

# City of Cambridge



## Consolidated Annual Performance and Evaluation Report (CAPER) for Fiscal Year 2013

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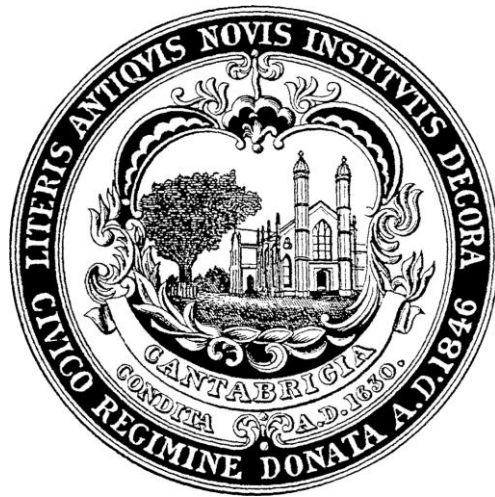
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This document was primarily created by staff members of Cambridge's Community Development Department. Copies of this document are available at the City's Community Development Department offices at 344 Broadway, 3rd floor, Cambridge, MA 02139 and online at <http://www.cambridgema.gov/CDD>.

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# FY2013 Consolidated Annual Performance Evaluation Report

## Executive Summary

The City of Cambridge has successfully completed the third 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 2011 to 2015 and the FY2013 One-Year Action Plan. What follows below is a broad overview of how each receiving Division within the City utilized its Community Development Block Grant (CDBG), HOME Investment Partnership (HOME) and Emergency Shelter (ESG) entitlement grant funds from the U.S. Department of Housing and Urban Development (HUD) in relation to 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 elucidated here.

The City is pleased to report solid performance across all Divisions and objectives in FY2013. The City utilized **\$3,955,081** in HUD funds via the CDBG (\$2,756,823), HOME (\$701,776) and ESG (\$242,242) entitlement block-grants in FY2013.

<b>Overview of CDBG, HOME &amp; ESG Funded Activities</b>	<b>Housing</b>	<b>Economic Dev.</b>	<b>Public Services</b>	<b>ESG</b>
<b>Accomplishments - FY 2011 - 2013</b>	Units	Clientele	People Served	People Served
Anticipated	709	393	10,736	10,004
Actual	910	487	19,956	10,878
<b>% Complete Compared to Five-Year Plan</b>	<b>63%</b>	<b>86%</b>	<b>128%</b>	<b>134%</b>
<b>Expenditures</b>				
Actual for FY2013	\$1,284,963	\$81,000	\$413,523	\$242,242
<b>Total for FY2011-2013</b>	<b>\$3,057,194</b>	<b>\$595,467</b>	<b>\$1,363,137</b>	<b>\$511,981</b>

## Housing

The Housing Division has continued to be successful in providing and expanding affordable housing opportunities for Cambridge residents while also facing a very challenging real estate market. High land and construction costs, condominium conversions, a great demand to live in Cambridge, and intense competition from private housing developers have all contributed to the difficulty of creating and maintaining affordable units. Despite these challenges, the Housing Division still created, preserved or assisted in the rehab of 198 affordable ownership or rental units. Funds from HUD were essential in the achievements of the Housing Division and leveraged more than \$26 million from other public and private sources for all closed and completed cases for FY2013, as well as many millions more in activities currently underway.

The Housing Division works chiefly with local non-profit housing organizations, including Homeowner's Rehab, Inc. (HRI), Just-A-Start Corporation (JAS), Cascap, Inc., Cambridge Neighborhood Apartment Housing Services (CNAHS) and the Cambridge Housing Authority (CHA), to advance the following affordable housing programs:

**Affordable Housing Development:** Through the Affordable Housing Development Program, HRI, JAS, CASCAP and the CHA develop affordable rental and homeownership units through acquisition, rehab and/or new construction of property in Cambridge.

**Home Improvement Program (HIP):** Both JAS and HRI administer home improvement programs for the Housing Division. This program provides technical and financial assistance to low-, moderate- and middle-income Cambridge homeowners, and help stabilize owner-occupants in their homes while assisting them with needed home repairs.

**Privately-owned Multi-family Rehab:** CNAHS works to improve the condition of multi-family rental housing in Cambridge while preserving and creating affordable housing without displacing existing tenants. CNAHS offers low-interest financing to multi-family owners who agree to rent their units to low- and moderate-income tenants at affordable rents.

**Rehab Assistance Program (RAP):** Through RAP, JAS coordinates a unique program offering underserved Cambridge youth employment and skills training while engaging them in the rehab and development of affordable housing. In FY2013 126 youth residents of Cambridge Housing Authority units participated in the program, assisting in the rehabilitation and development of affordable units.

In the HIP and Multi-family Rehab programs, JAS, HRI and CNAHS derive Program Income through the re-payment of principal and interest to their respective Revolving Loan Funds from owners or assisted property. Program income is reported as required by HUD. Regarding other HUD requirements, Housing Division staff follow the Uniform

Relocation and Real Property Acquisition Policies Act (URA), Section 104(d) of the Housing and Community Development Act and all HOME and CDBG requirements.

In addition to these programs, Housing Division staff oversee the Inclusionary Housing Program, which requires that private owners developing new or converted residential developments with ten or more units to provide 15 percent of the units as affordable housing. The units are affordable for the life of the building.

The City assisted 10 extremely low-income households, or households earning 30% less of the Area Median Income and 8 low-income households earning between 30% and 50% of area median income, through the affordable housing development programs, the HIP programs and CNAHS.

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 drawn-down from the HUD 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 lag in anticipated and actual accomplishment. For example, FY2007 saw the completion of the Trolley Square affordable housing development, and while the City’s investment and the construction was completed in FY2007, the balance of the units were marketed, sold and rented by eligible residents in FY2008, therefore the project was complete by HUD standards in FY2008. The result is that the efforts behind the Trolley Square project spanned two reporting cycles even though the results for the entire project were only “recognized” in one period. The following chart shows housing unit production in total, including non-HUD funded production, the Housing Division’s narrative and accompanying Self-Evaluation provide the most complete assessment of Housing activities funded with CDBG and HOME funds for FY2013.

Housing Accomplishments FY 2013	5 Year Goal (units)	Year 1 Actual	Year 2 Actual	Year 3 Projected	Year 3 Actual	Five-Year Goal Completion Percentage
New Affordable Homeownership	175	49	6	20	36	52%
New Affordable Rental	225	12	79	50	16	48%
Preserved Affordability Rental	790	125	401	100	94	78%
HIP Stabilized Units	250	23	26	20	43	37%
<b>Division Total</b>	<b>1440</b>	<b>209</b>	<b>512</b>	<b>190</b>	<b>189</b>	<b>63%</b>

## Economic Development

FY2013 demonstrated the continuing effectiveness of several on-going programs in both job training and small business assistance, and also demonstrated positive results in the continued analysis of the Financial Literacy and Small Business Assistance and new Green Jobs Training programs.

The two primary objectives of the Economic Development Division are to “Cultivate a supportive environment for local business and entrepreneurship with particular emphasis on micro-enterprises” and to “Support efforts to sustain a diverse array of employment opportunities accessible to Cambridge workers including support for training of low and low-moderate income Cambridge residents for jobs in the bio-medical industry.

The Division’s Bio-Med job training program continues to perform well in an ever-important task of providing upward mobility for unskilled workers. The Best Retail Practices program is experiencing continued success and high demand among Cambridge’s small retailers, with an average post-grant sales increase of **32.5%** by responding participants. The program has also served as a model for other municipalities at HUD’s request.

Additionally, the City offered a number of training programs aimed at assisting existing and potential small businesses adapt to the current and emerging trends facing Cambridge entrepreneurs. The Program has continually sought to deliver specific and targeted programs that provide practical and immediately useful skills in an economic climate that has faced rapidly changing conditions. The scope and breadth of the programs and their popularity with Cambridge residents signifies the value these programs and the Economic Development Division staff provide to the City’s residents.

<b>Economic Development Accomplishments FY 2013</b>	<b>5 Year Goal</b> (businesses served)	<b>Year 1 Actual</b>	<b>Year 2 Actual</b>	<b>Year 3 Projected</b>	<b>Year 3 Actual</b>	<b>Five-Year Goal Completion Percentage</b>
Small Business Assistance & Training	275	125	117	35	83	118%
Retail Best-Practices	200	45	31	40	38	57%
Job Training	93	25	13	12	10	52%
<b>Division Total</b>	<b>568</b>	<b>195</b>	<b>161</b>	<b>87</b>	<b>131</b>	<b>86%</b>



## **Neighborhood Revitalization Strategy**

The City re-submitted its Neighborhood Revitalization Strategy (NRS) for its Five-Year Plan for FY 2011 to FY 2015 and was approved by HUD staff to continue programs that had a proven track record. Following HUD mandated guidelines the City identified the portion of Cambridge most in need of targeted funds and programs. These programs are aimed primarily at the stabilization of neighborhoods through assistance to middle-income homeowners and economic empowerment for low-mod-income residents through job and financial awareness training and small business assistance. The City has two (2) NRS areas, one in the eastern part of the City that runs from the Charles River across Central Square to the Somerville line and another that incorporates much of northern Massachusetts Avenue, as well as the Rindge housing towers.

Fiscal year 2013 saw the continued success of the Just-A-Start Bio-Med training program, Small Business Assistance Training and the Best Retail Practice assistance program (see the Economic Development chart above). Additionally, all of the 26 HIP stabilized units (shown above in the Housing Division's production chart), were in the NRS area, with three of the owners earning household incomes of between 80%-to-120% of Area Median Income (AMI).

## **Community Planning**

Cambridge's Community Planning Division plays an integral part in the City's development, and how that development is designed and enacted with public awareness and interaction. Community Planning provides high quality technical assistance to staff members, the City and residents for all department operations 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 various urban design improvements.

While the Community Planning Division continues to perform its vital work at the highest level, CDBG funding has been shifted to other areas of need. What CDBG once funded is now primarily funded by local taxes in order to better utilize the ever constrained funds. The position which was primarily funded 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. 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.

## Public Services

The City of Cambridge provides a comprehensive array of Public Services and programs for its residents through the Department of Human Services. 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 delivered these services through programs aimed at: Training and counseling for gainful employment; Legal services for at-risk families and individuals; services for victims of Domestic Violence; 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.

Cambridge's Public Service initiatives serve a Limited Clientele {24CFR 570.208(a)(2)(i)(A)(B)} of low and moderate-income individuals and families. The City's Public Service non-profit subcontractors undertake Income Verification and maintain such records for all applicable programs and persons. The only portion of the Limited Clientele "assumed" to be low or moderate income is the homeless, who are served through the Emergency Shelter Grant.

FY2013 presented certain challenges to the Public Services Department to deliver its services as nearly all of its sub-recipients continued to digest reductions in funding due to the overall economic slowdown. As state and private funding resources reduced their contributions, services were necessarily scaled back in order to maintain safe and effective operations. Compounding this problem is the increase in unemployment, which leads to a higher homeless and at risk population. Heightened administrative requirements that were not accompanied by an increase in funds to offset the burden also presented a challenge to nearly all service providers.

Despite these challenges, the Department of Human Service Providers and their partners were able to serve many more clients than anticipated. This performance was exemplary of the work the Division has performed over the five-year period, an accomplishment most impressive given the increasingly difficult economic situation the providers face.

<b>Public Services Accomplishments FY 2013</b>	<b>5 Year Goal</b>	<b>Year 1 Actual</b>	<b>Year 2 Actual</b>	<b>Year 3 Projected</b>	<b>Year 3 Actual</b>	<b>Five-Year Goal Completion Percentage</b>
General	10,500	4,493	5,675	4,000	6,235	156%
Domestic Violence Services	450	88	75	52	70	52%
Employment Services	1,000	118	276	220	302	70%
Legal Services	350	59	62	60	65	53%
Senior Services	2,000	423	411	300	423	63%
Youth Services	1,250	424	377	300	380	94%
<b>Program Total</b>	<b>15,550</b>	<b>5,605</b>	<b>6,876</b>	<b>4,932</b>	<b>7,475</b>	<b>128%</b>

## EnergyStar

The City of Cambridge requires that all new-construction of affordable rental and home-ownership units meet EnergyStar efficiency standards. As energy costs continue to increase the cost of heating and cooling a home becomes more of a burden on low and moderate-income families.

## Re-allocations

Typically, if a jurisdiction does not submit an Annual Action Plan on a timely basis and/or if HUD determines a jurisdiction's Plan to be inadequate the award amount is recaptured by HUD and reallocated in the next fiscal year's allocation. To expedite the utilization of Recovery Act funds, however, any sums that are to be reallocated based on a jurisdiction's inability to produce a satisfactory substantial amendment to their Annual Plan by the dates required will be re-allocated based on a set of performance criteria to be determined by HUD's Secretary.

## Location

The locations of all activities undertaken in FY2013 are located in the IDIS report C04PR03, found in the FY2013 CAPER IDIS Reports. 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 in the City's FY 2012 One-Year Action Plan and the Five-Year Consolidated Plan for FY 2010 to 2015.

## **Activities by Geographic Area**

Cambridge attempted to concentrate resources that benefit existing residents in the CDBG-eligible areas where the highest concentration of low and moderate-income households exist. 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.

## **Basis for Assigning Priority Needs**

For a complete and thorough description of the process and criteria employed in determining the priority assigned to each Priority Need please see each division's individual narrative and the City's FY 2013 One-Year Action Plan and Five-Year Consolidated Plan for FY2011 to 2015.

Activities that are assigned as a "High" priority are those which are slated to receive HUD funds through the Community Development Department and Department of Human Service Providers as stated within the Plan, those that are assigned a "Medium" priority are those that the City intends to fund, but do not involve federal entitlement grant funds. Activities that are assigned a "Low" priority are activities that are not receiving community development funds as stated within this Plan, but may receive funding from other City departments or sources, and as such may be a higher prioritized need than this Plan's scope. Certain other priorities receiving a "Low" priority rating are not currently slated for funding by any City funding sources or programs.

## **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.

## **Leveraged Financial Resources**

### **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.

CHA also conducts employee training and advancement for residents of Cambridge's Neighborhood Revitalization Strategy area.

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.

#### **Cambridge-Somerville Healthy Homes**

The existing program managed by the Cambridge Public Health Department, actively serves families of children with asthma or other respiratory difficulties. Receiving referrals primarily from pediatric medical providers, the referred clients are then provided with a thorough home inspection to look for asthma triggers, asthma education, medical case management, and items to reduce exposure to asthma triggers and follow-ups. The program will work closely with Lead Safe Cambridge and anticipates contracting with

local non-profit housing rehabilitation specialists to remediate structural housing concerns. The Cambridge Public Health Department is submitting an application to HUD's Office of Healthy Homes and Lead Hazard Control.

### **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 - 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 funding 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. This 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, will continue developing new affordable housing units for low-income households whenever development and acquisition opportunities arise. 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 these Federal funds (also called stimulus funds) at a number of projects at public housing developments throughout the city. The projects have varied from heating and energy improvements, to substantial rehabilitation of housing units, to total replacement of obsolete, blighted public housing units

## **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 deconcentration in urban neighborhoods and provides a desirable 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. The 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 one of the major funding sources 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 be done when preserving expiring use projects.

## **State Resources**

### **Cambridge Housing Assistance Program**

The City of Cambridge and the State 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, the 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 acquire, preserve and rehabilitate 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 the 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 close to 450 units of state-assisted public housing to the more robustly-subsidized 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 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.

### **Tri-City Community Action Program (Tri-CAP)**

Funded through the State, local utilities, and other sources, this program provides energy efficiency services to income eligible homeowners and tenants. Services include energy audits of the property and the heating equipment, as well as insulation of attics, walls, heating pipes, etc.

## **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 State funds under 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 \$4.44 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.

### **Cambridge Housing Assistance Program**

The City of Cambridge partially funds the Cambridge Housing Assistance Program, a program that prevents homelessness through tenant and landlord counseling and mediation, and housing search services.

### **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 20/20/2000 Initiative**

In the fall of 1999, Harvard University announced the 20/20/2000 program. Through this initiative, Harvard loaned \$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 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 is currently \$4.44 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. 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.

## **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.

### **Non-Profit & Owner Equity**

The City's non-profit affordable housing developers include Just A Start, Homeowner's Rehab, Inc., Cambridge Housing Authority, CNAHS, and CASCAP Reality Inc.

### **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.

## **Affirmatively Furthering Fair Housing**

### **Addressing Impediments to Fair Housing**

The City of Cambridge completed a new Fair Housing Plan in FY 2010 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 activities the City participated in this year to address impediments to fair housing.

The City strategically collaborates with private and non-profit developers and various funding sources to increase the supply of affordable rental and homeownership housing units for low- and moderate-income households. The City housing services are provided in a manner that reaches across cultures in the ethnically diverse City of Cambridge. This includes offering translation services for first time homebuyer classes and housing literature in various languages upon request. The City continues to implement programs it has created over the years to create new units and to utilize resources provided by the State of Massachusetts and the Federal government as it faces high development costs in a built-out City. Several strategies to address impediments to fair housing in Cambridge are listed below.

### **Subsidize High Cost of Land and Real Estate Development**

The high cost of land continues to make Cambridge a very challenging real estate market to create and preserve affordable housing. Consequently, the City has implemented programs to facilitate the development and preservation of affordable housing. The programs include Non-profit Sponsored Rental and Homeownership Development, the Inclusionary Housing Program, the Expiring Use Preservation Program, the Cambridge Neighborhood Apartment Housing Service (CNAHS), Multifamily Rehabilitation Program, and the Home Improvement Program (See Objectives 1-4 for additional details and accomplishments on these programs). In addition, recent citywide rezoning initiatives continue to foster the development of new housing opportunities throughout the City.

### **Promote Zoning Favorable to Affordable Housing Development**

The Cambridge Community Development Department (CDD) has worked for many years to promote the development of affordable housing through amendments or additions to its zoning code. The most significant zoning requirements which support the creation of new

affordable housing are the Inclusionary Zoning Ordinance, the Incentive Zoning Ordinance.

- *Inclusionary Zoning Ordinance*

In 1998 the City adopted an Inclusionary Zoning Ordinance that requires developers of any new or converted residential development with 10 or more units to provide 15 percent of the total number of units as affordable housing. In return, the developer receives up to a 30 percent increase in density. CDD monitors compliance with this ordinance. CDD 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. In FY 2013, 178 units were secured through deed restrictions ensuring their permanent affordability. To date, more than 700 affordable rental and ownership units have been approved under the Ordinance or other inclusionary housing programs.

- *Incentive Zoning Ordinance*

The Cambridge Incentive Zoning Ordinance was adopted in 1988. It requires that non-residential developers with projects over 30,000 square feet that require a Special Permit to authorize an increase in the permissible density or intensity of a particular use, mitigate the impact of their development through a contribution to the Affordable Housing Trust. These funds are used to assist in the development of affordable rental and homeownership housing. The current contribution rate set by the Affordable Housing Trust is \$4.44 per square foot. There are several developments underway which will be required to make Incentive Zoning contributions prior to completion.

- *Citywide Rezoning Initiative*

The Cambridge City Council passed a citywide rezoning initiative in 2001 to increase the City's housing stock by allowing housing in all districts, by rezoning numerous districts for housing, by facilitating the conversion of industrial buildings by streamlining the permitting process, and by reducing the commercial floor area ratios (FARs), thereby increasing a developer's incentive to build housing.

Each of these has resulted in new opportunities for affordable housing developers to create new housing and has also resulted in a significant number of affordable units created under the Inclusionary Zoning Ordinance.

## **Buffering the Effects of the Ongoing Shortage of Affordable Housing**

In 1995, Massachusetts eliminated rent control through a statewide ballot initiative. While the direct effects of the end of rent control was displacement of many low- and moderate-



income households, the lasting effects of the loss of rent control can still be seen. Dramatic increases in rent were followed by widespread condominium conversion which has continued as condo prices in the city have soared. Condominium conversions continue to occur disrupting many lower income long-term tenants. Many of whom cannot afford to remain in the City. Currently, a household needs to earn \$171,986 per year to afford the median-priced single-family home or \$104,757 per year to afford the median-priced condo. To rent a market-rate two-bedroom unit, a household must have an annual income of \$112,000.

The City of Cambridge has made significant contributions to increasing affordable housing through the Cambridge Affordable Housing Trust. The Trust provides funding for housing development, preservation, and improvement. Cambridge is one of the few municipalities nationwide that spends significant local funds on affordable housing efforts. To date, the Trust has received over \$100 million in City funds to finance the development of new units, including \$7.7 million in FY 2013.

### **Leveraging Available Public & Private Funds**

The Community Preservation Act (CPA) is a financing tool for communities to leverage state funds to preserve open space, historic sites, and affordable housing which was adopted by the Cambridge City Council and Cambridge voters in 2001. The CPA places three percent surcharge on local property taxes to be used for the open space, historic preservation and affordable housing. The state, in turn, matches the generated tax revenue, providing an even greater incentive for municipalities to pass the CPA. Cambridge voters passed the CPA, which has provided a significant source of funds for affordable housing. These funds also have helped to leverage other funds for housing programs.

In FY 2013, \$7.7 million was appropriated to the Cambridge Affordable Housing Trust for housing preservation and creation. CPA funds allocated to the Affordable Housing Trust have leveraged more than \$303 million in commitments from other public and private sources to assist in the City's efforts to preserve and create affordable housing for residents.

### **Addressing Competing Concerns of Neighborhood Residents**

There are competing demands among residents in Cambridge. Several of the primary conflicts exist between the desire for more housing in general, but limited tolerance for increased housing density and the corresponding impacts on parking, traffic, and open space associated with many proposed developments. The City has considered several strategies to address and remove existing barriers. The strategies include: public education; using prior successful affordable housing developments as examples of good development with minimal impact on the neighborhood; and intensive work with neighborhood residents to identify and address concerns to develop support for proposed projects. However, with Cambridge being a densely populated City, the difficult issue of

competing uses and appropriate density for any remaining undeveloped sites will continue to be a challenge.

## Strategies for Affirmatively Furthering Fair Housing

The following section addresses the City's efforts to further fair housing for all Cambridge residents.

**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 FY2013. 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.

*Referral Services* ~ The Community Development Department provides referral services to Cambridge residents directing them to organizations in the City which can assist with various housing and social service issues, as well as individual counseling on housing and homebuyer issues. In FY2013, Housing staff responded to over 3,317 inquiries concerning housing services and accepted 466 rental and homeownership applications for affordable housing. Housing staff also continued to distribute a housing brochure that describes the housing services and programs available in the City of Cambridge and includes contact information for accessing the housing services.

*Loan Program Sessions* ~ Housing Staff attend loan program sessions held by local banks to introduce new products available for assisting low and moderate income households. Program information is then shared with the City's First Time Homebuyer participants through the first time homebuyer classes and individual counseling.

*Application Information Sessions* ~ Where the City accepts applications for several affordable housing units on a rolling basis, City housing staff conduct informational sessions to help potential applicants understand the eligibility guidelines, the application process, and the affordability requirements of each unit. These monthly sessions are conducted in locations across the city for both rental and homeownership units available through the Housing Division.

*Cambridge Fair Housing Month* ~ April is Fair Housing Month in Cambridge. The Cambridge Human Rights Commission's fair housing award ceremony at the end of April marked the culmination of a month of fair housing activities, including the Commission's annual poster and essay contest for middle school students in Cambridge. At fair housing workshops and after-school programs at a variety of schools, students from across the city sent their entries to the contest. The winning students receive prizes for their entries.

*Creation of Proactive Zoning Policies:* In 2001, the City Council passed a citywide rezoning initiative. The new zoning made housing an allowable use in all districts, rezoned numerous districts to housing, facilitated the conversion of industrial buildings by streamlining the permitting process, and reduced commercial floor area ratios (FARs), thereby increasing a the incentive to build housing. Each initiative fosters new opportunities for local affordable housing developers. Another change came with the adoption of the Inclusionary Zoning Ordinance, which requires developers of any new or converted residential development with ten or more units or more than 10,000 square feet to make 15 percent of the units affordable to households earning no more than 80 percent of the area median income.

*Tenant and Landlord Support and Mediation Services:* The Community Development Department supports programs and services administered by local agencies to further fair housing. With funding from the City, Just-A-Start Corporation administers a tenant and landlord Mediation For Results Program, which provides a resource both for tenants and owners to help address issues of fair housing in a collaborative manner. In FY2013 provided outreach to over 234 Cambridge residents and completed 99 mediation cases.

*City of Cambridge Multi-Service Center:* This center provides housing search services, referrals to shelters, and limited emergency funds.

*Cambridge and Somerville Legal Services (CASLS):* CASLS provides free legal services for low-income residents.

*Tenant Organizing for Expiring Use Buildings:* With support from the City, the Cambridge Economic Opportunity Corporation (CEOC) employs a full-time Tenant Organizer whose

responsibility it is to organize and mobilize tenants at risk of being displaced from federally-assisted buildings when its affordability restriction expire.

*CEOC Lead Neighborhood Work-groups:* Funded and supported by the City, the Cambridge Economic Opportunity Council (CEOC) coordinates Civic Participant Workgroups that address housing issues. These workgroups include the Cambridge Expiring Use Tenant Committee, Alliance of Cambridge Tenants (ACT), Fresh Pond Tenant Association, and CEOC's Haitian Action Group. CEOC also provides support and advocacy to informal tenant groups. CEOC in this role provides a range of activities including tracking state and federal legislation which may affect the management, ownership, rents, and leases at properties; the production of informational flyers; translation services; assistance in agenda preparation; and meeting facilitation.

## **Other Actions**

In the Five-Year Consolidated Plan written in 2010 as well as in preparing the FY2011 Action Plan, the City identified impediments to developing affordable housing for the City's low-income residents and continues to address those needs in various ways (see the discussion on Affirmatively Marketing Fair Housing). In addition, the City has identified other key strategies to the successfully delivery of affordable housing programs and services. These strategies include continued collaboration among key federal, state and local agencies, which has helped to improve public housing policies, resident initiatives, and ensure the availability of de-leaded units.

## **Managing the Process**

### **Lead Agency**

The City's Community Development Department (CDD) has been designated the lead agency responsible for the development of the Consolidated 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 Department is also responsible for the administration of the Community Development Block Grant and the HOME Program 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.

### **Significant Aspects of Developing the Plan**

Development of the Plan involved working closely throughout the year with the Department of Human Services. CDD developed the Plan within the guidelines established by the City Council's goals and the City's annual budget process. CDD, Human Services, the City Manager's Office and the City Council work throughout the year in establishing goals and priorities for the city by collaborating with residents, various neighborhood groups and business leaders.

### **Consultations**

Working within the goals set by the City Council and the City Manager, CDD worked closely with neighborhood groups and residents in developing goals, initiatives and strategies that are pertinent to each neighborhood. The Department of Human Services establishes their goals by consulting the public services providers who have direct contact with the clientele being served.

## **Cambridge City Council Goals and 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, in the course of its Five-Year Consolidated Plan for FY2006-2010 the City utilized a total of over \$160 million in leveraged resources in the execution of its projects from federal, state and private sources. In FY2011 the City leveraged more than \$36 million (see chart on page 55).

### **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 courses 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 the 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.

The City has also taken its very successful Bio-medical career training program to use as a model for Green Jobs training program that would train low-income residents in emerging fields dedicated to environmental and efficiency concerns, empowering individuals to obtain greater employment and providing skilled employees for companies dedicated to the cause of creating and maintain a healthy environment.

### **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. From FY2006 to FY2010 the City has expended \$10,584,303 on housing, creating or stabilizing 737 units. In our recently completed FY2012 the City created or preserved 512 affordable homeownership and rental units with CDBG and HOME funds. 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. .

### **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 an 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.

### **Collaboration & Outreach**

The Community Development Department has worked closely with the Department of Human Services in the development of the One-Year Action Plan and the Consolidated Plan. Collaboration also included consultation with the City Manager's Office, the Cambridge Housing Authority, the Cambridge Historical Commission, the Cambridge Commission for Persons with Disabilities, the Cambridge Human Rights Commission, the Human Service Commission, the Cambridge Public Health Commission, Cambridge and Somerville Cooperative Apartment Program, Just A Start Corporation, Homeowner's Rehab, Inc., AIDS Housing Corporation and homeless and special needs providers.

## **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 with key non-profit organizations in encouraging the participation of the citizens they work directly with, including many of the low and moderate-income residents who are the primary targets of our 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. 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.

## **Citizen Comments on the FY2013 CAPER**

The City made a draft version of the FY2013 CAPER available for review by the public on August 30, 2013. Versions of the Plan were made available at the City's planning offices, the main branch of the Cambridge Public Library and on the City's website. The Plan's availability was advertised in the Cambridge Chronicle and the Cambridge TAB the week of August 30.

Additionally, the City advertised that all comments from the public on the draft version of the Plan would be accepted until September 16th and would be included in the final version of the Plan to be submitted to HUD.

## **Institutional Structure & Enhanced Coordination**

In FY 2013, 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. Federal funds also support the administration of the Youthbuild / Rehab Assistance Program administered by Just-A-Start Corporation (JAS), the Multi Family Rehab Program administered by Cambridge Neighborhood Apartment Housing Services (CNAHS), a sister organization to Homeowners' Rehab (HRI), and the Home Improvement Programs administered by both JAS and HRI. 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. Federal funding is a critical component to the ongoing health and stability of these agencies.

### **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. While demand for state funds for the creation of new affordable units has been very strong in recent years, local non-profits successfully secured funds in very competitive funding competitions from DHCD and other state funding sources in FY 2013.

### **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 City provides over \$1 million in annual contracts with non-profit housing agencies for the operation of housing programs and the development of affordable rental and homeownership units.

**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. HUD Entitlement Funds and Cambridge Affordable Housing Trust Funds have enabled the City to support the CHA's efforts to preserve and expand the City's stock of affordable housing.

**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. Both the Community Development Department and Human Service Department communicate and collaborate to serve the housing needs of residents throughout the City.

**The Cambridge Affordable Housing Working Group** has met regularly 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 Community Development Department's Housing Division, the Cambridge Housing Authority, Just-A-Start Corporation, Homeowner's Rehab, Inc. and Cascap, Inc.

**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. In FY 2013, the City Council appropriated more than \$7.7 million in City funds from the Community Preservation Act to the Trust to support affordable housing development. The Trust meets monthly and considers funding requests from housing developers proposing projects which preserve or create affordable housing in the City.

The City maintains strong working relationships with neighborhood groups and housing advocates that support affordable housing development in the City. Local support for housing has been one of the central factors contributing to the success of the City's housing goals.

## **Actions to Further Develop Institutional Structure**

The largest gap continues to be a need for additional funding to serve the low-income households in need of housing. The City and its partners have continued to search for additional funds from Federal, State, and private sources to develop additional housing to address unmet demand for affordable units.

Cambridge has continued to market its affordable housing units and its various housing programs by using all available media, including the city Website, the CDD Website, mailings to residents, newspapers, handouts posted in community areas, online sites, Facebook, and Twitter. Through this marketing process the descriptions and applications for both rental units and homeownership units has been made available to everyone eligible. In addition, information on housing programs, such as the Home Improvement Program, and classes, such as the First Time Home Buyer Class, are available to the public. Furthermore the CDD staff have presented the above information at various sessions held through the year in different parts of the city and they have attended public activities and community events, to distribute the information.

Cambridge Housing Authority (CHA) has, as a result of the regulatory flexibility Moving To Work (MTW) provides, been able to transform the way it assists low-income households in Cambridge. In FY 2013, 5,378 households were housed through CHA's public housing and leased housing programs, with assistance provided to approximately 10,878 individuals. This is a significant accomplishment given the funding challenges Housing Authorities face. However, with federal funding for housing programs being cut, the CHA waiting list continues to grow as demand for affordable housing greatly outpaces available units.



## Program Monitoring

### Housing

The City's Community Development Department (CDD) uses HUD funds to support the following goals:

- **Create New Affordable Rental Units;**
- **Create Affordable Homeownership Units;**
- **Preserve Affordable Existing Affordable Housing; and**
- **Stabilize and Renovate Owner-Occupied Units.**

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 of 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. Each year the Housing Division conducts property inspections on approximately 10% to 15% of the units monitored. In FY2013, 1752 affordable units were monitored. City-assisted affordable housing is monitored based on the following schedule:

### **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

The staff of the Housing Division of CDD also monitors compliance with requirements stemming from loans through the Lead Safe Cambridge (LSC) to verify owners and tenant compliance with the program requirements.

## **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 FY2013, the Economic Development Division staff continued to hold face-to-face, electronic and phone meetings on a regular basis with all sub-recipients. The Division retains a long-time relationship with the sub-recipients. Staff checked for compliance with the sub-recipient Agreement terms in the different programs and with HUD regulations. Monitoring of the activities of all the sub-recipients under contract with the city in FY2013 was held. All sub-recipients were found to be in compliance with their Agreement terms and HUD regulations. There were no findings.

In FY2013, on a monthly and quarterly basis, EDD staff reviewed all sub-recipients' personnel and non-personnel operating expenses by examining invoices and supporting documentation for monthly program expenditures, outreach and general and administrative expenditures, as well as program income, if any, and approved same.

In addition, all the sub-recipients received performance assessments in accordance with their individual Agreements and annual schedules:

**Cambridge Bio-Medical Careers Program:** The Program was evaluated by the sub-recipient quarterly and the results reported to the city in the Quarterly Report Form, as required in the Agreement. EDD staff reviewed all reports and found the sub-recipient met all required performance standards and measurements. The sub-recipient met the Program's objective to create economic opportunities through job accessibility for the residents who were students in the Program. In March 2013, CDD staff met with the sub-

recipient to review the program and to conduct an on-site monitor session. There were no findings

**Best Retail Practices Program:** The City actively participates with the sub-recipient in the distribution of services provided to the clients of this Program. In FY2013, EDD staff advertised and marketed the original three part Program to eligible Cambridge businesses, participated in the workshop presentation as an outreach activity, reviewed, accepted and keep on file the original applications (family income certification forms), set up and accompanied the consultant on the individual consultations and monitored the number of clients to whom the sub-recipient consultant provided services. In FY2013, two advanced workshops were held targeting best practices areas of interest for participants who had completed the original three part Program. These were “Power of Presentation” and “Managing the Business of a Retail Business.”. A total of 38 businesses received assistance in FY2013.

EDD staff monitored the receipt of, reviewed and distributed requisite post-consultation written reports from the consultants to the clients, making sure that they are received and distributed in accordance with a pre-set schedule outlined in the contract. EDD staff also worked with the sub-recipient, reviewing and then implementing consultant recommendations for client improvements under the Grant Program. The sub-recipient met all performance standards and measurements required for FY2013.

**Business Development Program:** In addition to ongoing performance monitoring, EDD met with the City’s service provider, Center for Women & Enterprise (CWE), during FY2013 for overall program evaluations. The first meeting took place in June 2012 and discussions took place online and via phone during the contract period.

The first overall program evaluation concluded that CWE performed well in delivering programs and serving clients and has improved greatly with budgeting and preparing program reports. CWE has also improved regarding long term tracking reports and using participant feedback in improving marketing and programming.

For FY2013, the business development program plans include a combination of, introduction and mid-level workshops, and entrepreneurial training. This combination of services provided more targeted help to clients and increased participation from businesses that are beyond their startup phase.

## **Public Services**

In addition to reviewing written quarterly performance reports submitted by each subrecipient, City staff made an annual site visit to each of its sixteen (16) CDBG funded programs, as well as the three programs operated by the Department of Human Service Programs (housed at the Multi-Service Center: Homeless Prevention, Haitian Services, and

at the Council on Aging *Grandet an Aksyon* (Elders in Action) Haitian program). 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 FY2013. The City remains in close contact with subrecipients throughout the year, and works with them on resolving any difficulties early on, which avoids findings at the time of monitoring.

Public Services programs, which provide services to individuals and families and are not oriented toward economic, neighborhood or community change *per se*, have much different metrics of success than other CDBG funded activities. In most categories of service, category total goals were met.

Over the past program year, Cambridge-funded ESG programs were monitored on a regular basis using the three-pronged approach of:

1. Distance monitoring, using telephone, fax and email correspondence with each agency's program and fiscal personnel;
2. Reviewing HMIS compliance, program reports, bills and back-up documentation; and
3. Conducting site visits where deemed necessary

In addition to ensuring that each funded program was in compliance with both HUD regulations and City ordinances, monitoring was used as a tool to help improve some of the weaker programs by offering technical assistance.

All programs visited were found to be in compliance with HUD regulations and were deemed to be performing their services and achieving their goals as contractually agreed with the City.

