</b>   | <b>Actual Outcome</b>         |  |                       |
| Improve accessibility for LM people   | # of LM persons benefitting  |                               |  |                       |
| 03F Parks, Recreational Facilities 570.201(c) <input type="text"/>  | <b>Matrix Codes</b> <input type="text"/>   |                               |  |                       |
| <b>Matrix Codes</b> <input type="text"/>  | <b>Matrix Codes</b> <input type="text"/>   |                               |  |                       |
| <b>Matrix Codes</b> <input type="text"/>  | <b>Matrix Codes</b> <input type="text"/>   |                               |  |                       |
| <b>Program Year 1</b>   | CDBG <input type="text"/>  | <b>Proposed Amt.</b> \$60,000 | <b>Fund Source:</b> <input type="text"/>   | <b>Proposed Amt.</b>  |
|   |  | <b>Actual Amount</b>          |  | <b>Actual Amount</b>  |
|   | <b>Fund Source:</b> <input type="text"/>   | <b>Proposed Amt.</b>          | <b>Fund Source:</b> <input type="text"/>   | <b>Proposed Amt.</b>  |
|   |  | <b>Actual Amount</b>          |  | <b>Actual Amount</b>  |
|   | 11 Public Facilities: <input type="text"/>   | <b>Proposed Units</b> 1       | <b>Accompl. Type:</b> <input type="text"/> | <b>Proposed Units</b> |
|   |  | <b>Actual Units</b>           |  | <b>Actual Units</b>   |
|   | <b>Accompl. Type:</b> <input type="text"/>   | <b>Proposed Units</b>         | <b>Accompl. Type:</b> <input type="text"/> | <b>Proposed Units</b> |
|   |  | <b>Actual Units</b>           |  | <b>Actual Units</b>   |

|  |  |                               |                         |                       |
|--|--|-------------------------------|-------------------------|-----------------------|
| <b>Project Name:</b> Microenterprise Grants - Best Retail Practices  |  |                               |                         |                       |
| <b>Description:</b>  | <b>IDIS Project #:</b> <b>UOG Code:</b> MA250396 CAMBRIDGE                                     |                               |                         |                       |
| <b>CDBG-R Recovery Funding</b> Small matching grants to income eligible microenterprises that complete the workshop/marketing phase and the consultation phase of the Best Retail Practice Program |  |                               |                         |                       |
| <b>Location:</b><br>NRSAs  | <b>Priority Need Category</b><br><b>Select one:</b> Economic Development ▼                     |                               |                         |                       |
| <b>Expected Completion Date:</b><br>(mm/dd/yyyy)   | <b>Explanation:</b><br>To provide economic opportunity in order to increase sales and revenues |                               |                         |                       |
| <b>Objective Category</b><br><input type="radio"/> Decent Housing<br><input type="radio"/> Suitable Living Environment<br><input checked="" type="radio"/> Economic Opportunity                    | <b>Specific Objectives</b>   |                               |                         |                       |
| <b>Outcome Categories</b><br><input type="checkbox"/> Availability/Accessibility<br><input type="checkbox"/> Affordability<br><input checked="" type="checkbox"/> Sustainability                   | 1, Improve economic opportunities for low-income persons ▼<br>2, ▼<br>3, ▼                     |                               |                         |                       |
| <b>Project-level Accomplishments</b>   | 08 Businesses ▼  | <b>Proposed</b> 4             | <b>Accompl. Type:</b> ▼ | <b>Proposed</b>       |
|  |  | <b>Underway</b>               |                         | <b>Underway</b>       |
|  |  | <b>Complete</b>               |                         | <b>Complete</b>       |
|  | <b>Accompl. Type:</b> ▼  | <b>Proposed</b>               | <b>Accompl. Type:</b> ▼ | <b>Proposed</b>       |
|  |  | <b>Underway</b>               |                         | <b>Underway</b>       |
|  |  | <b>Complete</b>               |                         | <b>Complete</b>       |
|  | <b>Accompl. Type:</b> ▼  | <b>Proposed</b>               | <b>Accompl. Type:</b> ▼ | <b>Proposed</b>       |
|  |  | <b>Underway</b>               |                         | <b>Underway</b>       |
|  |  | <b>Complete</b>               |                         | <b>Complete</b>       |
| <b>Proposed Outcome</b>  | <b>Performance Measure</b>   | <b>Actual Outcome</b>         |                         |                       |
| To sustain their economic viability  | Revenue increase   |                               |                         |                       |
| 18C Micro-Enterprise Assistance ▼  | Matrix Codes ▼   |                               |                         |                       |
| Matrix Codes ▼   | Matrix Codes ▼   |                               |                         |                       |
| Matrix Codes ▼   | Matrix Codes ▼   |                               |                         |                       |
| <b>Program Year 1</b>  | CDBG ▼   | <b>Proposed Amt.</b> \$15,000 | <b>Fund Source:</b> ▼   | <b>Proposed Amt.</b>  |
|  |  | <b>Actual Amount</b>          |                         | <b>Actual Amount</b>  |
|  | <b>Fund Source:</b> ▼  | <b>Proposed Amt.</b>          | <b>Fund Source:</b> ▼   | <b>Proposed Amt.</b>  |
|  |  | <b>Actual Amount</b>          |                         | <b>Actual Amount</b>  |
|  | 08 Businesses ▼  | <b>Proposed Units</b> 4       | <b>Accompl. Type:</b> ▼ | <b>Proposed Units</b> |
|  |  | <b>Actual Units</b>           |                         | <b>Actual Units</b>   |
|  | <b>Accompl. Type:</b> ▼  | <b>Proposed Units</b>         | <b>Accompl. Type:</b> ▼ | <b>Proposed Units</b> |
|  |  | <b>Actual Units</b>           |                         | <b>Actual Units</b>   |

