

# CITY of CAMBRIDGE

FY 2019 CONSOLIDATED ANNUAL PERFORMANCE EVALUATION REPORT (CAPER)

FOR THE UTILIZATION OF FUNDS RECEIVED FROM THE U.S. DEPARTMENT OF HOUSING AND URBAN  
DEVELOPMENT

## CR-05 - Goals and Outcomes

### **Progress the jurisdiction has made in carrying out its strategic plan and its action plan. 91.520(a)**

This could be an overview that includes major initiatives and highlights that were proposed and executed throughout the program year.

The City of Cambridge has successfully completed the fourth year of the City's Five-Year Consolidated Plan. Activities undertaken during this period reflect the goals and objectives as stated in the City's Five-Year Consolidated Plan for Fiscal Years 2016 to 2020 and the FFY2018/FY2019 One-Year Action Plan. What follows below is a broad overview of how each receiving Department and Division within the City utilized its Community Development Block Grant (CDBG), HOME Investment Partnership (HOME) and Emergency Solutions Grant (ESG) entitlement grant funds from the U.S. Department of Housing and Urban Development (HUD) in relation to the goals set forth in the One-Year Action Plan, and how these activities contributed to the fulfillment of objectives as stated in the City's Five-Year Consolidated Plan. Please refer to each Division's separate narrative for details not described here.

Actual funding amounts are determined annually by the U.S. Congress, with Cambridge's portion established by a formula that considers the City's degree of poverty, age of housing stock and population growth lag. For FY2019, Year Four of the FY2016-2020 Five-Year Plan, Cambridge received **\$2,679,371** in Community Development Block Grant (CDBG), an increase of approximately 8.2% (\$203,540) over FY2018; **\$665,070** in Home Investment Partnership Act (HOME), an increase of 17.6% (\$99,486) compared to FY2018; and **\$220,976** in Emergency Solutions Grant (ESG) funds, which represents a decrease of 2.3% (\$5,088) compared to FY2018. In total, Cambridge received **\$3,565,417** in formula-based funding from HUD, an increase of approximately 9.1% (\$297,938) from FY2018's funding levels.

### **Comparison of the proposed versus actual outcomes for each outcome measure submitted with the consolidated plan and explain, if applicable, why progress was not made toward meeting goals and objectives. 91.520(g)**

Categories, priority levels, funding sources and amounts, outcomes/objectives, goal outcome indicators, units of measure, targets, actual outcomes/outputs, and percentage completed for each of the grantee's program year goals.

Goal	Category	Source / Amount	Indicator	Unit of Measure	Expected – Strategic Plan	Actual – Strategic Plan	Percent Complete	Expected – Program Year	Actual – Program Year	Percent Complete
Affordable Homeownership	Affordable Housing	CDBG: \$ / HOME: \$	Homeowner Housing Added	Household Housing Unit	125	28	22.40%	25		%
Affordable Homeownership	Affordable Housing	CDBG: \$ / HOME: \$	Homeowner Housing Rehabilitated	Household Housing Unit		3		35	33	94.29%
Affordable Homeownership	Affordable Housing	CDBG: \$ / HOME: \$	Direct Financial Assistance to Homebuyers	Households Assisted	0	0				
Affordable Rental	Affordable Housing	CDBG: \$ / HOME: \$	Rental units constructed	Household Housing Unit	575	303	52.70%	115	2	1.74%
Affordable Rental	Affordable Housing	CDBG: \$ / HOME: \$	Homeowner Housing Added	Household Housing Unit	0	0				
Affordable Rental	Affordable Housing	CDBG: \$ / HOME: \$	Homeowner Housing Rehabilitated	Household Housing Unit	0	0				

Afterschool Employment & Life Skills Training	Non-Homeless Special Needs	CDBG: \$	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	1585	1017	64.16%	317	40	12.62%
Best Retail Practices	Non-Housing Community Development	CDBG: \$	Businesses assisted	Businesses Assisted	100	72	72.00%	32	0	0.00%
Bio-Med Career Program	Non-Housing Community Development	CDBG: \$	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	50	36	72.00%	9	10	111.11%
Bio-Med Career Program	Non-Housing Community Development	CDBG: \$	Public service activities for Low/Moderate Income Housing Benefit	Households Assisted	0	0				
Bio-Med Career Program	Non-Housing Community Development	CDBG: \$	Other	Other		0				
CDBG Administration	Administration	CDBG: \$	Other	Other	1	1	100.00%	1	0	0.00%
Domestic Violence Prevention and Treatment	Non-Homeless Special Needs	CDBG: \$	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	350	302	86.29%	70	110	157.14%
ESG - Emergency Shelter Services	Homeless	ESG: \$	Homeless Person Overnight Shelter	Persons Assisted	1000	1000	100.00%	1000	0	0.00%
ESG - Emergency Shelter Services	Homeless	ESG: \$	Overnight/Emergency Shelter/Transitional Housing Beds added	Beds	0	0				

ESG - HMIS	Homeless	ESG: \$	Other	Other	100	100	100.00%	1	0	0.00%
ESG - Homeless Prevention & Rapid Re-Housing	Homeless	ESG: \$	Homelessness Prevention	Persons Assisted	50	0	0.00%	100	0	0.00%
ESG - Street Outreach	Homeless	ESG: \$	Homelessness Prevention	Persons Assisted	0	0				
ESG - Street Outreach	Homeless	ESG: \$	Other	Other	100	100	100.00%	750	0	0.00%
HOME Administration	HOME Administration	HOME: \$	Other	Other	1	1	100.00%	1	0	0.00%
Improve Access for Linguistic Minorities	Non-Homeless Special Needs	CDBG: \$	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	1500	1476	98.40%	215	0	0.00%
Legal & Supportive Services	Homeless	CDBG: \$	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	5600	1394	24.89%	220	225	102.27%
Legal & Supportive Services	Homeless	CDBG: \$	Homelessness Prevention	Persons Assisted		0				
Microenterprise Assistance	Non-Housing Community Development	CDBG: \$	Businesses assisted	Businesses Assisted	175	248	141.71%	50	0	0.00%