## **FY2013 Housing Loan Information**

The City, through its housing non-profit partners, provides housing loans for many purposes. Through the Home Improvement Program (HIP) these loans are used for rehabilitation; the terms of which being either monthly pay-back loans, or deferred loans to be repaid upon transfer of the property. The other loans are through Affordable Housing Development programs for the development of new units, and these loans are generally deferred or forgiven after the unit has remained affordable for the affordability period. Deed restrictions are placed on the affordable home-ownership units to ensure long-term affordability.

### **FY 2013 Loan Portfolio**

<b>Deferred HIP loans:</b>	<b>105 loans totaling \$2,097,688</b>
<b>Scheduled Payback HIP loans:</b>	<b>86 loans totaling 2,187,228</b>
<b>Affordable Housing Development loans:</b>	<b>24 loans totaling \$6,559,830</b>

## **Financial Information**

### **IDIS Financial Reports:**

**HUD Grants and Program Income – C04PR01**

**Summary of Consolidated Plan Projects for FY2012 – C04PR06**

**CDBG Financial Summary for FY2012 – C04PR26**

**Status of CHDO Funds by Fiscal Year – C04PR25**

**Status of HOME Grants C04PR27**

<b>FY 2013 LEVERAGED FUNDS</b>	
<b>SOURCES</b>	<b>TOTALS</b>
<b>STATE SOURCES:</b>	
LIHTC	3,637,811
DHCD - Housing Stabilization Funds III	2,234,156
MASSACHUSETTS Housing Finance Agency (MHFA)	18,770
AmeriCorps - Mass Service Alliance (State)	166,400
State CIP	840,000
State Department of Education (State Youthbuild)	65,555
State Mass Dev't	76,000
Mass Affordable Housing Trust	1,043,962
SMOC Energy Rebates	14,788
State Bond \$/ Housing Stabilization	114,071
<b>SUB-TOTAL</b>	<b>\$8,211,513</b>
<b>LOCAL/CITY SOURCES:</b>	
Cambridge Historic Commission	199,632
Cambridge Affordable Housing Trust	2,370,651
Cambridge Mayor's Program	12,000
<b>SUB-TOTAL</b>	<b>\$2,582,283</b>
<b>PRIVATE &amp; NON-PROFIT EQUITY SOURCES:</b>	
Owner Contribution	51,877
Associate Grant Makers (AGM)	19,500
Other Private	291,389
Commonwealth Corporation (Center for Youth Dev. & Ed.)	15,000
Cambridge Housing Authority (CHA)	22,836
CNAHS	246,000
Cambridge Harvard 20/20	650,000
CHC	33,000
Revolving Loan Funds (RLF)	803,186
Bank (buyers & buyers Bank)	301,000
Bank	7,200,811
CEDAC	576,000
Boston Community Capital	680,000
Project Reserves	1,715,603
Non-CDBG/ RLF	125,002
<b>SUB-TOTAL</b>	<b>\$12,731,204</b>
<b>GRAND TOTAL OF LEVERAGE FUNDS</b>	<b>\$23,525,000</b>
<b>SUMMARY OF LEVERAGED FUNDS</b>	
<b>TOTAL STATE:</b>	<b>\$8,211,513</b>
<b>TOTAL LOCAL/CITY:</b>	<b>\$2,582,283</b>
<b>TOTAL PRIVATE SOURCES:</b>	<b>\$12,731,204</b>
<b>GRAND TOTAL:</b>	<b>\$23,525,000</b>

## Emergency Shelter Grant Matching Funds for FY2013

Agency	Program	FY2013 Award	Private	State	Federal	Total
Heading Home, Inc.	Women's Drop-In	\$14,000	\$49,008			<b>\$49,008</b>
Heading Home, Inc.	Shelter + Care	\$20,000	\$32,715			<b>\$32,715</b>
CASPAR	Wet Shelter	\$18,000		\$82,200		<b>\$82,200</b>
Hildebrand	Family Shelter	\$9,000		\$14,000		<b>\$14,000</b>
Eliot CHS	Bread & Jams Drop-In Shelter	\$10,000	\$10,000			<b>\$10,000</b>
Salvation Army	Emergency Shelter	\$8,000	\$8,000			<b>\$8,000</b>
Transition House	Battered Women's Shelter	\$9,262			\$9,262	<b>\$9,262</b>
Catholic Charities	Women's Shelter	\$6,500		\$6,500		<b>\$6,500</b>
Phillips Brooks House Association	Harvard Square Homeless Shelter	\$4,500	\$28,774	\$31,296		<b>\$60,070</b>
HomeStart, Inc.	Homeless-to-Housing	\$9,037			\$10,000	<b>\$10,000</b>
YWCA Cambridge	Family Shelter	\$5,000	\$5,000			<b>\$5,000</b>
AIDS Action Committee	Youth On Fire Drop-In Shelter	\$10,000		\$255,278		<b>\$255,278</b>
HomeStart, Inc.	Rapid Re-Housing & Homeless Prev	\$51,500				
City of Cambridge DHSP	Cambridge MultiService Center	\$132,260				
<b>TOTAL</b>		<b>\$307,059</b>	<b>\$133,497</b>	<b>\$ 389,274</b>	<b>\$ 19,262</b>	<b>\$542,033.00</b>



## Lead-based Paint

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](#).

## Housing Division

### Introduction

To fulfill the City's commitment to create and preserve affordable housing for low- and moderate-income residents in Cambridge, the City's Community Development Department Housing Division identified four definitive objectives. The objectives are:

- **Create New Affordable Rental Units;**
- **Create New Affordable Homeownership Units;**
- **Preserve Affordable Rental Units; and**
- **Stabilize and Renovate Owner-Occupied 1-4 Unit Buildings.**

In the Five-Year Consolidated Plan, completed in May 2010, the City projected goals to be achieved over five years, and embarked on plans to strategically meet its objectives by partnering with non-profit housing developers, private developers, the Cambridge Affordable Housing Trust, and the Cambridge Housing Authority (CHA). With funds received from the U.S. Department of Housing and Urban Development (HUD), the City continues to successfully leverage financial support from other federal, state, local and private sources to meet development and housing service objectives. The following narrative is an overview of the City's housing activities completed in fiscal year 2012, and its progress in meeting housing goals stated in its Five-Year Consolidated Plan.

### **Objective #1: To create new affordable rental units targeted to extremely low, low- and moderate-income families and individuals.**

#### **Non-profit Affordable Housing Development Program - Rental**

Affordable rental units are developed through the City's Non-profit Affordable Housing Development program. Local non-profit housing agencies include designated Community Housing Development Organizations (CHDOs) Homeowner's Rehab Inc. (HRI) and Just-A-Start Corporation (JAS) in addition to Cascap Inc., the Cambridge Housing Authority (CHA), and its affiliate Cambridge Affordable Housing Corporation (CAHC). Each received financial assistance, technical support, or both this year. These organizations acquire and rehabilitate existing buildings or build new housing, to add new rental units to the City's affordable housing stock. The housing is affordable under terms of the City's Affordable Housing Agreement, a long-term deed restriction which requires an affordability period of fifty years or more.

In addition to funds used to finance these developments, salaries of the City's Community Development Department Housing staff were funded in part with CDBG and HOME funds

to deliver these projects. Staff worked with housing providers to identify potential opportunities; assess the overall feasibility of the project; identify funding sources; advance the project through acquisition and development; and monitor units during rehab/construction and after completion to ensure compliance with program requirements.

**Accomplishments:** CDBG, HOME and Cambridge Affordable Housing Trust funds supported the development of affordable rental units and leveraged several million dollars from public and private sources. These units are currently in various stages of development and will be occupied by extremely low, low- and moderate-income residents when completed. In FY 2013, the City continued work on affordable rental developments around the City. :

Work on affordable rental housing assisted by the City with federal and other City funds included:

- Completed the redevelopment of Lincoln Way creating **10** new affordable rental units;
- Secured financing commitments to create **14** units of SRO housing for disabled, formerly homeless women at 117 Rindge Avenue;
- Sought financing commitments to create and rehab **20** new affordable rental units at 131 Harvard Street.

**Challenges:** Specific challenges to producing new affordable rental opportunities in Cambridge are high acquisition and construction costs. Being a largely built-out City, opportunities for development of new housing units are limited. Competition from developers of market-rate housing makes obtaining sites for development of new units difficult. Whenever possible the City considers the use of City-owned land for development of affordable housing to reduce development costs.

Additional challenges in creating new affordable rental housing stem from significant reductions in CDBG and HOME funding in recent years and the prospect that these essential funds may be further cut in the coming years. Further, cuts at the federal level that impact other essential non-City housing programs, such as the Housing Choice Voucher program and public housing programs, will have an immediate and significant impact on the City's ability to develop new rental units. Rental developments are much more difficult to finance with any uncertainty regarding the Section 8 program funding levels. The Cambridge Housing Authority (which administers the Section 8 program) is experiencing cuts similar to those the City is experiencing in CDBG and HOME programs which may necessitate rebalancing diminishing resources to support its public housing stock at the expense of the other programs. This reduced federal commitment to working with state and local partners to finance the preservation and creation of affordable housing and to offer housing programs for low and moderate-income households will make it very difficult to undertake development of new affordable rental housing.

### **Inclusionary Housing Program - Rental**

Through the Inclusionary Housing Program, private owners developing new or converted residential developments with ten or more units are required to provide 15 percent of the units as affordable housing. The units are affordable for the life of the building.

Amidst rising land costs and housing prices, the Inclusionary Housing Program has been a very successful and cost effective vehicle for securing affordable units in mixed-income developments throughout the City. To date more than 700 affordable rental and ownership units have been approved under the Inclusionary Housing Ordinance or other inclusionary housing programs. Inclusionary housing units are now a significant component of the City's affordable housing stock which, other than costs to administer the program, have been produced by the private market without public funds.

Project delivery activities for Inclusionary Housing projects include technical assistance to developers, reviewing plans and specifications to ensure that the appropriate number and type of units are designated as affordable, ensuring that the units are comparable in size and amenities to market-rate units, and assisting the developer in marketing the units to eligible renters or buyers, and certifying resident eligibility.

**Accomplishments:** In FY 2013, **175** affordable rental units were approved through the Inclusionary Zoning Program, and **26** inclusionary rental units were completed and occupied. In addition CDD Staff provided technical assistance to several developers, who are working on potential new inclusionary zoning projects for FY 2014.

## **Objective #2: To increase affordable homeownership opportunities for first-time low- and moderate-income buyers.**

### **Non-profit Affordable Housing Development Program - Homeownership**

The City finances the acquisition and rehabilitation of affordable homeownership units through non-profit sponsored development of homeownership units. The City also supports the creation of homeownership opportunities for low- and moderate-income families through the Inclusionary Housing Program and the City's Financial Assistance Program, which provides deferred loans to first-time buyers. In addition, the City assists with the resale of deed-restricted affordable units to eligible households.

Affordable homeowner units are developed through the City's Non-profit Affordable Housing Development program. Local non-profit housing agencies include designated Community Housing Development Organizations (CHDOs) Homeowner's Rehab Inc. (HRI) and Just-A-Start Corporation (JAS), in addition to Cascap. These organizations acquire and develop property to create new homeownership units which become part of the City's affordable housing stock. Units remain affordable through the City's Affordable Housing Covenant, a long-term deed restriction.

In addition to funds used to finance these developments, salaries of the City's Community Development Department Housing staff were funded in part with CDBG and HOME funds to deliver these projects. Staff worked with non-profit organizations to identify potential opportunities; assess the overall feasibility of the project; identify funding sources; advance the project through acquisition and development; and monitor units during rehab/construction and after completion to ensure compliance with program requirements.

**Accomplishments:** CDBG, HOME and Cambridge Affordable Housing Trust funds supported the development of affordable homeownership units which have leveraged several million dollars from public and private sources. These units are currently in various stages of development and will be occupied by income-eligible residents when completed. In FY 2013, the City continued work on affordable homeownership units around the City. Projects with affordable homeownership units underway this fiscal year include:

- Completed construction of **14** new affordable ownership units, which are currently being marketed, at the former church and rectory at 424-430 Windsor Street.;
- Assisted **2** buyers in the purchase of units through the Financial Assistance Program;
- Completed the resale of **9** existing affordable homeownership units to new buyers, and acquired twelve additional existing units for rehab and sale to new buyers.

**Challenges:** Being a largely built-out City, Cambridge faces several challenges in producing new affordable homeownership opportunities, such as high acquisition costs and escalating construction costs. Nevertheless, the City continues to be proactive in creating and implementing housing programs to aid low- and moderate-income buyers through initiatives such as non-profit housing development and Inclusionary Housing Programs. The City also utilizes state and federal programs and funds as they become available to assist low- and moderate-income families in becoming homeowners. Similar to challenges noted above, the City's ability to create new affordable homeownership units, and to administer the stock of affordable homeownership units will be significantly more difficult with reduced federal funding through the CDBG and HOME programs. This situation will become more critical with further cuts from these essential programs in future years.

### **City of Cambridge First-time Homebuyer Programs**

The City offers funding to first-time homebuyers to assist buyers in purchasing market units. Funds are made available as a deferred loan which requires no repayment, and the unit remains affordable upon resale under the terms of the City's Affordable Housing Covenant, a long-term deed restriction.

As the affordable homeownership program has matured, resale of deed-restricted homeownership units have become an important resource for income-eligible homebuyers. The City administers the resale of these units by assisting both the existing homeowners who are selling the units and the first-time home buyers who are becoming new homeowners.

The City also provides services to support first time homebuyers as they begin the process of buying a home through homebuyer education workshops, individual counseling, and post-purchase classes. Class graduates are often eligible for downpayment and closing cost assistance that could be provided through CDBG funds, HOME funds, special mortgage products from Mass Housing, and/or Soft Second Loans. These funds are used in conjunction with reduced-rate first mortgage funds provided by area lenders and partners.

**Accomplishments:** in FY2013, with CDBG, HOME, and Cambridge Affordable Housing Trust funds, supported the following:

- Helped **25** low and moderate income households become homeowners in Cambridge;
- Conducted **10** First Time Homebuyer (FTHB) classes;
- Provided down payment assistance to **5** income-eligible first-time home buyers
- Provided individual counseling to **135** homebuyers;
- Provided a credit workshop;
- Provided **2** post-purchase workshops for new homeowners;
- Served more than **595** people through the City's FTHB program.

### **Inclusionary Housing Program – Homeownership**

Through the Inclusionary Housing Program, private owners developing new or converted residential developments with ten or more units are required to provide 15 percent of the units as affordable housing. The units are permanently affordable.

Amidst rising land costs and housing prices, the Inclusionary Housing Program has been a very successful and cost effective vehicle for securing affordable units in mixed-income developments in the City. To date more than 700 affordable rental and ownership units have been approved under the Inclusionary Housing Ordinance or other inclusionary housing programs. Inclusionary housing units are now a significant component of the City's affordable housing stock which, other than costs to administer the program, have been produced by the private market with no public funds.

Project delivery activities for Inclusionary Housing projects include technical assistance to developers, reviewing plans and specifications to ensure that the appropriate number and type of units are designated as affordable, ensuring that the units are comparable in size and amenities to market-rate units, and assisting the developer in marketing the units to eligible renters or buyers.

**Accomplishments:** In FY 2013, **3** affordable homeownership units were approved through the Inclusionary Zoning Program and **2** were completed and occupied. In addition CDD Staff has provided technical assistance to several developers, who are working on potential new inclusionary zoning projects for FY 2014.

### **Objective #3: To preserve affordable rental housing and enhance access for extremely low, low- and moderate-income households.**

This housing objective is accomplished through the City's Expiring Use Preservation Program. Through this program, the City provides technical and financial assistance to tenants, owners, non-profit organizations, and other concerned parties as they collaborate to address the long-term needs of housing developments at risk of losing their affordability due to expiring use restrictions and/or viability due to need for capital reinvestment.

Through the Cambridge Economic Opportunity Committee (CEOC), the City funds a Tenant Organizer who works directly with tenants in expiring use buildings that may be at-risk of being converted to market-rate housing. The City's housing preservation strategy also includes enforcing local use restrictions resulting from zoning or tax agreements.

**Accomplishments:** In FY 2013 the City provided substantial funds to complete the renovation and preservation of Cambridge Court Apartments, a **92-unit** elderly development. In addition, the Cambridge Housing Authority completed construction on Phase 1 of its Lincoln Way development and will complete construction of Phase 2 in early FY 2014 for a combined total of **70** public housing units. In addition, the City continued to work with the non-profit owners of two expiring use developments which were purchased and preserved with substantial funding from the City in FY 2012: Chapman Arms containing **25** affordable units and Bishop Allen Apartments (formerly, Norstin Apartments) containing **32** affordable units. Also in FY 2013, the City worked the seller and anticipated non-profit purchaser of a 94-unit privately-owned senior affordable housing development which is expected to be acquired and preserved in FY 2014.

In FY 2013, the City continued to work with the owners of privately-owned affordable housing developments, including the residents of the Harwell Homes Cooperative who successfully preserved their development in FY 2013. Finally, the City continued working with the non-profit owners of several existing affordable rental developments which have been preserved and are under renovation including Linwood Court, the Cambridge YMCA and YWCA.

- Completed the rehab of the **92-unit** Cambridge Court Apartments;
- Completed the first phase of work at the CHA's Lincoln Way Apartments, and neared completion on the second phase, for a total of **70** new affordable replacement units;
- Completed the rehab of **103** units of existing affordable SRO housing at the YWCA Cambridge



**Challenges:** The strong real estate market in Cambridge continues to be the primary challenge in preserving buildings with expiring affordability restrictions. While the City has had success in preserving or extending the affordability of many such properties, owners of federally funded developments and cooperatively owned buildings have significant financial incentives to convert units to market-rate rental or condominium housing. Preservation of large rental buildings requires substantial financial resources which have become more scarce in recent years. Significantly, reductions in federal funding in the CDBG and HOME program in FY 2014 will make preservation more difficult.

### **Multi Family Rehab Program**

The Multi Family Rehab Program (MFRP) provides low-interest rehabilitation financing to private owners of multifamily properties in return for a set-aside of units for low-and moderate-income tenants. The MFRP is administered by the Cambridge Neighborhood Apartment Housing Services (CNAHS), a sister organization of Homeowner's Rehab, Inc.

**Accomplishments:** In FY2013, MFRP provided financing to one project, adding **two** affordable rental units to the City's affordable housing stock. CNAHS also continued outreach to private multifamily owners who may benefit from participating in the program. Through relationships developed with participating private property owners, CNAHS has also been successful in purchasing buildings from owners who have participated in the MFRP , ensuring that these affordable rental units are preserved for the long term.

**Challenges:** The primary challenges to creating new affordable rental opportunities in Cambridge are high rents which make many owners decide to rent units at market rents, and construction costs which make reinvesting in multifamily rental buildings expensive. High market rents make it challenging for owners to commit to long-term rent restrictions on units. In addition, the market for multifamily rental buildings is extremely strong, with many buildings selling for above the asking price. It is difficult for CNAHS to compete with these buyers.

## **Objective #4: To stabilize and renovate owner-occupied one-to-four family buildings owned by the very low, low- and moderate-income households.**

### **Home Improvement Program**

The Home Improvement Program (HIP) is a low-interest rehabilitation loan program for low- and moderate-income owner-occupants of one to four-unit buildings. HUD approved the City's Neighborhood Revitalization Strategy (NRS), which expands the program to serve households with incomes up to 120 percent of area median income living in certain census tract areas. Through the HIP program, owners use funds to renovate one-to-four family homes to meet State and City code requirements, to increase energy efficiency, and to remove lead paint hazards. The HIP program is successful in helping owners rehab their homes, stabilize their housing costs, and helping to eliminate blighted properties. Homeowners Rehab, Inc. and Just-A-Start manage the program with oversight from the City's Housing Division. Between the rehabilitation efforts of both non-profits, HIP Program services are available in all 13 Cambridge neighborhoods.

**Accomplishments:** In FY 2013, Just-A-Start and Homeowner's Rehab worked with homeowners to complete **28** cases providing technical and financial assistance to rehabilitate and stabilize **43** units under the HIP program. The Community Development Department (CDD) supports each agency and provides revolving loan funds for this program. In addition, the program leverages outside funds from a variety of other public and private sources to undertake necessary renovations to revitalize the housing stock in low-income communities and stabilize the occupancy of low- and moderate-income homeowners in their homes.

**Challenges:** Escalating construction costs and the need for increased subsidies are a challenge to HIP program administrators in their work to seek new owners to participate in the program. In addition, Title X continues to pose a challenge to owners looking to rehab using federal funds because it requires owners to de-lead units receiving \$5,000 or more in CDBG funds. Many owners without young children do not want to have their unit delead and have elected not to participate in the program since this regulation was enacted, thus, reducing the number of units that might have been served by the program.

Also, the increase in condominium conversion of the older stock of two-, three- and four-family homes across the City has also impacted the program. With more two- and three-family buildings now converted to condominiums, Just-A-Start and HRI, have been increasingly serving individual condo owners as opposed to the owners of two-, three-, or four-unit properties.

### **Rehabilitation Assistance Program**

Through the Rehabilitation Assistance Program (RAP) program, youth crews received hands-on rehabilitation experience by working on non-profit sponsored housing projects and the Cambridge Housing Authority's public housing sites. Just-A-Start administers the program with financial support from the City through the CDBG program. In FY 2013, **126** youths participated in the program receiving on-the-job technical training as they rehabilitated housing units around the City, including properties in the First Time Homebuyer Program and the Home Improvement Program.

## **Affordable Housing**

As described throughout this report, the City of Cambridge has adopted a multi-faceted approach in its commitment to creating and maintaining the City's affordable housing stock, and to assisting low- and moderate-income households. To this end, the City offers a wide range of programs and services.

### **Rental Housing Production Programs: Non-Profit Acquisition and Development Program and Inclusionary Housing Program:**

In FY 2013, **192** new rental units were at various stages of the development process through these programs. Through the City's acquisition and development program, non-profit organizations in Cambridge and the Cambridge Housing Authority acquire and rehab existing buildings and/or develop new housing to provide affordable units. Under the City's Inclusionary Housing Program, private developers are required to include affordable units in all new housing developments of more than 10 units. Housing units created by the City under these programs remain affordable under the terms of a long-term deed restriction held by the City.

### **First-Time Home Buyer (FTHB) Programs: Non-Profit Acquisition and Development Program; City FTHB Financial Assistance Program & Inclusionary Housing Program**

In FY2013, **18** affordable homeownership units were created and 25 households were assisted with purchasing affordable units through the FTHB program. Housing staff hosted **10** First Time Homebuyer classes, for persons interested in purchasing multi-family buildings, , and **four** post purchase classes for home owners that have recently purchased a new home. 595 people participated in these classes. Housing staff provided one-on-one counseling to **135** individuals or households. The City's housing staff also assisted households to access special mortgage products, financial assistance/down payment and closing cost assistance through the HOME program, the Soft Second Loan Program, and the Municipal Mortgage Program or with affordable unit re-sales.

### **Expiring Use Property Preservation Program**

In FY2013, the City provided a significant amount of City funds to enable the preservation of 133 "expiring use" rental units at properties subject to expiring use restrictions. The City also continued to move forward with commitments to recapitalize and preserve affordability of 98 affordable rental units at Putnam Square. Finally, the City continued working with non-profit and private owners to pursue preservation of additional privately-

owned affordable rental units. In order to ensure the long-term affordability and quality of the City's existing affordable rental housing stock, this program provides technical and financial assistance to tenants, owners, and non-profit developers working with these expiring use properties.

### **Multi-Family Rental Housing Rehab Loan Program**

In FY2013, Cambridge Neighborhood Apartment Housing Service (CNAHS) assisted in financing the renovation of rental units through the Multifamily Rehabilitation Program adding 2 rental units to the City's affordable housing stock. CNAHS, with funding from the City, provides low-interest rehabilitation financing to private owners of multifamily properties in return for a set-aside of affordable units.

### **Home Improvement Program (HIP)**

HIP is a low-interest rehabilitation loan program for low- and moderate-income owner/occupants of one to four-unit buildings. In FY2013 43 units were assisted through this program. The City, in collaboration with Homeowners Rehab Inc. and Just-A-Start Corporation, provides technical and financial assistance in the form of low-interest and deferred financing to owners of one-to-four family homes to renovate properties to meet HUD, State and City building code requirements.

### **Inclusionary Housing Program**

Through the Inclusionary Housing Program, private owners developing new or converted residential developments with ten or more units are required to provide 15 percent of the units as affordable housing. The units are affordable for the life of the building. In FY2013, a total of 178 affordable rental and homeownership units were approved through this program. The City is also responsible for the marketing and filling of all affordable units created through this program.

### **Incentive Zoning Program**

The Incentive Zoning Ordinance requires non-residential developers needing a Special Permit to mitigate the impact of their development through a contribution to the Cambridge Affordable Housing Trust.

Through these innovative programs and policies, the City provides new affordable housing opportunities in mixed-income developments and leverages funds from non-residential developers in Cambridge to further housing production.

## Other City Sponsored Services

**Tenant/Landlord Mediation Services:** With funding from the City, Just-A-Start Corporation administers a tenant/landlord mediation program, Mediation For Results. The Agency receives funds from the City annually to administer, develop, and implement this program.

**Tenant Organizing for Expiring Use Buildings:** With support from the City, the Cambridge Economic Opportunity Corporation (CEOC) employs a full-time Tenant Organizer whose responsibility it is to organize and mobilize tenants at risk of being displaced from federally-assisted buildings when their affordability restrictions expire. CEOC receives funds annually from the City for this program.

**City of Cambridge Multi-Service Center:** This center provides housing search services, referrals to shelters, and limited emergency funds.

**Cambridge and Somerville Legal Services (CASLS):** CASLS provides free legal services for low-income residents.

## **Housing for Individuals with Disabilities**

The City ensures that its non-profit sponsored developments comply with the American with Disabilities Act to provide handicap accessible units. In addition, the City seeks to ensure that it secures handicapped accessible units as part of the Inclusionary Housing Program. Housing staff work closely with the Commission on Persons with Disabilities to market units to appropriate households.

## **Worst Case Needs**

The City of Cambridge requires that affordable housing developers submit a tenant marketing and selection plan. The City addresses households with worst-case needs through a "priority point system" established by the City that reflects HUD's guidelines. Priority is given first to households with children under six to ensure they are living in spaces that are properly dealed and priority is next given to households with children under eighteen. For rental units, first priority is given to households living in an emergency situation such as those living in an overcrowded or unsafe home; households paying more than fifty percent of their income in rent; households who are being involuntarily displaced, or those who are homeless.

## HOME Narrative

### Overview of HOME Program in Cambridge

The City of Cambridge receives entitlement funds under a grant agreement with the United States Department of Housing and Urban Development (HUD) for the HOME Program. Since the program's inception in 1993, the City has received \$20,193,801 in HOME funds, including \$701,776 received in FY 2013.

With the HOME funds received from HUD, the City provides loans to support the acquisition, new construction, and rehabilitation of eligible affordable rental and homeownership residential units. HOME funds are also used for first-time homebuyer closing cost and downpayment assistance. As required by HUD, a minimum of 15 percent of the City's HOME funds are used specifically to support local Community Housing Development Organizations (CHDOs), to create affordable rental and homeownership units.

City staff work with development project managers within the CHDOs and other community non-profits to apply federal regulations to HOME funded programs and development projects; ensure that approvals needed from HUD are acquired; ensure that required record keeping is maintained for projects; and monitor HOME funded projects throughout the construction process and the project's affordability period. The latter involves property inspections and tenant and program file reviews, which are conducted each year in compliance with HOME program requirements. Projects with 1-4 units are monitored every three years, projects with 5-25 units are monitored every two years, and projects with twenty-six or more units are monitored annually. In FY 2013, the City monitored 1752 units, a total which includes affordable units supported with HOME funds.

### HOME Development Projects for FY2013

424-430 Windsor: Sponsor, Just A Start Corporation  
JAS completed construction of **14** units of affordable homeownership units including **7** HOME units.



## HOME Match Report

Cambridge is a Participating Jurisdiction (PJ) and is therefore required to match 25 percent of the amount drawn down in HOME funds in each fiscal year. HOME funds that do not require a match include funds used for administrative costs, CHDO operating expenses, CHDO capacity building, and seed money or technical assistance loans where the project did not go forward. In FY2013, the City of Cambridge disbursed **\$2,432,918** in HOME funds, **\$2,354,638** of which required a HOME match. This resulted in a HOME match liability of **\$588,660**. HOME projects leveraged HOME match-eligible funds in previous years from other public and private sources that exceeded the required match. Although none of the leverage funds occurred in the current fiscal year, match funds can be carried over from one fiscal year to the next. As of the end of FY2013, the City's total excess HOME match from all fiscal years is **\$90,810,359**. The completed HOME Match Report form HUD 40107-A is included in the FY2013 CAPER report.

## MWBE Report: Minority and Women's Business Enterprise

As stipulated by the HOME program, the City includes in its contract agreements requirements that developers make a good faith effort to involve minority and women owned businesses as contractors and subcontractors when working on federally funded projects. During annual monitoring and at the close of a project, documentation must be provided to demonstrate that efforts were made to include minorities and women in the bidding process. In FY2013, all HOME Projects completed in the past year were monitored to ensure that agencies completed MWBE Reports, in addition to other required documents. The completed HOME Annual Performance Report is included the FY2013 CAPER report.

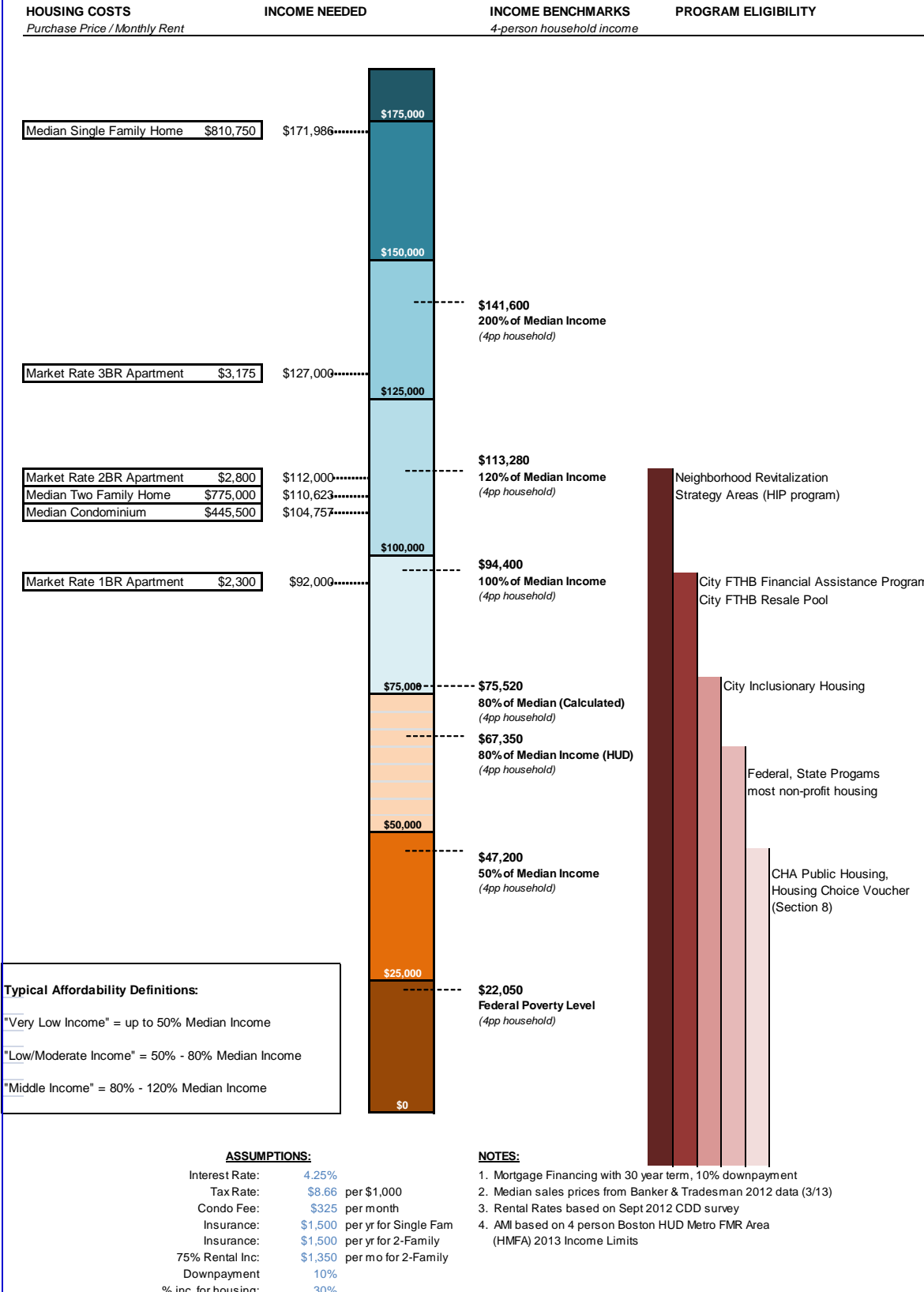
Due the methodology the City uses in considering the completion status of housing activities, several HOME funded activities were completed in the prior year (FY2012) and reported as such. By HUD's definition these same activities we deemed complete in FY2013. Therefore, because these activities have been reported in HOME Performance Reports from previous years they will not appear in the current report.

## FY2013 Accomplishments – Self-Evaluation

Objective (see narrative for details)	Commenced	Underway	Completed	Total
<b>Objective 1</b>				
<b>New Affordable Rental</b>				
Lincoln Way			10	
Temple Place	40			
78 Porter Road	26			
117 Rindge Ave.	14			
Inclusionary	175	69	26	
<b>TOTAL</b>	<b>255</b>	<b>69</b>	<b>36</b>	<b>360</b>
<b>Objective 2</b>				
<b>New Affordable Home Ownership</b>				
Windsor Church		14		
Resale of units to FTHB	12	6	9	
Inclusionary	1	2	2	
Down Payment Assistance			5	
<b>TOTAL</b>	<b>13</b>	<b>22</b>	<b>16</b>	<b>51</b>
<b>Objective 3</b>				
<b>Preserve Affordability</b>				
Chapman Arms		25		
Norstin Apt		32		
411 Franklin (Cambridge Court)			92	
2 Mt Auburn (Putnam Sq)	94			
CNAHS			2	
<b>TOTAL</b>	<b>94</b>	<b>57</b>	<b>94</b>	<b>245</b>
<b>Objective 4</b>				
<b>Rehabilitation</b>				
Hip Units - HRI	9	8	15	
Hip Units - JAS	3	11	28	
<b>TOTAL</b>	<b>12</b>	<b>19</b>	<b>43</b>	<b>74</b>

### Cambridge Housing Affordability Ladder

-Updated April 2013-



## CAMBRIDGE HOUSING AUTHORITY

A Moving To Work Deregulation Demonstration (MTW) participant since 1999, CHA continues to rely on the regulatory flexibility MTW provides, to transform the way it assists low-income households in Cambridge. Major milestones of FY 2013 include:

- 5,378 households were housed through CHA's public housing and leased housing programs, with assistance provided to approximately 10,878 individuals
- \$37.8 million was spent in construction projects across the City of Cambridge
- 29 different construction projects are currently undergoing at various public housing developments
- \$1 million was saved through various energy savings initiatives
- 2,918 new applicants were entered into CHA's waiting list
- 277 new admissions to various housing programs were processed.

### **Affordable Housing Preservation**

As part of the Expiring Use Preservation Program, CHA converted 130 enhanced vouchers to its project-based portfolio. This action ensures affordability for 15+ years to come. In addition, 32 privately owned affordable units have been preserved in partnership with the City's Housing Trust Fund.

### **Supporting Opportunities Achieving Results (SOAR)**

CHA, in partnership with Crittenton Women's Union have established a 'Mobility Center', housed in CHA's central office. Trained 'mobility mentors' meet one-on-one with CHA residents and program participants providing assistance with goal setting, identification of local resources and referral to CHA Career Family Opportunity (CFOC) and Family Opportunity (FOS) programs.

### **Family Savings and Stability (FSS+) Program**

Launched in FY 2013, the Family Stability and Savings (FSS+) program is a voluntary five-year asset-building program managed in partnership with COMPASS Community Capital. CHA uses MTW flexibility to modify the conventional FSS program, increasing participant independence from subsidy and promoting administrative efficiency. The program offers a simplified escrow account, removing income limits from the calculation. Participants have increased flexibility on how to spend their escrow savings coupled with financial education and coaching. Participants are assisted to reach individual goals in five core areas: income and employment; credit and debt; savings; utilization of quality financial products, and asset development. Currently 37 voucher holders are enrolled in the FSS+ Program.