|  |  |                               |  |                         |                       |  |
|--|--|-------------------------------|--|-------------------------|-----------------------|--|
| <b>Project Name:</b> Job Training - BioMed Program   |  |                               |  |                         |                       |  |
| <b>Description:</b>  | <b>IDIS Project #:</b> <b>UOG Code:</b> MA250396 CAMBRIDGE                 |                               |  |                         |                       |  |
| <b>CDBG-R Recovery Funding</b> Training program for income eligible residents living in the NRSAs. 9 month program with job placement services upon completion of courses        |  |                               |  |                         |                       |  |
| <b>Location:</b><br>NRSAs  | <b>Priority Need Category</b><br><b>Select one:</b> Economic Development ▼ |                               |  |                         |                       |  |
| <b>Explanation:</b>  |  |                               |  |                         |                       |  |
| <b>Expected Completion Date:</b><br>(mm/dd/yyyy)   | To provide economic empowerment to low-mod residents of the NRSAs          |                               |  |                         |                       |  |
| <b>Objective Category</b><br><input type="radio"/> Decent Housing<br><input type="radio"/> Suitable Living Environment<br><input checked="" type="radio"/> Economic Opportunity  | <b>Specific Objectives</b>   |                               |  |                         |                       |  |
| <b>Outcome Categories</b><br><input checked="" type="checkbox"/> Availability/Accessibility<br><input type="checkbox"/> Affordability<br><input type="checkbox"/> Sustainability | 1, Improve economic opportunities for low-income persons ▼<br>2, ▼<br>3, ▼ |                               |  |                         |                       |  |
| <b>Project-level Accomplishments</b>   | 01 People ▼  | <b>Proposed</b> 9             |  | <b>Accompl. Type:</b> ▼ | <b>Proposed</b>       |  |
|  |  | <b>Underway</b>               |  |                         | <b>Underway</b>       |  |
|  |  | <b>Complete</b>               |  |                         | <b>Complete</b>       |  |
|  | <b>Accompl. Type:</b> ▼  | <b>Proposed</b>               |  | <b>Accompl. Type:</b> ▼ | <b>Proposed</b>       |  |
|  |  | <b>Underway</b>               |  |                         | <b>Underway</b>       |  |
|  |  | <b>Complete</b>               |  |                         | <b>Complete</b>       |  |
|  | <b>Accompl. Type:</b> ▼  | <b>Proposed</b>               |  | <b>Accompl. Type:</b> ▼ | <b>Proposed</b>       |  |
|  |  | <b>Underway</b>               |  |                         | <b>Underway</b>       |  |
|  |  | <b>Complete</b>               |  |                         | <b>Complete</b>       |  |
| <b>Proposed Outcome</b>  | <b>Performance Measure</b>   | <b>Actual Outcome</b>         |  |                         |                       |  |
| To provide economic viability to LM people   | # of people receiving training<br># of job placements                      |                               |  |                         |                       |  |
| 05H Employment Training 570.201(e) ▼   | Matrix Codes ▼   | Matrix Codes ▼                |  |                         |                       |  |
| Matrix Codes ▼   | Matrix Codes ▼   | Matrix Codes ▼                |  |                         |                       |  |
| Matrix Codes ▼   | Matrix Codes ▼   | Matrix Codes ▼                |  |                         |                       |  |
| <b>Program Year 1</b>  | CDBG ▼   | <b>Proposed Amt.</b> \$81,000 |  | <b>Fund Source:</b> ▼   | <b>Proposed Amt.</b>  |  |
|  |  | <b>Actual Amount</b>          |  |                         | <b>Actual Amount</b>  |  |
|  | <b>Fund Source:</b> ▼  | <b>Proposed Amt.</b>          |  | <b>Fund Source:</b> ▼   | <b>Proposed Amt.</b>  |  |
|  |  | <b>Actual Amount</b>          |  |                         | <b>Actual Amount</b>  |  |
|  | 01 People ▼  | <b>Proposed Units</b> 9       |  | <b>Accompl. Type:</b> ▼ | <b>Proposed Units</b> |  |
|  |  | <b>Actual Units</b>           |  |                         | <b>Actual Units</b>   |  |
|  | <b>Accompl. Type:</b> ▼  | <b>Proposed Units</b>         |  | <b>Accompl. Type:</b> ▼ | <b>Proposed Units</b> |  |
|  |  | <b>Actual Units</b>           |  |                         | <b>Actual Units</b>   |  |



**Summary of Specific Annual Objectives**

| Specific Obj. #  | Outcome/Objective<br>Specific Annual Objectives  | Sources of Funds                              | Performance Indicators   | Year | Expected Number | Actual Number | Percent Completed |         |
|--|--|---|--|------|-----------------|---------------|-------------------|---------|
| <b>DH-1 Availability/Accessibility of Decent Housing</b> |  |   |  |      |                 |               |                   |         |
| <b>DH-1 (1)</b>  | Specific Objective: <b>#1</b> To create <b>225 new affordable rental</b> units targeted for very low, low and moderate-income households.  | Source of Funds #1:<br><b>CDBG</b>            | Performance Indicator #1:<br>Number of units affordable                      | 2011 | 40              | 12            | 30%               |         |
|  |  | Source of Funds #2:<br><b>HOME</b>            |  | 2012 | 50              |               | 0%                |         |
|  |  | Source of Funds #3:<br><b>State</b>           |  | 2013 | 137             |               | 0%                |         |
|  |  |   |  | 2014 |                 |               | #DIV/0!           |         |
|  |  |   |  | 2015 |                 |               | #DIV/0!           |         |
|  |  | <b>MULTI-YEAR GOAL</b>                        |  |      |                 |               | <b>12</b>         | #DIV/0! |
|  |  | Source of Funds #4:<br><b>Local</b>           | Performance Indicator #2:<br>Number of units to be Energy Star certified     | 2011 | 10              | 12            | 120%              |         |
|  |  | Source of Funds #5:<br><b>NonProfit/Owner</b> |  | 2012 | 0               |               | #DIV/0!           |         |
|  |  | Source of Funds #6:<br><b>Other</b>           |  | 2013 | 0               |               | #DIV/0!           |         |
|  |  | 2014  |  |      |                 | #DIV/0!       |                   |         |
|  |  | 2015  |  |      |                 | #DIV/0!       |                   |         |
|  | <b>MULTI-YEAR GOAL</b>   |   |  |      |                 | <b>12</b>     | #DIV/0!           |         |
|  | Specific Annual Objective: <b>137</b> new affordable rental units. Programs to meet this goal: Nonprofit Affordable Housing Development Programs ( <b>30</b> ), Inclusionary Zoning ( <b>82</b> ) and Inclusionary Rental Assistance Program ( <b>25</b> ) | Source of Funds #1                            | Performance Indicator #3:<br>Number of units with affordability of 50+ years | 2011 | 40              | 12            | 30%               |         |
|  |  | Source of Funds #2                            |  | 2012 | 45              |               | 0%                |         |
|  |  | Source of Funds #3                            |  | 2013 | 107             |               | 0%                |         |
|  |  | 2014  |  |      |                 | #DIV/0!       |                   |         |
|  |  | 2015  |  |      |                 | #DIV/0!       |                   |         |
| <b>MULTI-YEAR GOAL</b>                                   |  |   |  |      | <b>12</b>       | #DIV/0!       |                   |         |