Mitigating Food Insecurity	Non-Homeless Special Needs	CDBG: \$	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	19500	15646	80.24%	3915	5056	129.14%
Preserve Housing Affordability	Affordable Housing	CDBG: \$ / HOME: \$	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	0	100		0		
Preserve Housing Affordability	Affordable Housing	CDBG: \$ / HOME: \$	Rental units rehabilitated	Household Housing Unit	750	220	29.33%	0	0	
Preserve Housing Affordability	Affordable Housing	CDBG: \$ / HOME: \$	Homeowner Housing Rehabilitated	Household Housing Unit	0	6		0	6	
Preserve Housing Affordability	Affordable Housing	CDBG: \$ / HOME: \$	Other	Other		0		150	7	4.67%
Retail Interior Accessibility Program	Non-Housing Community Development	CDBG: \$	Facade treatment/business building rehabilitation	Business	0	0				
Retail Interior Accessibility Program	Non-Housing Community Development	CDBG: \$	Businesses assisted	Businesses Assisted	50	13	26.00%	5	0	0.00%
Services for Seniors and Persons with Disabilities	Non-Homeless Special Needs	CDBG: \$	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	2600	1115	42.88%	570	176	30.88%

Stabilize Homeownership	Affordable Housing	CDBG: \$	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	0	0				
Stabilize Homeownership	Affordable Housing	CDBG: \$	Homeowner Housing Rehabilitated	Household Housing Unit	175	106	60.57%	35	0	0.00%
Streets & Sidewalks	Non-Housing Community Development	CDBG: \$	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	1	0	0.00%			
Streets & Sidewalks	Non-Housing Community Development	CDBG: \$	Other	Other	0	0		150	0	0.00%
Youth & Infant Services	Non-Homeless Special Needs	CDBG: \$	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	1060	1765	166.51%	262	252	96.18%

**Table 1 - Accomplishments – Program Year & Strategic Plan to Date**

**Assess how the jurisdiction’s use of funds, particularly CDBG, addresses the priorities and specific objectives identified in the plan, giving special attention to the highest priority activities identified.**

The availability and affordability of quality housing for extremely low, low and moderate income individuals and families remains the greatest need for Cambridge residents. To this end, Cambridge spent **\$1,430,148** on Affordable Housing activities that created, preserved or stabilized 42 units in FY2019. Quality Public Services also remains a high priority in Cambridge, and the City allocated its maximum allowed 15% of CDBG funds (\$401,906) for those programs. The balance of CDBG funds (\$271,620) were expended on Economic Development activities that directly

benefitted residents of the City's two NRS Areas in Job Training, Small Business Enhancement Grants and Microenterprise Assistance.



## CR-10 - Racial and Ethnic composition of families assisted

Describe the families assisted (including the racial and ethnic status of families assisted).

91.520(a)

	CDBG	HOME	ESG
White	583	0	0
Black or African American	2,887	0	0
Asian	1,459	0	0
American Indian or American Native	1	0	0
Native Hawaiian or Other Pacific Islander	1	0	0
<b>Total</b>	<b>4,931</b>	<b>0</b>	<b>0</b>
Hispanic	27	0	0
Not Hispanic	4,904	0	0

Table 2 – Table of assistance to racial and ethnic populations by source of funds

### Narrative

The 2010 U. S. Census found that 66.6% of Cambridge residents are White, 11.7% Black, 15.1% Asian or Pacific islander and 6.6% classified themselves as some other race or a member of two or more races. Hispanics total 7.6% of the population. 62.1% of the population is White and Non-Hispanic. Among those under 18 44.2% are White Non-Hispanic.

## CR-15 - Resources and Investments 91.520(a)

### Identify the resources made available

Source of Funds	Source	Resources Made Available	Amount Expended During Program Year
CDBG	public - federal	4,212,486	3,450,878
HOME	public - federal	665,070	936,115
ESG	public - federal	220,976	220,976
Continuum of Care	public - federal	0	

Table 3 - Resources Made Available

### Narrative

Actual funding amounts are determined annually by the U.S. Congress, with Cambridge's portion established by a formula that considers the City's degree of poverty, age of housing stock and population growth lag. For FY2019, Year Four of the FY2016-2020 Five-Year Plan, Cambridge received **\$2,679,371** in Community Development Block Grant (CDBG), an increase of approximately 8.2% (\$203,540) over FY2018; **\$665,070** in Home Investment Partnership Act (HOME), an increase of 17.6% (\$99,486) compared to FY2018; and **\$220,976** in Emergency Solutions Grant (ESG) funds, which represents a decrease of 2.3% (\$5,088) compared to FY2018. In total, Cambridge received **\$3,565,417** in formula-based funding from HUD, an increase of approximately 9.1% (\$297,938) from FY2018's funding levels.

### Identify the geographic distribution and location of investments

Target Area	Planned Percentage of Allocation	Actual Percentage of Allocation	Narrative Description
City of Cambridge	20	5	Eligible Activities in the City of Cambridge
NRS EAST	50	73	
NRS WEST	30	22	

Table 4 – Identify the geographic distribution and location of investments

### Narrative

The City has two Neighborhood Revitalization Strategy Areas (NRSA's). The NRSA-East covers The Port, Central Square, Cambridgeport, Wellington-Harrington, portions of Inman Square and the Riverside Neighborhoods. The NRSA-West covers portions of West Cambridge and North Cambridge. These areas are primarily residential and contain the greatest number of low-income households in Cambridge, each with slightly over 56% low-moderate income residents based on 2007-2011 ACS data. They also contain a number of the City's primary commercial districts and locally owned retail businesses.

## Leveraging

**Explain how federal funds leveraged additional resources (private, state and local funds), including a description of how matching requirements were satisfied, as well as how any publicly owned land or property located within the jurisdiction that were used to address the needs identified in the plan.**

The City was able to leverage more than \$12 million in other funding sources in carrying out its HUD funded activities in FY2019.

Other Federal: \$700,480

State: \$2,039,077

Local/City: \$4,612,957

Non-Profit/Owner Equity: \$374,576

Private: \$4,729,411

Lending Institutions: \$31,000

Other: \$31,550

**TOTAL LEVERAGED FUNDS: \$12,519,051**

The City is also in the 2nd year of construction of a 98 unit affordable housing development which has leveraged over \$78 million that was reported in the City's FY2018 CAPER.