### **Family Opportunity Subsidy Program (FOS)**

Working with program partner Heading Home Inc., CHA completed a comprehensive review of its Family Opportunity Subsidy Program. The program, which supports households transitioning out of shelters to progress towards housing stability and economic independence, will resume in FY 2014, with recruitment of new admissions.

### **Completion and Re-Occupancy of Lincoln Way Apartments**

Funded in part by MTW and federal stimulus (ARRA) monies, Lincoln Way Apartments completes its 2<sup>nd</sup> phase of construction, with re-occupancy in mid-August 2013. The formerly underfunded State property has benefitted from a complete demolition and reconstruction yielding 70 units of family housing. With compliance to 'Green Communities' construction criteria, the new Lincoln Way incorporates contemporary design, improved layout with impressive sustainability standards.

### **Healthy Air Initiative**

As a result of surveys of its Public Housing Residents, CHA formed the Healthy Air Initiative, in partnership with a working group of residents to propose a smoke-free policy, which was posted along with proposed lease addendum for public comment in June 2013. If adopted by CHA's Board, the smoke-free policy is expected to begin in January 2014, with exception to sites that vote to become smoke free earlier.

### **Legislation**

CHA continues its engagement in the public dialogue on a wide range of significant issues. Through participation in the Massachusetts Governor's Commission on Public Housing Sustainability and Reform, CHA has maintained regular contact with its Congressional delegation, engaged with national industry organizations, and continues to refine its own perspective on approaches to delivery of services and development of partnerships with other organizations.

### **Expansion of the MTW Program – Affordable Housing Self-Sufficiency Improvement Act (AHSSIA)**

CHA was asked to provide feedback on the Affordable Housing Self-Sufficiency Improvement Act (AHSSIA) bill to national industry organizations, representatives in Congress and the Senate, and to the House Committee on Financial Services, Subcommittee on Insurance, Housing and Community Opportunity. The bill takes a multi-pronged approach to promoting reforms. Significant reforms in inspections, recertification, and other areas are proposed. The bill also promotes efforts toward self-sufficiency for affordable housing residents such as expanding HUD's Family Self-Sufficiency Program, and major regulatory flexibility to Public Housing Agencies through the expansion of the MTW Program, so that new policy approaches can be tested at the local level.

CHA continued working with the new Congress on this bill, and intends to refine its approach to accomplish the important objectives of making MTW a permanent program, expanding it, and protecting the important authorizations that the original MTW agencies have.

### **Public Housing Consolidation/Regionalization**

In the spring of 2012, Governor Deval Patrick convened the Governor's Commission on Public Housing Sustainability and Reform. CHA played a leadership role in drawing together representatives from several

public housing authorities, through participation in the Public Housing Committee of the Commonwealth Housing Task Force. CHA drafted position papers, re-organization charts, and other materials that encouraged important discussions that contributed to the Commission's efforts.

Subsequently, Governor Patrick introduced a dramatic proposal that would consolidate all Massachusetts public housing authorities into six regional agencies. An alternative proposal has been submitted by the Massachusetts Chapter of the National Association of Housing and Redevelopment Officials (Mass NAHRO).

Massachusetts' proposals on consolidation/regionalization may become a template for national discussion. The national industry organizations are watching it closely, as is HUD. CHA expects to continue working closely with local and national organizations to ensure that the best possible structure is established to deliver housing subsidies to the low-income residents of Cambridge and the entire state.

### **New Approaches to Accountability and Finance**

Over the course of this fiscal year, CHA's Executive Director participated in two major new initiatives being launched by the Housing Authority Insurance Group (HAI). HAI has convened and funded working groups to design a national template for an independent accreditation process and capital financing alternatives for public housing agencies.

The reception to the initial work of the accreditation committee by HUD, industry groups, and housing authorities has been very positive, and the work of the committee may lead to a new platform for structuring oversight and operations of public housing for the next era. In addition to being less costly and more efficient, accreditation addresses issues of performance and integrity in operations in a more comprehensive and useful way than the current HUD scoring systems. CHA's Policy and Technology Lab will provide support to this effort.

Additionally, the work of the capital funding committee approached the challenge of generating adequate financing in new and innovative ways, which would reduce reliance on HUD funding, free the equity in public housing assets, and leverage private investment. CHA's Planning and Development Department will provide support to this process.

### **MTW Agencies Summit**

Thirty-four MTW agencies participated in a two-day summit in Chicago, Illinois in October 2012. The objective of the meeting was to develop recommendations for HUD on how MTW agencies should report on a range of issues, including providing HUD with a model for risk-based assessment of agencies that would accurately reflect their performance, better ways of providing demographic information on households served through alternative programs, and to address findings of the U.S. Government Accountability Office (GAO), which conducted an extensive review of MTW agencies upon request from Congress.

The agencies were prompted to engage in this effort by the perception that the program was being unfairly criticized in ways that undermined its credibility with Congress, that HUD was violating both the spirit and letter of the MTW Agreements by demanding reporting in quantity and format that was inconsistent with HUD's obligations under the MTW agreement, and that it was imperative to convey the positive results of the program in order to guarantee its long-term viability.

CHA played a major role in the planning and overall leadership of the summit, leading discussions in several working groups in preparation for the summit and following up on the next steps after the Chicago event. CHA also consistently reviewed and commented on HUD MTW directives, such as the "Baseline" notice that revised the methodology for calculation of an important component of MTW compliance. CHA provided

leadership in working with 10 other MTW agencies on a letter submitted to HUD requesting revisions to the notice.

**Waiver Proposal**

CHA worked with ten non-MTW agencies to develop a matrix of proposed “waiver packages” that HUD could approve, simplifying the waiver process and allowing for more regulatory flexibility even without MTW authorization. CHA has advocated for a continuum of regulatory relief, that includes waivers, Rental Assistance Demonstration (RAD), and MTW, in combination or separately.

*Households Served: Federal Public Housing by Bedroom Size, Race, Ethnicity and Income*

<b>FEDERAL MTW PUBLIC HOUSING AND HOUSING CHOICE VOUCHER (HCV) HOUSEHOLDS SERVED</b>									
	FEDERAL PUBLIC HOUSING HOUSEHOLDS				FEDERAL MTW HCV HOUSEHOLDS				ALL PROGRAMS
	FAMILY	ELDERLY	TOTAL <sup>1</sup>	PERCENT	FAMILY	ELDERLY	TOTAL <sup>2</sup>	PERCENT	TOTAL
<b>NUMBER OF BEDROOMS</b>									
Studio	1	530	531	22.8%	77	76	153	7.0%	684
1 BR	213	514	727	31.2%	437	444	881	40.4%	1,608
2 BR	527	15	542	23.2%	549	125	674	30.9%	1,216
3 BR	427	1	428	18.4%	386	31	417	19.1%	845
4+ BR	104		104	4.5%	47	8	55	2.5%	159
<b>TOTAL FEDERAL HOUSEHOLDS</b>	<b>1,272</b>	<b>1,060</b>	<b>2,332</b>	<b>100.0%</b>	<b>1,496</b>	<b>684</b>	<b>2,180</b>	<b>100.0%</b>	<b>4,512</b>
<b>RACE</b>									
American Indian	10	4	14	0.6%	7	4	11	0.5%	25
Asian	62	49	111	4.8%	37	18	55	2.5%	166
Black	804	325	1,129	48.4%	779	195	974	44.7%	2,103
White	394	676	1,070	45.9%	672	467	1,139	52.2%	2,209
Other	2	6	8	0.3%	1		1	0.0%	9
<b>TOTAL FEDERAL HOUSEHOLDS</b>	<b>1,272</b>	<b>1,060</b>	<b>2,332</b>	<b>100.0%</b>	<b>1,496</b>	<b>684</b>	<b>2,180</b>	<b>100.0%</b>	<b>4,512</b>
<b>ETHNICITY</b>									
Hispanic	178	76	254	10.9%	232	53	285	13.07%	539
Non-Hispanic	1,094	984	2,078	89.1%	1,264	631	1,895	86.93%	3,973
<b>TOTAL FEDERAL HOUSEHOLDS</b>	<b>1,272</b>	<b>1,060</b>	<b>2,332</b>	<b>100.0%</b>	<b>1,496</b>	<b>684</b>	<b>2,180</b>	<b>100.0%</b>	<b>4,512</b>
<b>INCOME</b>									
< 30% AMI	789	927	1,716	73.6%	1,113	509	1,622	74.4%	3,338
30–50% AMI	301	112	413	17.7%	273	136	409	18.8%	822
50–80% AMI	126	20	146	6.3%	100	38	138	6.3%	284
> 80% AMI	56	1	57	2.4%	10	1	11	0.5%	68
<b>TOTAL FEDERAL HOUSEHOLDS</b>	<b>1,272</b>	<b>1,060</b>	<b>2,332</b>	<b>100.0%</b>	<b>1,496</b>	<b>684</b>	<b>2,180</b>	<b>100.0%</b>	<b>4,512</b>

**Households Served: State Public Housing by Bedroom Size, Race, Ethnicity and Income**

STATE MTW PUBLIC HOUSING AND HOUSING CHOICE VOUCHER (HCV) HOUSEHOLDS SERVED									
	STATE PUBLIC HOUSING HOUSEHOLDS				STATE VOUCHERS HOUSEHOLDS				ALL PROGRAMS
	FAMILY	ELDERLY	TOTAL <sup>1</sup>	PERCENT	FAMILY	ELDERLY	TOTAL <sup>2</sup>	PERCENT	TOTAL
<b>NUMBER OF BEDROOMS</b>									
Studio		4	4	2.0%	49	13	62	39.5%	66
1 BR	83	24	107	53.5%	41	12	53	33.8%	160
2 BR	68		68	34.0%	17	6	23	14.6%	91
3 BR	18		18	9.0%	10	2	12	7.6%	30
4+ BR	3		3	1.5%	5	2	7	4.5%	10
<b>TOTAL STATE HOUSEHOLDS</b>	<b>172</b>	<b>28</b>	<b>200</b>	<b>100.0%</b>	<b>122</b>	<b>35</b>	<b>157</b>	<b>100.0%</b>	<b>357</b>
<b>RACE</b>									
American Indian					2		2	1.3%	2
Asian	12	1	13	6.5%	3	1	4	2.5%	17
Black	86	6	92	46.0%	48	10	58	36.9%	150
White	74	21	95	47.5%	68	24	92	58.6%	187
Other				0.0%	1		1	0.6%	1
<b>TOTAL STATE HOUSEHOLDS</b>	<b>172</b>	<b>28</b>	<b>200</b>	<b>100.0%</b>	<b>122</b>	<b>35</b>	<b>157</b>	<b>100.0%</b>	<b>357</b>
<b>ETHNICITY</b>									
Hispanic	21	4	25	12.5%	16	3	19	12.1%	44
Non-Hispanic	151	24	175	87.5%	106	32	138	87.9%	313
<b>TOTAL STATE HOUSEHOLDS</b>	<b>172</b>	<b>28</b>	<b>200</b>	<b>100.0%</b>	<b>122</b>	<b>35</b>	<b>157</b>	<b>100.0%</b>	<b>357</b>
<b>INCOME</b>									
< 30% AMI	126	21	147	73.5%	108	33	141	89.8%	288
30–50% AMI	30	6	36	18.0%	12		12	7.6%	48
50–80% AMI	9	1	10	5.0%	2	1	3	1.9%	13
> 80% AMI	7		7	3.5%		1	1	0.6%	8
<b>TOTAL STATE HOUSEHOLDS</b>	<b>172</b>	<b>28</b>	<b>200</b>	<b>100.0%</b>	<b>122</b>	<b>35</b>	<b>157</b>	<b>100.0%</b>	<b>357</b>

**Public and Affiliate Housing**

By the close of FY 2013, nearly all of CHA’s major construction and modernization projects were at or near completion. The sole exception was Phase II of Lincoln Way, which will be completed during fall 2013.

CHA leased all newly renovated units at Jackson Gardens, L.B. Johnson Apartments, and Phase I of Lincoln Way. However, more than eighty units became vacant as a result of relocation and transfers resulting from these large-scale projects as well as smaller construction projects at D.F. Burns Apartments, Washington Elms, and Newtowne Court. **CHA’s vacancy rate peaked at 5% in early FY 2013, and reached a yearly low of 1% near the end of the fiscal year.** There were only 15 units vacant at family properties and 10 at designated elderly buildings at the end of FY 2013 as a result of regular turnover.

CHA’s Operations Department has been evaluating different approaches to streamline the leasing process. In FY 2013, the Department introduced several changes, including:

- Established new unit preparation checklist for vacant units to be used by all maintenance staff.
- Set unit turnaround goals for maintenance and leasing staff (seven days to make unit



ready and show to potential residents, and 21 days for a complete unit turnaround), as part of continuing efforts to reduce turnaround time.

- Created and mailed new marketing materials in order to confirm applicants' continued interest in public housing. Materials feature pictures of properties with anticipated vacancies and encourage applicants to tour development in advance of receiving a unit offer.

In addition to these changes, group-briefing sessions that began early in FY 2013 were discontinued. This decision was made out of a concern for applicants' privacy as group briefings made it difficult for staff to easily address individual concerns. Department staff has resumed one-on-one briefings.

## Waiting List Information

CHA maintains property-based waiting lists in the Public Housing program. Applicants may select up to three properties as part of their preliminary application. The waiting list for one-bedroom units in the Family Public Housing program remained closed during FY 2013. 2,918 new applicants were added to the public housing waiting lists.

CHA also maintains a separate waiting list for all Housing Choice Voucher (HCV) programs. This list remained closed in FY 2013. CHA added a separate waiting list for its Project-Based Assistance (PBA) program. This affords current applicants the option to pursue a Tenant-Based voucher, a Project-Based unit, or both.

An overview of all CHA waiting lists is provided in the table below.

CHA WAITING LIST INFORMATION – MARCH 31, 2013				
DISTINCT APPLICANTS	NUMBER OF APPLICATIONS BY PROGRAM		NUMBER OF APPLICATIONS BY SITE**	
9,065*	Federal Family	4,563	Federal Family	9,235
	Federally Elderly	1,942	Federally Elderly	3,679
	State Family	590	State Family	590
	State Elderly	288	State Elderly	288
	HCV	887	East Cambridge	298
	Others***	3,143	Mid Cambridge	291
			North Cambridge	348
			SROs	2,825
TOTAL BY PROGRAM		11,413	TOTAL BY SITE	19,732

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

\*\* Applicants may choose up to three property choices as part of their initial application, meaning one applicant may appear in several site-based waiting lists.

\*\*\* Others include East Cambridge, Mid-Cambridge, North Cambridge and Roosevelt Towers Low-Rise in lists, as well as the waiting list for SROs.

## LOCAL LEASED HOUSING

In FY 2013, CHA’s Annual Contributions Contract (ACC) increased from 2,268 to 2,398 with the addition of 130 enhanced vouchers, all of which were converted to Project-Based vouchers as part of the Expiring Use Preservation initiative. These vouchers were rolled into the MTW allocation after the first year of their initial award. 98 vouchers are in place at Cambridge Court Apartments and the remaining 32 vouchers are in place at Norstin Buildings.

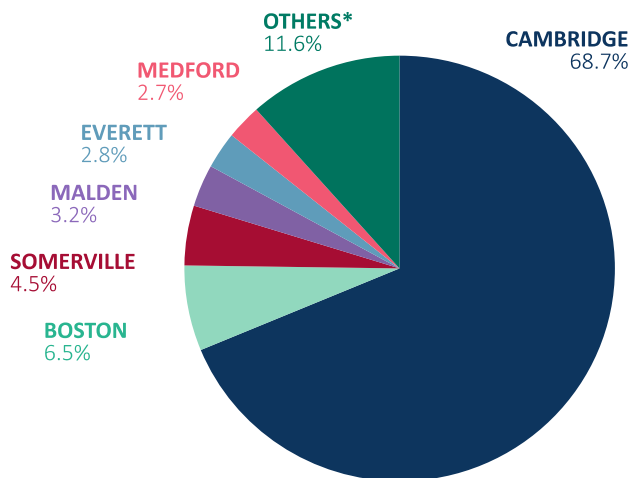
CHA’s end-of-year Voucher Management System (VMS) submission of 2,250 voucher families served translates to a 94% utilization rate based on ACC, and a 102% utilization rate based on the established MTW baseline (the MTW baseline figure is 2,199 vouchers).

Outside of the MTW allocation, CHA maintained an additional 560 non-MTW vouchers. The non-MTW allocation includes 185 Veterans Affairs Supportive Housing Program (VASH) vouchers. VASH vouchers are leased through referrals from the Veterans Affairs (VA) Office and CHA continues to work closely with the Veterans Administration Regional Office to increase utilization in the VASH program. Currently, CHA has a 55% utilization rate for VASH vouchers.

### Locational Choices of HCV Participants

In FY 2013, approximately 30% of all mobile voucher were outside of Cambridge. CHA continues to monitor this rate and is working to understand what factors are influencing voucher holders’ locational decisions. CHA recognizes that substantially high rental costs within Cambridge are likely a motivator; in order to mitigate this factor, CHA has taken steps to update its payment standards. CHA is commissioned an update of the agency’s market rent analysis, which drives the payment standards. In revisiting its payment standards CHA will consider the outcome of the market rent analysis while also weighing the realities of the agency’s constrained budget.

DISTRIBUTION OF CHA MTW VOUCHERS THROUGHOUT THE METRO AREA



\* 'Others' includes 33 cities and towns in the Boston Metro area, none of which is home to more than 17 (1.2%) of the CHA's MTW voucher holders.

### Internet Accessibility Initiative

Staff and fellows in CHA's Policy and Technology Lab began work on a strategic plan to provide affordable internet access at all public housing properties in Cambridge. Preliminary efforts focused on understanding existing access and usage rates among public housing residents, and conducting a physical assessment of public housing developments' in order to understand the associated costs of wiring buildings for high-speed internet. A survey was developed and deployed, with a 27% response rate (650 residents submitted responses).

Here are some key findings:

62% of those who responded indicated that they have internet access at home.

The majority of these households access it via high-speed broadband connection or via a mobile connection through a wireless device, such as smartphones, tablets, etc.

38% of respondents indicated that they do not access the internet at home.

The majority in this group also indicated that they do not have access to the internet anywhere else.

Results from this survey will inform both CHA's efforts and those of the City of Cambridge's Digital Access Committee.

### **General Staff Management**

At the close of FY 2013, CHA retained a staff of 217 employees – 75% of which were full-time. The agency also hosted twelve college interns and graduate student fellows over the course of the fiscal year.

CHA's Human Resources Department continued to offer an array of training and educational opportunities for all agency staff.

In FY 2013, the department led efforts to publish an agency-wide Safety Reference Guide. The agency's Safety Committee -an interdepartmental working group that meets on a regular basis to discuss issues related to health and safety in the workplace developed this document. The document includes materials that can assist staff in understanding safety policies and follow procedures that abide by the regulations set forth by the Occupational Safety and Health Administration (OSHA). As part of this effort, all public housing properties are subject to safety inspections on a regular basis.

CHA staff also participated in a comprehensive training on Fair Housing, which was facilitated by the Fair Housing Center of Greater Boston. The training included topics on customer service related to fair housing issues for applicants and participants, and accessibility of resources so that staff can provide relevant information to residents.

In June 2012, CHA held trainings for staff, residents, and commissioners who sit on administrative panels that hear appeals of CHA decisions on admissions, lease enforcement, tenant grievances, and voucher terminations. The Housing Development Law Institute based in Washington, DC, conducted the two-day trainings, covering program and lease requirements, due process, and responsibilities of panel members. As a result of these trainings, CHA now has a pool of trained residents, participants, and staff that are actively engaged in the administrative hearing process.

### **Customer Service + Communications**

CHA created a new staff position in June 2012 to streamline and improve the agency's customer service. The new Customer Service and Communications Manager is currently conducting a thorough review of staff

interactions with applicants, residents, and other public stakeholders. Currently, the review is focusing on interactions and transactions in the Central Office, but will ultimately extend to all site management offices.

## **Public Housing Management + Operations**

### **Training and Quality Control**

Quality control reviews were conducted throughout FY 2013, with a focus on document verification, rent calculation, and data entry. Staff underwent individual reviews and attended trainings based on the results of mid-year file audits. The final review during calendar year 2013 showed an error rate of 21%, which was down from a mid-year rate of 29%. The number of files with rent calculation errors was 7%, down from a mid-year rate of 11%. CHA will continue to report on this statistic in forthcoming plans and reports.

In order to further reduce errors, the Operations Department began drafting a rent recertification resource guide to be used as a training tool for staff.

### **New Lease**

CHA postponed the release of a draft lease in order ensure that changes adopted in the Administrative Plan for the Housing Choice Voucher program were translated to the Admissions and Continued Occupancy Policy for the Public Housing Program. The Board of Commissioners adopted these changes in February 2013. CHA expects to launch comprehensive public process on the new lease by Fall 2013.

### **Healthy Air Initiative**

In December 2012, the Operations Department conducted a resident survey to learn more about residents' smoking habits and attitudes towards a non-smoking policy within CHA owned properties. Over 21% (538) of public housing households responded. Approximately 80% of respondents indicated a preference for smoke-free housing, while 77% of respondents supported indoor and outdoor smoking bans.

In early 2013, a graduate student fellow began investigating the best practice of other affordable housing providers, focusing on public housing authorities with smoking bans in place. This investigation also yielded a framework to be used when drafting, implement, and enforcing a smoking ban.

A working group of residents and staff was subsequently convened to review survey findings, consider the best practices report, and draft a smoke-free policy for all CHA Public Housing developments. The draft policy was finalized in early 2013 and will be presented to CHA's Board of Commissioners in May of this year. Pending approval, CHA plans to implement the policy in Fall 2013.

In order to support these efforts, CHA is also working with the Cambridge Health Alliance to offer residents access to smoking cessation programs and other support for residents who would like to quit smoking. Access will be offered prior to and after implementation.

### **Safety + Security**

CHA's Public Safety Administrator continued to coordinate monthly meetings with the Cambridge Police Department (CPD) and property management staff. CHA is also participating in neighborhood meetings, which are sponsored by the CPD and aimed at improving networks and information sharing between property management organizations and the police.

During FY 2013, CHA also continued to work with representatives from the Cambridge Fire Department (CFD) to educate residents of designated elderly properties on emergency procedures.

### **Affiliates**

**Cambridge Affordable Housing Corp.**  
**Essex Street Management, Inc.**  
**Kennedy Management, Inc.**  
**Presidential Apartments**

### **Real Estate Taxes for Low-Income Housing Tax Credit (LIHTC) Properties**

Major renovations at Jackson Gardens, Lincoln Way, and L.B. Johnson Apartments were made possible as a result of CHA's ability to leverage private capital through the Low-Income Housing Tax Credit Program (LIHTC). CHA established two limited liability corporations (LLCs) in order to facilitate these deals: Cambridge Affordable Presidential Apartments, and L.B. Johnson Apartments.

Under real estate regulations, municipalities charge real estate taxes to LLCs regardless of the type of housing they own (i.e., market-rate and affordable properties are similarly taxed). This is the case nationwide. CHA sought and received an exemption from the City of Cambridge, citing the inclusion of all three properties in the Public Housing program. Going forward, CHA will make payments in lieu of taxes (PILOT) instead of traditional property taxes, resulting in significant savings for the agency. CHA would like to acknowledge the City's cooperation on this issue.

In FY 2013, CHA affiliates continued the development of the following three properties:

#### **Temple Place - YWCA Pool Site**

After a three year delay, due to an abutter's appeal of a zoning variance, this project received the tax credit allocation and funds needed to move forward with plans to redevelop the unused pool site into forty units of affordable rental housing. There was an additional 10-month delay after initial bids came in over budget and the building was redesigned to reduce the overall cost. The revised project is in the final stages of design, and it is anticipated that a contractor will be procured by June 2013. Construction is scheduled to be complete by end of summer 2014. When complete this site will provide an additional 40 units of affordable housing for the City of Cambridge.

#### **195 Prospect Street**

CHA worked with the City of Cambridge to obtain the necessary funds to retire the bridge loan, and provide permanent financing and funds for a small refurbishment of the building's exterior.

#### **78-80 Porter Road**

CHA received four rounds of state historic tax credits totaling \$748,000 for this project. An updated "One-Stop" funding application was submitted to the state in September 2012 seeking the remaining funds to support the modernization and long-term financing needs of the property. In the interim, units are deleaded at turnover and as of the end of FY 2013; mobile voucher holders occupy 18 of the 26 units.

In addition, the Operations and Planning and Development departments are exploring refinancing options for 26 Cambridge Affordable Housing Corporation (CAHC) condominiums as well as 14 Essex Street Management Inc. (ESMI) condominiums.

## **Housing Choice Voucher Program**

### **Departmental Administration**

#### **Training**

In FY 2013, CHA adopted a new Administrative Plan for the Housing Choice Voucher Program. CHA contracted Edgemere Consulting Corporation to customize and conduct a training program for all staff members in the Leased Housing Department. Staff spent over sixty hours in training. Exercises included real-life scenarios aimed at increasing familiarity with new policies and procedures.

Additionally, all staff members completed training on Fair Housing regulations conducted in partnership with the Fair Housing Center of Greater Boston.

#### **Staffing**

The position of Director of Leased Housing became vacant in late FY 2013. CHA is currently recruiting and expects to fill the role by Summer 2013. The Quality Control Leasing Officer has been appointed Interim Director until the position is filled.

CHA had not anticipated hiring any new Leased Housing staff in FY 2013. However, in an effort to improve customer service, a full-time Leasing Officer was hired to serve at the front desk.

Finally, while CHA continues to conduct all initial inspections in the HCV program, an outside contractor began conducting annual HQS inspections as of January 2013.

#### **Quality Control**

In November of 2012, CHA changed the format of the QC review process to a one-on-one review method. The file is reviewed with the staff person who completed the recertification thus providing that staff member with individual guidance on the correct methodologies to address the substantive errors. Additionally, systemic issues are identified and addressed, including revisions to policies and procedures. CHA provides related training to all leased housing staff to address and correct systemic program concerns.

The reduction in calculation error rates, as a result of the one-on-one reviews, has been positive. Error rates went from 31% in June 2012 to 29% in March 2013. The number of files with rent calculation errors was 29% in March 2013, down from 36% in June 2012.

While the substantive average error rates continues to be high, continued work with staff members that have substantive error rates above CHA minimum threshold will reinforce application of agency and regulatory requirements. It is anticipated that the substantive error rate will be at or below 20% by the end of the next fiscal year.

#### **Participant and Applicant Services**

Due to the redrafting of the agency's Administrative Plan, the creation of a participant handbook for current and new voucher holders was postponed. CHA expects to have a draft by Fall 2013.

## **CAPITAL IMPROVEMENTS**

CHA's Planning and Development Department continued to make long-term capital improvements that will ultimately result in the redevelopment of the agency's entire portfolio. In FY 2013, CHA has focused primarily on ensuring the quality and cost-effectiveness of ongoing construction projects while also continuing to seek funding for subsequent projects.

Despite the lack of near-term capital funding, CHA continues to plan for Phase 2 of the Cambridge Public Housing Preservation Program (CPHPP). During FY 2013, CHA continued efforts to dispose and convert some of its Federal Public Housing stock to a rental assistance funding model under Section 18 of the U.S. Housing Act of 1937. CHA believes converting these units from a public housing operating subsidy to a rental assistance subsidy will be crucial for the success of Phase 2. CHA also continued pursuit of other opportunities through the agency's Liberated Assets Initiative and HUD's new Rental Assistance Demonstration (RAD). CHA continues to engage HUD in discussions around this issue.

CHA had nine ongoing construction projects during FY 2013. Capital expenditures were down to \$37.8 million from \$43.7 million in FY 2012. The decrease was due in large part to the completion of those projects funded through the American Recovery and Reinvestment Act (ARRA).

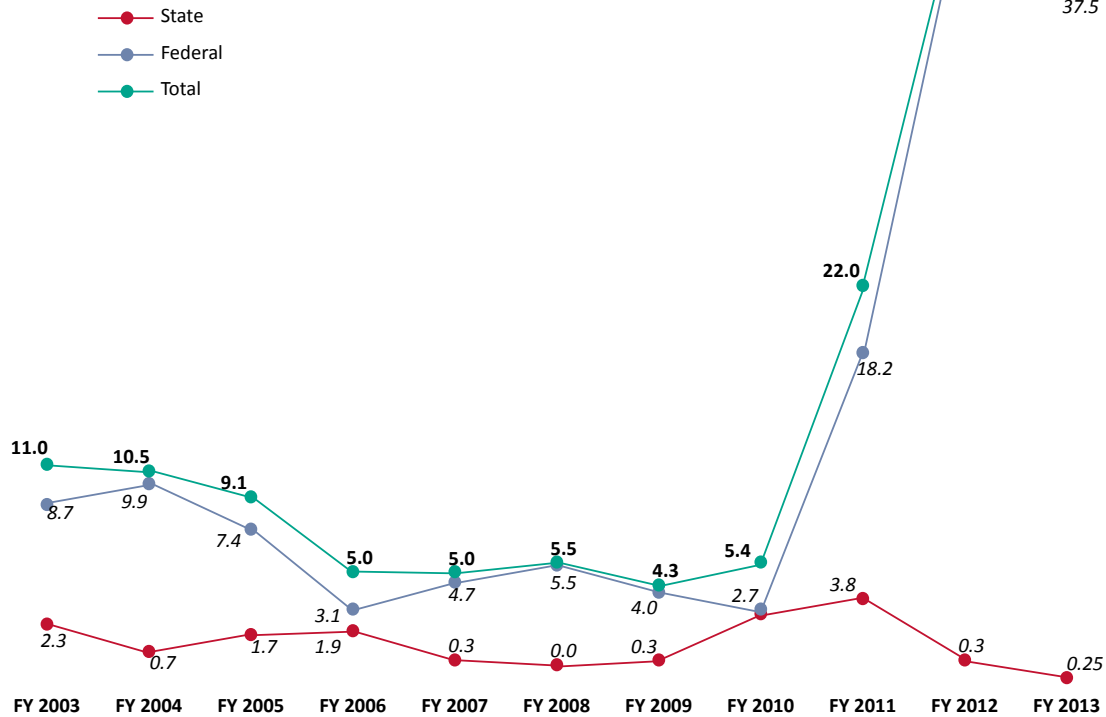
The following accomplishments reflect CHA's commitment to use MTW fungibility to support enhanced capital projects:

**SPENDING**

Below is detailed description of capital expenditures levels for FY 2013. The agency's MTW status has allowed CHA to support capital improvements in State and Federal Public Housing developments over the past several years. The \$28 million in ARRA stimulus funding that the agency received in FY 2010 continued to support spending into FY 2013.

**CONSTRUCTION SPENDING FY 2003 – FY 2013  
MILLIONS OF DOLLARS**

In FY 2013, CHA spent \$37.5 million for construction at Federal Public Housing properties and \$250,000 for construction at State Public Housing properties, for a total of \$37.8 million in construction spending. Between FY 2011 and FY 2013, the CHA transferred all but 108 units of State Public Housing to the Federal Public Housing program.



**ARRA FUNDED ACTIVITIES**

**Lyndon B. Johnson Apartments**

The substantial rehabilitation of this property will result in a transformative change to the building’s energy consumption and cost profile. Extensive rehabilitation is being completed to correct serious building system and envelope deficiencies as a precursor to other modernization and related energy improvements. The project was substantially complete as of December 21, 2012.

The revitalization of L.B. Johnson Apartments was the only construction project that expended over 30% of CHA’s budgeted FY 2013 Capital Fund (CFP) and MTW funds with \$2,068,960 million expended. This amount accounted for 37% of the total budgeted CFP and MTW funds for FY 2013.

Approximately \$33 million in private funds and ARRA grants were leveraged.

Total Construction Cost: \$32,393,297  
FY 2013 Expenditures: \$11,304,307  
MTW Block Grant Funds: \$687,695

**Lincoln Way and Jackson Gardens**

ARRA funds were used to renovate or replace obsolete developments that were formerly part of the State Public Housing program.



At Lincoln Way, funds are being used to demolish and replace sixty existing units with seventy new units, which are a combination of row houses, duplexes, and flats. As of March 31, 2013, Lincoln Way Phase I (37 apartments) is complete and reoccupied. Phase II is underway and estimated to be complete in Summer 2013.

The 45 units at Jackson Gardens were completely rehabilitated, and expanded. Work was substantially complete at Jackson Gardens in November 2011, with full occupancy achieved by the end of December 2011.

Partially funded by ARRA.

Total Construction Cost: \$40,202,381  
FY 2013 Expenditures: \$10,470,627  
MTW Block Grant Funds: \$1,852,616

***Harry S. Truman Apartments***

Heating and energy improvements at Harry S. Truman Apartments were completed in FY 2012. Improvements include the conversion from an electric baseboard to a gas hydronic system and the installation of a new central domestic hot water system. Final closeout and payments will occur in FY 2013.

ARRA funded.

Total Construction Cost: \$2,122,956  
FY 2013 Expenditures: \$90,464

***Jefferson Park***

The Jefferson Park Mechanical, Roofing and Water Savings Improvements project was deemed substantially complete in early September 2012. Final punchlist, commissioning, and warranty items were completed over the winter, and a complete closeout to the construction contract was achieved in March 2013. Design and planning for the Solar PV installations is ongoing and completion is anticipated for Summer 2013.

Total Construction Cost: \$2,956,519  
FY 2013 Expenditures: \$2,383,068

**ARRA-FUNDED FEDERALIZATION OF STATE PUBLIC HOUSING**

CHA used ARRA funds to rehabilitate 438 units of State Public Housing and to transfer all of those units to the Federal Public Housing program. This transition was completed in FY 2013, with final payments made on two projects at Manning Apartments.

***Frank J. Manning Apartments***

Modernization of the elevators was completed and approved by the Massachusetts Elevator Bureau in March 2012. The project was completed on schedule. Final payment was made in FY 2013.

Total Construction Cost: \$848,770  
FY 2013 Expenditures: \$48,822

An exterior waterproofing project was substantially complete in January 2011. Final payment was made in FY 2013.

Total Construction Cost: \$524,274

FY 2013 Expenditures: \$57,106  
MTW Block Grant Funds: \$52,106

**NON-ARRA FUNDED MODERNIZATION ACTIVITIES**

***New Central Office***

The City of Cambridge appointed CHA to oversee reconstruction of the historic former police station. The renovated building will house CHA’s administrative offices, along with two City agencies. Construction proceeded on schedule during FY 2013 and occupancy will begin in May 2013.

The total construction cost is \$18,357,666. CHA is contributing \$1.45 million in MTW Block Grant funding towards the project’s soft costs. The balance of the cost is being supported by City-issued general revenue bonds.

Total Construction Cost: \$18,357,666  
FY 2013 Expenditures: \$13,209,902  
MTW Block Grant Funds: \$1,450,000

**PHASE 2 PUBLIC HOUSING PRESERVATION PROGRAM**

During FY 2012, CHA hired three additional architectural teams to assist in completing preliminary architectural work for the Phase 2 Preservation Program. This phase – which is slated to include the revitalization of Jefferson Park - State, Frank J. Manning Apartments, and Millers River Apartments, and the modernization of several family developments – has a total construction cost of \$142 million.

As noted in the FY 2013 Annual Plan, CHA’s ability to transition these properties to a rental-assistance funding model will be key to the success of this initiative. Rental assistance will provide more adequate and reliable operating funding, as well as better access to private financing for renovation needs.

Please see Chapter VI for a more on CHA’s efforts in this area.

**STATE PUBLIC HOUSING**

In FY 2012, CHA continued to use available state modernization funds to complete long-needed upgrades at several properties in the State Public Housing program. Final project closeout payments were completed in FY 2013 for three projects.

***Jefferson Park – State***

CHA continues to seek funding to proceed with a Master Plan recommendation for demolition and reconstruction of units at Jefferson Park – State. The Planning and Development Department is proceeding with early design efforts, and assembling a viable financing and grant package that would allow the construction work to begin.

***Putnam School***

A construction contract to complete masonry, window, and roof refurbishment work at Putnam School was completed in FY 2012. Final closeout occurred in early FY 2013.