**Summary of Specific Annual Objectives**

| Specific Obj. #  | Outcome/Objective<br>Specific Annual Objectives  | Sources of Funds                              | Performance Indicators  | Year | Expected Number | Actual Number  | Percent Completed |                |
|--|--|---|---|------|-----------------|----------------|-------------------|----------------|
| <b>DH-1 Availability/Accessibility of Decent Housing</b> |  |   |   |      |                 |                |                   |                |
| <b>DH-1 (2)</b>  | Specific Objective: <b>#2 Increase by 175, affordable homeownership units</b> opportunities for first-time low and moderate income households  | Source of Funds #1:<br><b>CDBG</b>            | Performance Indicator #1:<br>Number of homeownership units affordable   | 2011 | 30              | 49             | 163%              |                |
|  |  | Source of Funds #2:<br><b>HOME</b>            |   | 2012 | 15              |                | 0%                |                |
|  |  | Source of Funds #3:<br><b>ADDI</b>            |   | 2013 | 17              |                | 0%                |                |
|  |  |   |   | 2014 |                 |                | #DIV/0!           |                |
|  |  |   |   | 2015 |                 |                | #DIV/0!           |                |
|  |  | <b>MULTI-YEAR GOAL</b>                        |   |      |                 |                | <b>49</b>         | <b>#DIV/0!</b> |
|  |  | Source of Funds #4:<br><b>State</b>           | Performance Indicator #2:<br>Number of units Energy Star qualified  | 2011 | 10              | 35             | 350%              |                |
|  |  | Source of Funds #6:<br><b>Local</b>           |   | 2012 | 0               |                | #DIV/0!           |                |
|  |  | Source of Funds #7:<br><b>NonProfit/Owner</b> |   | 2013 | 0               |                | #DIV/0!           |                |
|  |  |   |   | 2014 |                 |                | #DIV/0!           |                |
|  |  | 2015  |   |      |                 | #DIV/0!        |                   |                |
|  | <b>MULTI-YEAR GOAL</b>   |   |   |      |                 | <b>35</b>      | <b>#DIV/0!</b>    |                |
|  | Specific Annual Objective: Create <b>17</b> affordable homeownership units Programs to meet this goal:<br>Financial Assistance Program <b>(2)</b> ; FTHB Resales <b>(10)</b> Inclusionary Homeownership <b>(5)</b> | Source of Funds #8:<br><b>Other</b>           | Performance Indicator #3:<br>Number of first-time homeowners to receive down-payment assistance/closing costs | 2011 | 10              | 10             | 100%              |                |
|  |  | 2012  |   | 4    |                 | 0%             |                   |                |
|  |  | 2013  |   | 2    |                 | 0%             |                   |                |
|  | 2014   |   |   |      | #DIV/0!         |                |                   |                |
|  | 2015   |   |   |      | #DIV/0!         |                |                   |                |
| <b>MULTI-YEAR GOAL</b>                                   |  |   |   |      | <b>10</b>       | <b>#DIV/0!</b> |                   |                |



**Summary of Specific Annual Objectives**

| Specific Obj. #  | Outcome/Objective<br>Specific Annual Objectives   | Sources of Funds                    | Performance Indicators   | Year | Expected Number | Actual Number  | Percent Completed |                |
|--|---|-------------------------------------|--|------|-----------------|----------------|-------------------|----------------|
| <b>DH-1 Availability/Accessibility of Decent Housing</b> |   |                                     |  |      |                 |                |                   |                |
| <b>DH-1 (3)</b>  | Specific Objective: <b>#3 Preserve and improve quality of 790 affordable rental</b> housing and enhance access for very low, low and moderate-income households   | Source of Funds #1:<br><b>CDBG</b>  | Performance Indicator #1:<br>Number of units affordable                                    | 2011 | 158             | 125            | 79%               |                |
|  |   |                                     |  | 2012 | 300             |                | 0%                |                |
|  |   | Source of Funds #2:<br><b>Local</b> |  | 2013 | 141             |                | 0%                |                |
|  |   |                                     |  | 2014 |                 |                | #DIV/0!           |                |
|  |   | Source of Funds #3                  |  | 2015 |                 |                | #DIV/0!           |                |
|  |   | <b>MULTI-YEAR GOAL</b>              |  |      |                 |                | <b>125</b>        | <b>#DIV/0!</b> |
|  |   | Source of Funds #1                  | Performance Indicator #2:<br>Number of units with affordability of 50+ years               | 2011 | 100             | 125            | 125%              |                |
|  |   |                                     |  | 2012 | 0               |                | #DIV/0!           |                |
|  |   | Source of Funds #2                  |  | 2013 | 133             |                | 0%                |                |
|  |   |                                     |  | 2014 |                 |                | #DIV/0!           |                |
|  | Source of Funds #3  | 2015                                |  |      |                 | #DIV/0!        |                   |                |
|  | <b>MULTI-YEAR GOAL</b>  |                                     |  |      |                 | <b>125</b>     | <b>#DIV/0!</b>    |                |
|  | Specific Annual Objective: Preserve and improve quality of <b>141</b> affordable rental units Programs to meet this goal:<br>Nonprofit Affordable Hsg. Development ( <b>133</b> );<br>Expiring Use Preservation ( <b>0</b> ) CNAHS ( <b>8</b> ) | Source of Funds #1                  | Performance Indicator #3:<br>Number of units rehabbed and rented to Sec. 8 Voucher holders | 2011 | 58              |                | 0%                |                |
|  |   |                                     |  | 2012 | 25              |                | 0%                |                |
|  |   | Source of Funds #2                  |  | 2013 | 133             |                | 0%                |                |
|  |   | 2014                                |  |      |                 | #DIV/0!        |                   |                |
| Source of Funds #3                                       |   | 2015                                |  |      |                 | #DIV/0!        |                   |                |
| <b>MULTI-YEAR GOAL</b>                                   |   |                                     |  |      | <b>250</b>      | <b>#DIV/0!</b> |                   |                |



**Summary of Specific Annual Objectives**

| Specific Obj. #  | Outcome/Objective<br>Specific Annual Objectives  | Sources of Funds                           | Performance Indicators   | Year | Expected Number | Actual Number | Percent Completed |         |
|--|--|--|--|------|-----------------|---------------|-------------------|---------|
| <b>DH-1 Availability/Accessibility of Decent Housing</b> |  |  |  |      |                 |               |                   |         |
| <b>DH-1 (4)</b>  | Specific Objective <b>8,124</b> homeless individuals receiving overnight and/or drop-in services   | Source of Funds #1<br><b>ESG</b>           | Performance Indicator #1<br>Number of individuals receiving a variety of homeless services | 2011 | 3,265           | 4,092         | 125%              |         |
|  |  |  |  | 2012 | 3,265           |               | 0%                |         |
|  |  | Source of Funds #2<br><b>CDBG</b>          |  | 2013 | 1019            |               | 0%                |         |
|  |  |  |  | 2014 |                 |               | #DIV/0!           |         |
|  |  |  |  | 2015 |                 |               | #DIV/0!           |         |
|  |  | Source of Funds #3<br><b>Other Federal</b> | <b>MULTI-YEAR GOAL</b>   |      |                 |               | <b>4,092</b>      | #DIV/0! |
|  |  | Source of Funds #1<br><b>State</b>         | Performance Indicator #2<br>Number of homeless men given overnight shelter                 | 2011 | 2,120           | 2,159         | 102%              |         |
|  |  |  |  | 2012 | 2,120           |               | 0%                |         |
|  |  | Source of Funds #2<br><b>Local Funds</b>   |  | 2013 | 2,195           |               | 0%                |         |
|  |  | 2014                                       |  |      |                 | #DIV/0!       |                   |         |
|  | Source of Funds #3<br><b>Private</b>   | <b>MULTI-YEAR GOAL</b>                     |  |      |                 | <b>2,159</b>  | #DIV/0!           |         |
|  | Specific Annual Objective #1,#2, #3 and #4<br><b>3334</b> individuals and <b>121</b> families to have improved access to homeless services | Source of Funds #1                         | Performance Indicator #3<br>Number of youths receiving services at a drop-in shelter       | 2011 | 150             | 279           | 186%              |         |
|  |  |  |  | 2012 | 150             |               | 0%                |         |
|  |  | Source of Funds #2                         |  | 2013 | 260             |               | 0%                |         |
|  |  |  |  | 2014 |                 |               | #DIV/0!           |         |
|  |  | 2015                                       |  |      |                 | #DIV/0!       |                   |         |
| Source of Funds #3                                       |  | <b>MULTI-YEAR GOAL</b>                     |  |      |                 | <b>279</b>    | #DIV/0!           |         |