## **ESG MATCH REQUIREMENT:**

The one-to-one matching requirement for the ESG program was more than satisfied, with a more than ten-to-one contribution of a combination of federal, state, local and other funding sources:

Other Non-ESG HUD Funds: \$370,036

State: \$808,186

Local: \$251,976

Private & Other: \$443,467

**TOTAL MATCH: \$1,973,665**

<b>Fiscal Year Summary – HOME Match</b>	
1. Excess match from prior Federal fiscal year	91,462,872
2. Match contributed during current Federal fiscal year	0
3. Total match available for current Federal fiscal year (Line 1 plus Line 2)	91,462,872
4. Match liability for current Federal fiscal year	1,511
5. Excess match carried over to next Federal fiscal year (Line 3 minus Line 4)	91,461,361

**Table 5 – Fiscal Year Summary - HOME Match Report**

Match Contribution for the Federal Fiscal Year								
Project No. or Other ID	Date of Contribution	Cash (non-Federal sources)	Foregone Taxes, Fees, Charges	Appraised Land/Real Property	Required Infrastructure	Site Preparation, Construction Materials, Donated labor	Bond Financing	Total Match

Table 6 – Match Contribution for the Federal Fiscal Year

**HOME MBE/WBE report**

Program Income – Enter the program amounts for the reporting period				
Balance on hand at begin-ning of reporting period \$	Amount received during reporting period \$	Total amount expended during reporting period \$	Amount expended for TBRA \$	Balance on hand at end of reporting period \$
0	0	0	0	0

Table 7 – Program Income

<b>Minority Business Enterprises and Women Business Enterprises – Indicate the number and dollar value of contracts for HOME projects completed during the reporting period</b>						
	Total	Minority Business Enterprises				White Non-Hispanic
		Alaskan Native or American Indian	Asian or Pacific Islander	Black Non-Hispanic	Hispanic	
<b>Contracts</b>						
Dollar Amount	0	0	0	0	0	0
Number	0	0	0	0	0	0
<b>Sub-Contracts</b>						
Number	41	0	0	0	5	36
Dollar Amount	27,238,121	0	0	0	4,980,561	22,257,560
	Total	Women Business Enterprises	Male			
<b>Contracts</b>						
Dollar Amount	0	0	0			
Number	0	0	0			
<b>Sub-Contracts</b>						
Number	41	7	34			
Dollar Amount	26,750,402	4,492,842	22,257,560			

**Table 8 - Minority Business and Women Business Enterprises**

<b>Minority Owners of Rental Property – Indicate the number of HOME assisted rental property owners and the total amount of HOME funds in these rental properties assisted</b>						
	Total	Minority Property Owners				White Non-Hispanic
		Alaskan Native or American Indian	Asian or Pacific Islander	Black Non-Hispanic	Hispanic	
Number	0	0	0	0	0	0
Dollar Amount	0	0	0	0	0	0

**Table 9 – Minority Owners of Rental Property**

<b>Relocation and Real Property Acquisition</b> – Indicate the number of persons displaced, the cost of relocation payments, the number of parcels acquired, and the cost of acquisition						
Parcels Acquired		0		0		
Businesses Displaced		0		0		
Nonprofit Organizations Displaced		0		0		
Households Temporarily Relocated, not Displaced		0		0		
Households Displaced	Total	Minority Property Enterprises				White Non-Hispanic
		Alaskan Native or American Indian	Asian or Pacific Islander	Black Non-Hispanic	Hispanic	
Number	0	0	0	0	0	0
Cost	0	0	0	0	0	0

**Table 10 – Relocation and Real Property Acquisition**

## CR-20 - Affordable Housing 91.520(b)

Evaluation of the jurisdiction's progress in providing affordable housing, including the number and types of families served, the number of extremely low-income, low-income, moderate-income, and middle-income persons served.

	One-Year Goal	Actual
Number of Homeless households to be provided affordable housing units	0	0
Number of Non-Homeless households to be provided affordable housing units	325	0
Number of Special-Needs households to be provided affordable housing units	0	0
<b>Total</b>	<b>325</b>	<b>0</b>

Table 11 – Number of Households

	One-Year Goal	Actual
Number of households supported through Rental Assistance	0	0
Number of households supported through The Production of New Units	140	2
Number of households supported through Rehab of Existing Units	35	33
Number of households supported through Acquisition of Existing Units	150	7
<b>Total</b>	<b>325</b>	<b>42</b>

Table 12 – Number of Households Supported

**Discuss the difference between goals and outcomes and problems encountered in meeting these goals.**

Despite the difficult combination of limited resources, via historically depressed funding levels experienced in the CDBG and HOME programs, and an extremely tight real-estate market with continually increasing valuations, the City was able to create, preserve and rehabilitation over 42 affordable housing units in FY2019. The primary reason for the difference between anticipated production and actual production is based on the timing of project closing dates as they relate to HUD defined fiscal years and project completion criteria. This was achieved through a combination of



programs that are successful in leveraging resources and a dedication by the City to preserve and expand its affordable housing stock.

Additionally, the primary program for creating new affordable rental and homeownership units in Cambridge is through the City's Inclusionary Zoning Ordinance, which requires all new housing developments of 10+ units to set-aside 20% of square footage for city-controlled affordable units. For more information see:

<https://www.cambridgema.gov/CDD/housing/inclusionaryhousing>

**Discuss how these outcomes will impact future annual action plans.**

The performance of the Housing Division in FY2019 further validates the effectiveness of Cambridge's comprehensive and proactive approach to creating and maintaining affordable housing opportunities for its residents. The City expects to maintain all affordable housing programs currently in place through Five-Year Consolidated plan period.

**Include the number of extremely low-income, low-income, and moderate-income persons served by each activity where information on income by family size is required to determine the eligibility of the activity.**

<b>Number of Households Served</b>	<b>CDBG Actual</b>	<b>HOME Actual</b>
Extremely Low-income	0	0
Low-income	42	0
Moderate-income	0	0
<b>Total</b>	<b>42</b>	<b>0</b>

**Table 13 – Number of Households Served**

**Narrative Information**

The City's exceptionally high-priced real-estate market makes it incredibly challenging to provide housing opportunities for Extremely Low-Income residents via CDBG and HOME funded programs, however whenever possible the City explores those opportunities.

## **CR-25 - Homeless and Other Special Needs 91.220(d, e); 91.320(d, e); 91.520(c)**

**Evaluate the jurisdiction's progress in meeting its specific objectives for reducing and ending homelessness through:**

### **Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs**

The Cambridge Homeless Services Continuum of Care (CoC) continues work to reduce homelessness by offering a variety of programs and services designed to reach out to, assess, encourage, and support persons experiencing homelessness (especially unsheltered persons). These services include: street outreach targeting unsheltered persons; low-threshold drop-in centers; mobile and shelter-based healthcare services; and web-based and printed resource guides. The City's homeless services coordinated entry system, Cambridge Coordinated Access Network (C-CAN), standardizes the way households experiencing ho

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### **Addressing the emergency shelter and transitional housing needs of homeless persons**

A network of five shelters for individual adults, two family shelters, one seasonal warming center for individual adults, one shelter for unaccompanied youth, and one shelter for domestic violence victims provide emergency shelter for homeless persons in Cambridge. Additionally, State-originated grant funding managed by the Massachusetts Housing and Shelter Alliance (MHSA) helps pay for housing and staffing for a nine-unit women's transitional housing program operated by Heading Home at the Cambridge YWCA. 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. The Salvation Army operates a 36-bed transitional program for men, and Heading Home, in partnership with the Cambridge Housing Authority, operates a transitional housing program for homeless families. Provision of these essential emergency shelter and transitional housing projects are important to the jurisdiction's success in increasing progress toward ending chronic homelessness.

**Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: likely to become homeless after being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); and, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs**

The jurisdiction has shown continued success in helping low income individuals and families avoid becoming homeless. As reported in the ESG section of this report, the ESG Prevention Component served 40 persons including 25 adults and 15 children in this reporting year. Of the 40 persons served, 11 had mental health issues and 7 had other disabilities.

Additionally, the City utilizes CDBG-Public Services funding to provide legal counsel and representation to low-income public/private housing tenants facing eviction, provide representation of public and subsidized housing tenants and applicants for subsidized housing at administrative appeals, conduct community outreach and consultation to community organizations and advocates on landlord/tenant housing law issues, and engage in recruitment, training, and ongoing supervision of volunteer attorneys on landlord/tenant law, trial/administrative practice, and public/subsidized housing issues.

Regarding persons being discharged from publicly funded institutions, 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, Developmental Services, Public Health (substance abuse programs), Corrections, Youth Services (juvenile corrections), Children and Families, and Medical Assistance (nursing homes and rehab hospitals). Cambridge CoC members attend meetings convened by the Balance of State CoC where information is shared about discharge planning activities, including updates from the aforementioned state agencies.

In addition to the homelessness prevention assistance offered through ESG funding, the Multi-Service Center offers a range of prevention-related assistance to persons receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs. 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 C-CAN system, the Cambridge School Department's Family Resource Center; the Cambridge Department of Veterans' Services; the Council on Aging, which refers at risk elders; and the City's Disabilities Commission, which refers at-risk persons with disabilities.

Disabled persons living in public housing are afforded services and protections against becoming homeless: each building is assigned a social service coordinator 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.

**Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again**

The jurisdiction has shown continued success in increasing housing stability for persons experiencing homelessness. The most recent CoC System Performance Measures submission to HUD shows continuation of the trend in Cambridge to exceed the performance goal for housing stability in CoC-funded Permanent Supportive Housing (PSH) projects, with 98.05% of participants achieving stability in PSH. The primary strategies to help persons make the transition to permanent and independent living include provision of: Permanent Supportive Housing (PSH); Permanent Housing (PH); case management and other supportive services; and Rapid Re-Housing assistance.

Three Rental Assistance projects funded through the CoC Program fund subsidies for 39 individuals with disabilities and 7 families with HIV/AIDS, and CoC Program funds also provide more than \$2 million in annual funding to help sustain another 180-plus units of PSH for formerly homeless persons with disabilities, most of whom were chronically homeless. The Cambridge Housing Authority also provides 91 units of SRO housing for the formerly homeless developed with Section 8 Moderate Rehabilitation grants from the 1990's. In addition to the CoC-funded housing units referenced above, the City works to

facilitate access for homeless individuals and families to affordable housing units through partnerships with the Cambridge Housing Authority and through work with the City's Inclusionary Housing Program.

Utilizing ESG Rapid Rehousing funds is the CoC's primary strategy related to reducing the length of time individuals and families remain homeless. CoC street outreach and shelter staff are trained to refer eligible households to the Multi-Service Center to access rapid rehousing rental assistance and case management.

The CoC's current strategy for reducing returns to homelessness focuses on case management and stabilization services. Specifically, case managers working with formerly homeless clients focus on tenancy skill development, money management, assistance with applying for, obtaining and maintaining all mainstream benefits, and referrals to clinical services, medical care and employment services such as career counseling, training programs and job search assistance. These case management efforts, combined with the CoC's homelessness prevention services funded through ESG and City dollars, are the key steps the CoC takes to reduce returns to homelessness.

## **CR-30 - Public Housing 91.220(h); 91.320(j)**

### **Actions taken to address the needs of public housing**

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In FY2020, Cambridge Housing Authority (CHA) will be responsible for more than \$91 million in overall capital improvements, with an emphasis on long-term durability, livability, energy efficiency and high-quality construction.

As part of a portfolio-wide repositioning to preserve units, CHA will have completed the conversion of 2,258 public housing units under RAD or Section 18 disposition to project-based assistance by the close of 2019 and is working to move forward on the remaining 169 units. In addition to the on-going conversion efforts, the CHA is also working to obtain the final resources needed to proceed with renovations at 786 units (which includes a portion of the 169 units).

For a detailed description of all CHA activities, please visit: <http://www.cambridge-housing.org/>

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### **Actions taken to encourage public housing residents to become more involved in management and participate in homeownership**

CHA holds public meetings for the MTW Annual Plan and undergoes a public process as needed for other relevant events.

CHA currently operates an FSS program, CHA's Financial Stability and Savings (FSS+) program in the Housing Choice Voucher (HCV) department. CHA partners with the nonprofit Compass Working Capital on this program to assist households working to build assets, increase credit, and reduce debt. Program participants may decide to work towards homeownership as one of their financial goals. FY19 also marked the end of CHA's Public Housing FSS Pilot (Rent-to-Save). CHA is evaluating the pilot and considering the best path forward for establishing a successful FSS program for CHA housed residents.

Finally, CHA is proposing a new homeownership program for residents beginning in FY20. The STASH Program will be focused on higher-earning CHA residents. CHA will be partnering with Massachusetts

Affordable Housing Alliance (MAHA) to offer households earning over 120% of the area's median household income an opportunity to participate in this homeownership program. The key components of the program will be homeownership education, a 1 to 1 savings match, and realtor assistance.

**Actions taken to provide assistance to troubled PHAs**

N/A

## **CR-35 - Other Actions 91.220(j)-(k); 91.320(i)-(j)**

**Actions taken to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment. 91.220 (j); 91.320 (i)**

It is the City's policy to preserve the diversity of the community by offering a wide range of housing programs to meet the needs of very low, low, moderate, and middle-income residents. Wherever possible such rental and homeownership housing is made permanently affordable, built in areas throughout the city, and developed with particular emphasis on production of units of appropriate size for families with children. The City works closely with the Cambridge Housing Authority and community based non-profit housing developers to achieve its goals.

Affordable housing requirements for developers of residential and commercial properties are set forth in Section 11.200 of the Cambridge Zoning Ordinance which includes both the Inclusionary and Incentive Zoning Ordinances.