Total Construction Cost: \$1,385,592  
FY 2013 Expenditures: \$258,799  
MTW Block Grant Funds: \$196,069

**116 Norfolk Street and Jackson Gardens**

A construction contract, funded with state modernization funds, was awarded in September 2009. Funds were to complete masonry refurbishment at both sites and window replacement at 116 Norfolk Street. 90% of the contract was complete prior to FY 2012. The contract was closed out in FY 2013.

Total Construction Cost: \$1,700,872

FY 2013 Expenditures: \$26,991

Energy

Over the past two years CHA transferred over 400 State funded public housing units to its Federal portfolio. This transfer of units added a layer of complexity to the trend analysis of consumption levels as information for these units were not included in the original frozen base calculations.

Nonetheless, the per unit consumption of water for all units currently in the Federal Public Housing program has been reduced by 31%. Electricity use was reduced by 45% but offset by a 6% increase in gas consumption.

In the FY 2013 MTW Annual Plan, CHA set an ambitious goal of generating 20% of its electricity consumption on site with rooftop solar arrays and combined heat and power plants (co-gen). CHA's ability to meet this goal was complicated by changes in construction schedule, and nevertheless the agency managed to generate 6% of its electricity consumption on site.

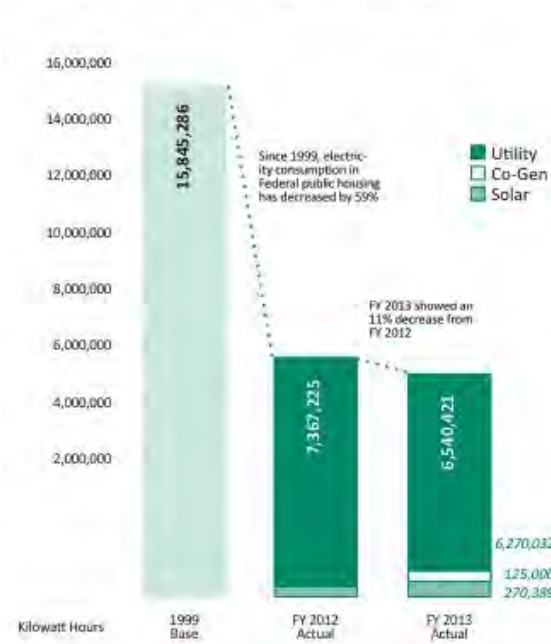
Three co-gen units were installed in FY 2013, but only three months of generation is captured in the reporting to date. Construction of two solar installations – totaling 200KW of generation, will begin in Summer 2013 rather than Fall 2012 as previously anticipated. Solar production during FY 2013 reduced local carbon dioxide emissions by 310,000 pounds, the annual equivalent of removing 29 cars from Cambridge roads.

In addition to the energy improvements related to modernization (described in the Planning and Development section of this report), CHA began another round of lighting improvements throughout the portfolio. This work was fully funded through federal weatherization funding, administered by the local weatherization assistance programs (WAP). During FY 2013, three properties completed lighting retrofits, including full exterior retrofit to LED lighting, and additional use of occupancy sensors. Costs for these electricity projects amount to nearly \$1 million, but are expected to yield over \$250,000 in annual energy savings.

CHA also continued to work with local partners accessing \$800,000 of funds through those partnerships in FY 2013.

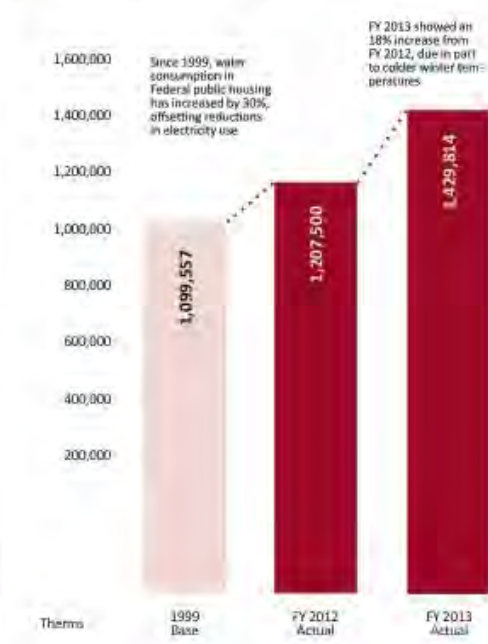
**ELECTRICITY  
KILOWATT HOURS (KWH)**

The decrease in electricity consumption has resulted in an annual savings of \$1,088,330 assuming a rate of \$0.11697 / kWh.



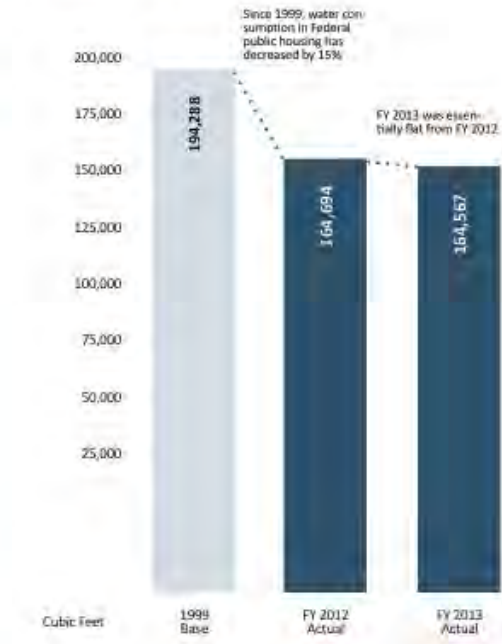
**GAS  
THERMS**

The increase in natural gas consumption has resulted in an annual cost of \$330,588 assuming a rate of \$1.001 / Therm.



**WATER  
CUBIC FEET (CCF)**

The decrease in water consumption has resulted in an annual savings of \$340,008 assuming a rate of \$11.44 / CCF.



NOTE: These charts above represent benchmarking based on the frozen base of 1999 excluding newly federalized properties.

## RESIDENT SERVICES

This section provides a brief overview of all programs administered by the Resident Services Department and offered to residents in FY 2013.

### **Pursue New Funding Sources**

In FY 2013, CHA received a \$50,000 grant from the Maxine S. Jacobs Foundation. This grant was secured thanks to a renewed effort to raise foundation funds for the award-winning Work Force Youth Development Program. These funds were directed to the Work Force College Success Initiative to support its matched savings component, which is scheduled to begin in September 2013.

In FY 2013, the Cambridge Public Schools (CPS) increased their financial support of the Work Force site located at Cambridge Rindge and Latin School (CRLS), from 33% to 50% of the total operating cost. This increase brings CPS's total support for the Work Force to \$156,000 (including the Summer Literacy Camp and Summer College Immersion Program).

MTW Block Grant Funds: \$1,230

### **Mentoring for Middle-School students**

The Resident Services Department established a mentoring program for middle school students through a partnership with DREAM (Directing through Recreation, Education, Adventure, and Mentoring), a non-profit mentoring program that pairs college students with children living in subsidized housing developments.

In FY 2013, this program continued to serve residents at Putnam Gardens. Mentors were recruited from Harvard University, and ten mentor-student pairs continued to meet during the academic year. CHA started pro-rating financial support for this initiative, as DREAM has not been successful in reaching their goal of adding ten additional mentoring pairs in FY 2013. CHA will assess the efficacy of this program at the end of the 2012-13 academic year.

### **Work Force Youth Development Program**

In FY 2013, a new eighth grade class brought the total number of students served at the Cambridge Rindge and Latin High School to 35, and the overall program total (including all sites) to 177. An additional eighth grade class will be added in the 2013-14 academic year.

The Work Force staff completed the revision of the program's life-skills and career readiness curriculum. The new curriculum was implemented at the beginning of the 2012-13 academic year.

MTW Block Grant Funds: \$215,893

### ***Work Force Program College Success Initiative***

In FY 2013, CHA used its MTW flexibility to support the development of a matched savings component to Work Force program. This initiative aims to provide students with hands-on financial education, preparing them to budget, save, and responsibly spend their money. For more details on this initiative please see page 52 of this report.

This past year, the Resident Services Department continued to convene the interagency College Success Working Group and collaborated with the Cambridge Rindge and Latin School (CRLS) on several events to promote post-secondary success for low-income students. These include:

- A panel discussion and Q&A with CRLS alumni who are current college students.
- Training for educational support providers in the use of the online college planning tool,

Naviance, which assists Work Force students, parents, and other staff.

- A session for parents and students to familiarize themselves with the new CRLS online course registration process.
- Several collaborative outreach efforts to increase the number of parents attending CRLS events, including back-to-school night.

In addition, the interagency working group submitted a funding proposal that would support a full-time staff person to work on the development of a College Success mentorship program. The working group will design the program and one member agency will provide day-to-day supervision.

### **Baby University**

CHA continued working as a key member of the steering committee for the Baby U program. Baby U is an intensive sixteen-week parent education program targeted primarily to expectant parents or parents to young children (three years old or younger) living in public housing. The program is conducted in collaboration with a range of local service agencies.

Baby U provides ten weekly classes covering a range of parenting issues, including brain development, discipline, and promoting early literacy. The program also includes weekly home visits intended to reinforce teachings and assist parents with implementation. Upon completion of the initial ten weeks, parents may participate in a subsequent five weeks of playgroups. These sessions reinforce parenting lessons and also help foster a network among parents who will be able to support one another as their children grow up.

After graduation from Baby U, parents are encouraged to participate in the activities of the Baby U Alumni Association, which provides monthly educational and social activities intended to continue the development of parenting skills and the establishment of parent support networks. In FY 2013, 54 parents graduated from Baby U, bringing the total served since its inception to 143. The number of fathers participating in the program also increased from one in 2010, the first year of the program, to 12 in the most recent graduating class.

In FY 2013, the steering committee took preliminary steps to establish a long-term plan for the funding and governance of the program. CHA presented a funding proposal to the Catalyst Fund to support this effort. This proposal is still under consideration. As part of this effort, the committee moved forward with the planning stage with limited existing funding and issued a Request for Proposals in early FY 2014, to secure consulting services for the drafting of a strategic plan.

### **Parents ROCK (Reading on Computers with Kids)**

Despite reductions in state funds for this program in FY 2013, CHA continued to offer this early literacy program for children eight years old and younger and their caregivers. However, CHA was forced to cut the English language support classes that were once a part of the program. Participating families continued to have access to counseling, workshops and other support services aimed at stabilizing families and assisting them to access needed resources. The program has been particularly successful in helping immigrant families gain a social and economic foothold.

In FY 2013, this program served 23 adults and 37 children.

### **Computer Centers**

CHA continued to operate computer centers in three of its largest Family Public Housing developments, and a fourth as part of the Work Force Youth Development Program at Cambridge Rindge and Latin

School. The centers provide classes for adults in basic and intermediate computer skills, and also serve as an adjunct resource for CHA's Work Force Youth Development Program and English for Speakers of Other Languages (ESOL) classes. Open lab hours offer residents and students access to work on homework, do research and write papers for school, research post-secondary education opportunities, and apply for college admission or for jobs.

These centers were operational thanks to ARRA funds awarded through the National Telecommunications and Information Agency, which ended in January 2013. Due to the limited availability of funding, CHA reduced the level of computer instruction through the end of the fiscal year. CHA expects to continue this level of service provision through June 2013, but not beyond. The computer centers will remain open and will continue to be used by other CHA programs, but no computer classes will be offered.

A total of 483 residents used the computer centers in FY 2013.

MTW Block Grant Funds: \$3,555

#### **CHA / Cambridge Employment Program (CEP)**

CHA continued its partnership with the City Office of Workforce Development to provide residents with vocational case management, career counseling, job preparation, career skills development, job placement and follow-up assistance related to career issues. A total of 91 individuals participated in this program in FY 2013.

#### **Gateways Adult Literacy**

CHA continued to offer English language classes for speakers of other languages (ESOL) and language-enhanced computer classes to CHA residents. 75 individuals participated in this program in FY 2013.

#### **Bridge-to-College**

In partnership with the Cambridge Community Learning Center, CHA continued to provide individual counseling and classroom instruction to high school graduates and GED holders who are not academically prepared for college level coursework. In FY 2013, seven residents enrolled in this program and one participant received a \$1,000 scholarship from a private foundation associated with the program.

MTW Block Grant Funds: \$547

#### **Service Coordinator Program**

CHA has four full-time and two part-time service coordinators. CHA contracts with CASCAP, Inc. to provide services to all Senior Public Housing developments, as well as the seniors at Washington Elms and Newtowne Court (the agency's largest Family Public Housing developments). Service Coordinators are responsible for assisting elderly residents in gaining access to support services and helping them manage the daily demands of living independently as they age in community. In addition, Service Coordinators provide seniors with opportunities for social interaction via monthly birthday celebrations and other social gatherings, informational coffee hours, shopping and lunch trips, boat rides and other recreational excursions.

#### **Elder Service Plan – PACE Program**

Programs of All-inclusive Care for the Elderly or PACE, provides comprehensive medical and social services to elderly residents so that they can age in their units instead of in nursing homes. CHA offers this

program in conjunction with the Cambridge Health Alliance Elderly Service Plan at specially designated floors in four elderly/disabled properties (Putnam School Apartments, John F. Kennedy Apartments, Millers River Apartments, and Lyndon B. Johnson Apartments). A total of 66 units are allocated across these sites.

Services provided through this program are free of charge to clients below a certain income level, while those with income above the threshold are required to spend into the system. Some of the services available to participants are: primary and specialty medical care, emergency care, physical, occupational, and recreational therapy and nutritional counseling and meals.

### **Section 3**

Section 3 of the Housing and Urban Development Act of 1968 states that all employment and economic opportunities created by Federal financial assistance for housing and community development programs should be directed, wherever possible, toward low-income individuals, particularly those households receiving Federal housing assistance. CHA's Section 3 efforts are a central component of the Agency's mission to support residents in their path to self-reliance.

Over the course of year, CHA placed three low-income individuals in full-time positions, and five in part-time roles. These included:

CHA will begin the revision of its Section 3 Plan in late summer 2013. A thirty-day public comment period will be advertised and one working session with advocates and resident leaders will take place during that time.

In addition, CHA continued to transfer penalty fees incurred by developers who did not meet specific Equal Employment Opportunity Commission (EEOC) benchmarks to fund scholarships for graduates of CHA's Work Force Youth Program. This scholarship fund helps students to pay for books and supplies when enrolling in a two- or four-year college. In FY 2013 a total of \$17,000 was transferred to the scholarship fund through this initiative.

## **Other Services and Programs**

### ***CHA Tenant Organization Recognition Policy***

In FY 2013, CHA worked with the Alliance of Cambridge Tenants (ACT) and individual Tenant Councils to draft a revised Tenant Council Recognition Policy. The Board of Commissioners adopted this revised policy in November 2012.

CHA revised the policy to lower the threshold of five elected officers per council to three for all public housing properties with 100 or fewer units. These include a president, a treasurer and a secretary. The revised policy also included an increase in the monetary contribution made by CHA to each tenant council, from \$8 to \$15 per unit.

CHA continued signing letter of agreements with individual tenant councils in FY 2013. Agreements were signed with the Tenant Councils of F.J. Manning Apartments and L.B. Johnson Apartments.



## **Barriers to Affordable Housing**

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

The high cost of land continues to make Cambridge a very challenging real estate market to create and preserve affordable housing. Consequently, the City has implemented programs to facilitate the development and preservation of affordable housing. The programs include Non-profit Sponsored Rental and Homeownership Development, the Inclusionary Housing Program, the Expiring Use Housing Preservation Program, the Cambridge Neighborhood Apartment Housing Service (CNAHS), Multifamily Rehabilitation Program, and the Home Improvement Program. In addition, recent citywide rezoning initiatives continue to foster the development of new housing opportunities throughout the City.

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

High acquisition and construction costs, low vacancy rates, and a housing market have had a tremendous impact on the cost of housing in the Cambridge market. Continued escalation of the cost of housing has resulted strong competition from the private sector for developable sites and buildings which has resulted in fewer units created with federal, state, and local dollars.

A major financing tool is the Community Preservation Act (CPA) that allows communities to leverage funds to preserve open space, historic sites, and affordable housing which was adopted by the Cambridge City Council and Cambridge voters in 2001. The CPA places three percent surcharge on local property taxes to be used for the open space, historic preservation and affordable housing. The state, in turn, matches the generated tax revenue, providing an even greater incentive for municipalities to pass the CPA. Unfortunately the state matching funds have decreased over the last few years as the state revenues decrease and more communities join the program. The CPA still, however, has provided a significant source of funds for affordable housing. And these funds have helped to leverage other funds for housing programs.

In FY 2013, the Cambridge CPA Committee, held its annual public hearings on needs and priorities of residents. Many residents attended the meeting and testified before the committee on their support of and need for additional affordable housing in Cambridge. The Committee voted to recommend, and the City Council approved, an appropriation of \$7.7 million to the Cambridge Affordable Housing Trust for housing programs in FY 2012.

### **Barrier 3: Zoning**

The Cambridge Community Development Department (CDD) has worked for many years to promote the development of affordable housing through its zoning code. Some of the accomplishments

- CDD has continued to administer the Inclusionary Zoning Ordinance. This ordinance requires developers of any new or converted residential development with 10 or more units to provide 15 percent of the total number of units as affordable housing. CDD staff work with private developers to sell or lease affordable units to low and moderate-income Cambridge residents. In FY 2013, 178 rental and homeownership units were approved as affordable units ensuring their permanent affordability through a deed restriction. Furthermore, in FY 2013, 38 inclusionary units were completed and occupied. To date, more than 700 rental and homeownership units have been approved through the Inclusionary Housing Programs.
- The Cambridge Incentive Zoning Ordinance, adopted in 1988, requires that non-residential developers with projects of certain size and specifics mitigate the impact of their development through a contribution to the Affordable Housing Trust. These funds are used to sponsor the creation and preservation of affordable rental and homeownership units. There are several developments underway which will be required to make Incentive Zoning contributions prior to completion in the coming years.
- The Cambridge City Council passed a citywide rezoning initiative in 2001 to increase the City's housing stock by allowing housing in all districts, by rezoning numerous districts for housing, by facilitating the conversion of industrial buildings by streamlining the permitting process, and by reducing the commercial floor area ratios (FARs), thereby increasing a developer's incentive to build housing. These changes continue to bring new housing in areas of the City where residential development is revitalizing former industrial areas.

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

The City has considered several strategies to address and remove the competing demands among residents in Cambridge, between the desire for more housing in general, but limited tolerance for increased housing density and the corresponding impacts on parking, traffic, and open space associate with many proposed developments. The strategies include: public education; using prior successful affordable housing developments as examples of good development with minimal impact on the neighborhood; and intensive work with neighborhood residents to identify and address

concerns to develop support for proposed projects. However, with Cambridge being a densely populated City, the difficult issue of competing uses and appropriate density for any remaining undeveloped sites will continue to be a challenge.

## **Barrier 5: Impacts from Changes to the Mortgage Industry**

The City has continued to monitor the impacts of the credit crisis and recession on the mortgage industry as lending standards continue to be very stringent making access to credit difficult for even the most qualified buyers. Staff from the City's homebuyer programs and the Home Improvement Programs worked with eligible homeowners facing foreclosure to provide assistance in understanding and accessing available assistance. City staff also work with eligible buyers to obtain mortgage commitments, which can be difficult to obtain even for qualified ready buyers with good credit.

The City's homebuyer education programs educate homebuyers and homeowners about the dangers of predatory lending and risks of subprime and adjustable rate mortgage products. The City staff offered monthly courses that prepared First Time Home Buyers for purchasing a home. In addition the staff on three occasions offered a course that educated recent buyers on being a successful homeowner. The City also continued to provide individual counseling to homebuyers assessing mortgage options to assist in their accessing financing with reasonable underwriting standards, rates, and terms.

# Homeless Needs & Specific Homeless Prevention Elements

## Continuum of Care Narrative

### Homelessness Objectives

- Provide a variety of housing options, with services, for homeless individuals and families. Support the development of housing at appropriate sites, at a scale that ensures neighborhood compatibility. Ensure the provision of adequate on site services.
- Prevent extremely low and low-income families and individuals from becoming homeless.
- Address emergency shelter and transitional housing needs of homeless individuals and families with children.
- Help homeless persons, including persons with special needs, make the transition to permanent housing and independent living.

### Continuum of Care Objectives

- To sustain and expand efforts to prevent homelessness, so that as few individuals and families as possible become homeless.
- To maintain and expand access of homeless persons to programs and services which 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 and necessary health care.
- To 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.

The Cambridge Continuum of Care continued to be an active planning entity for homeless service planning and coordination. Service providers, consumers, and other interested parties attended monthly meetings to identify needs and gaps in available services. The City was the lead agency for the SuperNOFA application and used the monthly meetings to gather input and set priorities.

### FY2013 Funding Sources and Activities

**McKinney Supportive Housing Program:** \$2.83 million in annual grants fund 28 ongoing SHP projects. Another \$543,996 funds three Shelter Plus Care grants (two administered by the City and one by the Cambridge Housing Authority). As

described in greater detail in the following section, McKinney grants fund a mix of critically needed housing and services:

- Transitional housing;
- Permanent supportive housing;
- Supported employment;
- Housing placement assistance;
- Field-based case management;
- Legal assistance;
- Representative payee services;
- Drop-in services;
- Street outreach; and
- HMIS

Please note, the descriptions below report on the funding and awards for grants awarded in the 2011 NOFA that expired in calendar year 2013.

### **Permanent Supportive Housing**

- Three Shelter Plus Care (S+C) grants (\$543,996) 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.
- Thirteen McKinney-Vento SHP grants provide more than \$1.9 million in annual funding help to sustain at least another 145 units of PSH for formerly homeless persons with disabilities, many of whom were chronically homeless. McKinney-funded project sponsors include HomeStart (77 units), Heading Home (44 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). Additionally, the Cambridge CoC received Permanent Housing Bonus Project funding in the amount of \$165,068 for 11 units of PSH for chronically homeless individuals and families.
- As reflected in the 2012 Housing Inventory Count, the Cambridge CoC had an inventory of 411 permanent housing beds, which includes the aforementioned CoC (McKinney) funded beds and beds funded by other sources (HUD-VASH, Mod Rehab SROs, private and local sources). The corresponding sheltered Point in Time Count for 2012 showed that the overall system was operating with a 100 percent utilization rate, with twenty projects at or above 100 percent utilization, and 6 projects with utilization rates ranging between 70 and 96 percent.

### **Transitional Housing**

- Five transitional housing programs are funded, in part by McKinney-Vento SHP grants, as follows: a North Charles Inc. program for five men in recovery (\$45,479/year plus matching funds), a CASPAR program for seven women in recovery (\$57,750/year plus matching funds), an AIDS Action Committee (AAC) program for five men with HIV/AIDS (\$28,946/year for leasing plus leveraged funding for staffing), an AAC program for five women with HIV/AIDS

(\$32,496/year for leasing plus leveraged funding for staffing), and Transition House's Transitional Living Program for five families and four women rendered homeless because of domestic violence (\$57,750/year plus matching funds).

- Another four (4) transitional housing programs operate with other funding. CASPAR uses State and Federal Substance Abuse Block Grant funds and other resources to operate a recovery-oriented transitional housing program for 10 newly sober homeless women. The Salvation Army draws upon private funding to operate an in-house transitional program for shelter residents who have demonstrated commitment to ending their homelessness. A State-originated grant administered by the Mass. Housing and Shelter Alliance (approx. \$42,000) pays a share of the rent and staffing costs for a nine unit women's transitional housing program operated by Heading Home (which covers the remainder of the costs) at the Cambridge YWCA. Another State-originated grant administered by the Mass. Housing and Shelter Alliance (approx. \$89,000 for staffing and \$132,000 to cover the annual rent) helps fund a 22-unit men's transitional housing program at the YMCA operated by the City's Multi-Service Center.

### **Outreach, Case Management and Other Supportive Services**

- A \$137,815/year McKinney-Vento grant matched by agency-fundraised dollars supports CASPAR's street outreach program serving 200-plus unsheltered and marginally sheltered persons; a \$51,042/year McKinney-Vento grant matched by Eliot Community Human Services funds a Mental Health clinician who partners with the aforementioned street outreach team. Approximately \$90,000 in federal PATH grants fund shelter-based mental health outreach services operated by Eliot Community Human Services.
- \$223,437/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;
- \$32,640/year in SHP funds for CASCAP's fiduciary (money management / representative payee) program, intensively serving over 44 persons at any point in time;
- \$52,605/year in SHP funds for Heading Home's specialized legal assistance program, serving an average caseload of 30 persons;
- \$18,480 in SHP funds for Transition House's stabilization program providing support to four families and two individuals who are in the initial months of their transition from homelessness to housing.
- An \$19,527/year McKinney-Vento grant matched by cash contributions and State reimbursement for services to covered clients funds a North Charles relapse prevention program serving transitionally housed homeless men in substance abuse recovery.
- Upwards of \$50,000/year from federal sources helps the Cambridge Health Care for the Homeless program deliver medical services at shelter-based clinics. Private resources help fund a weekly visit by a doctor from the Sidney Borum Health Center

to AIDS Action's Youth on Fire drop-in program. A mix of government and private funding enables Bridge Over Troubled Waters to provide van-based health care services to homeless and street youth and young adults.

- A network of low threshold drop-in programs offer a site-specific mix of daytime drop-in programming for homeless and at-risk persons, drawing funding support from a mix of government and private sources.
  - A \$14,000 ESG grant matched by Heading Home funds a drop-in for homeless women.
  - A \$60,986/year McKinney Vento grant, a \$10,000 ESG grant, and matching funds raised by Eliot Community Human Services' fund the Bread & Jams' drop-in program serving unsheltered and marginally sheltered homeless adults.
  - A mix of federal (SAMHSA), State, ESG (\$10,000), and private funding helps support Youth on Fire, AIDS Action's drop-in program for homeless and runaway youth and young adults.
  - A mix of State and ESG funding has enabled CASPAR to open its wet shelter during the day to provide more intensive services to medically at-risk substance abusers.
  - State and privately fundraised monies support On the Rise's service-intensive drop-in program serving unsheltered and marginally sheltered homeless women.
  - Private funding enables the Salvation Army to operate a lunchtime drop-in for homeless and at-risk persons.

### **Emergency Shelter**

- A mix of federal (ESG), State, local and privately fundraised resources supported 165 year-round shelter beds for individuals, 24 seasonal shelter beds for individuals, and emergency shelter for 26 families, including 6 families whose homelessness is directly related to domestic violence.

## **Homelessness Prevention / HPRP**

**Homelessness Prevention and Rapid Re-Housing (HPRP):** The City began implementing its \$1.3 million HPRP grant in August 2009. The grant funds one City-employed case management position and one contracted for case management position, part-time HMIS staff, small contracts with two legal assistance providers, and \$860,000 in direct client assistance (e.g., rental assistance, including arrearage repayment; utility assistance, including arrearage repayment; and assistance with relocation costs). Our HPRP initiative, from 2009-12, focused on homelessness prevention and served 413 households (999 household members) by providing Prevention Services in the forms of financial assistance and Housing Relocation and Stabilization. Of the participants who left the program in the final operating year, 81% were stably housed at exit.

**Homeless Family Shelter and Housing Placement/Stabilization**

**Program:** In FY 2013, the City of Cambridge received a grant totaling \$409,701 from the Massachusetts Department of Housing and Community Development (DHCD) to provide shelter, housing placement, and stabilization services to homeless families based at the YWCA of Cambridge’s Family Shelter during FY2013. The City granted \$357,701 to the YWCA for shelter services and \$52,000 for stabilization services. During FY2013, the YWCA helped 10 families move into permanent housing – 1 with the help of Section 8, 3 moved into public housing, 2 reunited with family, 1 moved into a private subsidized development, 2 moved into shared housing, and 1 with the help of state-funded subsidy (MRVP).

**Other Multi-Service Center Resources:** In addition to the aforementioned HPRP-funded homelessness prevention and rapid re-housing services, Multi-Service Center (MSC) City of Cambridge staff provided housing search and case management and limited financial assistance for selected clients (please see full description of ESG prevention and rapid rehousing activities described in the ESG section of the CAPER). Partner agencies at the MSC provided money management assistance and Representative Payee services, income tax-filing assistance and help claiming the Earned Income Tax Credit, job search assistance, legal services, mental health services, and substance abuse relapse prevention services.

**Continuum of Care Achievements**

Specific one-year goals	Actual achievement
1. Add six new units of permanent supportive housing, five of which will be targeted to chronically homeless persons.	The CoC increased the number of PSH beds dedicated to chronically homeless persons by five beds – from 115 CH beds in the 2011 HIC to 120 in the 2012 HIC.
2. Maintain a permanent supportive housing retention rate of at least 72%.	The CoC exceeded the goal, achieving a permanent housing retention rate of 92%.
3. Maintain a transitional housing success rate of at least 65%, - ensuring that at least 65% of homeless participants in transitional housing graduate to permanent housing.	The CoC exceeded the goal, achieving a transitional housing success rate of 68%.
4. Actively work to engage at least 19% of clients served by SHP-funded programs in employment.	The CoC missed the goal of 19%, with projects showing an overall 17% employment at exit rate. The CoC struggles with this goal because PSH programs target the most disabled



	<p>clients, many of whom are on federal benefits and have disabilities that prevent them from working. In contrast, 87% of participants in CoC-funded projects were receiving mainstream benefits at program exit, <b>demonstrating the CoC's success in ensuring that clients receive and retain benefits.</b></p>
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## Emergency Solutions Grant

### ESG Funds Awarded by the City of Cambridge in FY2012 & FY2013

#### Heading Home, Inc.

The Women's Day Drop-in provides daytime support and services to homeless women. The drop-in is primarily a refuge to help homeless women off the streets during the day. Services include:

- Crisis intervention
- One-on-one counseling
- Weekly visits from Health Care for the Homeless
- Lunch, clothing & showers
- Referrals for mental health, substance abuse, tertiary health care, job training, legal services, and housing search

The FY2013 ESG funded operating costs including salaries for the program specialist. This year the program served **388** homeless women including **30** who were chronically homeless.

Heading Home's Shelter Plus Care (S + C) program provides stabilization services to between 8 and 12 homeless people with disabilities who live in scattered site apartments, helping them build skills that allow them to live with greater self-sufficiency. The FY2012 and FY2013 grants funded a portion of the salary of the full-time Shelter Plus Care case manager. In the most recent year, the program served **10** homeless individuals: 5 women and 5 men, **5** of whom were chronically homeless.

ESG	FY2012	FY2013	FY2012	FY2013
Project	Women's Day Drop-In	Women's Day Drop-In	Shelter Plus Care	Shelter Plus Care
Amount	\$14,000	\$14,000	\$20,000	\$20,000

#### FY2013 Matching Funds

Women's Day Drop-In: **\$49,008**

- Sources: Private Fundraising

Shelter + Care: **\$32,715**

- Sources: Private Fundraising

## CASPAR

CASPAR operates their Emergency Service Center Shelter at 240 Albany Street, which is a 24-hour shelter for men and women in Cambridge who are ineligible for other shelter services because of their active substance abuse. The shelter has on-site primary health care four times a week, and provides a range of other services including mental health counseling, alcohol and drug programs, HIV/AIDS services and hot meals. Demand for these shelter beds continued to be high during the FY13 program year: the program sheltered **1420** homeless individuals -- **1033** men, **385** women, and **2** individuals reporting as transgender. Both the FY2012 and FY2013 grants helped to fund non-salary operating costs.

ESG	FY2012	FY2013
Project	Wet Shelter	Wet shelter
Amount	\$18,000	\$18,000

### FY2013 Matching Funds

Wet Shelter: **\$82,200**

*Sources: MA Department of Public Health*

## Hildebrand Family Self-Help Center, Inc

The Hildebrand Family Shelter provides emergency shelter for **9** families in Cambridge -- up to 23 people. FY2012 funds were used toward needed repairs to the interior of the shelter. FY2013 funds were used to support a case manager position dedicated to workforce development and employment. The project served a total of **21** homeless families, comprised of **24** adults and **32** children.

ESG	FY2012	FY2013
Project	Family Shelter	Family Shelter
Amount	\$9,000	\$9,000

### FY2013 Matching Funds

Family Shelter: **\$14,000**

- *Sources: State Department of Housing and Community Development*

## Transition House

In 1975, Transition house became the first battered women’s shelter in the US, and since then it has sheltered well over 7,000 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. Over the past year, the shelter served a total of **29** persons, **9** of whom were children. The FY2013 grant was used toward maintenance costs of the shelter building.

ESG	FY2012	FY2013
Project	Battered Women’s Shelter	Battered Women’s Shelter
Amount	\$9,262	\$9,262

## FY2013 Matching Funds

Battered Women’s Shelter: **\$9,262**

*Sources: Cambridge Housing Authority*

## Eliot Community Human Services (ECHS)

Eliot Community Human Services operates the Bread & Jams Self Advocacy Center, a day drop-in shelter for the homeless located just outside of Harvard Square. They provide daily meals, case management, housing and job search help, and clothing. Recently, Bread & Jams began offering clinical psychotherapy services to individuals with substance abuse and mental health needs. In FY2013, Bread & Jams served a total of **142** homeless men and women over the course of the year – 129 men, 11 women, and 2 identifying as transgender. Of those clients served, **57** were chronically homeless. As in past years, ESG funds have been used to pay rent for the space at 50 Quincy Street.

ESG	FY2012	FY2013
Project	Drop-In Shelter	Drop-In Shelter
Amount	\$10,000	\$10,000

## FY2013 Matching Funds

Day Drop-in: **\$10,000**

- *Sources: private fundraising*

## Catholic Charities

The ESG funds help to operate St. Patrick’s Shelter, which in FY2013 provided shelter to **194** individual homeless women, **86** of whom were chronically homeless. St Patrick’s is the only emergency shelter for sober women in the area outside of Boston and has a **41** bed capacity per night. The FY2013 grant funds were used to pay operating costs.

ESG	FY2012	FY2013
Project	St. Patrick’s Women’s Shelter	St. Patrick’s Women’s Shelter
Amount	\$6,500	\$6,500

## FY2013 Matching Funds

St. Patrick’s Women’s Shelter: **\$6,500**

- *Sources: Mass DHCD*

## Phillips Brooks House Association (PBHA)

Harvard University student volunteers run the Harvard Square Homeless Shelter (HSHS), which is housed in the University Lutheran Church. The shelter operates at night from mid-November through mid-April, serving **24** clients per night, and accommodates an additional **4** during emergency winter conditions. In FY2012 and FY2013, ESG funds were used by HSHS for a combination of utilities and supplies. Supplies purchased include goods such as food, food trays, linens, towels, toiletries, and detergent. During FY2013, HSHS served **327** individuals – **239** men, **79** women and **2** identifying as transgender.

ESG	FY2012	FY2013
Project	Harvard Square Shelter	Harvard Square Shelter
Amount	\$4,500	\$4,500

## FY2013 Matching Funds

Harvard Square Homeless Shelter: **\$60,069.65**

- *Sources: Mass. Housing and Shelter Alliance, Corporation Grants, Individual Contributions, Fundraising Events and HSHS Endowment*

## AIDS Action Committee of Massachusetts (AAC)

AIDS Action Committee manages Youth on Fire, a drop-in shelter for run away, homeless youth. This program was developed in 2000 in response to an increasing number of homeless youth in Cambridge with HIV who were engaging in high-risk behaviors associated with living on the streets. It is the only shelter in Cambridge catering exclusively to youth. The FY2012 and FY2013 ESG grants paid for rent at the drop-in. This program has continued to grow substantially in recent years as travelling homeless youth from other parts of the United States make seasonal stops in Harvard Square. In FY2013 the program served a total of **771** clients – **466** male, **279** female, and **10** who identified as transgender. **102** of these clients were chronically homeless.

ESG	FY2012	FY2013
Project	Youth on Fire (rent)	Youth on Fire (rent)
Amount	\$10,000	\$10,000

## FY2013 Matching Funds

Youth On Fire: **\$255,278**

- *Source: MA DPH*

## Salvation Army

The Salvation Army operates a year round shelter for up to 1,000 homeless men from the Cambridge area. The FY2013 ESG grant award funded utilities of their newly renovated shelter as well as annual user fees for Homelessness Management Information System (HMIS) accounts for two staff persons. During the most recent grant period, **847** homeless men stayed at the shelter, **177** of whom were chronically homeless.

ESG	FY2012	FY2013
Project	Shelter for men	Shelter for men
Amount	\$8,000	\$8,000

## FY2013 Matching Funds

Shelter for Men: **\$8,000**

- *Sources: Volunteer labor*

## HomeStart, Inc.

The Homeless to Housing Services Facility is a drop-in program that offers supportive services which include case management, housing search and connection to mainstream benefits and employment help. In FY2013, this program provided information and referral services to **442** homeless individuals in Cambridge. Both the FY2012 and FY2013 ESG awards were used toward rent of the premises.