**Summary of Specific Annual Objectives**

| Specific Obj. #                             | Outcome/Objective<br>Specific Annual Objectives   | Sources of Funds                              | Performance Indicators   | Year  | Expected Number | Actual Number  | Percent Completed |                |  |
|---|---|---|--|---|-----------------|----------------|-------------------|----------------|--|
| <b>DH-2 Affordability of Decent Housing</b> |   |   |  |   |                 |                |                   |                |  |
| <b>DH-2 (1)</b>                             | Specific Objective: <b>#4 Rehab and Stabilize 250 units</b> located in income eligible owner occupied 1-4 unit buildings  | Source of Funds #1:<br><b>CDBG</b>            | Performance Indicator #1<br>Number of units to be affordable     | 2011  | 40              | 35             | 88%               |                |  |
|   |   | Source of Funds #2:<br><b>Other Federal</b>   |  | 2012  | 20              |                | 0%                |                |  |
|   |   | Source of Funds #3:<br><b>Revolving Loans</b> |  | 2013  | 20              |                | 0%                |                |  |
|   |   |   |  | 2014  |                 |                | #DIV/0!           |                |  |
|   |   |   |  | 2015  |                 |                | #DIV/0!           |                |  |
|   |   | <b>MULTI-YEAR GOAL</b>                        |  |   |                 |                | <b>35</b>         | <b>#DIV/0!</b> |  |
|   |   | Source of Funds #4:<br><b>State</b>           |  | Performance Indicator #2:<br>Number of units brought into compliance with housing standards | 2011            | 40             | 35                | 88%            |  |
|   |   | Source of Funds #5:<br><b>Local</b>           |  |   | 2012            | 20             |                   | 0%             |  |
|   |   | Source of Funds #6:<br><b>NonProfit/Owner</b> |  |   | 2013            | 20             |                   | 0%             |  |
|   |   | 2014  |  |   |                 | #DIV/0!        |                   |                |  |
|   |   | 2015  |  |   |                 | #DIV/0!        |                   |                |  |
|   | <b>MULTI-YEAR GOAL</b>  |   |  |   |                 | <b>35</b>      | <b>#DIV/0!</b>    |                |  |
|   | Specific Annual Objective: Preserve and stabilize <b>20</b> units thru rehabilitation loans and rehab.adminstration<br>Programs used to meet this goal: Home Improvement Program; Rehab. Assistance Program and Historic Grants Program | Source of Funds #7:<br><b>Private</b>         | Performance Indicator #3:<br>Number of units occupied by elderly | 2011  | 12              | 10             | 83%               |                |  |
|   |   | Source of Funds #8:<br><b>Other</b>           |  | 2012  | 8               |                | 0%                |                |  |
|   |   | Source of Funds #3                            |  | 2013  | 8               |                | 0%                |                |  |
|   |   | 2014  |  |   |                 | #DIV/0!        |                   |                |  |
|   |   | 2015  |  |   |                 | #DIV/0!        |                   |                |  |
| <b>MULTI-YEAR GOAL</b>                      |   |   |  |   | <b>10</b>       | <b>#DIV/0!</b> |                   |                |  |



**Summary of Specific Annual Objectives**

| Specific Obj. #   | Outcome/Objective<br>Specific Annual Objectives   | Sources of Funds  | Performance Indicators  | Year               | Expected Number          | Actual Number | Percent Completed |             |         |  |
|---|---|---|---|--------------------|--------------------------|---------------|-------------------|-------------|---------|--|
| <b>SL-1 Availability/Accessibility of Suitable Living Environment</b> |   |   |   |                    |                          |               |                   |             |         |  |
| <b>SL-1 (1)</b>   | Specific Objective #1 <b>Create or support</b> a broad array of services and opportunities for <b>10,500</b> people | Source of Funds #1<br><b>CDBG</b>   | Performance Indicator #1<br>Number of people assisted with improved access to a vital service | 2011               | 2,100                    | 4,493         | 214%              |             |         |  |
|   |   | Source of Funds #2<br><b>Other</b>  |   | 2012               | 1,900                    |               | 0%                |             |         |  |
|   |   | Source of Funds #3  |   | 2013               | 4,000                    |               | 0%                |             |         |  |
|   |   |   |   | 2014               |                          |               | #DIV/0!           |             |         |  |
|   |   |   |   | 2015               |                          |               | #DIV/0!           |             |         |  |
|   |   | <b>MULTI-YEAR GOAL</b>  |   |                    |                          |               |                   | <b>4493</b> | #DIV/0! |  |
|   |   | Specific Annual Objective Create and support a various array of services and opportunities for <b>4,000</b> families and youths |   | Source of Funds #1 | Performance Indicator #2 | 2011          |                   |             | #DIV/0! |  |
|   |   |   |   | Source of Funds #2 |                          | 2012          |                   |             | #DIV/0! |  |
|   |   |   |   |                    |                          | 2013          |                   |             | #DIV/0! |  |
|   | Source of Funds #3  |   | 2014  |                    |                          |               | #DIV/0!           |             |         |  |
|   |   |   | 2015  |                    |                          |               | #DIV/0!           |             |         |  |
|   | <b>MULTI-YEAR GOAL</b>  |   |   |                    |                          |               | <b>0</b>          | #DIV/0!     |         |  |
|   | Source of Funds #1  | Performance Indicator #3  | 2011  |                    |                          | #DIV/0!       |                   |             |         |  |
|   |   |   | 2012  |                    |                          | #DIV/0!       |                   |             |         |  |
|   |   |   | 2013  |                    |                          | #DIV/0!       |                   |             |         |  |
| 2014  |   |   |   |                    | #DIV/0!                  |               |                   |             |         |  |
| 2015  |   |   |   |                    | #DIV/0!                  |               |                   |             |         |  |
| <b>MULTI-YEAR GOAL</b>  |   |   |   |                    |                          | <b>0</b>      | #DIV/0!           |             |         |  |