The City's Inclusionary Housing Ordinance, originally adopted by the City Council in 1998 and revised in 2017, establishes the basis of the Inclusionary Housing Program that requires developers of rental and homeownership projects to include affordable housing units in most developments. The Ordinance applies to new residential developments or buildings converted to residential use which create 10 or more new housing units or over 10,000 square feet of residential space. The Ordinance, as revised in 2017, requires that 20% of the net residential floor area in the building be devoted to affordable units. There are also provisions which require three bedroom affordable units be included in larger projects. The Housing Division administers the Inclusionary Housing Program and works closely with developers, owners, and managers of Inclusionary Housing units.

The City's Incentive Zoning Ordinance, adopted by the City Council in 1988 and revised in 2015, applies to commercial developments of more than 30,000 square feet of gross floor area. Developers with projects that are subject to the Incentive Zoning Ordinance are required to make an Incentive Zoning contributions to the Cambridge Affordable Housing Trust to mitigate the impact increased demand for housing from new non-residential development has on housing affordability. Currently, the contribution rate is \$15.95 per square foot, and the rate is adjusted annually with the CPI- Housing index.

**Actions taken to address obstacles to meeting underserved needs. 91.220(k); 91.320(j)**

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 regard 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.

The City has in place zoning strategies to off-set the reduction in available funds. The Inclusionary and Incentive Zoning Ordinances enable the City to acquire units or contributions to its Affordable Housing Trust fund from larger residential and commercial developments. The Inclusionary provisions in the Zoning Ordinance were revised in 2017 to increase the number of affordable units provided in market rate residential developments and to require family sized units in these developments. The Incentive Zoning Ordinance was reevaluated in 2015, with a recommendation of increasing the rate at which developers must contribute, the eligible uses for the funds, as well as the type of development that triggers the ordinance, the rate is currently \$15.95 per square foot, and is adjusted annually in accordance with changes to the CPI-Housing index.

### **Actions taken to reduce lead-based paint hazards. 91.220(k); 91.320(j)**

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.

### **Actions taken to reduce the number of poverty-level families. 91.220(k); 91.320(j)**

The City of Cambridge completed a new Fair Housing Plan in FY 2015 that included the Analysis of Impediments (AI) to Fair Housing Choice. HUD does not require an AI to be submitted annually for review. However, the City is required, as part of the Consolidated Plan Performance Evaluation Report (CAPER), to provide HUD with a summary of the AI identified and the jurisdiction's accomplishments in addressing them for the current reporting year. Below are some of the activities the City participated in this year to address impediments to fair housing.

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 throughout the city. In March 1998, the Cambridge City Council passed an Inclusionary Zoning Ordinance that requires any new or converted residential development with ten or more units to make 15% of the units affordable to low and moderate income households. 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 residents.

In FY 2016 the Community Development Department commissioned an Inclusionary Housing Study to examine the inclusionary housing provisions in the Cambridge Zoning Ordinance and determine whether any changes to the ordinance are warranted. Based on the study and community discussions, the City Council adopted a series of changes to the Zoning Ordinance in 2017, which include increasing the proportion of affordable units in new market-rate development by requiring 20% of the net residential square feet be devoted to affordable units and establishing mechanisms for the mandatory provision of affordable family sized units.

### **Actions taken to develop institutional structure. 91.220(k); 91.320(j)**

In FY2019, the City continued to collaborate with and further develop its relationships with federal, state and local agencies, policy makers, funding sources, tenant groups, and service providers through formal and informal networks.

Federal: Cambridge continues to work with the U.S. Department of Housing and Urban Development (HUD) on policy, program, monitoring, and funding. Cambridge non-profits and CHDOs created affordable housing and provided services through contracts funded with CDBG and HOME. The City's nonprofits are invited to contribute to the development of the City's policies and programs to serve housing needs of low- and moderate-income households.

State: The City has a strong working relationship with the Massachusetts Department of Housing and Community Development (DHCD) and other public and quasi-public state agencies that provide support to the City's affordable housing initiatives.

Local: Cambridge has a number of non profit housing providers that collaborate to provide an effective delivery system for affordable housing production and social services.

The Cambridge Housing Authority (CHA) is one of the highest performing authorities in the country. The CHA works collaboratively with local non-profit housing developers to use project-based Section 8 vouchers to assist new affordable rental developments, significantly increasing the financial feasibility of these projects. They allow for Inclusionary Housing Program units to be made available to very low-income households with Section 8 vouchers, and in supporting the City's housing initiatives by attending and participating in public outreach events.

The Cambridge Multi-Service Center, a division of the City's Human Services Program Department, offers a wide range of services including homelessness prevention, emergency shelters, transitional housing, and emergency funds.

The Cambridge Affordable Housing Working Group has met periodically since 1995, the year rental

control was terminated in Massachusetts, to coordinate affordable housing development efforts and to share ideas, expertise and progress in the housing development process, strategies, challenges and opportunities. This group is made up of staff from the City, CHA and local non-profits.

The Cambridge Affordable Housing Trust is a nine-member independent City board comprised of experts in the fields of affordable housing, real estate finance, development, and housing policy and planning. The Trust serves as both a policy advisory board and a loan committee for new development projects.

**Actions taken to enhance coordination between public and private housing and social service agencies. 91.220(k); 91.320(j)**

Cambridge continues to enhance coordination between public and assisted housing providers as well as private and governmental health, mental health and service agencies. This is accomplished using both formal and informal networks that bring together public, private and nonprofit housing and service providers. 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 Community Development Department, the Cambridge Department of Human Service Programs, the Cambridge Housing Authority, and nonprofit agencies, routinely collaborate on projects and participate in network meetings.

**Identify actions taken to overcome the effects of any impediments identified in the jurisdictions analysis of impediments to fair housing choice. 91.520(a)**

The City of Cambridge completed a new Fair Housing Plan in FY 2015 that included the Analysis of Impediments (AI) to Fair Housing Choice. HUD does not require an AI to be submitted annually for review. However, the City is required, as part of the Consolidated Plan Performance Evaluation Report (CAPER), to provide HUD with a summary of the AI identified and the jurisdiction's accomplishments in addressing them for the current reporting year. Below are some of the activities the City participated in this year to address impediments to fair housing.

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 throughout the city. In March 1998, the Cambridge City Council passed an Inclusionary Zoning Ordinance that requires any new or converted residential development with ten or more units to make 15% of the

units affordable to low and moderate income households. 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 residents.

In FY 2016 the Community Development Department commissioned the Inclusionary Housing Study to examine the current inclusionary housing provisions in the Cambridge Zoning Ordinance and determine whether any changes to the ordinance are warranted. The study, which analyzes changes in the housing market and demographics in the city looks at similar provisions in other communities, and conducts an economic analysis of alternative inclusionary housing standards. The study makes several recommendations for changes to the inclusionary housing provisions in the city's Zoning Ordinance including increasing the proportion of affordable units in new market-rate development up to 20%. It also presents other program and policy recommendations for discussions. The study has been submitted to the City Council and is currently being discussed with interested residents, community groups, business groups and residential developers.