ESG	FY2012	FY2013
Project	Homeless to Housing Services Facility	Homeless to Housing Services Facility
Amount	\$9,037	\$9,037

### **FY2013 Matching Funds**

Housing Placement Service: **\$10,000**

- Sources: Federal HUD SHP funds

## YWCA of Cambridge

The Cambridge YWCA Family Shelter has the capacity to serve 12 adults and 13 children a night. In FY2012 and FY2013, the funds were used for utility costs. During the last fiscal year, the shelter served 19 families – a total of **42** persons.

ESG	FY2012	FY2013
Project	Family Shelter	Family Shelter
Amount	\$5,000	\$5,000

### **FY2013 Matching Funds**

Residence / Family Shelter: **\$5,000**

- Sources: Citizen's Energy (\$3,000) & MA DHCD (\$2,000)

## HomeStart, Inc.

### **Rapid Re-housing & Homelessness Prevention Case Management**

This newly funded project follows in the footsteps of HUD's HPRP program, which was funded through the Recovery Act and ended in 2012. Homeless Assistance Grants were reauthorized through the HEARTH Act to increase funding allocations for Rapid Rehousing and Homelessness Prevention through ESG. Based at the City's MultiService Center, a HomeStart case manager provided homeless and near homeless clients with

case management and application for financial assistance. These funds were used for the HomeStart Case Manager’s salary.

ESG	FY2013
Project	RRH & Homelessness Prevention Case Management
Amount	\$51,500

### FY2013 Matching Funds

RRH & Homelessness Prevention CM

- *City of Cambridge:* **\$51,500**

### City of Cambridge MultiService Center

In conjunction with HomeStart’s RRH & Homelessness Prevention program (above) the City’s Multi-Service Center provided case management, advocacy, and/or flexible financial assistance to at-risk individuals and family households and assisted households in obtaining and transitioning to alternate permanent housing.

In FY2013, these joint programs served a total of **119** persons in total. The rapid rehousing funds served **16** homeless persons comprised of **11** adults and **5** children. The homelessness prevention funds helped **103** persons maintain their housing – **51** adults and **52** children.

ESG	FY2013	FY2013
Project	Rental Assistance for Rapid Rehousing	Rental Assistance for Homelessness Prevention
Amount	\$70,381*	\$61,879*

\*These amounts include money from the previous years’ Substantial Amendment.



## **Discharge Policy from Cambridge Funded Shelters**

The City of Cambridge recognizes the need to prevent the discharge of low income individuals and families from institutions into homelessness. That said, the City is aware that a client's discharge from a shelter, transitional housing, or permanent supported housing program can be necessary when violation of program rules jeopardizes the well-being of other participants, his or her safety, or the safety of program staff. Discharge can also be appropriate when failure to enforce behavioral guidelines undermines the integrity of the program. However, because a discharge to the street places the offending individual at increased risk, the Cambridge Continuum of Care (CoC) has adopted the following policy, which member shelters and transitional housing programs are strongly encouraged to follow:

When the discharging shelter, transitional housing, or permanent supported program is unable to assist the discharged individual in accessing an alternate placement, and if the discharge will occur during the hours that CASPAR's First Step Street Outreach program is operating, the discharging program is strongly encouraged to contact the First Step outreach team for such assistance, provided that (a) the individual being discharged consents to such assistance, and (b) the delay inherent in waiting for the arrival of the First Step team will not place the staff or other guests at additional risk. By calling First Step, the shelter, transitional housing, or permanent supported program understands that it is not discharging the client to First Step, but is making every effort to ensure that the client does not end up unsheltered and without access to resources while on the street.

## **Community Development**

### **Community Planning**

Current and projected budgetary constraints led the City to shift a majority of the CDBG portion of funding for Community Planning to other divisions that worked more directly in projects that benefitted the populations CDBG funds are intended to assist.

The result is that one Community Planning staff member was partially 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

The Cambridge community's overall quality of life is based, in part, on business growth and stability. The Economic Development Division's (EDD) efforts focus on activities designed to meet the City's need for a diversified and thriving economic base by providing a broad range of services to assist small businesses including supporting entrepreneurship, working to maintain a diversified employment base and revitalizing businesses in the City's commercial districts.

Toward this end, the Division has several programs that are operated internally and others that work with collaborative partnerships. These programs provide assistance to low-income small businesses and individuals to help increase job opportunities for Cambridge residents and to help provide the goods and services they need.

**Objective #1: To cultivate a supportive environment for income-eligible micro-enterprises and businesses in the City's NRS areas, with particular emphasis on small, women and minority-owned businesses.**

## City Delivered Programs

In the past three years the Economic Development Division has complemented the sub-recipient program with a variety of city run workshops. These workshops are aimed to help entrepreneurs and business owners navigate different city departments more easily and to market economic development programs to the Cambridge community. Workshop topics include: *Cambridge Business Assistance Information Session, Restaurant Startup Assistance, Special Event Planning, Purchasing with the City and Sidewalks that Sell*. In FY2013, the City worked with local service providers (SBA, local banks, small business layers, retail and marketing consultants) to host office hours for entrepreneurs, where business owners received one-on-one meetings with providers. In FY2013 **52** participants attended these workshops, of which **21** were NRS eligible.

In addition to the city delivered programs, the City continues to collaborate with state offices to host workshops around Small Business Tax Workshops and State Supplier and Diversity Certification training workshops.

## Sub-recipient, Non-profit Delivered Programs

The Department continued its support of Cambridge small business by contracting with The Center for Women & Enterprise (CWE), a nonprofit organization, to provide a number of educational workshops to residents and business in Cambridge NRS areas and low and low-moderate income micro-enterprises. Workshop and information session offerings included:

**Steps to Starting Your Own Business:** This workshop was held in the fall and spring of FY2013. This workshop series provided pre-business development training to low and low-moderate income aspiring entrepreneurs. The program introduced participants to the fundamentals of launching a business through such topics as business plan development, financing strategies, business lending practices and marketing.

**Record Keeping and Accounting for Small Businesses:** This course was offered in the fall of FY2013 and covered topics such as what type of business records should be kept, accounting definitions, how to choose a CPA and tax planning and compliance. This workshop emphasized the importance of keeping sound financial records.

**Social Media Boot Camp:** Offered for the first time in the winter of 2013, this workshop covered best practices in using a variety of social media outlets, such as Facebook, Twitter, LinkedIn and Foursquare. Topics included how social media fits into a marketing strategy, how to use social media for special promotions, branding and events.

**QuickBooks Boot Camp:** Offered in the fall of FY2013 with the goal of teaching small business owners how to set up and maintain a bookkeeping system using QuickBooks software, enter invoices, pay bills and reconcile banks statements.

**Advanced QuickBooks:** This series offered in the spring FY2013 with the goal of using QuickBooks beyond basic financial needs. Topics included using QuickBooks for preparing to get a loan and growing a business.

**Demystifying Social Media Metrics:** Offered for the first time in the spring of FY2013, this workshop allowed participants to learn how to monitor the backend of social media. Participants learned how to use tools to measure how successful their social media marketing is working to gain and retain customers and promote brand awareness.

**More than Just a Website – Extending Your Reach Online** This course was offered in the spring of FY2013. This workshop provided easy-to-implement tips to help a business owner improve their online visibility, build their

brand and grow website traffic. The workshop also covered Search Engine Optimization (SEO).

**Building a Basic Website for Your Business:** This workshop was offered in the fall of FY2013. This course helped entrepreneurs consider the various options for creating a website for their business, e-shopping, different providers and the pros and cons of each.

**Human Resources for Entrepreneurs:** Offered for the first time in the winter of FY2013, the participants discussed human resource policies that are common to entrepreneurs and effective human resource techniques when dealing with hiring employees and issues that come up after the hiring period.

**Choosing Your Legal Entity:** This workshop was offered in the winter of FY2013. This workshop let entrepreneurs learn the advantages and disadvantages of various business structures, understanding what a business is in the legal sense and the ability to ask a legal advisor questions.

## Program Marketing

With the assistance of the Economic Development Division, CWE's outreach and marketing activities included meetings with other non-profit organizations that serve low-moderate income clientele for exchange of information on programs, advertising in various newsletters, direct postcard mailings, e-mails to other class participants, flyering to NRS areas, postings on community bulletin boards, notices to community calendars in local and area newspapers, public service announcements on local cable TV, and listings on websites including the City of Cambridge, CWE, and local banks. The Economic Development Division also offered two information sessions in FY2013, which highlighted CDBG programming.

## Leveraged Funds

CWE was compensated a total of \$32,000 in FY2013 for the business development workshops. Leveraged funds totaled \$20,912 and were comprised of CWE staff and instructor compensation, program materials, curricula development, marketing and outreach, postage and general administrative costs.

## Accomplishments

Overall, EDD assisted a total of **115** clients or **112** businesses during the reporting period for FY2013. The goal was to target **75** NRS businesses and residents for business development services via workshops. Of these **115** clients, **63** were from an NRS area

and **20** reported that they were income eligible. **8** clients were non-eligible Cambridge participants, and **24** were non-Cambridge participants.

**Steps to Starting Your Own Business:** In FY2013, this workshop was offered once in the fall and once in the spring. The workshop presented the basic steps to starting a business. The goal of this workshop was 30 total participants (15 per class). A total of **38** participants (**35 businesses**) attended this workshop.

<b><u>Types of Participants</u></b>	<b><u>Number of Participants</u></b>
NRS Eligible	<b>19</b>
Income Eligible	<b>5</b>
Cambridge business/resident, non-eligible	<b>1</b>
Non-Eligible	<b>13</b>

<b><u>Ethnicity/Race</u></b>	<b><u>Number of Eligible Participants</u></b>
White	<b>14</b>
African American	<b>4</b>
Asian	<b>1</b>
Hispanic or Latino	<b>2</b>
Other/Multi-racial	<b>3</b>

<b><u>Gender</u></b>	<b><u>Number of Eligible Participants</u></b>
Female	<b>19</b>
Male	<b>5</b>

**Record Keeping for Small Businesses:** This workshop was offered in the fall of FY13. Participants received reference information on record keeping techniques and tax related matters along with resources for future questions. The goal for this workshop was a total of 10 participants. A total of **6** participants/businesses attended this workshop.

<b><u>Types of Participants</u></b>	<b><u>Number of Participants</u></b>
NRS Eligible	<b>5</b>
Income Eligible	<b>1</b>

<b><u>Ethnicity/Race</u></b>	<b><u>Number of Eligible Participants</u></b>
White	<b>3</b>
African American	<b>1</b>
Hispanic or Latino	<b>1</b>

<b><u>Gender</u></b>	<b><u>Number of Eligible Participants</u></b>
Female	<b>5</b>
Male	<b>1</b>

**QuickBooks Boot Camp:** This workshop was offered in the fall of FY2013 with the goal of teaching small business owners how to set up and maintain a bookkeeping system using QuickBooks software. The goal of this workshop was 10 participants. This workshop had a total of **8** participants/businesses.

<b><u>Types of Participants</u></b>	<b><u>Number of Participants</u></b>
NRS Eligible	<b>5</b>
Income Eligible	<b>2</b>
Cambridge business/resident, non-eligible	<b>1</b>

<b><u>Ethnicity/Race</u></b>	<b><u>Number of Eligible Participants</u></b>
White	<b>7</b>

<b><u>Gender</u></b>	<b><u>Number of Eligible Participants</u></b>
Female	<b>4</b>
Male	<b>3</b>

**Advanced QuickBooks:** This two session workshop series was offered in the spring of FY2013. The goal of this workshop was to teach business owners how to use QuickBooks beyond basic financial needs. The workshop series focused on using QuickBooks for the following topics of growth management and preparing to get a loan. The goal for this workshop was 20 participants (10 per class). This workshop series had a total of **8** participants, **7** businesses.

<b><u>Types of Participants</u></b>	<b><u>Number of Participants</u></b>
NRS Eligible	<b>4</b>
Income Eligible	<b>3</b>

<b><u>Ethnicity/Race</u></b>	<b><u>Number of Eligible Participants</u></b>
White	<b>3</b>
Asian	<b>2</b>
African American	<b>1</b>
Other/Multi-Racial	<b>1</b>

<b><u>Gender</u></b>	<b><u>Number of Eligible Participants</u></b>
Female	<b>6</b>
Male	<b>2</b>

**Human Resources for Entrepreneurs:** This marketing workshop was offered in the in the winter of FY2013 and provided participants with human resources techniques when dealing with hiring employees and issues that come up after the hiring period. The goal of this workshop was 10 participants. This workshop had a total **5** participants/businesses.

<b><u>Types of Participants</u></b>	<b><u>Number of Participants</u></b>
NRS Eligible	<b>3</b>
Non-Eligible	<b>2</b>

<b><u>Ethnicity/Race</u></b>	<b><u>Number of Eligible Participants</u></b>
White	<b>2</b>
Hispanic or Latino	<b>1</b>

<b><u>Gender</u></b>	<b><u>Number of Eligible Participants</u></b>
Female	<b>3</b>
Male	<b>0</b>

**Social Media Boot Camp:** This workshop was offered for the first time in the winter of FY2013. The workshop provided an overview of social media outlets and the advantages and disadvantages of each social media platform. The goal of this workshop was 15 participants. This workshop had a total **14** participants, **13** businesses.

<b><u>Types of Participants</u></b>	<b><u>Number of Participants</u></b>
NRS Eligible	<b>6</b>
Income Eligible	<b>4</b>
Cambridge business/resident, non-eligible	<b>3</b>

<b><u>Ethnicity/Race</u></b>	<b><u>Number of Eligible Participants</u></b>
White	<b>7</b>
African American	<b>1</b>
Hispanic or Latino	<b>1</b>
Other/Multi-racial	<b>1</b>

<b><u>Gender</u></b>	<b><u>Number of Eligible Participants</u></b>
Female	<b>9</b>
Male	<b>1</b>

**More than Just a Website – Extending Your Reach Online:** This workshop was offered in the spring of FY2013 and provided participants easy-to-implement tips to help a business owner improve their online visibility, build their brand and grow website traffic. The workshop also covered Search Engine Optimization (SEO). The goal of this workshop was 12 participants. This workshop had a total of **8** participants, **7** businesses.

<b><u>Types of Participants</u></b>	<b><u>Number of Participants</u></b>
NRS Eligible	<b>4</b>
Cambridge business/resident, non-eligible	<b>1</b>
Non-Eligible	<b>3</b>



<b><u>Ethnicity/Race</u></b>	<b><u>Number of Eligible Participants</u></b>
White	<b>1</b>
Hispanic or Latino	<b>1</b>
African American	<b>2</b>

<b><u>Gender</u></b>	<b><u>Number of Eligible Participants</u></b>
Female	<b>4</b>
Male	<b>0</b>

**Demystifying Social Media Metrics:** This workshop was offered for the first time in the spring of FY2013. Participants learned how to monitor the backend of social media and tools to measure how successful their social media marketing is working in gaining new and returning customers. The goal of this workshop was 10 participants. This workshop had a total of **15** participants, **12** businesses.

<b><u>Types of Participants</u></b>	<b><u>Number of Participants</u></b>
NRS Eligible	<b>8</b>
Income Eligible	<b>1</b>
Non-Eligible	<b>3</b>

<b><u>Ethnicity/Race</u></b>	<b><u>Number of Eligible Participants</u></b>
White	<b>7</b>
African American	<b>1</b>
Other/Multi-Racial	<b>1</b>

<b><u>Gender</u></b>	<b><u>Number of Eligible Participants</u></b>
Female	<b>7</b>
Male	<b>2</b>

**Choosing Your Legal Entity:** This workshop was offered once in the winter of FY2013. The workshop gave entrepreneurs the opportunity to learn about the advantages and disadvantages of the various business structures. The goal of this workshop was 10 participants. This workshop had a total **5** participants/businesses.

<b><u>Types of Participants</u></b>	<b><u>Number of Participants</u></b>
NRS Eligible	<b>1</b>
Income Eligible	<b>2</b>
Cambridge business/resident, non-eligible	<b>2</b>

<b><u>Ethnicity/Race</u></b>	<b><u>Number of Eligible Participants</u></b>
White	<b>2</b>
Other/Multi-Racial	<b>1</b>

<b><u>Gender</u></b>	<b><u>Number of Eligible Participants</u></b>
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Female	<b>2</b>
Male	<b>1</b>

**Building a Basic Website for Your Business:** This workshop was offered for in the spring of FY2013. The aim of this workshop is to help entrepreneurs consider the various options for creating a website for their business. The goal of this workshop was 10 participants. This workshop had a total **15** participants, **14** businesses.

<b><u>Types of Participants</u></b>	<b><u>Number of Participants</u></b>
NRS Eligible	<b>8</b>
Income Eligible	<b>4</b>
Non-Eligible	<b>2</b>

<b><u>Ethnicity/Race</u></b>	<b><u>Number of Eligible Participants</u></b>
White	<b>6</b>
African American	<b>2</b>
Hispanic or Latino	<b>1</b>
Other/Multi-Racial	<b>3</b>

<b><u>Gender</u></b>	<b><u>Number of Eligible Participants</u></b>
Female	<b>8</b>
Male	<b>4</b>

### **Sub-Recipient Long Term Reporting Results – Business Development**

In FY2012, Center for Women and Enterprise followed up with FY2010 and FY2011 participants of the business development program. They contacted all participants via email and received a 13% return rate.

#### **Summary of findings:**

- 89% of the respondents found the programs helpful
- 45% of respondents stated that they hired new staff since taking the course(s)
- 37% reported that sales increased since taking the course(s)
- 53% reported that sales and profits remained stable since taking the course(s)

## Objective #2: Promote thriving retail districts

### Best Retail Practices Program

Best Retail Practices Program is designed to assist Cambridge retailers and restaurateurs the operating efficiency of their businesses. The City hired a retail consulting and marketing specialist and a comprised of an architect specializing in retail interiors (sub-recipient), to provide expert advice to participants about such topics as interior lighting, window display, interior layout, color and signage, as well as management issues, security and marketing through workshops and individual consultations.

The Program offered three workshops during the reporting period. The first was held in fall, 2012 as Part I of a three part program. The other two were held in Winter/Spring 2013. These focused on advanced topics and were offered to all past Program participants. The elements of the three part Program were:

**Part I** was a Workshop offered to all Cambridge retailers and used as an outreach activity to find income eligible micro-enterprises or businesses located in the NRS to participate in Part II, Individual In-Store Consultations. At the Workshop the City's consultants gave a Power-Point presentation of visual examples of best retail practices and marketing strategies and provided a handout of the presentation and "tips" on marketing and design for participants to take back to their establishments. HUD mandated eligibility requirements were explained by City staff and applications for Part II were taken from eligible applicants.

**Part II** provided individual in-store consultations to eligible applicants. The consultants and EDD staff visited participant businesses, made recommendations for improvements and sent a detailed written report to the store-owners of the suggested recommendations, including helpful sketches and photographs. After a 4-week period, the businesses received a follow-up visit to address any questions and see if the recommended changes had been implemented. The participant businesses signed *Improvement Commitment Forms* with the City stating the recommended improvements they agreed to make and showing which recommendations would be grant eligible.

**Part III**, the Grant Program, is a grant assistance program that offered matching grants to participants who had completed Part II of the program. The grants helped participants finance the costs of the recommended improvements to store interiors or marketing. Grants were given on a reimbursement basis to a maximum of \$2,000.

## Advanced Workshops:

The two advanced Best Retail Practices workshops were held in Winter and Spring 2013 on the topics of product and window presentation and advanced management of a retail business. Participants were eligible established retailers who had participated in current and prior years in the original three part Best Retail Practices Program and were interested in expanding their depth of knowledge and application of best retail practices. During the workshops, the Consultant conducted interactive participation with the attendees, to address their individual needs. Participants were encouraged to discuss their actual management issues and problems and bring real display examples to these respective workshops for problem solving and constructive critiques.

## Leveraged Funds

5% of the cost of improvements funded through the Grant Program was paid by 2 grantees while 100% of the cost of improvements funded through the Grant Program was reimbursed to 7 grantees.

## Accomplishments

In Fiscal Year 2013, **17** businesses participated in the Program's Part I Workshop, **12** businesses attended the Power of Presentation Workshop, and **9** businesses attended the Advanced Best Management Practices Workshop, giving a total of **38** businesses and **43** workshop attendees. **12** of the **17** participating Part I businesses continued on to Part II, Individual In-store Consultations. **9** businesses received grants through the Grant Program. Applications for grants were accepted on a rolling basis. In FY13 grants were given for such improvements as new lighting and sneeze guard for a coffee shop, a new website for an antique store, new outdoor furniture for a restaurant, and new marketing, interior display signs and work bench for a dry cleaning business.

**Ethnic/Racial Composition:** The ethnic/racial composition of the FY 2013 Best Retail Practices Program eligible participants is as follows:

<b><i>Ethnicity/Race</i></b>	<b><i>Number of Eligible Participants</i></b>
White	<b>16</b>
African American	<b>2</b>
Asian	<b>4</b>
Other/Multi-Racial	<b>3</b>

**Gender Composition:** The gender composition of the FY 2013 Best Retail Practices Program eligible participants is as follows:

<b><i>Gender</i></b>	<b><i>Number of Eligible Participants</i></b>
Female	<b>15</b>
Male	<b>10</b>

## **Long Term Tracking - Sales Comparisons**

The City continues to track and compare sales from before the Best Retail Practices Grant and after the program, in hopes of increased sales and productivity. FY2012 Best Retail Practices grant participants survey received a 66% response rate. Of those grant recipients that responded, there was an **average of 32.5% increase in sales** after participating in the program. Many respondents also indicated that they implemented other ideas/recommendations from their in-store consultations such as: new interior and exterior lighting, holiday displays, adding social media campaigns and new recycling programs.

## **Façade and Signage & Lighting Improvement Program**

The City provides technical and financial assistance to property owners and tenants Citywide seeking to renovate or restore their commercial building facades. An architectural consultant retained by the City is available to provide assistance to applicants through the conceptual design stage at no cost to the applicants. Applicants hire licensed architects and contractors to refine the conceptual design and to implement the City approved plans.

The Program provides tax funded matching grants on a reimbursement basis for up to **50%** of the cost of the property improvements. The objective for the Program is to enhance the physical appearance of storefronts to help build a stronger customer base for individual stores and their retail districts.

## **Leveraged Funds**

Leveraged funds for the Façade and Signage & Lighting Improvement Program are comprised of city taxes and private funds. City taxes were 100% of the total soft costs for design service provided participants in the Program, and 50% of project improvement funds. The remaining 50% of the cost of improvements were paid with the private funds of the grantees.

## **Accomplishments**

At FY2013 end, matching grants were provided for 12 completed projects. A total of 10 applicants received design services during the reporting year. Since 2002, the program has provided design services to 178 business and property owners and helped finance 138 improvement projects.

## **Objective #3: Support efforts to sustain a diverse array of employment opportunities accessible to Cambridge workers**

### **Cambridge Biomedical Careers Training Program: Just A Start**

The City planned that the funding source for this program was CDBG funds as reported in the FY13 One year Action Plan. These funds were to support 9 residents from the City's Neighborhood Revitalization Strategy Area (NRS).

The **Cambridge Biomedical Careers Program (CBCP)** was offered by a local non-profit, Just A Start Corporation (JAS), with whom the City's Economic Development Division (EDD) contracted for job-training opportunities to 9 residents of the City's Neighborhood Revitalization Strategy Area (NRS). A total of 10 NRS eligible Cambridge residents participated in the program. Of the 9 participants funded, 9 graduated from the program. An overall total of 25 students were graduated in the Class of 2013, 11 of which were Cambridge residents. The CBCP provided graduates with the necessary skills for entry-level jobs in the biomedical field with local biotechnology companies. The program is designed especially for people who have not attended college or have been out of school for many years.

CBCP consisted of nine months of academic classes, laboratory training, job-readiness classes and counseling followed by job placement assistance. The program included college level classes, tutoring in biology, chemistry, biochemistry, medical terminology, computers and laboratory techniques. Classes were held at JAS and at Bunker Hill Community College (BHCC), locations close to public transportation and easily accessible to the NRS participants. Graduates received over 700 hours of instruction and laboratory work and completed 18 college credits at BHCC and upon completion of all requirements, received a certificate from JAS and BHCC. The program ran for one calendar year.

JAS tracked the outcome of participants in these trainings. Tracking consisted of maintaining case files on participants with academic and lab skills test scores, career planning activities, tutoring, job placement as well as follow-up phone calls to participants and to employers regarding participants' assimilation and job performance after the participant is placed on the job.

### **Leveraged Funds**

45% of total Program expenses were leveraged funds from the following sources: Metro North REB/ITA's, Bunker Hill Community College, City Office of Workforce Development funds and varied private funding sources.

## Accomplishments

The Class of 2013 just graduated in May 2013. A total of **25** of the 25 enrollees graduated in May 2012. Of those 25 enrollees, **10** were NRS. Placement services are ongoing – as of Jun 30, 2013, 5 of the 25 graduates have been placed, including 1 NRS resident.

Among the 5 job placements for NRS residents were the following full-time positions: animal care technician, manufacturing technician and lab technician. Full time hourly wages range from \$14-\$18. All unplaced graduates, including the 9 NRS graduates are active in job search efforts with staff and are participating in the interview process with area biomedical/biotechnology companies and local job fairs.

**Racial and Gender Composition:** The racial composition of the 10 students from the NRS residents in the FY2013 class was:

<b><i><u>Ethnicity/Race</u></i></b>	<b><i><u>Number of Participants</u></i></b>
Black or African American	<b>4</b>
Asian	<b>5</b>
Other Multi-Racial	<b>1</b>

<b><i><u>Gender</u></i></b>	<b><i><u>Number of Participants</u></i></b>
Female	<b>5</b>
Male	<b>5</b>

## Sub-Recipient Long Term Reporting Results – BioMed Careers Program

Just a Start follows up with graduates of the program for three years. From the past three classes, 40 NRS participants are continuing with post-training positions and 3 have gone on to continuing education.



## Public Services

Due to the uncertainty of Community Development Block Grant (CDBG) funding in FY2013, the City of Cambridge Department of Human Service Programs conducted a closed Application for Renewal Funding for the FY2013 CDBG grant cycle. Therefore only existing CDBG recipients were invited to re-apply.

The narrative below takes into account both this ongoing renewal process and the City's ongoing working relationship with a range of human service agencies that have been CDBG recipients in recent years.

### **Overall Goal: To Improve the Quality of Life for Cambridge Residents by Creating and Coordinating Public Services.**

#### **Objective #1: To create or support a broad array of services and opportunities for families and youth.**

##### **Number of Households Served:**

With continuing funding from HUD in FY2013, the City of Cambridge provided services to **6,235** low and low-to-moderate income individuals through its 18 CDBG-funded public service grants. Based on the FY2013 Renewal Applications submitted by community organizations, the following providers were funded to support programs targeting the low-to-moderate income population:

- The Margaret Fuller Neighborhood House and the East End House enhanced the quality of lives of residents in Area IV and East Cambridge by providing essential emergency food through their food pantry programs.
- CASPAR continued to work with homeless adults in recovery from substance abuse in their ACCESS transitional housing program.
- Multi-linguistic Cambridge residents were able to access mainstream community resources with the support of community providers such as: Massachusetts Alliance of Portuguese Speakers (MAPS), Centro Latino, and the Ethiopian Community Mutual Assistance Association.
- Homebound elders and individuals with disabilities received food from the home-delivery programs of Food For Free and the East End House.

## Expected Resources

Community Development Block Grant and Local Property Taxes.

## Services

Through a combination of Community Development Block Grant and Property Taxes, the Department of Human Service Programs contracted with local non-profit community organizations to provide the following services to individuals, families, and multi-linguistic residents:

- Developed/enhanced new and existing social and educational programs, based on community needs
- Provided information/referral, crisis intervention/prevention and counseling, and other support services to the Latino, Portuguese-speaking, and Ethiopian populations
- Provided interpretation and translation services to the Latino, Ethiopian, and Portuguese-speaking population promoting access to community services
- Assisted immigrants with the citizenship application and process.
- Operated emergency food pantries; delivered food to homebound individuals; and provided infant necessities to families with infants
- Coordinated a farmer's market program on sites at senior housing developments facilitating access to food to isolated and frail elders
- Delivered **810,076** pounds of fresh produce and canned goods to over 40 food assistance programs such as food pantries, meal programs, youth programs, and shelters
- Developed and implemented individualized treatment plans for individuals with substance abuse
- Provided ongoing case management and adjusted treatment plans as needed
- Conducted individual and group counseling sessions
- Identified and supported participants ready to transition into a more stable sober environment, such as independent living housing, halfway housing, and/or sober shelters
- Recruited, trained, and provided ongoing supervision and support to agency volunteers.

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

**Number of Households Served:**

With continuing funding from HUD in FY2013, the City of Cambridge provided supportive services to approximately **423** elders and individuals with disabilities through a variety of public service grants. Based on the FY2013 Renewal Applications submitted by community organizations, SCM Transportation was funded to support programs targeting the low-to-moderate income population for the following:

- Medical transportation and nutritional shopping trips to seniors and persons with disabilities promoting access to essential community services.

**Expected Resources**

Community Development Block Grant and Local Property Taxes.

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

With continuing funding from HUD, **65** low-moderate income individuals and families with children facing eviction were able to stay in their homes. Based on the FY2013 Renewal Applications submitted by community organizations, the following provider was funded:

- Community Legal Services & Counseling Center provided legal advice and representation services to prevent homelessness and involuntary dislocation of individuals and families with children.

### **Expected Resources**

Community Development Block Grant and Local Property Taxes.

### **Services**

Through a combination of a Community Development Block Grant and Property Taxes, the Department of Human Service Programs contracted with the Community Legal Services & Counseling Center to provide the following services to individuals, families, and multi-linguistic residents:

- Legal counsel and representation to public/private housing tenants facing eviction
- Representation to public and subsidized housing tenants and applicants for housing in administrative appeals
- Community outreach and consultation to community organizations and advocates on landlord/tenant housing law issues
- 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.**

With continuing funding from HUD in FY2013, the City of Cambridge provided supportive services to approximately **380** low and low-to-moderate income families and children through a variety of public service grants. Based on the FY2013 Renewal Applications submitted by community organizations, the following providers were funded:

- Cambridge Camping Association provided summer camp activities to children with emotional/behavioral difficulties.
- The Guidance Center provided bilingual/bicultural early intervention services to immigrant families with infants.

### **Expected Resources**

Community Development Block Grant and Local Property Taxes.

### **Services**

Through a combination of Community Development Block Grant and Property Taxes, the Department of Human Service Programs contracted with local non-profit community organizations who work with families and children 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 by staff who speak the native language of the family
- Case management and individual family service planning and weekly home visits
- Access to related community services such as parent-child groups at community sites and transportation services
- 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.**

### **Number of Households Served**

With continuing funding from HUD in FY2013, the City of Cambridge provided domestic violence-related services to approximately **70** low-moderate families. Based on the FY2013 Renewal Applications received from community organizations, the following providers were funded:

- Greater Boston Legal Services/Cambridge & Somerville Legal Services, and Community Legal Services & Counseling Center were funded to provide legal counsel/representation and counseling services to victims of domestic violence.

### **Expected Resources**

Community Development Block Grant and Local Property Taxes.

### **Services**

Through a combination of Community Development Block Grant and Property Taxes, the Department of Human Service Programs contracted with local non-profit community organizations to provide support to domestic violence victims, abuse prevention, and treatment for adults and children including:

- Legal counsel and representation in court 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 working with victims of domestic violence
- 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 provided employment programs to approximately **302** low-to-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 funded:

- Cambridge Housing Authority provided an after-school literacy, life skills, college preparation, and employment program for youth residing in public housing developments
- Just-A-Start Corporation offered job development and employment programs to disadvantaged high school students and out-of-school youth
- The Young People's Project provided training in math literacy and employment opportunities which enriched high school teens and encouraged them to be invested in their communities.

### **Expected Resources**

Community Development Block Grant and Local Property Taxes.

### **Services**

Through a combination of Community Development Block Grant and Property Taxes, the Department of Human Service Programs contracted with local non-profit community organizations that work with individuals, families, and multi-linguistic residents 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, SAT prep classes and a summer of college immersion, and summer literacy camp
- 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

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



## Antipoverty Strategy

The City of Cambridge continued its efforts to reduce the number of families and individuals living in poverty during FY2013. The City focused 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 applies annually (see “Homeless Needs & Objectives” above), 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 DHSP 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 this strategy significantly improves 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.