**Summary of Specific Annual Objectives**

| Specific Obj. #   | Outcome/Objective<br>Specific Annual Objectives  | Sources of Funds   | Performance Indicators   | Year               | Expected Number          | Actual Number | Percent Completed |            |         |  |
|---|--|--|--|--------------------|--------------------------|---------------|-------------------|------------|---------|--|
| <b>SL-2 AvailabAffordability of Suitable Living Environment</b> |  |  |  |                    |                          |               |                   |            |         |  |
| <b>SL-2 (1)</b>   | Specific Objective #2 <b>Create or support services for 1,500 seniors or persons with disabilities</b> | Source of Funds #1<br><b>CDBG</b>  | Performance Indicator #1<br>Number of persons with improved access to the services | 2011               | 350                      | 423           | 121%              |            |         |  |
|   |  | Source of Funds #2<br><b>Other</b>   |  | 2012               | 280                      |               | 0%                |            |         |  |
|   |  |  |  | 2013               | 300                      |               | 0%                |            |         |  |
|   |  |  |  | 2014               |                          |               | #DIV/0!           |            |         |  |
|   |  | Source of Funds #3   |  | 2015               |                          |               | #DIV/0!           |            |         |  |
|   |  | <b>MULTI-YEAR GOAL</b>   |  |                    |                          |               |                   | <b>423</b> | #DIV/0! |  |
|   |  | Specific Annual Objective Create or support services for <b>300</b> seniors or persons with disabilities |  | Source of Funds #1 | Performance Indicator #2 | 2011          |                   |            | #DIV/0! |  |
|   |  |  |  | Source of Funds #2 |                          | 2012          |                   |            | #DIV/0! |  |
|   |  |  |  |                    |                          | 2013          |                   |            | #DIV/0! |  |
|   | 2014   |  |  |                    |                          |               | #DIV/0!           |            |         |  |
|   | Source of Funds #3   |  | 2015   |                    |                          |               | #DIV/0!           |            |         |  |
|   | <b>MULTI-YEAR GOAL</b>   |  |  |                    |                          |               | <b>0</b>          | #DIV/0!    |         |  |
|   |  | Source of Funds #1   | Performance Indicator #3   | 2011               |                          |               | #DIV/0!           |            |         |  |
|   |  | Source of Funds #2   |  | 2012               |                          |               | #DIV/0!           |            |         |  |
|   |  |  |  | 2013               |                          |               | #DIV/0!           |            |         |  |
| 2014  |  |  |  |                    |                          | #DIV/0!       |                   |            |         |  |
| Source of Funds #3  |  | 2015   |  |                    |                          | #DIV/0!       |                   |            |         |  |
| <b>MULTI-YEAR GOAL</b>  |  |  |  |                    |                          | <b>0</b>      | #DIV/0!           |            |         |  |



**Summary of Specific Annual Objectives**

| Specific Obj. #   | Outcome/Objective<br>Specific Annual Objectives  | Sources of Funds   | Performance Indicators   | Year               | Expected Number          | Actual Number | Percent Completed |            |         |  |
|---|--|--|--|--------------------|--------------------------|---------------|-------------------|------------|---------|--|
| <b>SL-2 AvailabAffordability of Suitable Living Environment</b> |  |  |  |                    |                          |               |                   |            |         |  |
| <b>SL-2 (1)</b>   | Specific Objective #2 <b>Create or support services for 1,500 seniors or persons with disabilities</b> | Source of Funds #1<br><b>CDBG</b>  | Performance Indicator #1<br>Number of persons with improved access to the services | 2011               | 350                      | 423           | 121%              |            |         |  |
|   |  | Source of Funds #2<br><b>Other</b>   |  | 2012               | 280                      |               | 0%                |            |         |  |
|   |  |  |  | 2013               | 300                      |               | 0%                |            |         |  |
|   |  |  |  | 2014               |                          |               | #DIV/0!           |            |         |  |
|   |  | Source of Funds #3   |  | 2015               |                          |               | #DIV/0!           |            |         |  |
|   |  | <b>MULTI-YEAR GOAL</b>   |  |                    |                          |               |                   | <b>423</b> | #DIV/0! |  |
|   |  | Specific Annual Objective Create or support services for <b>300</b> seniors or persons with disabilities |  | Source of Funds #1 | Performance Indicator #2 | 2011          |                   |            | #DIV/0! |  |
|   |  |  |  | Source of Funds #2 |                          | 2012          |                   |            | #DIV/0! |  |
|   |  |  |  |                    |                          | 2013          |                   |            | #DIV/0! |  |
|   | 2014   |  |  |                    |                          |               | #DIV/0!           |            |         |  |
|   | Source of Funds #3   |  | 2015   |                    |                          |               | #DIV/0!           |            |         |  |
|   | <b>MULTI-YEAR GOAL</b>   |  |  |                    |                          |               | <b>0</b>          | #DIV/0!    |         |  |
|   |  | Source of Funds #1   | Performance Indicator #3   | 2011               |                          |               | #DIV/0!           |            |         |  |
|   |  | Source of Funds #2   |  | 2012               |                          |               | #DIV/0!           |            |         |  |
|   |  |  |  | 2013               |                          |               | #DIV/0!           |            |         |  |
| 2014  |  |  |  |                    |                          | #DIV/0!       |                   |            |         |  |
| Source of Funds #3  |  | 2015   |  |                    |                          | #DIV/0!       |                   |            |         |  |
| <b>MULTI-YEAR GOAL</b>  |  |  |  |                    |                          | <b>0</b>      | #DIV/0!           |            |         |  |



**Summary of Specific Annual Objectives**

| Specific Obj. #   | Outcome/Objective<br>Specific Annual Objectives  | Sources of Funds   | Performance Indicators  | Year               | Expected Number          | Actual Number | Percent Completed |           |         |  |
|---|--|--|---|--------------------|--------------------------|---------------|-------------------|-----------|---------|--|
| <b>SL-3 Sustainability of Suitable Living Environment</b> |  |  |   |                    |                          |               |                   |           |         |  |
| <b>SL-3 (1)</b>   | Specific Objective #3 Offer <b>legal support and services to 350 housing tenants</b> in eviction cases | Source of Funds #1<br><b>CDBG</b>  | Performance Indicator #1<br>Number of tenants receiving improved access to services | 2011               | 70                       | 59            | 84%               |           |         |  |
|   |  | Source of Funds #2<br><b>Other</b>   |   | 2012               | 54                       |               | 0%                |           |         |  |
|   |  |  |   | 2013               | 60                       |               | 0%                |           |         |  |
|   |  |  |   | 2014               |                          |               | #DIV/0!           |           |         |  |
|   |  | Source of Funds #3   |   | 2015               |                          |               | #DIV/0!           |           |         |  |
|   |  | <b>MULTI-YEAR GOAL</b>   |   |                    |                          |               |                   | <b>59</b> | #DIV/0! |  |
|   |  | Specific Annual Objective <b>60</b> housing tenant to receive legal services |   | Source of Funds #1 | Performance Indicator #2 | 2011          |                   |           | #DIV/0! |  |
|   |  |  |   | Source of Funds #2 |                          | 2012          |                   |           | #DIV/0! |  |
|   |  |  |   |                    |                          | 2013          |                   |           | #DIV/0! |  |
|   | Source of Funds #3   |  | 2014  |                    |                          |               | #DIV/0!           |           |         |  |
|   |  |  | 2015  |                    |                          |               | #DIV/0!           |           |         |  |
|   | <b>MULTI-YEAR GOAL</b>   |  |   |                    |                          |               | <b>0</b>          | #DIV/0!   |         |  |
|   |  | Source of Funds #1   | Performance Indicator #3  | 2011               |                          |               | #DIV/0!           |           |         |  |
|   |  | Source of Funds #2   |   | 2012               |                          |               | #DIV/0!           |           |         |  |
|   |  |  |   | 2013               |                          |               | #DIV/0!           |           |         |  |
| Source of Funds #3  |  | 2014   |   |                    |                          | #DIV/0!       |                   |           |         |  |
|   |  | 2015   |   |                    |                          | #DIV/0!       |                   |           |         |  |
| <b>MULTI-YEAR GOAL</b>                                    |  |  |   |                    |                          | <b>0</b>      | #DIV/0!           |           |         |  |