The City has continued to address the preservation needs of expiring-use properties in Cambridge. As reported in the Fair Housing Plan of 2015, in the previous five years, the City successfully preserved seven of the 10 properties which had been subject to affordability restrictions which were due to expire by 2021. In FY 2016 one of the three remaining developments was successfully sold to a non-profit preservation buyer. This property has a total of 154 units, where 104 units are affordable and will now remain affordable for the long term. The City is in contact with the owners of the two remaining properties and will make every effort to ensure that no affordable unit is lost.

## **CR-40 - Monitoring 91.220 and 91.230**

**Describe the standards and procedures used to monitor activities carried out in furtherance of the plan and used to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements**

### **Housing**

To monitor the programs that support reaching these goals, CDD performs assessments throughout the life of all projects and programs. Every year, CDD reviews on an ongoing basis applications for specific project funding, reviewing all available funds against the needs of projects requesting assistance. Projects are considered using the following criteria: their financial feasibility, the creation and preservation of long-term affordability; emphasis on the creation of housing for families; creation of both rental and homeownership housing to serve a mix of incomes; sustainable design and use of energy-efficient materials; and the use of City funds to leverage other public and private financing.

In addition to the review of funding requests, CDD staff also provides technical assistance and monitors the progress of projects throughout the permitting and financing stages and during construction. This involves the monthly review of all project expenses by examining bills and supporting documentation for monthly program expenditures, including administrative and construction costs. CDD staff also monitors sites under construction and reviews construction budgets, schedules, and field changes.

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 CDD to have a consistent understanding of the performance and product of each program.

The City conducts annual monitoring of affordable housing developments assisted with City funding to ensure compliance with program goals and federal regulations. Monitoring includes both review of compliance reports and site visits which include property inspections and tenant file review.

### **Economic Development**

The policy of the Economic Development Division is to monitor all sub-recipient performances against performance measures and standards, including compliance with all HUD regulations, and in accordance with the fully executed Agreements between the two parties. The program assessments look at the sub-recipients' progress in meeting objectives, meeting set goals, its reporting compliance with regard to

timeliness and accuracy and whether required documentation is on file and all requirements set forth in the sub-recipient agreement between the City and the sub-recipient are met.

In FY2019, all sub-recipients were found to be in compliance with their Agreement terms and HUD regulations. There were no findings.

### **Public Services**

In addition to reviewing written quarterly performance reports submitted by each sub-recipient, City staff make annual site visits to its CDBG funded programs. Each program was furnished with a copy of the monitoring guide in advance of the visit, and received a written report of the site visit afterwards.

There were no findings on any of our monitoring visits to subrecipients in FY2019. The City remains in close contact with subrecipients throughout the year, and works with them on resolving any difficulties early on, which is intended to prevent findings at the time of monitoring.

### **Citizen Participation Plan 91.105(d); 91.115(d)**

#### **Describe the efforts to provide citizens with reasonable notice and an opportunity to comment on performance reports.**

A DRAFT version of the CAPER was made available to the public on Septer 7, 2019. The DRAFT was posted on the City's website, and hard copies were deliivered to the main branch of the Cambridge Public Library, as well as made available at the City's planning offices.

The availability of the DRAFT was announced on the City's website, as well as through a Legal Notice in the Cambridge Chronicle. Residents were offered 15 days to provide feedback through written comments, email or by phone.

No Comments were received. A final verson of the CAPER will be made available on the City's website, as well as at the City's main planning office.

**CR-45 - CDBG 91.520(c)**

**Specify the nature of, and reasons for, any changes in the jurisdiction’s program objectives and indications of how the jurisdiction would change its programs as a result of its experiences.**

The City of Cambridge has remained consistent in its utilization of CDBG funds, compared to its One-Year Action Plan and Strategic Plan. Increasing the availability of affordable housing remains the primary focus, along with offering a broad array of public services for low and moderate-income youths, families and individuals and providing opportunities for micro-enterprises and individuals to improve their prospects for greater wage earning potential and financial stability.

This consistency is related to the continuation of local factors that are most impactful to the target populations.

Additionally, the City completed a citywide comprehensive planning process in 2018. The results of this process will be considered in the development of future Action and Consolidated Plans.

**Does this Jurisdiction have any open Brownfields Economic Development Initiative (BEDI) grants?**

No

**[BEDI grantees] Describe accomplishments and program outcomes during the last year.**

## **CR-50 - HOME 91.520(d)**

### **Include the results of on-site inspections of affordable rental housing assisted under the program to determine compliance with housing codes and other applicable regulations**

Please list those projects that should have been inspected on-site this program year based upon the schedule in §92.504(d). Indicate which of these were inspected and a summary of issues that were detected during the inspection. For those that were not inspected, please indicate the reason and how you will remedy the situation.

Please see the FY2019 HOME Inspection Report in the Attachments

### **Provide an assessment of the jurisdiction's affirmative marketing actions for HOME units. 92.351(b)**

City's Human Rights Commission: The Commission investigates allegations of discrimination and continues its commitment to ensure compliance with Title VIII of the Civil Rights Law of 1968 and the 1988 Amendments that expanded the existing legislation to prohibit housing discrimination against disabled individuals and families. The City's Human Rights Commission receives HUD funds and City funds, for mediation, public hearings, and awarding of damages for cases under fair housing laws.

Fair Housing Plan: In FY2010, the Community Development Department created a Fair Housing Plan, which includes an Analysis of Impediments to Fair Housing Choice. The plan was developed in conjunction with many other departments of the city, along with Cambridge Human Rights Commission. Input was also gathered from many of the nonprofit organizations in the city, including CDBG sub-recipients Just A Start Corporation and Homeowner's Rehab, Inc. and other local housing and service providers

Public Education and Community Outreach: The Community Development Department hosted and attended community meetings and housing events throughout the City to inform residents of available housing, services, projects, and programs in FY2019. Many of the events are held annually. Some of the outreach events include National Night Out, Danehy Park Family Day, Hoops and Health, and other community events. Housing staff use community events as outreach opportunities to disseminate information on City's housing services and speak with residents about available resources. The City also held monthly community meetings to review how to apply for housing available through the Community Development Department. The City also hosts public meetings to engage the community and identify current needs through the Consolidated Plan preparation process, and the annual Community Preservation Act appropriation process. The following are descriptions of several community outreach efforts by the City. \

The City undertakes comprehensive marketing and outreach efforts to inform the public of all affordable housing opportunities. Pursuant to CFR92.351, HOME projects are clearly defined as equal housing



opportunities for eligible individuals and families and are affirmatively marketed to all potential participants through a broad variety of mediums and venues, including print, mailings, electronic media, neighborhood groups, housing advocacy groups and other non-profit organizations and community resources.