## **Non-homeless Special Needs**

(see: Cambridge Housing Authority narrative)

## **OTHER NARRATIVE**

### **Neighborhood Revitalization Strategy**

#### **NRS One– “NRS East”**

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 Housing and Economic Development initiatives. The proposed activities for fiscal years 2011 are as follows:

**Retail Best Practices Program**  
**Empowerment Through Small Business Training**  
**Bio-Medical & Green Jobs Training Program**  
(see: Economic Development Division narrative)

**HIP rehabilitation and stabilization**  
(see: Housing Division narrative)

**Earned Income Tax Credit / SNAP awareness initiative through  
the Human Services Department**

## 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.

## 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**

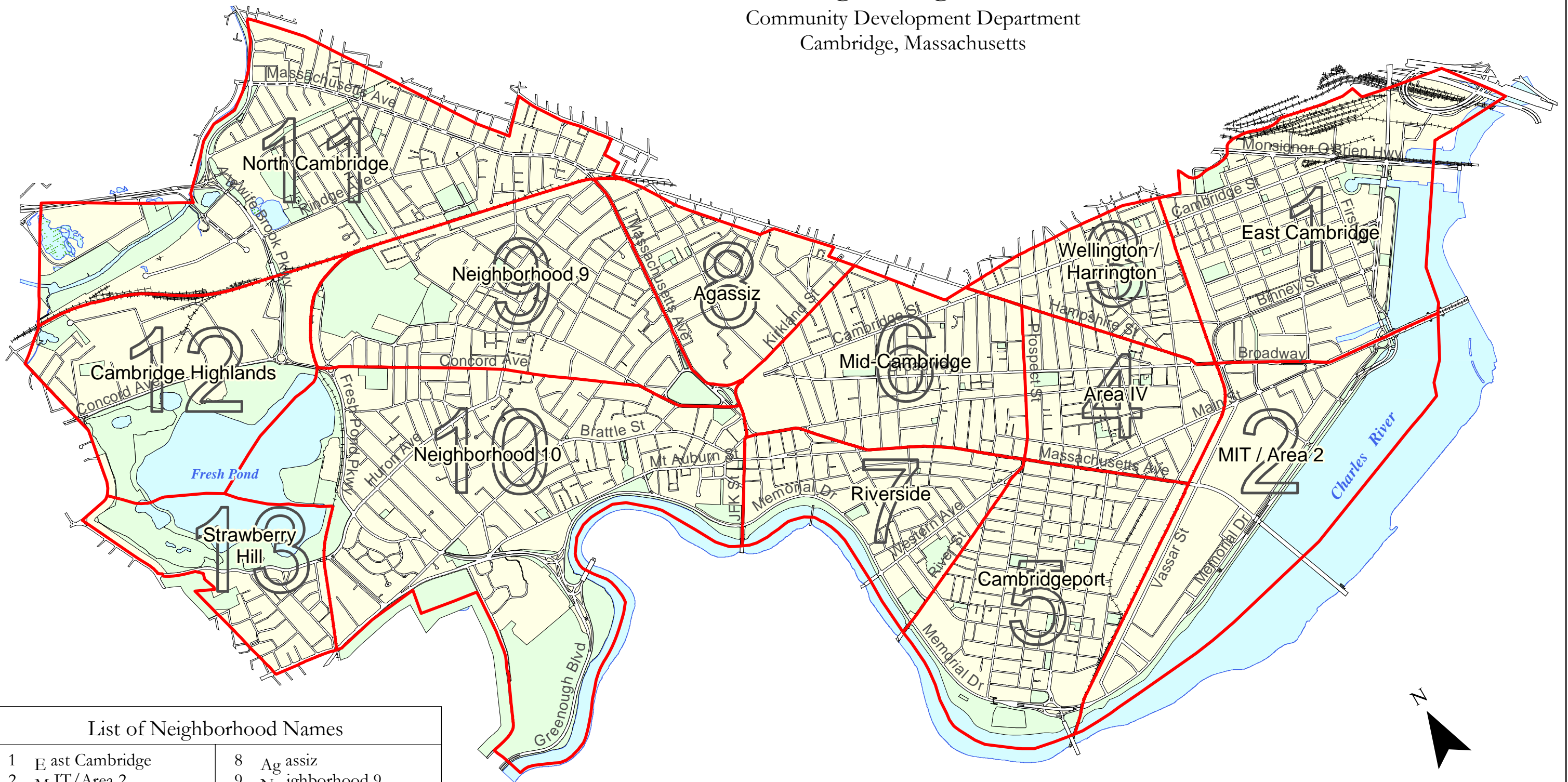
**<http://www.cweboston.org/>**

## **APPENDIX B**

### **Maps**

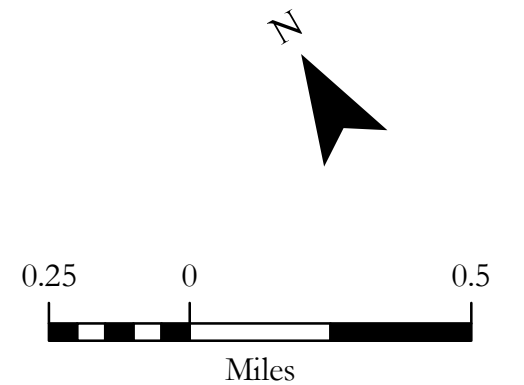
# Cambridge Neighborhoods

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 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 Nine	West Cambridge	North Cambridge	Cambridge 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

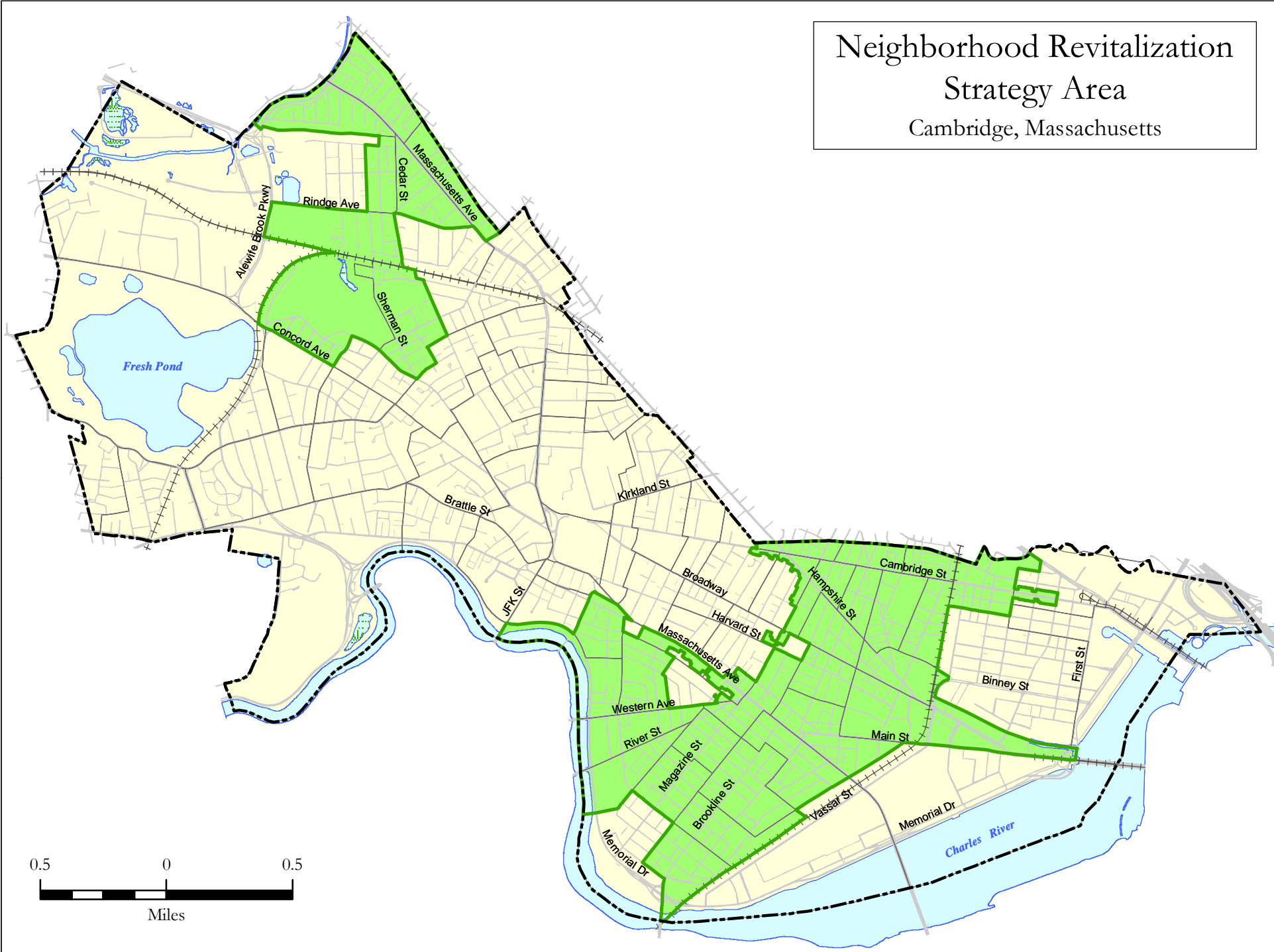
These median incomes were estimated using data on the income distribution found in the different neighborhoods. These are not true calculations of median income. The median income reported for the City of Cambridge in the 2006-10 American Community Survey was \$64,865.

Source: American Community Survey, 2006 - 2010 multi-year estimate, Table B19001.



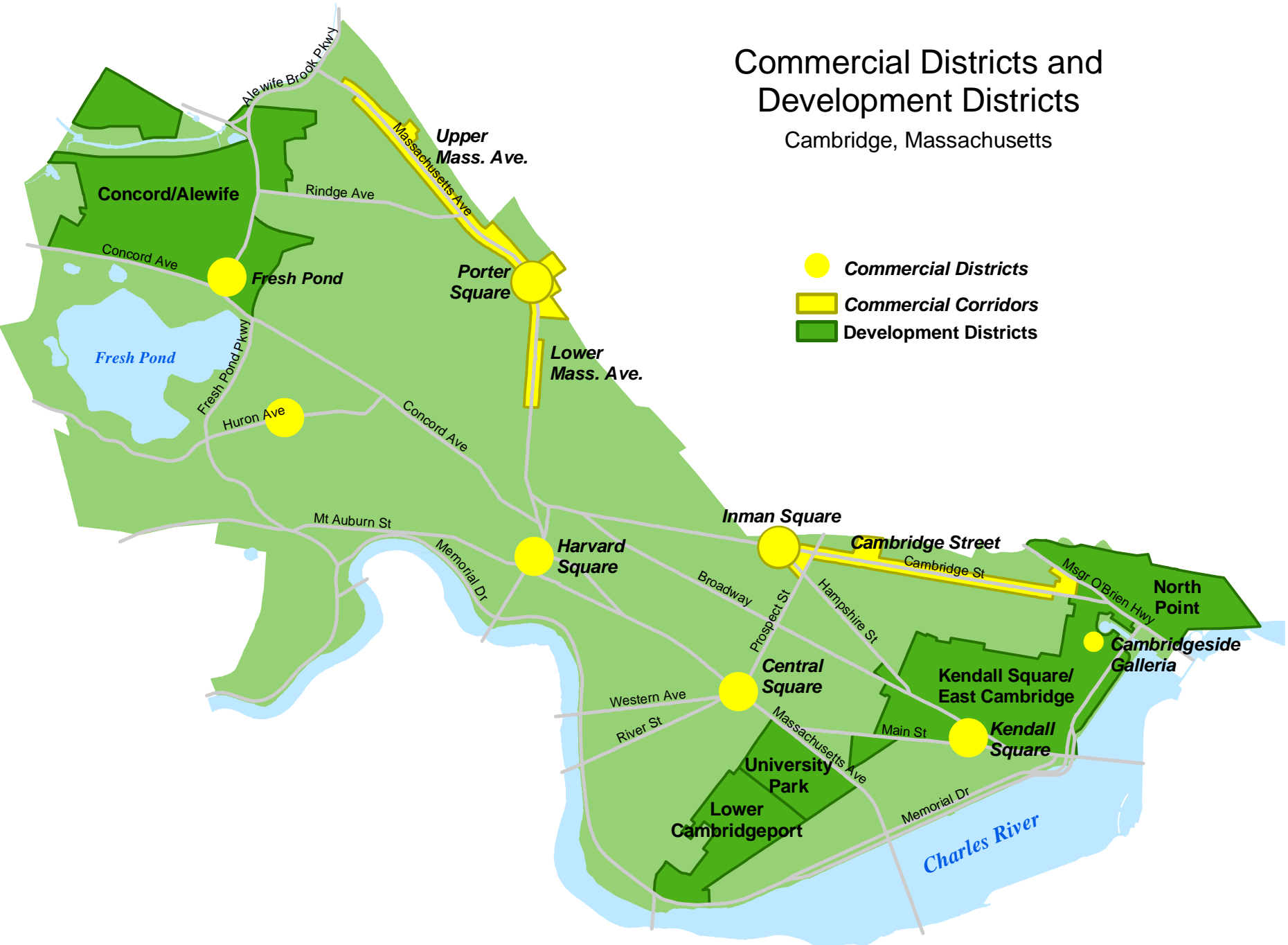
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Neighborhood Revitalization  
Strategy Area  
Cambridge, Massachusetts



# Commercial Districts and Development Districts

Cambridge, Massachusetts





## **APPENDIX C**

### **Newspaper Advertisement**

CONSOLIDATED ANNUAL PERFORMANCE REPORT DRAFT

**LEGAL NOTICE  
CITY OF CAMBRIDGE  
COMMUNITY DEVELOPMENT  
DEPARTMENT**

Notice of Availability of Consolidated Annual Performance Evaluation Report Draft

The City of Cambridge, through its Community Development Department, is making available for public review and comment the draft of FY2013 Consolidated Plan Annual Performance Evaluation Report, which includes the Community Development Block Grant Program (CDBG), the HOME Program and the Emergency Solutions Grant Program (ESG), in accordance with 24 CFR Part 91. On August 30, 2013, copies of the draft Consolidated Annual Performance Evaluation Report can be reviewed at the Cambridge Public Library on Broadway, the Community Development Department offices at 344 Broadway Street (3rd floor), Cambridge, it is also located on the City's website: <http://www.cambridgema.gov/~CD/D/>.

The City's Consolidated Plan Annual Performance Evaluation Report includes Resources Made Available Within the Jurisdiction; Investment of Available Resources; Households and Persons Assisted; and Other Actions.

The City of Cambridge will accept written comments on the draft Consolidated Annual Performance Report from August 30, 2013 through September 16, 2013. Comments may be sent to Robert Keller, Cambridge Community Development Department 344 Broadway Street, Cambridge, MA 02139. All comments will be summarized and included with the final FY2013 Consolidated Plan Annual Performance Evaluation Report submitted to HUD. For more information, please contact Robert Keller at 617-349-4602.

August 30, 2013

AD#12992336  
Cambridge Chronicle 8/29/13

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## **APPENDIX D**

### **IDIS & CPMP Reports**

**The PR01, PR19 and PR26 are included here, for all other IDIS Reports please contact:  
[rkeller@cambridgema.gov](mailto:rkeller@cambridgema.gov)**

**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	75	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rehabilitation of existing units	30	<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>	105	<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	12	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Production of new units	4	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rehabilitation of existing units		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Homebuyer Assistance	4	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Total Sec. 215 Owner Goals</b>	20	<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	205	<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>	225	<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.

CPMP Version 2.0

## Continuum of Care Homeless Population and Subpopulations Chart

Part 1: Homeless Population	Sheltered		Un-sheltered	Total	Jurisdiction Data Quality (N) enumerations ▼
	Emergency	Transitional			
1. Homeless Individuals	203	92	71	366	
2. Homeless Families with Children	26	35	0	61	
2a. Persons in Homeless Families with Children	61	110		171	
<b>Total (lines 1 + 2a)</b>	<b>264</b>	<b>202</b>	<b>71</b>	<b>537</b>	
Part 2: Homeless Subpopulations	Sheltered		Un-sheltered	Total	Data Quality (E) estimates ▼  Please note that the sheltered counts are enumerations, but the unsheltered numbers are estimates based on the active caseloads of the street outreach teams at the time of the PIT count.
	Emergency	Transitional			
1. Chronically Homeless		120	55	175	
2. Severely Mentally Ill		73	34	107	
3. Chronic Substance Abuse		220	54	274	
4. Veterans		16	5	21	
5. Persons with HIV/AIDS		16	0	16	
6. Victims of Domestic Violence		52	4	56	
7. Youth (Under 18 years of age)					

Part 3: Homeless Needs Table: Individuals	Needs	Currently Available	Gap	5-Year Quantities										Total			Priority H. M. L.	Plan to Fund?	Fund Source: CDBG, HOME, HOPWA, ESG or Other	
				Year 1		Year 2		Year 3		Year 4		Year 5		Goal	Actual	% of Goal				
				Goal	Comp. let.	Goal	Comp. let.	Goal	Comp. let.	Goal	Comp. let.	Goal	Comp. let.							
Beds	Emergency Shelters	168	193														####			
	Transitional Housing	106	119														####			
	Permanent Supportive Housing	90	15	75	6		6		6		6		6		30		0%			
	<b>Total</b>	<b>364</b>	<b>327</b>		<b>6</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0%</b>			
	Chronically Homeless																			

Part 4: Homeless Needs Table: Families	Needs	Currently Available	Gap	5-Year Quantities										Total			Priority H. M. L.	Plan to Fund?	Fund Source: CDBG, HOME, HOPWA, ESG or Other	
				Year 1		Year 2		Year 3		Year 4		Year 5		Goal	Actual	% of Goal				
				Goal	Comp. let.	Goal	Comp. let.	Goal	Comp. let.	Goal	Comp. let.	Goal	Comp. let.							
Units	Emergency Shelters	16	26	-													####	<b>L</b>	<b>N</b>	
	Transitional Housing	24	36														####	<b>L</b>	<b>N</b>	
	Permanent Supportive Housing	8	3	5	1		1		1		1		1		5		0%	<b>M</b>	<b>Y</b>	<b>SHP</b>
	<b>Total</b>	<b>48</b>	<b>65</b>		<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0%</b>			

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.

Housing Needs Table		Grantee: <b>City of Cambridge, Massachusetts</b>														Priority Need?	Plan to Fund?	Fund Source	Households with a Disabled Member		Disproportionate Racial/Ethnic Need?	# of Households in lead-Hazard Housing	Total Low Income, HIV/AIDS Population	
		Only complete blue sections. Do NOT type in sections other than blue.																	% HSHLD	# HSHLD				
		Current % of Households	Current Number of Households	3-5 Year Quantities																				% of Goal
Year 1				Year 2		Year 3		Year 4*		Year 5*		Multi-Year												
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual									
Household Income >50 to <= 80% MFI	Renter	Elderly	NUMBER OF HOUSEHOLDS	100%	497											0	####			100%				
			With Any Housing Problems	48.5	241											0	####				0			
			Cost Burden > 30%	46.5	231											0	####							
			Cost Burden >50%	10.3	51											0	####							
	Renter	Small Related	NUMBER OF HOUSEHOLDS	100%	1,236										0	####								
			With Any Housing Problems	49.6	613										0	####								
			Cost Burden > 30%	40.2	497										0	####								
			Cost Burden >50%	4.9	60										0	####								
	Renter	Large Related	NUMBER OF HOUSEHOLDS	100%	152										0	####								
			With Any Housing Problems	67.1	102										0	####								
			Cost Burden > 30%	21.1	32										0	####								
			Cost Burden >50%	6.6	10										0	####								
	Owner	All other hshold	NUMBER OF HOUSEHOLDS	100%	2,332										311	####	H	Y	CHO					
			With Any Housing Problems	74	1,725	218	28	223	34	223	249	223												
			Cost Burden > 30%	70.2	1,637										0	####								
			Cost Burden >50%	13.6	317										0	####								
	Owner	Elderly	NUMBER OF HOUSEHOLDS	100%	387										31	####	H	Y	CO					
			With Any Housing Problems	39	151	12	10	12	9	12	12	12												
			Cost Burden > 30%	39	151										0	####								
			Cost Burden >50%	23.8	92										0	####								
	Owner	Small Related	NUMBER OF HOUSEHOLDS	100%	237										0	####								
			With Any Housing Problems	63.7	151										0	####								
			Cost Burden > 30%	63.7	151										0	####								
			Cost Burden >50%	41.8	99										0	####								
Owner	Large Related	NUMBER OF HOUSEHOLDS	100%	44										0	####									
		With Any Housing Problems	50	22										0	####									
		Cost Burden > 30%	40.9	18										0	####									
		Cost Burden >50%	9.1	4										0	####									
Owner	All other hshold	NUMBER OF HOUSEHOLDS	100%	322										95	####	H	Y	CHO						
		With Any Housing Problems	51.9	167	50	29	55	23	55	43	55													
		Cost Burden > 30%	48.8	157										0	####									
		Cost Burden >50%	15.5	50										0	####									
<b>Total Any Housing Problem</b>				280	67	290	66	290	304	290	0	295	0	0	437				Total Disabled	###				
<b>Total 215 Renter</b>															0				Tot. Elderly	884		Total Lead Hazard	0	
<b>Total 215 Owner</b>															0				Tot. Sm. Related	1473		Total Renters	4217	
<b>Total 215</b>				0	0	0	0	0	0	0	0	0	0	0	0				Tot. Lg. Related	196		Total Owners	990	

<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			
1. Homeless Individuals	193	77	70	340	Data Quality (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	Jurisdiction
1. Chronically Homeless	124		124	Data Quality (E) estimates
2. Severely Mentally Ill	73			
3. Chronic Substance Abuse	124			
4. Veterans	20			
5. Persons with HIV/AIDS	unknown			
6. Victims of Domestic Violence	21			
7. Youth (Under 18 years of age)	0			

Part 3: Homeless Needs Table: Individuals		Needs	Currently Available	Gap	5-Year Quantities										Total			Priority H. M. L.	Plan to Fund? Y	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	0	30	0	0%			
Chronically Homeless																				



Part 4: Homeless Needs Table: Families		Needs	Currently Available	Gap	5-Year Quantities										Total			Priority H, M, L	Plan to Fund? Y	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	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	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	####	



<b>CDBI</b>	Rental assistance	0	0	0											0	0				
	Acquisition of existing owner units	0	0	0											0	0				
	Production of new owner units	0	0	0											0	0				
	Rehabilitation of existing owner units	0	0	0											0	0				
	Homeownership assistance	0	0	0											0	0				
<b>HOME</b>	Acquisition of existing rental units	0	0	0											0	0				
	Production of new rental units	0	0	0											0	0				
	Rehabilitation of existing rental units	0	0	0											0	0				
	Rental assistance	0	0	0											0	0				
	Acquisition of existing owner units	0	0	0											0	0				
	Production of new owner units	0	0	0											0	0				
	Rehabilitation of existing owner units	0	0	0											0	0				
	Homeownership assistance	0	0	0											0	0				
<b>Totals</b>		###	###	35	4132	6650	3793	7105	6041	8772	4793	0	0	0	0	0	####			

HOPWA Performance Chart 1	Needs	Current	Gap	Year 1						
				Outputs Households				Funding		
				HOPWA Assistance		Non-HOPWA		HOPWA Budget	HOPWA Actual	Leveraged Non-HOPWA
				Goal	Actual	Goal	Actual			
Tenant-based Rental Assistance	0	0	0							
Short-term Rent, Mortgage and Utility payments	0	0	0							
Facility-based Programs	0	0	0							
Units in facilities supported with operating costs	0	0	0							
Units in facilities developed with capital funds and placed in service during the program year	0	0	0							
Units in facilities being developed with capital funding but not yet opened (show units of housing planned)	0	0	0							
Stewardship (developed with HOPWA but no current operation or other costs) Units of housing subject to three- or ten-year use agreements	0	0	0							
Adjustment for duplication of households (i.e., moving between types of housing)										
<b>Subtotal unduplicated number of households/units of housing assisted</b>	0	0	0	0	0	0	0	0	0	0
<b>Supportive Services</b>				Outputs Individuals						
Supportive Services in conjunction with housing activities (for households above in HOPWA or leveraged other units)	0	0	0							
<b>Housing Placement Assistance</b>				Outputs Individuals						
Housing Information Services	0	0	0							
Permanent Housing Placement Services	0	0	0							
<b>Housing Development, Administration, and Management Services</b>										
Resource Identification to establish, coordinate and develop housing assistance resources										
Project Outcomes/Program Evaluation (if approved)										
Grantee Administration (maximum 3% of total) (i.e., costs for general management, oversight, coordination, evaluation, and reporting)										
Project Sponsor Administration (maximum 7% of total) (i.e., costs for general management, oversight, coordination, evaluation, and reporting)										
<b>Other Activity (if approved in grant agreement) Specify:</b>										
1	0	0	0							
2	0	0	0							
3	0	0	0							
4	0	0	0							

## HOPWA Performance Chart 2

Type of Housing Assistance	Total Number of Households Receiving Assistance	Average Length of Stay [in weeks]	Number of Households Remaining in Project at the End of the Program Year	Number of Households that left the Project	What happened to the Households that left			
						PY1	PY2	PY3
Tenant-based Rental Assistance	0	PY1	PY1	#VALUE!	Emergency Shelter			
					Temporary Housing			
	0	PY2	PY2	#VALUE!	Private Hsg			
					Other HOPWA			
	0	PY3	PY3	#VALUE!	Other Subsidy			
					Institution			
Short-term Rent, Mortgage, and Utility Assistance	0	PY4	PY4	#VALUE!	Jail/Prison			
					Disconnected			
	0	PY5	PY5	#VALUE!	Death			
	0	PY1	PY1	#VALUE!	Emergency Shelter			
					Temporary Housing			
Facility-based Housing Assistance	0	PY2	PY2	#VALUE!	Private Hsg			
					Other HOPWA			
	0	PY3	PY3	#VALUE!	Other Subsidy			
					Institution			
	0	PY4	PY4	#VALUE!	Jail/Prison			
					Disconnected			
Facility-based Housing Assistance	0	PY5	PY5	#VALUE!	Death			

<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> 344 Broadway	<b>Priority Need Category</b> <b>Select one:</b> Planning/Administration					
<b>Expected Completion Date:</b> 6/30/2014	<b>Explanation:</b> Funding of staff to administration and manage HUD grants and other Federal grants awarded to the City.					
Objective Category <input type="radio"/> Decent Housing <input checked="" type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	<b>Specific Objectives</b>					
Outcome Categories <input checked="" type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input checked="" type="checkbox"/> Sustainability	1 Improve the services for low/mod income persons 2 3					
<b>Project-level Accomplishments</b>	01 People 10-11 Activity	Proposed n.a. Underway Complete	01 People 13-14 Activity	Proposed n.a. Underway Complete		
	01 People 11-12 Activity	Proposed n.a. Underway Complete	01 People 14-15 Activity	Proposed n.a. Underway Complete		
	01 People 12-13 Activity	Proposed n.a. Underway Complete	Accompl. Type:	Proposed Underway 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 Actual Amount \$532,860	ESG Other	Proposed Amt. \$6,978 Actual Amount \$6,978	
		HOME	Proposed Amt. \$93,954 Actual Amount \$94,435		Proposed Amt. \$172,975 Actual Amount \$172,900	
		01 People	Proposed Units n.a. Actual Units		Accompl. Type:	Proposed Units Actual Units
		Accompl. Type:	Proposed Units Actual Units		Accompl. Type:	Proposed Units Actual Units

Program Year 2	CDBG	▼	Proposed Amt.	\$498,990		ESG	▼	Proposed Amt.	\$6,978
			Actual Amount	\$466,342				Actual Amount	\$6,978
	HOME	▼	Proposed Amt.	\$101,811		Other	▼	Proposed Amt.	\$100,000
			Actual Amount	\$101,811				Actual Amount	\$100,000
	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	\$521,300				Actual Amount	\$18,168
	HOME	▼	Proposed Amt.	\$67,546		Other	▼	Proposed Amt.	\$114,087
			Actual Amount	\$67,546				Actual Amount	\$114,087
	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	
ir 4	CDBG	▼	Proposed Amt.	\$480,481		ESG	▼	Proposed Amt.	\$15,084
			Actual Amount					Actual Amount	



<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> 344 Broadway	<b>Priority Need Category</b> <b>Select one:</b> Planning/Administration ▼ <b>Explanation:</b>					
<b>Expected Completion Date:</b> 6/30/2014	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					
Objective Category <input type="radio"/> Decent Housing <input checked="" type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	<b>Specific Objectives</b>					
Outcome Categories <input type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input checked="" type="checkbox"/> Sustainability	1 Improve the services for low/mod income persons ▼ 2 ▼ 3 ▼					
<b>Project-level Accomplishments</b>	01 People ▼ 10-11 Activity	<b>Proposed</b> n.a. <b>Underway</b> <b>Complete</b>		01 People ▼ 13-14 Activity	<b>Proposed</b> n.a. <b>Underway</b> <b>Complete</b>	n.a.
	01 People ▼ 11-12 Activity	<b>Proposed</b> n.a. <b>Underway</b> <b>Complete</b>		01 People ▼ 14-15 Activity	<b>Proposed</b> n.a. <b>Underway</b> <b>Complete</b>	n.a.
	01 People ▼ 12-13 Activity	<b>Proposed</b> n.a. <b>Underway</b> <b>Complete</b>		Accompl. Type: ▼	<b>Proposed</b> <b>Underway</b> <b>Complete</b>	
	<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 ▼	<b>Proposed Amt.</b> \$130,777 <b>Actual Amount</b> \$132,098		Fund Source: ▼	<b>Proposed Amt.</b> <b>Actual Amount</b>
Other ▼		<b>Proposed Amt.</b> \$221,912 <b>Actual Amount</b> \$221,912		Fund Source: ▼	<b>Proposed Amt.</b> <b>Actual Amount</b>	
Accompl. Type: ▼		<b>Proposed Units</b> n.a. <b>Actual Units</b>		Accompl. Type: ▼	<b>Proposed Units</b> <b>Actual Units</b>	
Accompl. Type: ▼		<b>Proposed Units</b> <b>Actual Units</b>		Accompl. Type: ▼	<b>Proposed Units</b> <b>Actual Units</b>	

Program Year 2	CDBG	▼	Proposed Amt.	\$31,672		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$32,224				▼	Actual Amount	
	Other	▼	Proposed Amt.	\$76,451		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$76,450				▼	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	\$32,719				▼	Actual Amount	
	Other	▼	Proposed Amt.	\$83,660		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$85,112				▼	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 4	CDBG	▼	Proposed Amt.	n.a.		Fund Source:	▼	Proposed Amt.		
			Actual Amount					▼	Actual Amount	
	Other	▼	Proposed Amt.	\$124,598		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	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	

<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> 344 Broadway	<b>Priority Need Category</b> <b>Select one:</b> Other					
<b>Expected Completion Date:</b> 6/30/2014	<b>Explanation:</b> 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> <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> <input checked="" type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	1 Improve access to affordable owner housing 2 Improve the quality of affordable rental housing 3 Improve the quality of affordable rental housing					
<b>Project-level Accomplishments</b>	10 Housing Units	<b>Proposed</b>	n.a.	10 Housing Units	<b>Proposed</b>	n.a.
	10-11 Activity	<b>Underway</b>		13-14 Activity	<b>Underway</b>	
		<b>Complete</b>			<b>Complete</b>	
	10 Housing Units	<b>Proposed</b>	139	10 Housing Units	<b>Proposed</b>	n.a.
	11-12 Activity	<b>Underway</b>		14-15 Activity	<b>Underway</b>	
		<b>Complete</b>			<b>Complete</b>	
	10 Housing Units	<b>Proposed</b>	n.a.	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>	
	N.A.		N.A.		N.A.	
	14H Rehabilitation Administration 570.202				Matrix Codes	
Matrix Codes				Matrix Codes		
Matrix Codes				Matrix Codes		
<b>Program Year 1</b>	CDBG	<b>Proposed Amt.</b>	\$457,251	Fund Source:	<b>Proposed Amt.</b>	
		<b>Actual Amount</b>	\$550,800		<b>Actual Amount</b>	
	Other	<b>Proposed Amt.</b>	\$131,023	Fund Source:	<b>Proposed Amt.</b>	
		<b>Actual Amount</b>	\$131,023		<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.	\$483,841		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$279,366				▼	Actual Amount	
	Other	▼	Proposed Amt.	\$77,137		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$77,137				▼	Actual Amount	
	10 Housing Units	▼	Proposed Units	139		Accompl. Type:	▼	Proposed Units		
			Actual Units	0				▼	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	\$404,296				▼	Actual Amount	\$234,687
	HOME	▼	Proposed Amt.	\$110,824		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$66,966				▼	Actual Amount	
	10 Housing Units	▼	Proposed Units	155		Accompl. Type:	▼	Proposed Units		
			Actual Units	0				▼	Actual Units	
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					▼	Actual Units	
Program Year 4	CDBG	▼	Proposed Amt.	\$541,352		Other	▼	Proposed Amt.	\$147,979	
			Actual Amount					▼	Actual Amount	
	HOME	▼	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	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	

<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	<b>Select one:</b> 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		
6/30/2014			
Objective Category <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 <input type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	1 Improve economic opportunities for low-income persons ▼ 2 ▼ 3 ▼		
<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>	
	Accompl. Type: ▼ <b>Proposed</b> n.a.	08 Businesses ▼ <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> n.a.	
	<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.
	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	\$0				▼	Actual Amount	
	Other	▼	Proposed Amt.	\$48,912		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$48,912				▼	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	\$81,458				▼	Actual Amount	
	Other	▼	Proposed Amt.	\$51,760		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$85,840				▼	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 4	CDBG	▼	Proposed Amt.	\$122,274		Fund Source:	▼	Proposed Amt.		
			Actual Amount					▼	Actual Amount	
	Other	▼	Proposed Amt.	\$71,722		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	CDBG	▼	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> 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>	<b>Priority Need Category</b>						
Citywide	Select one: Rental Housing ▼ Explanation:						
<b>Expected Completion Date:</b>	Thru this program affordable units are preserved, quality of units are improved and neighborhoods are stabilized						
6/30/2014	Objective #4						
Objective Category							
<input checked="" type="radio"/> Decent Housing <input type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity							
Outcome Categories	<b>Specific Objectives</b>						
<input type="checkbox"/> Availability/Accessibility <input checked="" type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	1 Improve the quality of affordable rental housing ▼ 2 ▼ 3 ▼						
<b>Project-level Accomplishments</b>	10 Housing Units ▼	<b>Proposed</b>	30		10 Housing Units ▼	<b>Proposed</b>	20
		<b>Underway</b>	22			<b>Underway</b>	
	10-11 Activity	<b>Complete</b>	32		13-14 Activity	<b>Complete</b>	
	10 Housing Units ▼	<b>Proposed</b>	15		10 Housing Units ▼	<b>Proposed</b>	
		<b>Underway</b>	21			<b>Underway</b>	
	11-12 Activity	<b>Complete</b>	16		14-15 Activity	<b>Complete</b>	
	10 Housing Units ▼	<b>Proposed</b>	15		Accompl. Type: ▼	<b>Proposed</b>	
		<b>Underway</b>	28			<b>Underway</b>	
	12-13 Activity	<b>Complete</b>	28			<b>Complete</b>	
<b>Proposed Outcome</b>	<b>Performance Measure</b>	<b>Actual Outcome</b>					
Affordability/stability of decent housing	Number of affordable units; Number occupied by seniors	Affordable units rehabbed 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		Fund Source: ▼	<b>Proposed Amt.</b>	
		<b>Actual Amount</b>	\$409,387			<b>Actual Amount</b>	
	Other ▼	<b>Proposed Amt.</b>	\$850,000		Fund Source: ▼	<b>Proposed Amt.</b>	
		<b>Actual Amount</b>	\$775,115			<b>Actual Amount</b>	
	10 Housing Units ▼	<b>Proposed Units</b>	30		10 Housing Units ▼	<b>Proposed Units</b>	
		<b>Actual Units</b>	54			<b>Actual Units</b>	
	Accompl. Type: ▼	<b>Proposed Units</b>			10 Housing Units ▼	<b>Proposed Units</b>	
		<b>Actual Units</b>				<b>Actual Units</b>	

Program Year 2	CDBG	Proposed Amt.	\$420,000	Fund Source:	Proposed Amt.	
		Actual Amount	\$686,073		Actual Amount	
	Other	Proposed Amt.	\$470,000	Fund Source:	Proposed Amt.	
		Actual Amount	\$470,000		Actual Amount	
	10 Housing Units	Proposed Units	15	10 Housing Units	Proposed Units	
		Actual Units	16		Actual Units	
	10 Housing Units	Proposed Units		10 Housing Units	Proposed Units	
		Actual Units			Actual Units	
Program Year 3	CDBG	Proposed Amt.	\$395,000	Fund Source:	Proposed Amt.	
		Actual Amount	\$395,000		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	28		Actual Units	
	10 Housing Units	Proposed Units		10 Housing Units	Proposed Units	
		Actual Units			Actual Units	
Program Year 4	CDBG	Proposed Amt.	\$304,000	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	20	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	
	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	



<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>	<b>Priority Need Category</b>					
Citywide	<b>Select one:</b> Rental Housing					
<b>Explanation:</b>						
<b>Expected Completion Date:</b>	Thru this program affordable units are preserved, quality of units are improved and neighborhoods are stabilized Objective # 4					
6/30/2014						
Objective Category						
<input checked="" type="radio"/> Decent Housing <input type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity						
<b>Outcome Categories</b>	<b>Specific Objectives</b>					
<input type="checkbox"/> Availability/Accessibility <input checked="" type="checkbox"/> Affordability <input checked="" type="checkbox"/> Sustainability	1 Improve the quality of affordable rental housing 2 3					
<b>Project-level Accomplishments</b>	04 Households	<b>Proposed</b>	10	10 Housing Units	<b>Proposed</b>	15
	10-11 Activity	<b>Underway</b>	11	13-14 Activity	<b>Underway</b>	
		<b>Complete</b>	3		<b>Complete</b>	
		04 Households	<b>Proposed</b>		5	10 Housing Units
	11-12 Activity	<b>Underway</b>	10	14-15 Activity	<b>Underway</b>	
		<b>Complete</b>	7		<b>Complete</b>	
		04 Households	<b>Proposed</b>		5	Accompl. Type:
	12-13 Activity	<b>Underway</b>	8		<b>Underway</b>	
		<b>Complete</b>	15		<b>Complete</b>	