**Summary of Specific Annual Objectives**

| Specific Obj. #   | Outcome/Objective<br>Specific Annual Objectives  | Sources of Funds  | Performance Indicators   | Year               | Expected Number          | Actual Number | Percent Completed |            |         |  |
|---|--|---|--|--------------------|--------------------------|---------------|-------------------|------------|---------|--|
| <b>SL-3 Sustainability of Suitable Living Environment</b> |  |   |  |                    |                          |               |                   |            |         |  |
| <b>SL-3 (2)</b>   | Specific Objective #4 Offer <b>youth oriented</b> services to <b>1,250</b> disadvantaged and underserved <b>youths</b> | Source of Funds #1<br><b>CDBG</b>   | Performance Indicator #1<br>Number of youths provided with improved access to services | 2011               | 220                      | 424           | 193%              |            |         |  |
|   |  | Source of Funds #2<br><b>Other</b>  |  | 2012               | 200                      |               | 0%                |            |         |  |
|   |  | Source of Funds #3  |  | 2013               | 220                      |               | 0%                |            |         |  |
|   |  |   |  | 2014               |                          |               | #DIV/0!           |            |         |  |
|   |  |   |  | 2015               |                          |               | #DIV/0!           |            |         |  |
|   |  | <b>MULTI-YEAR GOAL</b>  |  |                    |                          |               |                   | <b>424</b> | #DIV/0! |  |
|   |  | Specific Annual Objective <b>220</b> income eligible youths to receive services |  | Source of Funds #1 | Performance Indicator #2 | 2011          |                   |            | #DIV/0! |  |
|   |  |   |  | Source of Funds #2 |                          | 2012          |                   |            | #DIV/0! |  |
|   |  |   |  |                    |                          | 2013          |                   |            | #DIV/0! |  |
|   | Source of Funds #3   |   | 2014   |                    |                          |               | #DIV/0!           |            |         |  |
|   |  |   | 2015   |                    |                          |               | #DIV/0!           |            |         |  |
|   | <b>MULTI-YEAR GOAL</b>   |   |  |                    |                          |               | <b>0</b>          | #DIV/0!    |         |  |
|   |  | Source of Funds #1  | Performance Indicator #3   | 2011               |                          |               | #DIV/0!           |            |         |  |
|   |  | Source of Funds #2  |  | 2012               |                          |               | #DIV/0!           |            |         |  |
|   |  |   |  | 2013               |                          |               | #DIV/0!           |            |         |  |
| Source of Funds #3  |  | 2014  |  |                    |                          | #DIV/0!       |                   |            |         |  |
|   |  | 2015  |  |                    |                          | #DIV/0!       |                   |            |         |  |
| <b>MULTI-YEAR GOAL</b>                                    |  |   |  |                    |                          | <b>0</b>      | #DIV/0!           |            |         |  |



**Summary of Specific Annual Objectives**

| Specific Obj. #   | Outcome/Objective<br>Specific Annual Objectives   | Sources of Funds   | Performance Indicators   | Year               | Expected Number          | Actual Number | Percent Completed |           |         |  |
|---|---|--|--|--------------------|--------------------------|---------------|-------------------|-----------|---------|--|
| <b>SL-3 Sustainability of Suitable Living Environment</b> |   |  |  |                    |                          |               |                   |           |         |  |
| <b>SL-3 (3)</b>   | Specific Objective #5 <b>Create or support domestic violence and abuse prevention and treatment for 450 adults and youths</b> | Source of Funds #1<br><b>CDBG</b>  | Performance Indicator #1<br>Number of people receiving improved access to services | 2011               | 75                       | 88            | 117%              |           |         |  |
|   |   | Source of Funds #2<br><b>Other</b>   |  | 2012               | 55                       |               | 0%                |           |         |  |
|   |   |  |  | 2013               | 52                       |               | 0%                |           |         |  |
|   |   |  |  | 2014               |                          |               | #DIV/0!           |           |         |  |
|   |   | Source of Funds #3   |  | 2015               |                          |               | #DIV/0!           |           |         |  |
|   |   | <b>MULTI-YEAR GOAL</b>   |  |                    |                          |               |                   | <b>88</b> | #DIV/0! |  |
|   |   | Specific Annual Objective <b>52</b> income eligible adult and youths to receive vital services |  | Source of Funds #1 | Performance Indicator #2 | 2011          |                   |           | #DIV/0! |  |
|   |   |  |  | Source of Funds #2 |                          | 2012          |                   |           | #DIV/0! |  |
|   |   |  |  |                    |                          | 2013          |                   |           | #DIV/0! |  |
|   | Source of Funds #3  |  | 2014   |                    |                          |               | #DIV/0!           |           |         |  |
|   |   |  | 2015   |                    |                          |               | #DIV/0!           |           |         |  |
|   | <b>MULTI-YEAR GOAL</b>  |  |  |                    |                          |               | <b>0</b>          | #DIV/0!   |         |  |
|   |   | Source of Funds #1   | Performance Indicator #3   | 2011               |                          |               | #DIV/0!           |           |         |  |
|   |   | Source of Funds #2   |  | 2012               |                          |               | #DIV/0!           |           |         |  |
|   |   |  |  | 2013               |                          |               | #DIV/0!           |           |         |  |
| Source of Funds #3  |   | 2014   |  |                    |                          | #DIV/0!       |                   |           |         |  |
|   |   | 2015   |  |                    |                          | #DIV/0!       |                   |           |         |  |
| <b>MULTI-YEAR GOAL</b>                                    |   |  |  |                    |                          | <b>0</b>      | #DIV/0!           |           |         |  |