**Refer to IDIS reports to describe the amount and use of program income for projects, including the number of projects and owner and tenant characteristics**

NA

**Describe other actions taken to foster and maintain affordable housing. 91.220(k) (STATES ONLY: Including the coordination of LIHTC with the development of affordable housing). 91.320(j)**

## **CR-60 - ESG 91.520(g) (ESG Recipients only)**

**ESG Supplement to the CAPER in *e-snaps***

**For Paperwork Reduction Act**

### **1. Recipient Information—All Recipients Complete**

#### **Basic Grant Information**

<b>Recipient Name</b>	CAMBRIDGE
<b>Organizational DUNS Number</b>	076584341
<b>EIN/TIN Number</b>	046001383
<b>Identify the Field Office</b>	BOSTON
<b>Identify CoC(s) in which the recipient or subrecipient(s) will provide ESG assistance</b>	Cambridge CoC

#### **ESG Contact Name**

<b>Prefix</b>	0
<b>First Name</b>	Robert
<b>Middle Name</b>	0
<b>Last Name</b>	Keller
<b>Suffix</b>	0
<b>Title</b>	Associate Planner

CAPER

32

**ESG Contact Address**

<b>Street Address 1</b>	344 Broadway
<b>Street Address 2</b>	0
<b>City</b>	Cambridge
<b>State</b>	MA
<b>ZIP Code</b>	-
<b>Phone Number</b>	6173494602
<b>Extension</b>	0
<b>Fax Number</b>	0
<b>Email Address</b>	rkeller@cambridgema.gov

**ESG Secondary Contact**

<b>Prefix</b>	Ms
<b>First Name</b>	Betty
<b>Last Name</b>	Lyons
<b>Suffix</b>	0
<b>Title</b>	Federal Grants Mgr
<b>Phone Number</b>	6173494613
<b>Extension</b>	0
<b>Email Address</b>	blyons@cambridgema.gov

**2. Reporting Period—All Recipients Complete**

<b>Program Year Start Date</b>	07/01/2018
<b>Program Year End Date</b>	06/30/2019

**3a. Subrecipient Form – Complete one form for each subrecipient**

**Subrecipient or Contractor Name:** CAMBRIDGE  
**City:** Cambridge  
**State:** MA  
**Zip Code:** 02139, 1701  
**DUNS Number:** 076584341  
**Is subrecipient a victim services provider:** N  
**Subrecipient Organization Type:** Unit of Government  
**ESG Subgrant or Contract Award Amount:** 44229

**Subrecipient or Contractor Name:** SALVATION ARMY  
**City:** Springfield  
**State:** MA  
**Zip Code:** 01105, 1223  
**DUNS Number:** 062517941  
**Is subrecipient a victim services provider:** N  
**Subrecipient Organization Type:** Faith-Based Organization  
**ESG Subgrant or Contract Award Amount:** 9238

**Subrecipient or Contractor Name:** TRANSAITION HOUSE  
**City:** Cambridge  
**State:** MA  
**Zip Code:** 02141, 1057  
**DUNS Number:** 029696189  
**Is subrecipient a victim services provider:** Y  
**Subrecipient Organization Type:** Other Non-Profit Organization  
**ESG Subgrant or Contract Award Amount:** 18022

**Subrecipient or Contractor Name:** CATHOLIC CHARITIES OF SPRINGFIELD, MASS  
**City:** Springfield  
**State:** MA  
**Zip Code:** 01105, 1713  
**DUNS Number:** 605761795  
**Is subrecipient a victim services provider:** N  
**Subrecipient Organization Type:** Faith-Based Organization  
**ESG Subgrant or Contract Award Amount:** 23392

**Subrecipient or Contractor Name:** CASPAR  
**City:** Cambridge  
**State:** MA  
**Zip Code:** 02139, 4201  
**DUNS Number:** 781700265  
**Is subrecipient a victim services provider:** N  
**Subrecipient Organization Type:** Other Non-Profit Organization  
**ESG Subgrant or Contract Award Amount:** 27738

**Subrecipient or Contractor Name:** PHILIPS BROOKS HOUSE ASSOCIATION

**City:** Cambridge

**State:** MA

**Zip Code:** ,

**DUNS Number:** 120998331

**Is subrecipient a victim services provider:** N

**Subrecipient Organization Type:** Other Non-Profit Organization

**ESG Subgrant or Contract Award Amount:** 4367

**Subrecipient or Contractor Name:** HOMESTART

**City:** Cambridge

**State:** MA

**Zip Code:** 02138,

**DUNS Number:** 048534130

**Is subrecipient a victim services provider:** N

**Subrecipient Organization Type:** Other Non-Profit Organization

**ESG Subgrant or Contract Award Amount:** 27591

**Subrecipient or Contractor Name:** YWCA

**City:** Cambridge

**State:** MA

**Zip Code:** 02139, 2403

**DUNS Number:** 125321570

**Is subrecipient a victim services provider:** N

**Subrecipient Organization Type:** Other Non-Profit Organization

**ESG Subgrant or Contract Award Amount:** 8022

**Subrecipient or Contractor Name:** AIDS ACTION COMMITTEE

**City:** Boston

**State:** MA

**Zip Code:** 02119, 1051

**DUNS Number:** 003468544

**Is subrecipient a victim services provider:** N

**Subrecipient Organization Type:** Other Non-Profit Organization

**ESG Subgrant or Contract Award Amount:** 12738

**Subrecipient or Contractor Name:** HILDEBRAND FAMILY SHELTER

**City:** Cambridge

**State:** MA

**Zip Code:** 02139, 3413

**DUNS Number:** 926363672

**Is subrecipient a victim services provider:** Y

**Subrecipient Organization Type:** Other Non-Profit Organization

**ESG Subgrant or Contract Award Amount:** 12022

**Subrecipient or Contractor Name:** Bridge Over Troubled Water

**City:** Boston

**State:** MA

**Zip Code:** 02111, 1219

**DUNS Number:** 119842359

**Is subrecipient a victim services provider:** N

**Subrecipient Organization Type:** Other Non-Profit Organization

**ESG Subgrant or Contract Award Amount:** 8022

## CR-65 - Persons Assisted

### 4. Persons Served

#### 4a. Complete for Homelessness Prevention Activities

Number of Persons in Households	Total
Adults	0
Children	0
Don't Know/Refused/Other	0
Missing Information	0
<b>Total</b>	<b>0</b>