Proposed Outcome	Performance Measure	Actual Outcome
Affordability of decent housing	Number of affordable units; Number occupied by seniors	Affordable units rehabbed 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>	\$174,440	Fund Source:	<b>Proposed Amt.</b>	
		<b>Actual Amount</b>	\$123,944		<b>Actual Amount</b>	
	Other	<b>Proposed Amt.</b>	\$325,000	Fund Source:	<b>Proposed Amt.</b>	
		<b>Actual Amount</b>	\$300,000		<b>Actual Amount</b>	
	10 Housing Units	<b>Proposed Units</b>	10	Accompl. Type:	<b>Proposed Units</b>	
		<b>Actual Units</b>	14		<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.	\$174,440		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$111,252				▼	Actual Amount	
	Other	▼	Proposed Amt.	\$350,000		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$150,000				▼	Actual Amount	
	10 Housing Units	▼	Proposed Units	5		Accompl. Type:	▼	Proposed Units		
			Actual Units	7				▼	Actual Units	
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					▼	Actual Units	
Program Year 3	CDBG	▼	Proposed Amt.	\$174,440		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$174,440				▼	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	15				▼	Actual Units	
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					▼	Actual Units	
Program Year 4	CDBG	▼	Proposed Amt.	\$124,678		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	15		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	
	Other	▼	Proposed Amt.			Fund Source:	▼	Proposed Amt.		
			Actual Amount					▼	Actual Amount	
	04 Households	▼	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> 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	<b>Select one:</b> Other <input type="text"/>	
<b>Explanation:</b>		
<b>Expected Completion Date:</b>	Program designed to preserve rental housing, enhance access for income eligible renters, create new affordable rental and homeownership units for income eligible households	
6/30/2014	Objective #1 and #2	
<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> <input type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	1 Increase the supply of affordable rental housing 2 Increase the availability of affordable owner housing 3 Improve access to affordable owner housing	
<b>Project-level Accomplishments</b>	10 Housing Units <input type="text"/> <b>Proposed</b> 27	10 Housing Units <input type="text"/> <b>Proposed</b> 15
	<b>Underway</b> 44	<b>Underway</b>
	<b>Complete</b> 13	<b>Complete</b>
	10-11 Activity	13-14 Activity
	10 Housing Units <input type="text"/> <b>Proposed</b> 11	10 Housing Units <input type="text"/> <b>Proposed</b>
	<b>Underway</b> 124	<b>Underway</b>
	<b>Complete</b> 6	<b>Complete</b>
	11-12 Activity	14-15 Activity
	10 Housing Units <input type="text"/> <b>Proposed</b> 56	Accompl. Type: <input type="text"/> <b>Proposed</b>
	<b>Underway</b> 20	<b>Underway</b>
	<b>Complete</b> 47	<b>Complete</b>
	12-13 Activity	
<b>Proposed Outcome</b>	<b>Performance Measure</b>	<b>Actual Outcome</b>
Availability and accessibility for decent housing	Number of affordable units; Number of Energy Star qualified	Affordable units Energy star qualified units
14B Rehab; Multi-Unit Residential 570.202 <input type="text"/>	14G Acquisition - for Rehabilitation 570.202 <input type="text"/>	
14A Rehab; Single-Unit Residential 570.202 <input type="text"/>	13 Direct Homeownership Assistance 570.201(n) <input type="text"/>	
14H Rehabilitation Administration 570.202 <input type="text"/>	Matrix Codes <input type="text"/>	
<b>Program Year 1</b>	CDBG <input type="text"/> <b>Proposed Amt.</b> \$75,000	Other <input type="text"/> <b>Proposed Amt.</b> \$9,602,368
	<b>Actual Amount</b> \$629,981	<b>Actual Amount</b> \$9,000,000
	HOME <input type="text"/> <b>Proposed Amt.</b> \$86,467	Fund Source: <input type="text"/> <b>Proposed Amt.</b>
	<b>Actual Amount</b> \$180,700	<b>Actual Amount</b>
	04 Households <input type="text"/> <b>Proposed Units</b> 27	Accompl. Type: <input type="text"/> <b>Proposed Units</b>
	<b>Actual Units</b> 13	<b>Actual Units</b>
	Accompl. Type: <input type="text"/> <b>Proposed Units</b>	Accompl. Type: <input type="text"/> <b>Proposed Units</b>
	<b>Actual Units</b>	<b>Actual Units</b>

Program Year 2	CDBG	▼	Proposed Amt.	\$75,000		Other	▼	Proposed Amt.	\$8,080,000
			Actual Amount	\$404,550				Actual Amount	\$8,080,000
	HOME	▼	Proposed Amt.	\$1,290,175		Fund Source:	▼	Proposed Amt.	
			Actual Amount					Actual Amount	
	10 Housing Units	▼	Proposed Units	11		Accompl. Type:	▼	Proposed Units	
			Actual Units	6				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	\$50,000				Actual Amount	
	HOME	▼	Proposed Amt.	\$61,467		Fund Source:	▼	Proposed Amt.	
			Actual Amount	\$61,467				Actual Amount	
	04 Households	▼	Proposed Units	56		Accompl. Type:	▼	Proposed Units	
			Actual Units	20				Actual Units	
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units	
			Actual Units					Actual Units	
Program Year 4	CDBG	▼	Proposed Amt.	\$49,000		Other	▼	Proposed Amt.	\$27,312,767
			Actual Amount					Actual Amount	
	HOME	▼	Proposed Amt.	\$58,394		Fund Source:	▼	Proposed Amt.	
			Actual Amount					Actual Amount	
	10 Housing Units	▼	Proposed Units	15		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	
	HOME	▼	Proposed Amt.			Fund Source:	▼	Proposed Amt.	
			Actual Amount					Actual Amount	
	04 Households	▼	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> 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>	<b>Priority Need Category</b>							
Citywide	<b>Select one:</b> Other <input type="text"/>							
<b>Explanation:</b>								
<b>Expected Completion Date:</b>	Program designed to preserve rental housing, enhance access for income eligible renters, create new affordable rental and homeownership units for income eligible households							
6/30/2014	Objectives #1 and #2							
<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> <input type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	1 Increase the supply of affordable rental housing 2 Increase the availability of affordable owner housing 3 Improve the quality of owner housing							
<b>Project-level Accomplishments</b>	10 Housing Units	<b>Proposed</b>	112		10 Housing Units	<b>Proposed</b>	14	
	10-11 Activity	<b>Underway</b>	165		13-14 Activity	<b>Underway</b>		
		<b>Complete</b>	7			<b>Complete</b>		
		10 Housing Units	<b>Proposed</b>	5			10 Housing Units	<b>Proposed</b>
	11-12 Activity	<b>Underway</b>	125		14-15 Activity	<b>Underway</b>		
		<b>Complete</b>	13			<b>Complete</b>		
		10 Housing Units	<b>Proposed</b>	25			Accompl. Type:	<b>Proposed</b>
	12-13 Activity	<b>Underway</b>	144		Accompl. Type:	<b>Underway</b>		
		<b>Complete</b>	159			<b>Complete</b>		

Proposed Outcome	Performance Measure	Actual Outcome
Availability and accessibility for decent housing	Number of affordable units; Number of Energy Star qualified	Affordable units 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	Other	<b>Proposed Amt.</b>	\$36,981,988	
		<b>Actual Amount</b>	\$124,345		<b>Actual Amount</b>	\$2,550,000	
	HOME	<b>Proposed Amt.</b>	\$86,467		Fund Source:	<b>Proposed Amt.</b>	
		<b>Actual Amount</b>	\$86,467		<b>Actual Amount</b>		
	10 Housing Units	<b>Proposed Units</b>	112		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.	\$75,000		Other	▼	Proposed Amt.	\$561,000
			Actual Amount	\$215,864				Actual Amount	\$561,000
	HOME	▼	Proposed Amt.	\$85,000		Fund Source:	▼	Proposed Amt.	
			Actual Amount	\$1,056,600				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	\$50,000				Actual Amount	
	HOME	▼	Proposed Amt.	\$61,467		Fund Source:	▼	Proposed Amt.	
			Actual Amount	\$0				Actual Amount	
	10 Housing Units	▼	Proposed Units	25		Accompl. Type:	▼	Proposed Units	
			Actual Units	159				Actual Units	
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units	
			Actual Units					Actual Units	
Program Year 4	CDBG	▼	Proposed Amt.	\$49,000		Other	▼	Proposed Amt.	\$38,576,186
			Actual Amount					Actual Amount	
	HOME	▼	Proposed Amt.	\$58,394		Fund Source:	▼	Proposed Amt.	
			Actual Amount					Actual Amount	
	10 Housing Units	▼	Proposed Units	14		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	
	04 Households	▼	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> 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	<b>Select one:</b> Other <input type="text"/>						
<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						
6/30/2014	Objective #3						
<b>Objective Category</b>	<b>Specific Objectives</b>						
<input checked="" type="radio"/> Decent Housing <input type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity							
<b>Outcome Categories</b>							
<input checked="" type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	1 Increase the supply of affordable rental housing 2 Improve the quality of affordable rental housing 3						
<b>Project-level Accomplishments</b>	10 Housing Units	<b>Proposed</b>	8		10 Housing Units	<b>Proposed</b>	8
	10-11 Activity	<b>Underway</b>	15		13-14 Activity	<b>Underway</b>	
		<b>Complete</b>	2			<b>Complete</b>	
		10 Housing Units	<b>Proposed</b>	0			10 Housing Units
	11-12 Activity	<b>Underway</b>	13		14-15 Activity	<b>Underway</b>	
		<b>Complete</b>	0			<b>Complete</b>	
		10 Housing Units	<b>Proposed</b>	8			Accompl. Type:
	12-13 Activity	<b>Underway</b>	13		Accompl. Type:	<b>Underway</b>	
		<b>Complete</b>	2			<b>Complete</b>	

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	<b>Proposed Amt.</b>	\$155,650	Fund Source:	<b>Proposed Amt.</b>		
		<b>Actual Amount</b>	\$105,650		<b>Actual Amount</b>		
	Other	<b>Proposed Amt.</b>	\$90,541		<b>Proposed Amt.</b>		
		<b>Actual Amount</b>	\$50,000		<b>Actual Amount</b>		
	10 Housing Units	<b>Proposed Units</b>	8		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.	\$105,650	Fund Source:	Proposed Amt.	\$615,000
		Actual Amount	\$105,650		Actual Amount	\$615,000
	Other	Proposed Amt.		Fund Source:	Proposed Amt.	
		Actual Amount			Actual Amount	
	10 Housing Units	Proposed Units	0	Accompl. Type:	Proposed Units	
		Actual Units	0		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	\$80,650		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	2		Actual Units	
	10 Housing Units	Proposed Units		10 Housing Units	Proposed Units	
		Actual Units			Actual Units	
Program Year 4	CDBG	Proposed Amt.	\$76,618	Fund Source:	Proposed Amt.	
		Actual Amount			Actual Amount	
	Other	Proposed Amt.	\$30,000	Fund Source:	Proposed Amt.	
		Actual Amount			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 5	CDBG	Proposed Amt.		Fund Source:	Proposed Amt.	
		Actual Amount			Actual Amount	
	Other	Proposed Amt.		Fund Source:	Proposed Amt.	
		Actual Amount			Actual Amount	
	04 Households	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> 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>	<b>Priority Need Category</b>							
344 Broadway	<table border="1"> <tr> <td><b>Select one:</b></td> <td>Rental Housing ▼</td> </tr> <tr> <td colspan="2"><b>Explanation:</b></td> </tr> </table>	<b>Select one:</b>	Rental Housing ▼	<b>Explanation:</b>				
<b>Select one:</b>	Rental Housing ▼							
<b>Explanation:</b>								
<b>Expected Completion Date:</b>	<b>**It was determined that this program will be fully tax funded.**</b> 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							
6/30/2014								
Objective Category	<b>Specific Objectives</b>							
<input checked="" type="radio"/> Decent Housing <input type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity								
Outcome Categories								
<input checked="" type="checkbox"/> Availability/Accessibility <input checked="" type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	<table border="1"> <tr> <td>1</td> <td>Increase the supply of affordable rental housing ▼</td> </tr> <tr> <td>2</td> <td>▼</td> </tr> <tr> <td>3</td> <td>▼</td> </tr> </table>	1	Increase the supply of affordable rental housing ▼	2	▼	3	▼	
1	Increase the supply of affordable rental housing ▼							
2	▼							
3	▼							
<b>Project-level Accomplishments</b>	10 Housing Units ▼	<b>Proposed</b>			10 Housing Units ▼	<b>Proposed</b>	n.a.	
	10-11 Activity	<b>Underway</b>			13-14 Activity	<b>Underway</b>		
		<b>Complete</b>				<b>Complete</b>		
	10 Housing Units ▼	<b>Proposed</b>			10 Housing Units ▼	<b>Proposed</b>	n.a.	
	11-12 Activity	<b>Underway</b>			14-15 Activity	<b>Underway</b>		
		<b>Complete</b>				<b>Complete</b>		
	10 Housing Units ▼	<b>Proposed</b>	72		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 rental units		Affordable rental units			
	14H Rehabilitation Administration 570.202 ▼				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>		

<b>Program Year 2</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>	
	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>	
<b>Program Year 3</b>	CDBG	▼	<b>Proposed Amt.</b>	\$25,000	Other	▼	<b>Proposed Amt.</b>	
			<b>Actual Amount</b>	\$0			<b>Actual Amount</b>	
	HOME	▼	<b>Proposed Amt.</b>		Fund Source:	▼	<b>Proposed Amt.</b>	
			<b>Actual Amount</b>				<b>Actual Amount</b>	
	Accompl. Type:	▼	<b>Proposed Units</b>	72	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>	

<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>	<b>Priority Need Category</b>																
344 Broadway	<table border="1"> <tr> <td><b>Select one:</b></td> <td>Owner Occupied Housing ▼</td> </tr> <tr> <td colspan="2"><b>Explanation:</b></td> </tr> </table>	<b>Select one:</b>	Owner Occupied Housing ▼	<b>Explanation:</b>													
<b>Select one:</b>	Owner Occupied Housing ▼																
<b>Explanation:</b>																	
<b>Expected Completion Date:</b>	<p><b>**It was determined that this program will be fully tax funded**</b> 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.</p>																
6/30/2014																	
<table border="1"> <tr> <td colspan="2"><b>Objective Category</b></td> </tr> <tr> <td><input checked="" type="radio"/> Decent Housing</td> <td></td> </tr> <tr> <td><input type="radio"/> Suitable Living Environment</td> <td></td> </tr> <tr> <td><input type="radio"/> Economic Opportunity</td> <td></td> </tr> </table>		<b>Objective Category</b>		<input checked="" type="radio"/> Decent Housing		<input type="radio"/> Suitable Living Environment		<input type="radio"/> Economic Opportunity									
<b>Objective Category</b>																	
<input checked="" type="radio"/> Decent Housing																	
<input type="radio"/> Suitable Living Environment																	
<input type="radio"/> Economic Opportunity																	
<table border="1"> <tr> <td colspan="2"><b>Outcome Categories</b></td> </tr> <tr> <td><input checked="" type="checkbox"/> Availability/Accessibility</td> <td></td> </tr> <tr> <td><input type="checkbox"/> Affordability</td> <td></td> </tr> <tr> <td><input type="checkbox"/> Sustainability</td> <td></td> </tr> </table>	<b>Outcome Categories</b>		<input checked="" type="checkbox"/> Availability/Accessibility		<input type="checkbox"/> Affordability		<input type="checkbox"/> Sustainability		<table border="1"> <tr> <td colspan="2"><b>Specific Objectives</b></td> </tr> <tr> <td>1</td> <td>Improve access to affordable owner housing ▼</td> </tr> <tr> <td>2</td> <td>▼</td> </tr> <tr> <td>3</td> <td>▼</td> </tr> </table>	<b>Specific Objectives</b>		1	Improve access to affordable owner housing ▼	2	▼	3	▼
<b>Outcome Categories</b>																	
<input checked="" type="checkbox"/> Availability/Accessibility																	
<input type="checkbox"/> Affordability																	
<input type="checkbox"/> Sustainability																	
<b>Specific Objectives</b>																	
1	Improve access to affordable owner housing ▼																
2	▼																
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>											
		<b>Complete</b>			13-14 Activity	<b>Complete</b>											
	10-11 Activity																
	10 Housing Units ▼	<b>Proposed</b>	n.a.		10 Housing Units ▼	<b>Proposed</b>	n.a.										
		<b>Underway</b>				<b>Underway</b>											
		<b>Complete</b>			14-15 Activity	<b>Complete</b>											
	11-12 Activity																
	10 Housing Units ▼	<b>Proposed</b>	5		Accompl. Type: ▼	<b>Proposed</b>											
		<b>Underway</b>				<b>Underway</b>											
		<b>Complete</b>				<b>Complete</b>											
	12-13 Activity																
<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 ▼													
<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>			<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>												

<b>Program Year 2</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>	
	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>	
<b>Program Year 3</b>	CDBG	▼	<b>Proposed Amt.</b>	\$1	Other	▼	<b>Proposed Amt.</b>	
			<b>Actual Amount</b>	\$0			<b>Actual Amount</b>	
	HOME	▼	<b>Proposed Amt.</b>		Fund Source:	▼	<b>Proposed Amt.</b>	
			<b>Actual Amount</b>				<b>Actual Amount</b>	
	10 Housing Units	▼	<b>Proposed Units</b>	5	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>	

<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> 344 Broadway	<b>Priority Need Category</b> <b>Select one:</b> Rental Housing						
<b>Expected Completion Date:</b> 6/30/2014	<b>Explanation:</b> 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> <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> <input checked="" type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	<table border="1"> <tr><td>1</td><td>Improve the quality of affordable rental housing</td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> </table>	1	Improve the quality of affordable rental housing	2		3	
1	Improve the quality of affordable rental housing						
2							
3							
<b>Project-level Accomplishments</b>	10 Housing Units	<b>Proposed</b>	n.a.	10 Housing Units	<b>Proposed</b>		
		<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>		
		<b>Underway</b>			<b>Underway</b>		
	11-12 Activity	<b>Complete</b>		14-15 Activity	<b>Complete</b>		
	10 Housing Units	<b>Proposed</b>		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 units		
	14H Rehabilitation Administration 570.202				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>		

<b>Program Year 2</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>	
	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>	
<b>Program Year 3</b>	CDBG	▼	<b>Proposed Amt.</b>	\$0	Other	▼	<b>Proposed Amt.</b>	
			<b>Actual Amount</b>				<b>Actual Amount</b>	
	HOME	▼	<b>Proposed Amt.</b>		Fund Source:	▼	<b>Proposed Amt.</b>	
			<b>Actual Amount</b>				<b>Actual Amount</b>	
	10 Housing Units	▼	<b>Proposed Units</b>	0	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>	

<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							
6/30/2014								
<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>								
<input type="checkbox"/> Availability/Accessibility	1 Improve the quality of affordable rental housing ▼							
<input type="checkbox"/> Affordability	2 Improve the quality of owner housing ▼							
<input type="checkbox"/> Sustainability	3 ▼							
<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>	19			<b>Underway</b>		
	11-12 Activity	<b>Complete</b>	7		11-12 Activity	<b>Complete</b>	125	
	10 Housing Units ▼	<b>Proposed</b>	25		01 People ▼	<b>Proposed</b>	375	
		<b>Underway</b>				<b>Underway</b>		
	13-14-15 Activities	<b>Complete</b>	25		13-14-15 Activities	<b>Complete</b>	125	
	<b>Proposed Outcome</b>		<b>Performance Measure</b>		<b>Actual Outcome</b>			
	Affordability of providing decent housing		Number of affordable units Tenants with Sec. 8 Vouchers		Affordable units 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.		
			Actual Amount	\$355,000					Actual Amount	
	Other	▼	Proposed Amt.	\$808,923		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$808,923					Actual Amount	
	10 Housing Units	▼	Proposed Units	15		Accompl. Type:	▼	Proposed Units		
			Actual Units	7					Actual Units	
	01 People	▼	Proposed Units	125		Accompl. Type:	▼	Proposed Units		
			Actual Units	125					Actual Units	
Program Year 3	CDBG	▼	Proposed Amt.	\$355,000		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$355,000					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	26					Actual Units	
	01 People	▼	Proposed Units	125		Accompl. Type:	▼	Proposed Units		
			Actual Units	125					Actual Units	
Program Year 4	CDBG	▼	Proposed Amt.	\$337,250		Fund Source:	▼	Proposed Amt.		
			Actual Amount						Actual Amount	
	Other	▼	Proposed Amt.	\$1,814,056		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	125		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	
	10 Housing Units	▼	Proposed Units			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>	<b>Priority Need Category</b>					
Citywide	<b>Select one:</b> Other					
<b>Expected Completion Date:</b>	<b>Explanation:</b>					
6/30/2014	CDBD funding was not allocated for this project					
Objective Category						
<input checked="" type="radio"/> Decent Housing						
<input type="radio"/> Suitable Living Environment						
<input type="radio"/> Economic Opportunity						
<b>Specific Objectives</b>						
Outcome Categories	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>	4	10 Housing Units	<b>Proposed</b>	
		<b>Underway</b>	0		<b>Underway</b>	
	10-11 Activity	<b>Complete</b>		13-14 Activity	<b>Complete</b>	
	10 Housing Units	<b>Proposed</b>	0	10 Housing Units	<b>Proposed</b>	
		<b>Underway</b>	0		<b>Underway</b>	
	11-12 Activity	<b>Complete</b>	1	14-15 Activity	<b>Complete</b>	
	10 Housing Units	<b>Proposed</b>	0	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>				
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				
Matrix Codes	Matrix Codes	Matrix Codes				
<b>Program Year 1</b>	CDBG	<b>Proposed Amt.</b>	\$8,000	Fund Source:	<b>Proposed Amt.</b>	
		<b>Actual Amount</b>	\$0		<b>Actual Amount</b>	
	Other	<b>Proposed Amt.</b>	\$130,000	Fund Source:	<b>Proposed Amt.</b>	
		<b>Actual Amount</b>	\$130,000		<b>Actual Amount</b>	
	10 Housing Units	<b>Proposed Units</b>	4	Accompl. Type:	<b>Proposed Units</b>	
		<b>Actual Units</b>	4		<b>Actual Units</b>	
	10 Housing Units	<b>Proposed Units</b>		Accompl. Type:	<b>Proposed Units</b>	
		<b>Actual Units</b>			<b>Actual Units</b>	

<b>Program Year 2</b>	CDBG ▼	<b>Proposed Amt.</b>	\$0		Fund Source: ▼	<b>Proposed Amt.</b>	
		<b>Actual Amount</b>	\$8,000			<b>Actual Amount</b>	
	Fund Source: ▼	<b>Proposed Amt.</b>			Fund Source: ▼	<b>Proposed Amt.</b>	
		<b>Actual Amount</b>				<b>Actual Amount</b>	
	10 Housing Units ▼	<b>Proposed Units</b>	0		Accompl. Type: ▼	<b>Proposed Units</b>	
		<b>Actual Units</b>	1			<b>Actual Units</b>	
	10 Housing Units ▼	<b>Proposed Units</b>			Accompl. Type: ▼	<b>Proposed Units</b>	
		<b>Actual Units</b>				<b>Actual Units</b>	
<b>Program Year 3</b>	CDBG ▼	<b>Proposed Amt.</b>	\$0		Fund Source: ▼	<b>Proposed Amt.</b>	
		<b>Actual Amount</b>	\$0			<b>Actual Amount</b>	
	Other ▼	<b>Proposed Amt.</b>			Fund Source: ▼	<b>Proposed Amt.</b>	
		<b>Actual Amount</b>				<b>Actual Amount</b>	
	10 Housing Units ▼	<b>Proposed Units</b>	0		Accompl. Type: ▼	<b>Proposed Units</b>	
		<b>Actual Units</b>				<b>Actual Units</b>	
	10 Housing Units ▼	<b>Proposed Units</b>			Accompl. Type: ▼	<b>Proposed Units</b>	
		<b>Actual Units</b>				<b>Actual Units</b>	

<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> Citywide	<b>Priority Need Category</b> <b>Select one:</b> Other ▼							
<b>Explanation:</b>								
<b>Expected Completion Date:</b> 6/30/2014	Program designed to help nonprofits and income eligible households have accessibility to historically accurate designs and paint							
Objective Category <input checked="" type="radio"/> Decent Housing <input type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	<b>Specific Objectives</b>							
Outcome Categories <input type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	1 Improve the quality of affordable rental housing ▼ 2 Improve the quality of owner housing ▼ 3 ▼							
<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>	1		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.			
	16A Residential Historic Preservation 570.202(d) ▼				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	\$5,000				▼	Actual Amount	
	Other	▼	Proposed Amt.	\$86,000		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$86,000				▼	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	\$5,000				▼	Actual Amount	
	Other	▼	Proposed Amt.	\$90,000		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$94,458				▼	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 4	CDBG	▼	Proposed Amt.	\$5,000		Fund Source:	▼	Proposed Amt.		
			Actual Amount					▼	Actual Amount	
	Other	▼	Proposed Amt.	\$96,944		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 5	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	

<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> Citywide	<b>Priority Need Category</b> <b>Select one:</b> Other			
<b>Expected Completion Date:</b> 6/30/2014	<b>Explanation:</b> 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> <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> <input type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	1 Increase the supply of affordable rental housing 2 Increase the availability of affordable owner housing 3			
<b>Project-level Accomplishments</b>	Accompl. Type: <b>Proposed</b> n.a.	Accompl. Type: <b>Proposed</b>		
	<b>Underway</b>	<b>Underway</b>		
	<b>Complete</b>	<b>Complete</b>		
	10-11 Activity	13-14 Activity		
	Accompl. Type: <b>Proposed</b> n.a.	Accompl. Type: <b>Proposed</b> 95		
	<b>Underway</b>	<b>Underway</b>		
	<b>Complete</b>	<b>Complete</b> 197		
	11-12 Activity	14-15 Activity		
	Accompl. Type: <b>Proposed</b> n.a.	Accompl. Type: <b>Proposed</b>		
	<b>Underway</b>	<b>Underway</b>		
	<b>Complete</b>	<b>Complete</b>		
	12-13 Activity			
<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	\$0			Actual Amount	
	HOME	Proposed Amt.	\$748,292		Fund Source:	Proposed Amt.	
		Actual Amount	\$362,278			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	\$0			Actual Amount	
	HOME	Proposed Amt.	\$511,296		Fund Source:	Proposed Amt.	
		Actual Amount	\$0			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.	\$145,315		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	HOME	Proposed Amt.	\$500,457		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	10 Housing Units	Proposed Units	95		Accompl. Type:	Proposed Units	
		Actual Units	197			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> Citywide/NRS	<b>Priority Need Category</b> <b>Select one:</b> Economic Development					
<b>Explanation:</b>						
<b>Expected Completion Date:</b> 6/30/2014	Microenterprise program: Various Business Development Training/Workshops and Best Retail Practices Project. Objective #1					
Objective Category <input type="radio"/> Decent Housing <input type="radio"/> Suitable Living Environment <input checked="" type="radio"/> Economic Opportunity	<b>Specific Objectives</b>					
Outcome Categories <input type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input checked="" type="checkbox"/> Sustainability	1 Improve economic opportunities for low-income persons 2 3					
<b>Project-level Accomplishments</b>	08 Businesses 10-11 Activity	<b>Proposed</b> 85 <b>Underway</b> 0 <b>Complete</b> 153	01 People 10-11 Activity	<b>Proposed</b> 15 <b>Underway</b> <b>Complete</b>		
	08 Businesses 11-12 Activity	<b>Proposed</b> 80 <b>Underway</b> 0 <b>Complete</b> 146	01 People 11-12 Activity	<b>Proposed</b> n.a. <b>Underway</b> <b>Complete</b>		
	08 Businesses 12-15 Activity	<b>Proposed</b> 35 <b>Underway</b> <b>Complete</b> 121	01 People 12-15 Activity	<b>Proposed</b> n.a. <b>Underway</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 New ventures or operations growth		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 <b>Actual Amount</b> \$42,000	Fund Source:	<b>Proposed Amt.</b> <b>Actual Amount</b>	
		Other	<b>Proposed Amt.</b> \$25,000 <b>Actual Amount</b> \$23,000	Fund Source:	<b>Proposed Amt.</b> <b>Actual Amount</b>	
		08 Businesses	<b>Proposed Units</b> 85 <b>Actual Units</b> 153	Accompl. Type:	<b>Proposed Units</b> <b>Actual Units</b>	
		Accompl. Type:	<b>Proposed Units</b> <b>Actual Units</b>	Accompl. Type:	<b>Proposed Units</b> <b>Actual Units</b>	

Program Year 2	CDBG	Proposed Amt.	\$0		Fund Source:	Proposed Amt.	
		Actual Amount	\$190,928			Actual Amount	
	Other	Proposed Amt.	\$45,000		Fund Source:	Proposed Amt.	
		Actual Amount	\$45,000			Actual Amount	
	08 Businesses	Proposed Units	80		Accompl. Type:	Proposed Units	
		Actual Units	146			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	\$67,509			Actual Amount	
	Other	Proposed Amt.			Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	08 Businesses	Proposed Units	35		Accompl. Type:	Proposed Units	
		Actual Units	121			Actual Units	
	Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
Program Year 4	CDBG	Proposed Amt.	\$32,000		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	Other	Proposed Amt.	\$52,973		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	Accompl. Type:	Proposed Units	35		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	
	08 Businesses	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/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> Neighborhood Revitalization Strategy Areas	<b>Priority Need Category</b> <b>Select one:</b> Public Services					
<b>Explanation:</b>						
<b>Expected Completion Date:</b> 6/30/2014	Training programs: Just A Start's BioMedical training. Objective #3					
Objective Category <input type="radio"/> Decent Housing <input type="radio"/> Suitable Living Environment <input checked="" type="radio"/> Economic Opportunity	<b>Specific Objectives</b>					
Outcome Categories <input type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	1 Improve economic opportunities for low-income persons 2 3					
<b>Project-level Accomplishments</b>	01 People 10-11 Activity	<b>Proposed</b> 51 <b>Underway</b> 0 <b>Complete</b> 77	01 People 13-14 Activity	<b>Proposed</b> 9 <b>Underway</b> <b>Complete</b>		
	01 People 11-12 Activity	<b>Proposed</b> 40 <b>Underway</b> 0 <b>Complete</b> 10	01 People 14-15 Activity	<b>Proposed</b> <b>Underway</b> <b>Complete</b>		
	01 People 12-13 Activity	<b>Proposed</b> 9 <b>Underway</b> <b>Complete</b> 10	Accompl. Type:	<b>Proposed</b> <b>Underway</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 People placed in jobs 0	
	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> \$98,000 <b>Actual Amount</b> \$98,000	Fund Source:	<b>Proposed Amt.</b> <b>Actual Amount</b>	
		Other	<b>Proposed Amt.</b> \$49,779 <b>Actual Amount</b> \$50,000	Fund Source:	<b>Proposed Amt.</b> <b>Actual Amount</b>	
		01 People	<b>Proposed Units</b> 51 <b>Actual Units</b> 77	Accompl. Type:	<b>Proposed Units</b> <b>Actual Units</b>	
		Accompl. Type:	<b>Proposed Units</b> <b>Actual Units</b>	Accompl. Type:	<b>Proposed Units</b> <b>Actual Units</b>	

Program Year 2	CDBG	▼	Proposed Amt.	\$81,000		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$91,902				▼	Actual Amount	
	Other	▼	Proposed Amt.	\$50,000		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$50,000				▼	Actual Amount	
	01 People	▼	Proposed Units	40		Accompl. Type:	▼	Proposed Units		
			Actual Units	10				▼	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	\$81,000				▼	Actual Amount	
	Other	▼	Proposed Amt.	\$50,000		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$50,000				▼	Actual Amount	
	01 People	▼	Proposed Units	9		Accompl. Type:	▼	Proposed Units		
			Actual Units	10				▼	Actual Units	
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					▼	Actual Units	
Program Year 4	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	9		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 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> 344 Broadway	<b>Priority Need Category</b> <b>Select one:</b> Public Facilities					
<b>Explanation:</b>						
<b>Expected Completion Date:</b> 6/30/2014	<b>No New Funds were Allocated During the year</b> 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 <input type="radio"/> Decent Housing <input checked="" type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	<b>Specific Objectives</b>					
Outcome Categories <input type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	1 Improve quality / increase quantity of neighborhood facilities for low-income persons 2 3					
<b>Project-level Accomplishments</b>	11 Public Facilities 10-11 Activity	Proposed: 0 Underway Complete	11 Public Facilities 13-14 Activity	Proposed Underway Complete		
	11 Public Facilities 11-12 Activity	Proposed: 0 Underway Complete	11 Public Facilities 14-15 Activity	Proposed Underway Complete		
	11 Public Facilities 12-13 Activity	Proposed: 0 Underway Complete	Accompl. Type:	Proposed Underway 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 Actual Amount \$0	Fund Source:	Proposed Amt. Actual Amount	
		Other	Proposed Amt. \$0 Actual Amount \$0	Fund Source:	Proposed Amt. Actual Amount	
		11 Public Facilities	Proposed Units 0 Actual Units 0	Accompl. Type:	Proposed Units Actual Units	
		Accompl. Type:	Proposed Units Actual Units	Accompl. Type:	Proposed Units Actual Units	

<b>Program Year 2</b>	CDBG	▼	<b>Proposed Amt.</b>	\$0		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>	0		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>		
<b>Program Year 3</b>	CDBG	▼	<b>Proposed Amt.</b>	\$0		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>		
	11 Public Facilities	▼	<b>Proposed Units</b>	0		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>		

<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> Citywide	<b>Priority Need Category</b> <b>Select one:</b> Public Services					
<b>Explanation:</b>						
<b>Expected Completion Date:</b> 6/30/2014	Various programs to promote healthy and viable living environments for income eligible households. Objective #1					
Objective Category <input type="radio"/> Decent Housing <input checked="" type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	<b>Specific Objectives</b>					
Outcome Categories <input type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	1 Improve the services for low/mod income persons 2 3					
<b>Project-level Accomplishments</b>	01 People 10-11 Activity	<b>Proposed</b> 2,100 <b>Underway</b> 0 <b>Complete</b> 4,493	01 People 13-14 Activity	<b>Proposed</b> 3,800 <b>Underway</b> <b>Complete</b>		
	01 People 11-12 Activity	<b>Proposed</b> 1,900 <b>Underway</b> 0 <b>Complete</b> 5,675	01 People 14-15 Activity	<b>Proposed</b> <b>Underway</b> <b>Complete</b>		
	01 People 12-13 Activity	<b>Proposed</b> 4,000 <b>Underway</b> <b>Complete</b> 6,235	Accompl. Type:	<b>Proposed</b> <b>Underway</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	
	Matrix Codes		Matrix Codes		Matrix Codes	
	<b>Program Year 1</b>	CDBG	<b>Proposed Amt.</b> \$306,865 <b>Actual Amount</b> \$315,485	Fund Source:	<b>Proposed Amt.</b> <b>Actual Amount</b>	
		Other	<b>Proposed Amt.</b> \$2,300,000 <b>Actual Amount</b> \$2,300,000	Fund Source:	<b>Proposed Amt.</b> <b>Actual Amount</b>	
		01 People	<b>Proposed Units</b> 2100 <b>Actual Units</b> 4493	Accompl. Type:	<b>Proposed Units</b> <b>Actual Units</b>	
		Accompl. Type:	<b>Proposed Units</b> <b>Actual Units</b>	Accompl. Type:	<b>Proposed Units</b> <b>Actual Units</b>	

Program Year 2	CDBG	▼	Proposed Amt.	\$236,990		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$188,027					Actual Amount	
	Other	▼	Proposed Amt.	\$567,279		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$567,279					Actual Amount	
	01 People	▼	Proposed Units	1900		Accompl. Type:	▼	Proposed Units		
			Actual Units	5675					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	\$241,168					Actual Amount	
	Other	▼	Proposed Amt.	\$401,357		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$401,357					Actual Amount	
	01 People	▼	Proposed Units	4000		Accompl. Type:	▼	Proposed Units		
			Actual Units	6235					Actual Units	
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units						Actual Units	
Program Year 4	CDBG	▼	Proposed Amt.	\$243,300		Fund Source:	▼	Proposed Amt.		
			Actual Amount						Actual Amount	
	Other	▼	Proposed Amt.	\$2,160,482		Fund Source:	▼	Proposed Amt.		
			Actual Amount						Actual Amount	
	01 People	▼	Proposed Units	3800		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 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> Citywide	<b>Priority Need Category</b> <b>Select one:</b> Public Services					
<b>Explanation:</b>						
<b>Expected Completion Date:</b> 6/30/2014	Various programs designed to help seniors and persons with disabilities to maintain a healthy and positive living environment. Objective #2					
Objective Category <input type="radio"/> Decent Housing <input checked="" type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	<b>Specific Objectives</b>					
Outcome Categories <input checked="" type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	1 Improve the services for low/mod income persons 2 3					
<b>Project-level Accomplishments</b>	01 People 10-11 Activity	<b>Proposed</b> 330 <b>Underway</b> 0 <b>Complete</b> 423	01 People 13-14 Activity	<b>Proposed</b> 285 <b>Underway</b> <b>Complete</b>		
	01 People 11-12 Activity	<b>Proposed</b> 280 <b>Underway</b> 0 <b>Complete</b> 411	01 People 14-15 Activity	<b>Proposed</b> <b>Underway</b> <b>Complete</b>		
	01 People 12-13 Activity	<b>Proposed</b> 300 <b>Underway</b> <b>Complete</b> 423	Accompl. Type:	<b>Proposed</b> <b>Underway</b> <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 <b>Actual Amount</b> \$33,100	Fund Source:	<b>Proposed Amt.</b> <b>Actual Amount</b>	
		Other	<b>Proposed Amt.</b> \$1,100,000 <b>Actual Amount</b> \$950,000	Fund Source:	<b>Proposed Amt.</b> <b>Actual Amount</b>	
		01 People	<b>Proposed Units</b> 330 <b>Actual Units</b> 423	Accompl. Type:	<b>Proposed Units</b> <b>Actual Units</b>	
		Accompl. Type:	<b>Proposed Units</b> <b>Actual Units</b>	Accompl. Type:	<b>Proposed Units</b> <b>Actual Units</b>	