**Summary of Specific Annual Objectives**

| Specific Obj. #   | Outcome/Objective<br>Specific Annual Objectives   | Sources of Funds                   | Performance Indicators  | Year                     | Expected Number | Actual Number | Percent Completed |         |  |
|---|---|------------------------------------|---|--------------------------|-----------------|---------------|-------------------|---------|--|
| <b>SL-3 Sustainability of Suitable Living Environment</b> |   |                                    |   |                          |                 |               |                   |         |  |
| <b>SL-3 (4)</b>   | Specific Objective #6 Provide after school and year round <b>employment program</b> including life skills and academic support to <b>1000 youths</b> and young adults | Source of Funds #1<br><b>CDBG</b>  | Performance Indicator #1<br>Number of people with improved access to services | 2011                     | 250             | 118           | 47%               |         |  |
|   |   |                                    |   | 2012                     | 250             |               | 0%                |         |  |
|   |   | Source of Funds #2<br><b>Other</b> |   | 2013                     | 300             |               | 0%                |         |  |
|   |   |                                    |   | 2014                     |                 |               | #DIV/0!           |         |  |
|   |   | Source of Funds #3                 |   | 2015                     |                 |               | #DIV/0!           |         |  |
|   |   | <b>MULTI-YEAR GOAL</b>             |   |                          |                 |               | <b>118</b>        | #DIV/0! |  |
|   |   | Source of Funds #1                 |   | Performance Indicator #2 | 2011            |               |                   | #DIV/0! |  |
|   |   |                                    |   |                          | 2012            |               |                   | #DIV/0! |  |
|   |   | Source of Funds #2                 |   |                          | 2013            |               |                   | #DIV/0! |  |
|   |   | 2014                               |   |                          |                 | #DIV/0!       |                   |         |  |
|   | Source of Funds #3  | 2015                               |   |                          |                 | #DIV/0!       |                   |         |  |
|   | <b>MULTI-YEAR GOAL</b>  |                                    |   |                          |                 | <b>0</b>      | #DIV/0!           |         |  |
|   | Specific Annual Objective 300 youths to receive services through the Public Services training programs  | Source of Funds #1                 | Performance Indicator #3  | 2011                     |                 |               | #DIV/0!           |         |  |
|   |   |                                    |   | 2012                     |                 |               | #DIV/0!           |         |  |
|   |   | Source of Funds #2                 |   | 2013                     |                 |               | #DIV/0!           |         |  |
|   |   | 2014                               |   |                          |                 | #DIV/0!       |                   |         |  |
| Source of Funds #3  |   | 2015                               |   |                          |                 | #DIV/0!       |                   |         |  |
| <b>MULTI-YEAR GOAL</b>                                    |   |                                    |   |                          | <b>0</b>        | #DIV/0!       |                   |         |  |



**Summary of Specific Annual Objectives**

| Specific Obj. #   | Outcome/Objective<br>Specific Annual Objectives   | Sources of Funds       | Performance Indicators   | Year | Expected Number | Actual Number | Percent Completed |         |
|---|---|------------------------|--------------------------|------|-----------------|---------------|-------------------|---------|
| <b>SL-3 Sustainability of Suitable Living Environment</b> |   |                        |                          |      |                 |               |                   |         |
| <b>SL-3 (5)</b>   | Specific Objective #2 Enhance the quality of the 35 City's parks, playgrounds and recreational environments | Source of Funds #1     | Performance Indicator #1 | 2011 | 0               | 0             | #DIV/0!           |         |
|   |   |                        |                          | 2012 | 0               |               | #DIV/0!           |         |
|   |   | Source of Funds #2     |                          | 2013 | 0               |               | #DIV/0!           |         |
|   |   |                        |                          | 2014 |                 |               | 0%                |         |
|   |   | Source of Funds #3     |                          | 2015 |                 |               |                   |         |
|   |   | <b>MULTI-YEAR GOAL</b> |                          |      |                 |               | <b>0</b>          | #DIV/0! |
|   |   | Source of Funds #1     | Performance Indicator #2 | 2011 |                 |               | #DIV/0!           |         |
|   |   |                        |                          | 2012 |                 |               | #DIV/0!           |         |
|   |   | Source of Funds #2     |                          | 2013 |                 |               | #DIV/0!           |         |
|   |   | 2014                   |                          |      |                 | #DIV/0!       |                   |         |
|   | Source of Funds #3  | 2015                   |                          |      |                 | #DIV/0!       |                   |         |
|   | <b>MULTI-YEAR GOAL</b>  |                        |                          |      |                 | <b>0</b>      | #DIV/0!           |         |
|   | Specific Annual Objective This activity has not been funded for FFY10/FY11; FFY11/FY12;                     | Source of Funds #1     | Performance Indicator #3 | 2011 |                 |               | #DIV/0!           |         |
|   |   |                        |                          | 2012 |                 |               | #DIV/0!           |         |
|   |   | Source of Funds #2     |                          | 2013 |                 |               | #DIV/0!           |         |
|   |   | 2014                   |                          |      |                 | #DIV/0!       |                   |         |
| Source of Funds #3  |   | 2015                   |                          |      |                 | #DIV/0!       |                   |         |
| <b>MULTI-YEAR GOAL</b>                                    |   |                        |                          |      | <b>0</b>        | #DIV/0!       |                   |         |



Summary of Specific Annual Objectives

| Specific Obj. #   | Outcome/Objective<br>Specific Annual Objectives  | Sources of Funds  | Performance Indicators   | Year | Expected Number | Actual Number | Percent Completed |                |                |
|---|--|---|--|------|-----------------|---------------|-------------------|----------------|----------------|
| <b>NR-1 Neighborhood Revitalization</b>   |  |   |  |      |                 |               |                   |                |                |
| <b>NR-1 (1)</b>   | <b>Specific Objective #1 Cultivating a supportive environment for 250 eligible NRS micro-enterprises and potential micro-enterprises</b> | Source of Funds #1<br><b>CDBG</b>   | Performance Indicator #1<br>Number of micro-enterprises receiving services           | 2011 | 75              | 153           | 204%              |                |                |
|   |  |   |  | 2012 | 70              |               | 0%                |                |                |
|   |  | Source of Funds #2<br><b>Other</b>  |  | 2013 | 80              |               | 0%                |                |                |
|   |  |   |  | 2014 |                 |               | #DIV/0!           |                |                |
|   |  | Source of Funds #3  |  | 2015 |                 |               | #DIV/0!           |                |                |
|   |  | <b>MULTI-YEAR GOAL</b>  |  |      |                 |               |                   | <b>153</b>     | <b>#DIV/0!</b> |
|   |  | Source of Funds #1  | Performance Indicator #2<br>Number of potential micro-enterprises receiving services | 2011 | 15              | 19            | 127%              |                |                |
|   |  |   |  | 2012 | 15              |               | 0%                |                |                |
|   |  | Source of Funds #2  |  | 2013 | 10              |               | 0%                |                |                |
|   |  | 2014  |  |      |                 | #DIV/0!       |                   |                |                |
|   | Source of Funds #3   | 2015  |  |      |                 | #DIV/0!       |                   |                |                |
|   | <b>MULTI-YEAR GOAL</b>   |   |  |      |                 |               | <b>19</b>         | <b>#DIV/0!</b> |                |
|   | Source of Funds #1   | Performance Indicator #3<br>Number of micros that showed a sales increase | 2011   | 3    | 0               | 0%            |                   |                |                |
|   |  |   | 2012   | 1    |                 | 0%            |                   |                |                |
|   | Source of Funds #2   |   | 2013   |      |                 | #DIV/0!       |                   |                |                |
|   | 2014   |   |  |      | #DIV/0!         |               |                   |                |                |
| Source of Funds #3  | 2015   |   |  |      | #DIV/0!         |               |                   |                |                |
| <b>MULTI-YEAR GOAL</b>  |  |   |  |      |                 | <b>0</b>      | <b>#DIV/0!</b>    |                |                |
| Specific Annual Objective <b>80</b> eligible micro-enterprises and <b>10</b> potential micro-enterprises to attend business development training. |  |   |  |      |                 |               |                   |                |                |