Table 16 – Household Information for Homeless Prevention Activities

#### 4b. Complete for Rapid Re-Housing Activities

Number of Persons in Households	Total
Adults	0
Children	0
Don't Know/Refused/Other	0
Missing Information	0
<b>Total</b>	<b>0</b>

Table 17 – Household Information for Rapid Re-Housing Activities

#### 4c. Complete for Shelter

Number of Persons in Households	Total
Adults	0
Children	0
Don't Know/Refused/Other	0
Missing Information	0
<b>Total</b>	<b>0</b>

Table 18 – Shelter Information



**4d. Street Outreach**

<b>Number of Persons in Households</b>	<b>Total</b>
Adults	0
Children	0
Don't Know/Refused/Other	0
Missing Information	0
<b>Total</b>	<b>0</b>

**Table 19 – Household Information for Street Outreach**

**4e. Totals for all Persons Served with ESG**

<b>Number of Persons in Households</b>	<b>Total</b>
Adults	0
Children	0
Don't Know/Refused/Other	0
Missing Information	0
<b>Total</b>	<b>0</b>

**Table 20 – Household Information for Persons Served with ESG**

**5. Gender—Complete for All Activities**

	<b>Total</b>
Male	0
Female	0
Transgender	0
Don't Know/Refused/Other	0
Missing Information	0
<b>Total</b>	<b>0</b>

**Table 21 – Gender Information**



**6. Age—Complete for All Activities**

	<b>Total</b>
Under 18	0
18-24	0
25 and over	0
Don't Know/Refused/Other	0
Missing Information	0
<b>Total</b>	<b>0</b>

**Table 22 – Age Information**

**7. Special Populations Served—Complete for All Activities**

**Number of Persons in Households**

<b>Subpopulation</b>	<b>Total</b>	<b>Total Persons Served – Prevention</b>	<b>Total Persons Served – RRH</b>	<b>Total Persons Served in Emergency Shelters</b>
Veterans	0	0	0	0
Victims of Domestic Violence	0	0	0	0
Elderly	0	0	0	0
HIV/AIDS	0	0	0	0
Chronically Homeless	0	0	0	0
<b>Persons with Disabilities:</b>				
Severely Mentally Ill	0	0	0	0
Chronic Substance Abuse	0	0	0	0
Other Disability	0	0	0	0
Total (Unduplicated if possible)	0	0	0	0

**Table 23 – Special Population Served**

## CR-70 – ESG 91.520(g) - Assistance Provided and Outcomes

### 10. Shelter Utilization

Number of New Units - Rehabbed	0
Number of New Units - Conversion	0
Total Number of bed-nights available	88,005
Total Number of bed-nights provided	85,560
Capacity Utilization	97.22%

Table 24 – Shelter Capacity

### 11. Project Outcomes Data measured under the performance standards developed in consultation with the CoC(s)

DHSP monitors ESG subrecipient annually via remote and/or on site monitoring. Monitoring is used to assess each subrecipient’s compliance with both HUD’s interim rule and the subcontract with DHSP which details the subrecipient’s specific program design including performance measures. Remote monitoring is the preferred method of monitoring and involves (1) a review of the subrecipient’s ESG-specific policies and procedures; (2) a review of the subrecipient’s HMIS data; (3) a review of submitted invoices; (4) conversations with subrecipient program and fiscal staff. On-site monitoring includes the same review criteria as remote monitoring and adds client file review. When monitoring concludes the subrecipient will be informed of (1) any deficiencies in compliance and proposed solutions and (2) progress towards meeting performance measures.

## CR-75 – Expenditures

### 11. Expenditures

#### 11a. ESG Expenditures for Homelessness Prevention

	Dollar Amount of Expenditures in Program Year		
	2016	2017	2018
Expenditures for Rental Assistance	22,150	14,975	16,114
Expenditures for Housing Relocation and Stabilization Services - Financial Assistance	0	458	6,000
Expenditures for Housing Relocation & Stabilization Services - Services	13,750	14,274	13,795
Expenditures for Homeless Prevention under Emergency Shelter Grants Program	0	0	0
<b>Subtotal Homelessness Prevention</b>	<b>35,900</b>	<b>29,707</b>	<b>35,909</b>

Table 25 – ESG Expenditures for Homelessness Prevention

#### 11b. ESG Expenditures for Rapid Re-Housing

	Dollar Amount of Expenditures in Program Year		
	2016	2017	2018
Expenditures for Rental Assistance	23,542	222	16,115
Expenditures for Housing Relocation and Stabilization Services - Financial Assistance	0	2,000	6,000
Expenditures for Housing Relocation & Stabilization Services - Services	13,000	2,519	13,796
Expenditures for Homeless Assistance under Emergency Shelter Grants Program	0	0	0
<b>Subtotal Rapid Re-Housing</b>	<b>36,542</b>	<b>4,741</b>	<b>35,911</b>

Table 26 – ESG Expenditures for Rapid Re-Housing

#### 11c. ESG Expenditures for Emergency Shelter

	Dollar Amount of Expenditures in Program Year		
	2016	2017	2018
Essential Services	12,150	48,050	12,022
Operations	104,285	68,615	100,517
Renovation	0	0	0

Major Rehab	0	0	0
Conversion	0	0	0
<b>Subtotal</b>	<b>116,435</b>	<b>116,665</b>	<b>112,539</b>

**Table 27 – ESG Expenditures for Emergency Shelter**

**11d. Other Grant Expenditures**

	Dollar Amount of Expenditures in Program Year		
	2016	2017	2018
Street Outreach	19,125	17,300	17,044
HMIS	0	0	3,000
Administration	16,716	16,716	16,575

**Table 28 - Other Grant Expenditures**

**11e. Total ESG Grant Funds**

Total ESG Funds Expended	2016	2017	2018
	224,718	185,129	220,978

**Table 29 - Total ESG Funds Expended**

**11f. Match Source**

	2016	2017	2018
Other Non-ESG HUD Funds	198,210	416,042	370,036
Other Federal Funds	0	0	0
State Government	2,146,468	1,545,461	808,186
Local Government	196,658	246,992	251,976

Private Funds	1,274,210	534,967	533,467
Other	0	10,000	10,000
Fees	0	0	0
Program Income	0	0	0
<b>Total Match Amount</b>	<b>3,815,546</b>	<b>2,753,462</b>	<b>1,973,665</b>

**Table 30 - Other Funds Expended on Eligible ESG Activities**

**11g. Total**

<b>Total Amount of Funds Expended on ESG Activities</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
	4,040,264	2,938,591	2,194,643

**Table 31 - Total Amount of Funds Expended on ESG Activities**