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**Summary of Specific Annual Objectives**

| Specific Obj. #  | Outcome/Objective<br>Specific Annual Objectives   | Sources of Funds   | Performance Indicators  | Year | Expected Number | Actual Number  | Percent Completed |                |
|--|---|--|---|------|-----------------|----------------|-------------------|----------------|
| <b>NR-1 Neighborhood Revitalization</b>  |   |  |   |      |                 |                |                   |                |
| <b>NR-1 (2)</b>  | Specific Objective #2 Sustain a diverse array of <b>bio-medical training; green jobs training and financial literacy</b> opportunities for <b>165</b> Cambridge residents who reside in the NRS East and NRS West. <b>625</b> youths will be trained and taught life skills thru the RAP program. | Source of Funds #1<br><b>CDBG</b>  | Performance Indicator #1<br>Number of low-mod people/youths completing the training | 2011 | 125             | 207            | 166%              |                |
|  |   | Source of Funds #2<br><b>Other</b>   |   | 2012 | 157             |                | 0%                |                |
|  |   | Source of Funds #3   |   | 2013 | 125             |                | 0%                |                |
|  |   |  |   | 2014 |                 |                | #DIV/0!           |                |
|  |   |  |   | 2015 |                 |                | #DIV/0!           |                |
|  |   | <b>MULTI-YEAR GOAL</b>   |   |      |                 |                | <b>207</b>        | <b>#DIV/0!</b> |
|  |   | Source of Funds #1   | Performance Indicator #2<br>Biomed trainees placed in jobs                          | 2011 | 12              | 1              | 8%                |                |
|  |   | Source of Funds #2   |   | 2012 | 12              |                | 0%                |                |
|  |   | Source of Funds #3   |   | 2013 | 12              |                | 0%                |                |
|  |   | 2014   |   |      |                 | #DIV/0!        |                   |                |
|  |   | 2015   |   |      |                 | #DIV/0!        |                   |                |
|  | <b>MULTI-YEAR GOAL</b>  |  |   |      |                 | <b>1</b>       | <b>#DIV/0!</b>    |                |
|  | Source of Funds #1  | Performance Indicator #3<br>Green Jobs graduate placed in green related employment | 2011  | 9    | 1               | 11%            |                   |                |
|  | Source of Funds #2  |  | 2012  | 8    |                 | 0%             |                   |                |
|  | Source of Funds #3  |  | 2013  | 8    |                 | 0%             |                   |                |
|  | 2014  |  |   |      | #DIV/0!         |                |                   |                |
|  | 2015  |  |   |      | #DIV/0!         |                |                   |                |
| <b>MULTI-YEAR GOAL</b>   |   |  |   |      | <b>1</b>        | <b>#DIV/0!</b> |                   |                |
| Specific Annual Objective Support of <b>12</b> NRS residents graduate from the bio-medical training and <b>8</b> NRS residents to be enrolled in the Green Jobs training program. <b>20</b> NRS residents will attend financial literacy workshop and <b>125</b> youths will be trained through the Just A Start run Rehabilitation Program (RAP). |   |  |   |      |                 |                |                   |                |



Summary of Specific Annual Objectives

| Specific Obj. #   | Outcome/Objective<br>Specific Annual Objectives  | Sources of Funds  | Performance Indicators  | Year   | Expected Number | Actual Number  | Percent Completed |                |  |
|---|--|---|---|--|-----------------|----------------|-------------------|----------------|--|
| <b>NR-1 Neighborhood Revitalization</b>   |  |   |   |  |                 |                |                   |                |  |
| <b>NR-1 (3)</b>   | Specific Objective #3 Promote thriving <b>commerical districts</b> in the NRS East and NRS West thru interior design and marketing assistance to <b>150 eligible micro-enterprises</b> | Source of Funds #1<br><b>CDBG</b>   | Performance Indicator #1<br>Number of new businesses assisted | 2011   | 50              | 45             | 90%               |                |  |
|   |  | Source of Funds #2<br><b>Other</b>  |   | 2012   | 40              |                | 0%                |                |  |
|   |  | Source of Funds #3  |   | 2013   | 40              |                | 0%                |                |  |
|   |  |   |   | 2014   |                 |                | #DIV/0!           |                |  |
|   |  |   |   | 2015   |                 |                | #DIV/0!           |                |  |
|   |  | <b>MULTI-YEAR GOAL</b>  |   |  |                 |                | <b>45</b>         | <b>#DIV/0!</b> |  |
|   |  | Source of Funds #1  |   | Performance Indicator #2<br>Number of micro-enterprises receiving grants | 2011            | 10             | 10                | 100%           |  |
|   |  | Source of Funds #2  |   |  | 2012            | 10             |                   | 0%             |  |
|   |  | Source of Funds #3  |   |  | 2013            | 10             |                   | 0%             |  |
|   |  | 2014  |   |  |                 | #DIV/0!        |                   |                |  |
|   |  | 2015  |   |  |                 | #DIV/0!        |                   |                |  |
|   | <b>MULTI-YEAR GOAL</b>   |   |   |  |                 | <b>10</b>      | <b>#DIV/0!</b>    |                |  |
|   | Source of Funds #1   | Performance Indicator #3<br>Number of micro-enterprises experiencing sales growth | 2011  | 3  | 0               | 0%             |                   |                |  |
|   | Source of Funds #2   |   | 2012  | 1  |                 | 0%             |                   |                |  |
|   | Source of Funds #3   |   | 2013  |  |                 | #DIV/0!        |                   |                |  |
|   | 2014   |   |   |  | #DIV/0!         |                |                   |                |  |
|   | 2015   |   |   |  | #DIV/0!         |                |                   |                |  |
| <b>MULTI-YEAR GOAL</b>  |  |   |   |  | <b>0</b>        | <b>#DIV/0!</b> |                   |                |  |
| Specific Annual Objective <b>10</b> eligible micro-enterprises will receive grants thru the Best Retail Practice grants program and <b>40</b> micros will participate in workshops covering a wide range of topics. |  |   |   |  |                 |                |                   |                |  |