Program Year 2	CDBG	▼	Proposed Amt.	\$26,100		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$59,150				▼	Actual Amount	
	Other	▼	Proposed Amt.	\$6,492		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$6,492				▼	Actual Amount	
	01 People	▼	Proposed Units	280		Accompl. Type:	▼	Proposed Units		
			Actual Units	411				▼	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	\$26,100				▼	Actual Amount	
	Other	▼	Proposed Amt.	\$1,335		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$1,335				▼	Actual Amount	
	01 People	▼	Proposed Units	300		Accompl. Type:	▼	Proposed Units		
			Actual Units	423				▼	Actual Units	
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					▼	Actual Units	
Program Year 4	CDBG	▼	Proposed Amt.	\$18,000		Fund Source:	▼	Proposed Amt.		
			Actual Amount					▼	Actual Amount	
	Other	▼	Proposed Amt.	\$2,201		Fund Source:	▼	Proposed Amt.		
			Actual Amount					▼	Actual Amount	
	01 People	▼	Proposed Units	285		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 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> Citywide	<b>Priority Need Category</b> <b>Select one:</b> Public Services					
<b>Explanation:</b>						
<b>Expected Completion Date:</b> 6/30/2014	Various legal and counseling providers to ensure that low-mod households maintain a healthy and positive living environment. Objective #3					
Objective Category <input type="radio"/> Decent Housing <input checked="" type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	<b>Specific Objectives</b>					
Outcome Categories <input type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	1 Improve the services for low/mod income persons 2 3					
<b>Project-level Accomplishments</b>	01 People 10-11 Activity	<b>Proposed</b> 70 <b>Underway</b> 0 <b>Complete</b> 59	01 People 13-14 Activity	<b>Proposed</b> 57 <b>Underway</b> <b>Complete</b>		
	01 People 11-12 Activity	<b>Proposed</b> 54 <b>Underway</b> 0 <b>Complete</b> 62	01 People 14-15 Activity	<b>Proposed</b> <b>Underway</b> <b>Complete</b>		
	01 People 12-13 Activity	<b>Proposed</b> 60 <b>Underway</b> 65 <b>Complete</b>	Accompl. Type:	<b>Proposed</b> <b>Underway</b> <b>Complete</b>		
	<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	<b>Proposed Amt.</b> \$35,000 <b>Actual Amount</b> \$20,000	Fund Source:	<b>Proposed Amt.</b> <b>Actual Amount</b>	
		Other	<b>Proposed Amt.</b> \$2,100,000 <b>Actual Amount</b> \$2,000,000	Fund Source:	<b>Proposed Amt.</b> <b>Actual Amount</b>	
		01 People	<b>Proposed Units</b> 70 <b>Actual Units</b> 59	Accompl. Type:	<b>Proposed Units</b> <b>Actual Units</b>	
		Accompl. Type:	<b>Proposed Units</b> <b>Actual Units</b>	Accompl. Type:	<b>Proposed Units</b> <b>Actual Units</b>	

Program Year 2	CDBG	▼	Proposed Amt.	\$20,000	# #	Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$20,000				▼	Actual Amount	
	Other	▼	Proposed Amt.	\$63,541		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$63,541				▼	Actual Amount	
	01 People	▼	Proposed Units	54		Accompl. Type:	▼	Proposed Units		
			Actual Units	62				▼	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	\$20,000				▼	Actual Amount	
	Other	▼	Proposed Amt.	\$69,316		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$69,316				▼	Actual Amount	
	01 People	▼	Proposed Units	60		Accompl. Type:	▼	Proposed Units		
			Actual Units	65				▼	Actual Units	
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					▼	Actual Units	
Program Year 4	CDBG	▼	Proposed Amt.	\$20,000	# #	Fund Source:	▼	Proposed Amt.		
			Actual Amount					▼	Actual Amount	
	Other	▼	Proposed Amt.	\$20,000		Fund Source:	▼	Proposed Amt.		
			Actual Amount					▼	Actual Amount	
	01 People	▼	Proposed Units	57		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 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> Citywide	<b>Priority Need Category</b> <b>Select one:</b> Public Services					
<b>Explanation:</b>						
<b>Expected Completion Date:</b> 6/30/2014	Various services for youths to ensure that these clients can sustain a suitable living environment. Objective#4					
Objective Category <input type="radio"/> Decent Housing <input checked="" type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	<b>Specific Objectives</b>					
Outcome Categories <input type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	1 Improve the services for low/mod income persons 2 3					
<b>Project-level Accomplishments</b>	01 People 10-11 Activity	<b>Proposed</b> 220 <b>Underway</b> 0 <b>Complete</b> 424	01 People 13-14 Activity	<b>Proposed</b> 210 <b>Underway</b> <b>Complete</b>		
	01 People 11-12 Activity	<b>Proposed</b> 200 <b>Underway</b> 0 <b>Complete</b> 377	01 People 14-15 Activity	<b>Proposed</b> <b>Underway</b> <b>Complete</b>		
	01 People 12-13 Activity	<b>Proposed</b> 220 <b>Underway</b> <b>Complete</b> 380	Accompl. Type:	<b>Proposed</b> <b>Underway</b> <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	
	Matrix Codes		Matrix Codes		Matrix Codes	
	<b>Program Year 1</b>	CDBG	<b>Proposed Amt.</b> \$30,000 <b>Actual Amount</b> \$50,000	Fund Source:	<b>Proposed Amt.</b> <b>Actual Amount</b>	
		Other	<b>Proposed Amt.</b> \$2,100,000 <b>Actual Amount</b> \$1,500,000	Fund Source:	<b>Proposed Amt.</b> <b>Actual Amount</b>	
		01 People	<b>Proposed Units</b> 220 <b>Actual Units</b> 424	Accompl. Type:	<b>Proposed Units</b> <b>Actual Units</b>	
		Accompl. Type:	<b>Proposed Units</b> <b>Actual Units</b>	Accompl. Type:	<b>Proposed Units</b> <b>Actual Units</b>	

Program Year 2	CDBG	▼	Proposed Amt.	\$33,000		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$43,000					Actual Amount	
	Other	▼	Proposed Amt.	\$576,200		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$576,200					Actual Amount	
	01 People	▼	Proposed Units	200		Accompl. Type:	▼	Proposed Units		
			Actual Units	377					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	\$53,000					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	380					Actual Units	
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units						Actual Units	
Program Year 4	CDBG	▼	Proposed Amt.	\$33,000		Fund Source:	▼	Proposed Amt.		
			Actual Amount						Actual Amount	
	Other	▼	Proposed Amt.	\$126,322		Fund Source:	▼	Proposed Amt.		
			Actual Amount						Actual Amount	
	01 People	▼	Proposed Units	210		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 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> Citywide	<b>Priority Need Category</b> <b>Select one:</b> Public Services					
<b>Explanation:</b>						
<b>Expected Completion Date:</b> 6/30/2014	Various services provided to battered and abused individuals to ensure a healthy, safe and suitable living environment. Objective#5					
Objective Category <input type="radio"/> Decent Housing <input checked="" type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	<b>Specific Objectives</b>					
Outcome Categories <input type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	1 Improve the services for low/mod income persons 2 3					
<b>Project-level Accomplishments</b>	01 People 10-11 Activity	<b>Proposed</b> 85 <b>Underway</b> 0 <b>Complete</b> 88	01 People 13-14 Activity	<b>Proposed</b> 50 <b>Underway</b> <b>Complete</b>		
	01 People 11-12 Activity	<b>Proposed</b> 55 <b>Underway</b> 0 <b>Complete</b> 75	01 People 14-15 Activity	<b>Proposed</b> 50 <b>Underway</b> <b>Complete</b>		
	01 People 12-13 Activity	<b>Proposed</b> 52 <b>Underway</b> <b>Complete</b> 70	Accompl. Type:	<b>Proposed</b> <b>Underway</b> <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 <b>Actual Amount</b> \$25,000	Fund Source:	<b>Proposed Amt.</b> <b>Actual Amount</b>	
		Other	<b>Proposed Amt.</b> \$2,300,000 <b>Actual Amount</b> \$2,100,000	Fund Source:	<b>Proposed Amt.</b> <b>Actual Amount</b>	
		01 People	<b>Proposed Units</b> 85 <b>Actual Units</b> 88	Accompl. Type:	<b>Proposed Units</b> <b>Actual Units</b>	
		Accompl. Type:	<b>Proposed Units</b> <b>Actual Units</b>	Accompl. Type:	<b>Proposed Units</b> <b>Actual Units</b>	

Program Year 2	CDBG	▼	Proposed Amt.	\$35,000		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$35,000					Actual Amount	
	Other	▼	Proposed Amt.	\$88,634		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$88,634					Actual Amount	
	01 People	▼	Proposed Units	55		Accompl. Type:	▼	Proposed Units		
			Actual Units	75					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	\$35,000					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	70					Actual Units	
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units						Actual Units	
Program Year 4	CDBG	▼	Proposed Amt.	\$35,000		Fund Source:	▼	Proposed Amt.		
			Actual Amount						Actual Amount	
	Other	▼	Proposed Amt.	\$30,253		Fund Source:	▼	Proposed Amt.		
			Actual Amount						Actual Amount	
	01 People	▼	Proposed Units	50		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> Citywide	<b>Priority Need Category</b> <b>Select one:</b> Public Services					
<b>Expected Completion Date:</b> 6/30/2014	<b>Explanation:</b> Various employment services targeting youth and young adults in order to sustain a healthy and suitable living environment. Objective #6					
Objective Category <input type="radio"/> Decent Housing <input checked="" type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	<b>Specific Objectives</b>					
Outcome Categories <input type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	1 Improve the services for low/mod income persons 2 3					
<b>Project-level Accomplishments</b>	01 People 10-11 Activity	<b>Proposed</b> 220 <b>Underway</b> 0 <b>Complete</b> 118	01 People 13-14 Activity	<b>Proposed</b> 285 <b>Underway</b> <b>Complete</b>		
	01 People 11-12 Activity	<b>Proposed</b> 250 <b>Underway</b> 0 <b>Complete</b> 279	01 People 14-15 Activity	<b>Proposed</b> <b>Underway</b> <b>Complete</b>		
	01 People 12-13 Activity	<b>Proposed</b> 300 <b>Underway</b> <b>Complete</b> 302	Accompl. Type:	<b>Proposed</b> <b>Underway</b> <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 <b>Actual Amount</b> \$28,500	Fund Source:	<b>Proposed Amt.</b> <b>Actual Amount</b>	
		Other	<b>Proposed Amt.</b> \$2,200,000 <b>Actual Amount</b> \$1,500,000	Fund Source:	<b>Proposed Amt.</b> <b>Actual Amount</b>	
		01 People	<b>Proposed Units</b> 220 <b>Actual Units</b> 118	Accompl. Type:	<b>Proposed Units</b> <b>Actual Units</b>	
		Accompl. Type:	<b>Proposed Units</b> <b>Actual Units</b>	Accompl. Type:	<b>Proposed Units</b> <b>Actual Units</b>	

Program Year 2	CDBG	▼	Proposed Amt.	\$68,500		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$58,500					Actual Amount	
	Other	▼	Proposed Amt.	\$447,505		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$447,505					Actual Amount	
	01 People	▼	Proposed Units	250		Accompl. Type:	▼	Proposed Units		
			Actual Units	279					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	\$39,190					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	302					Actual Units	
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units						Actual Units	
Program Year 4	CDBG	▼	Proposed Amt.	\$30,000		Fund Source:	▼	Proposed Amt.		
			Actual Amount						Actual Amount	
	Other	▼	Proposed Amt.	\$404,803		Fund Source:	▼	Proposed Amt.		
			Actual Amount						Actual Amount	
	01 People	▼	Proposed Units	285		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> Citywide	<b>Priority Need Category</b> <b>Select one:</b> Other ▼		
<b>Expected Completion Date:</b> 6/30/2014	<b>Explanation:</b> Set aside funds to cover costs of any cost overruns for active CDBG funded projects		
<b>Objective Category</b> <input type="radio"/> Decent Housing <input type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	<b>Specific Objectives</b>		
<b>Outcome Categories</b> <input type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	1 2 3		
<b>Project-level Accomplishments</b>	Accompl. Type: ▼ <b>Proposed</b> n.a.	Accompl. Type: ▼ <b>Proposed</b> n.a.	
	10-11 Activity <b>Underway</b>	13-14 Activity <b>Underway</b>	
	<b>Complete</b>	<b>Complete</b> n.a.	
	Accompl. Type: ▼ <b>Proposed</b> n.a.	Accompl. Type: ▼ <b>Proposed</b> n.a.	
	11-12 Activity <b>Underway</b>	14-15 Activity <b>Underway</b>	
	<b>Complete</b>	<b>Complete</b>	
	Accompl. Type: ▼ <b>Proposed</b> n.a.	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>
	N.A.	N.A.	N.A.
	Matrix Codes ▼	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> \$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	\$0			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.	\$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 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> Citywide; 51 Inman Street	<b>Priority Need Category</b> <b>Select one:</b> Homeless/HIV/AIDS					
<b>Explanation:</b>						
<b>Expected Completion Date:</b> 6/30/2014	With these funds it is hoped that the City can ease the burdens that face Cambridge's homeless population					
<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> <input type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	1 Improve the services for low/mod income persons 2 3					
<b>Project-level Accomplishments</b>	01 People 10-11 Activity	<b>Proposed</b> 3,265 <b>Underway</b> 4,092 <b>Complete</b>	04 Households 10-11 Activity	<b>Proposed</b> n.a. <b>Underway</b> <b>Complete</b>		
	01 People 11-12 Activity	<b>Proposed</b> 3,265 <b>Underway</b> 2,333 <b>Complete</b>	04 Households 11-12 Activity	<b>Proposed</b> n.a. <b>Underway</b> <b>Complete</b>		
	01 People 12-15 Activity	<b>Proposed</b> 1,019 <b>Underway</b> <b>Complete</b> 4,966	04 Households 12-15 Activity	<b>Proposed</b> 88 <b>Underway</b> <b>Complete</b>		
	<b>Proposed Outcome</b>		<b>Performance Measure</b>		<b>Actual Outcome</b>	
	Improve accessibility to shelters		Number of individuals served Number of families served		People served 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 <b>Actual Amount</b> \$131,777	Fund Source:	<b>Proposed Amt.</b> <b>Actual Amount</b>	
Other		<b>Proposed Amt.</b> \$510,955 <b>Actual Amount</b> \$600,000	Fund Source:	<b>Proposed Amt.</b> <b>Actual Amount</b>		
01 People		<b>Proposed Units</b> 3,265 <b>Actual Units</b> 4,092	Accompl. Type:	<b>Proposed Units</b> <b>Actual Units</b>		
Accompl. Type:		<b>Proposed Units</b> <b>Actual Units</b>	Accompl. Type:	<b>Proposed Units</b> <b>Actual Units</b>		

Program Year 2	ESG	▼	Proposed Amt.	\$130,278		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$123,278					Actual Amount	
	Other	▼	Proposed Amt.	\$360,073		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$350,073					Actual Amount	
	01 People	▼	Proposed Units	3,265		Accompl. Type:	▼	Proposed Units		
			Actual Units	2,333					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	\$103,299					Actual Amount	
	Other	▼	Proposed Amt.			Fund Source:	▼	Proposed Amt.		
			Actual Amount						Actual Amount	
	01 People	▼	Proposed Units	1019		Accompl. Type:	▼	Proposed Units		
			Actual Units	4966					Actual Units	
	04 Households	▼	Proposed Units	88	Accompl. Type:	▼	Proposed Units			
			Actual Units				Actual Units			
Program Year 4	ESG	▼	Proposed Amt.	\$124,000		Fund Source:	▼	Proposed Amt.		
			Actual Amount						Actual Amount	
	Other	▼	Proposed Amt.	\$1,796,447		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			
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> 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> Citywide; 51 Inman Street	<b>Priority Need Category</b> <b>Select one:</b> Homeless/HIV/AIDS ▼						
<b>Expected Completion Date:</b> 6/30/2014	<b>Explanation:</b> 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.						
Objective Category <input checked="" type="radio"/> Decent Housing <input type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	<b>Specific Objectives</b>						
Outcome Categories <input type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	1 Increase the number of homeless persons moving into permanent housing ▼ 2 ▼ 3 ▼						
<b>Project-level Accomplishments</b>	01 People ▼	<b>Proposed</b>	n.a.	01 People ▼	<b>Proposed</b>	n.a.	
	10-11 Activity	<b>Underway</b>		10-11 Activity	<b>Underway</b>		
		<b>Complete</b>			<b>Complete</b>		
		01 People ▼	<b>Proposed</b>		n.a.	01 People ▼	<b>Proposed</b>
	11-12 Activity	<b>Underway</b>		11-12 Activity	<b>Underway</b>		
		<b>Complete</b>			<b>Complete</b>		
		04 Households ▼	<b>Proposed</b>		17	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>
	Improve accessibility to shelters		Number of individuals served number of families served		Individuals served 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 ▼	<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	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	\$50,388					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	
Program Year 4	ESG	▼	Proposed Amt.	\$10,534		Fund Source:	▼	Proposed Amt.		
			Actual Amount						Actual Amount	
	Other	▼	Proposed Amt.			Fund Source:	▼	Proposed Amt.		
			Actual Amount						Actual Amount	
	01 People	▼	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 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> 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> Citywide; 51 Inman Street	<b>Priority Need Category</b> <b>Select one:</b> Homeless/HIV/AIDS ▼		
<b>Expected Completion Date:</b> 6/30/2014	<b>Explanation:</b> 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> <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> <input type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	1 Increase the number of homeless persons moving into permanent housing ▼ 2 ▼ 3 ▼		
<b>Project-level Accomplishments</b>	Accompl. Type: ▼ <b>Proposed</b> n.a. <b>Underway</b> <b>Complete</b> 10-11 Activity	Accompl. Type: ▼ <b>Proposed</b> n.a. <b>Underway</b> <b>Complete</b> 10-11 Activity	
	Accompl. Type: ▼ <b>Proposed</b> n.a. <b>Underway</b> <b>Complete</b> 11-12 Activity	Accompl. Type: ▼ <b>Proposed</b> n.a. <b>Underway</b> <b>Complete</b> 11-12 Activity	
	04 Households ▼ <b>Proposed</b> 16 <b>Underway</b> <b>Complete</b> 12-15 Activity	01 People ▼ <b>Proposed</b> 0 <b>Underway</b> <b>Complete</b> 12-15 Activity	
	<b>Proposed Outcome</b>	<b>Performance Measure</b>	<b>Actual Outcome</b>
	Improve accessibility to shelters	Number of person served Number of youths	People served 4092 Youths served
	31E Supportive service ▼	Matrix Codes ▼	
31I Housing information services ▼	Matrix Codes ▼		
Matrix Codes ▼	Matrix Codes ▼		
<b>Program Year 1</b>	ESG ▼ <b>Proposed Amt.</b> n.a. <b>Actual Amount</b>	Fund Source: ▼ <b>Proposed Amt.</b> <b>Actual Amount</b>	
	Other ▼ <b>Proposed Amt.</b> <b>Actual Amount</b>	Fund Source: ▼ <b>Proposed Amt.</b> <b>Actual Amount</b>	
	Accompl. Type: ▼ <b>Proposed Units</b> <b>Actual Units</b>	Accompl. Type: ▼ <b>Proposed Units</b> <b>Actual Units</b>	
	Accompl. Type: ▼ <b>Proposed Units</b> <b>Actual Units</b>	Accompl. Type: ▼ <b>Proposed Units</b> <b>Actual Units</b>	

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	\$70,387				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.	\$51,500		Fund Source:	▼	Proposed Amt.	
			Actual Amount					Actual Amount	
	Other	▼	Proposed Amt.			Fund Source:	▼	Proposed Amt.	
			Actual Amount					Actual Amount	
	01 People	▼	Proposed Units	38		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	





**Summary of Specific Annual Objectives**

Specific Obj. #	Outcome/Objective 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 To create 225 new affordable rental</b> units targeted for very low, low and moderate-income households.	Source of Funds #1: <b>CDBG</b>	Performance Indicator #1: Number of units affordable	2011	40	12	30%	
		Source of Funds #2: <b>HOME</b>		2012	50	20	40%	
		Source of Funds #3: <b>State</b>		2013	137	10	7%	
				2014	75		0%	
				2015			#DIV/0!	
		<b>MULTI-YEAR GOAL</b>				<b>302</b>	<b>42</b>	<b>14%</b>
		Source of Funds #4: <b>Local</b>	Performance Indicator #2: Number of units to be Energy Star certified	2011	10	12	120%	
		Source of Funds #5: <b>NonProfit/Owner</b>		2012	0	0	#DIV/0!	
				2013	0	0	#DIV/0!	
	Source of Funds #6: <b>Other</b>	2014		0		#DIV/0!		
		2015				#DIV/0!		
	<b>MULTI-YEAR GOAL</b>				<b>10</b>	<b>12</b>	<b>120%</b>	
	Specific Annual Objective: <b>75</b> new affordable rental units. Programs to meet this goal: Nonprofit Affordable Housing Development Programs <b>(29)</b> , Inclusionary Zoning <b>(46)</b>	Source of Funds #1	Performance Indicator #3: Number of units with affordability of 50+ years	2011	40	12	30%	
		Source of Funds #2		2012	45	20	44%	
				2013	107	10	9%	
		Source of Funds #3		2014	75		0%	
					2015			#DIV/0!
	<b>MULTI-YEAR GOAL</b>				<b>267</b>	<b>42</b>	<b>16%</b>	



**Summary of Specific Annual Objectives**

Specific Obj. #	Outcome/Objective 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: <b>CDBG</b>	Performance Indicator #1: Number of homeownership units affordable	2011	30	49	163%	
		Source of Funds #2: <b>HOME</b>		2012	15	11	73%	
		Source of Funds #3: <b>ADDI</b>		2013	17	14	82%	
				2014	20		0%	
				2015			#DIV/0!	
		<b>MULTI-YEAR GOAL</b>				<b>82</b>	<b>74</b>	<b>90%</b>
		Source of Funds #4: <b>State</b>	Performance Indicator #2: Number of units Energy Star qualified	2011	10	35	350%	
		Source of Funds #6: <b>Local</b>		2012	0	0	#DIV/0!	
		Source of Funds #7: <b>NonProfit/Owner</b>		2013	0	0	#DIV/0!	
				2014	0		#DIV/0!	
		2015				#DIV/0!		
	<b>MULTI-YEAR GOAL</b>				<b>10</b>	<b>35</b>	<b>350%</b>	
	Specific Annual Objective: Create <b>20</b> affordable homeownership units Programs to meet this goal: Financial Assistance Program <b>(4)</b> ; FTHB Resales <b>(12)</b> Inclusionary Homeownership <b>(4)</b>	Source of Funds #8: <b>Other</b>	Performance Indicator #3: Number of first-time homeowners to receive down-payment assistance/closing costs	2011	25	10	40%	
		Source of Funds #2		2012	4	5	125%	
		Source of Funds #3		2013	2	5	250%	
		2014		4		0%		
		2015				#DIV/0!		
<b>MULTI-YEAR GOAL</b>				<b>35</b>	<b>20</b>	<b>57%</b>		



**Summary of Specific Annual Objectives**

Specific Obj. #	Outcome/Objective 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: <b>CDBG</b>	Performance Indicator #1: Number of units affordable	2011	158	125	79%	
				2012	300	0	0%	
		Source of Funds #2: <b>Local</b>		2013	141	197	140%	
				2014	100		0%	
		Source of Funds #3		2015			#DIV/0!	
		<b>MULTI-YEAR GOAL</b>				<b>699</b>	<b>322</b>	<b>46%</b>
		Source of Funds #1	Performance Indicator #2: Number of units with affordability of 50+ years	2011	100	125	125%	
				2012	0	0	#DIV/0!	
		Source of Funds #2		2013	133	94	71%	
				2014	100		0%	
	Source of Funds #3	2015				#DIV/0!		
	<b>MULTI-YEAR GOAL</b>				<b>333</b>	<b>219</b>	<b>66%</b>	
	Specific Annual Objective: Preserve and improve quality of <b>100</b> affordable rental units Programs to meet this goal: Expiring Use Preservation <b>(93)</b> CNAHS <b>(7)</b>	Source of Funds #1	Performance Indicator #3: Number of units rehabbed and rented to Sec. 8 Voucher holders	2011	58	0	0%	
				2012	25	0	0%	
		Source of Funds #2		2013	133	195	147%	
		2014				#DIV/0!		
Source of Funds #3		2015				#DIV/0!		
<b>MULTI-YEAR GOAL</b>				<b>216</b>	<b>541</b>	<b>250%</b>		



**Summary of Specific Annual Objectives**

Specific Obj. #	Outcome/Objective 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 <b>ESG</b>	Performance Indicator #1 Number of individuals receiving a variety of homeless services	2011	3,265	4,092	125%	
		Source of Funds #2 <b>CDBG</b>		2012	3,265	2333	71%	
		Source of Funds #3 <b>Other Federal</b>		2013	1,019	4966	487%	
				2014	1,019		0%	
				2015			#DIV/0!	
		<b>MULTI-YEAR GOAL</b>				<b>8,568</b>	<b>11,391</b>	<b>133%</b>
		Specific Annual Objective #1,#2, #3 and #4 <b>3222</b> individuals and 123 families to have improved access to homeless services	Source of Funds #1 <b>State</b>	Performance Indicator #2 Number of homeless men given overnight shelter	2011	2,120	2,159	102%
			Source of Funds #2 <b>Local Funds</b>		2012	2,120	908	43%
					2013	2,195	2996	136%
			Source of Funds #3 <b>Private</b>		2014	2,195		0%
	2015						#DIV/0!	
	<b>MULTI-YEAR GOAL</b>				<b>8,630</b>	<b>6,063</b>	<b>70%</b>	
	Source of Funds #1	Source of Funds #2	Source of Funds #3	Performance Indicator #3 Number of youths receiving services at a drop-in shelter	2011	150	279	186%
					2012	150	469	313%
					2013	260	111	43%
					2014	260		0%
2015							#DIV/0!	
<b>MULTI-YEAR GOAL</b>				<b>820</b>	<b>859</b>	<b>105%</b>		



**Summary of Specific Annual Objectives**

Specific Obj. #	Outcome/Objective 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: <b>CDBG</b>	Performance Indicator #1 Number of units to be affordable	2011	40	35	88%	
		Source of Funds #2: <b>Other Federal</b>		2012	20	36	180%	
		Source of Funds #3: <b>Revolving Loans</b>		2013	20	43	215%	
				2014	30		0%	
				2015			#DIV/0!	
		<b>MULTI-YEAR GOAL</b>				<b>110</b>	<b>114</b>	<b>104%</b>
		Source of Funds #4: <b>State</b>	Performance Indicator #2: Number of units brought into compliance with housing standards	2011	40	35	88%	
		Source of Funds #5: <b>Local</b>		2012	20	36	180%	
		Source of Funds #6: <b>NonProfit/Owner</b>		2013	20	43	215%	
				2014	30		0%	
		2015				#DIV/0!		
	<b>MULTI-YEAR GOAL</b>				<b>110</b>	<b>114</b>	<b>104%</b>	
	Specific Annual Objective: Preserve and stabilize <b>30</b> units thru rehabilitation loans and rehab.adminstration Programs used to meet this goal: Home Improvement Program; Rehab. Assistance Program and Historic Grants Program	Source of Funds #7: <b>Private</b>	Performance Indicator #3: Number of units occupied by elderly	2011	12	10	83%	
		Source of Funds #8: <b>Other</b>		2012	8	9	113%	
				2013	8	12	150%	
		2014		10		0%		
Source of Funds #3		2015				#DIV/0!		
<b>MULTI-YEAR GOAL</b>				<b>38</b>	<b>31</b>	<b>82%</b>		



**Summary of Specific Annual Objectives**

Specific Obj. #	Outcome/Objective 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 <b>CDBG</b>	Performance Indicator #1 Number of people assisted with improved access to a vital service	2011	2,100	4,493	214%		
		Source of Funds #2 <b>Other</b>		2012	1,900	5675	299%		
		Source of Funds #3		2013	4,000	6235	156%		
				2014	3,800		0%		
				2015			#DIV/0!		
	<b>MULTI-YEAR GOAL</b>					<b>11,800</b>	<b>16403</b>	<b>139%</b>	
	Specific Annual Objective <b>Create and support</b> a various array of services and opportunities for <b>3,800</b> families and youths	Source of Funds #1	Performance Indicator #2	2011			#DIV/0!		
		Source of Funds #2		2012			#DIV/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>
		Source of Funds #1	Performance Indicator #3	2011			#DIV/0!		
	Source of Funds #2	2012				#DIV/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>		



**Summary of Specific Annual Objectives**

Specific Obj. #	Outcome/Objective 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 <b>CDBG</b>	Performance Indicator #1 Number of persons with improved access to the services	2011	350	423	121%	
		Source of Funds #2 <b>Other</b>		2012	280	411	147%	
		Source of Funds #3		2013	300	423	141%	
				2014	285		0%	
				2015			#DIV/0!	
	<b>MULTI-YEAR GOAL</b>					<b>1,215</b>	<b>1257</b>	<b>103%</b>
	Specific Annual Objective Create or support services for 285 seniors or persons with disabilities	Source of Funds #1	Performance Indicator #2	2011			#DIV/0!	
		Source of Funds #2		2012			#DIV/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>
		Source of Funds #1	Performance Indicator #3	2011			#DIV/0!	
		Source of Funds #2		2012			#DIV/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>	



**Summary of Specific Annual Objectives**

Specific Obj. #	Outcome/Objective 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 <b>CDBG</b>	Performance Indicator #1 Number of tenants receiving improved access to services	2011	70	59	84%		
		Source of Funds #2 <b>Other</b>		2012	54	62	115%		
				2013	60	65	108%		
				2014	57		0%		
		Source of Funds #3		2015			#DIV/0!		
		<b>MULTI-YEAR GOAL</b>					<b>241</b>	<b>186</b>	<b>77%</b>
		Specific Annual Objective 57 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>	<b>#DIV/0!</b>	
		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>	<b>#DIV/0!</b>		





**Summary of Specific Annual Objectives**

Specific Obj. #	Outcome/Objective 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 <b>CDBG</b>	Performance Indicator #1 Number of youths provided with improved access to services	2011	220	424	193%	
		Source of Funds #2 <b>Other</b>		2012	200	377	189%	
		Source of Funds #3		2013	220	380	173%	
				2014	210		0%	
				2015			#DIV/0!	
		<b>MULTI-YEAR GOAL</b>				<b>850</b>	<b>1181</b>	<b>139%</b>
		Specific Annual Objective <b>210</b> income eligible youths to receive services	Source of Funds #1	Performance Indicator #2	2011			#DIV/0!
			Source of Funds #2		2012			#DIV/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>	
	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>	<b>#DIV/0!</b>		



**Summary of Specific Annual Objectives**

Specific Obj. #	Outcome/Objective 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 <b>CDBG</b>	Performance Indicator #1 Number of people receiving improved access to services	2011	75	88	117%		
		Source of Funds #2 <b>Other</b>		2012	55	75	136%		
				2013	52	70	135%		
				2014	50		0%		
		Source of Funds #3		2015			#DIV/0!		
		<b>MULTI-YEAR GOAL</b>					<b>232</b>	<b>233</b>	<b>100%</b>
		Specific Annual Objective <b>50</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>	<b>#DIV/0!</b>	
		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>	<b>#DIV/0!</b>		



**Summary of Specific Annual Objectives**

Specific Obj. #	Outcome/Objective 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 <b>CDBG</b>	Performance Indicator #1 Number of people with improved access to services	2011	250	118	47%	
		Source of Funds #2 <b>Other</b>		2012	250	279	112%	
				2013	300	302	101%	
				2014	285		0%	
		Source of Funds #3		2015			#DIV/0!	
		<b>MULTI-YEAR GOAL</b>				<b>1085</b>	<b>699</b>	<b>64%</b>
		Specific Annual Objective 285 youths to receive services through the Public Services training programs	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>	<b>#DIV/0!</b>	
		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>	<b>#DIV/0!</b>		



**Summary of Specific Annual Objectives**

Specific Obj. #	Outcome/Objective 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	0	#DIV/0!	
		Source of Funds #2		2013	0	0	#DIV/0!	
				2014	0		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 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>	Specific Objective #1 <b>Cultivating</b> a supportive environment for <b>250 eligible NRS micro-enterprises</b> and <b>potential micro-enterprises</b>	Source of Funds #1 <b>CDBG</b>	Performance Indicator #1 Number of micro-enterprises receiving services	2011	75	153	204%	
				2012	70	92	131%	
		Source of Funds #2 <b>Other</b>		2013	80	83	104%	
				2014	30		0%	
		Source of Funds #3		2015			#DIV/0!	
		<b>MULTI-YEAR GOAL</b>				<b>255</b>	<b>328</b>	<b>129%</b>
		Source of Funds #1	Performance Indicator #2 Number of potential micro-enterprises receiving services	2011	15	19	127%	
				2012	15	21	140%	
		Source of Funds #2		2013	10	3	30%	
				2014	5		0%	
	Source of Funds #3	2015				#DIV/0!		
	<b>MULTI-YEAR GOAL</b>				<b>45</b>	<b>43</b>	<b>96%</b>	
	Specific Annual Objective 30 eligible micro-enterprises and 5 potential micro-enterprises to attend business development training.	Source of Funds #1	Performance Indicator #3 Number of micros that showed a sales increase	2011	3	0	0%	
				2012	1	2	200%	
		Source of Funds #2		2013	0	0	#DIV/0!	
		2014		0		#DIV/0!		
Source of Funds #3		2015				#DIV/0!		
<b>MULTI-YEAR GOAL</b>				<b>4</b>	<b>2</b>	<b>50%</b>		

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**Summary of Specific Annual Objectives**

Specific Obj. #	Outcome/Objective 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 <b>CDBG</b>	Performance Indicator #1 Number of low-mod people/youths completing the training	2011	125	207	166%	
		Source of Funds #2 <b>Other</b>		2012	157	158	101%	
		Source of Funds #3		2013	125	135	108%	
				2014	125		0%	
				2015			#DIV/0!	
		<b>MULTI-YEAR GOAL</b>				<b>532</b>	<b>500</b>	<b>94%</b>
		Source of Funds #1	Performance Indicator #2 Biomed trainees placed in jobs	2011	12	1	8%	
		Source of Funds #2		2012	12	4	33%	
				2013	12	5	42%	
				2014	9		0%	
		2015				#DIV/0!		
	<b>MULTI-YEAR GOAL</b>				<b>45</b>	<b>10</b>	<b>22%</b>	
	Specific Annual Objective Support of <b>9</b> NRS residents graduate from the bio-medical training and <b>125</b> youths will be trained through the Just A Start run Rehabilitation Program (RAP).	Source of Funds #1	Performance Indicator #3 Green Jobs graduate placed in green related employment	2011	9	1	11%	
		Source of Funds #2		2012	8	0	0%	
				2013	8	0	0%	
		2014		0	0	#DIV/0!		
	Source of Funds #3	2015				#DIV/0!		
<b>MULTI-YEAR GOAL</b>				<b>25</b>	<b>1</b>	<b>4%</b>		



**Summary of Specific Annual Objectives**

Specific Obj. #	Outcome/Objective 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 <b>CDBG</b>	Performance Indicator #1 Number of new businesses assisted	2011	50	45	90%	
		Source of Funds #2 <b>Other</b>		2012	40	22	55%	
		Source of Funds #3		2013	40	38	95%	
				2014	40		0%	
				2015			#DIV/0!	
		<b>MULTI-YEAR GOAL</b>				<b>170</b>	<b>105</b>	<b>62%</b>
		Source of Funds #1	Performance Indicator #2 Number of micro-enterprises receiving grants	2011	10	10	100%	
		Source of Funds #2		2012	10	9	90%	
		Source of Funds #3		2013	10	9	90%	
				2014	10		0%	
		2015				#DIV/0!		
	<b>MULTI-YEAR GOAL</b>				<b>40</b>	<b>28</b>	<b>70%</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.	Source of Funds #1	Performance Indicator #3 Number of micro-enterprises experiencing sales growth	2011	3	0	0%	
		Source of Funds #2		2012	1	2	200%	
		Source of Funds #3		2013	2	2	100%	
		2014		2		0%		
		2015				#DIV/0!		
<b>MULTI-YEAR GOAL</b>				<b>8</b>	<b>4</b>	<b>50%</b>		

OFFICE OF COMMUNITY PLANNING AND DEVELOPMENT

PR01 - HUD Grants and Program Income

Program	Fund Type	Grantee Name	Grant Number	Authorized Amount	Suballocated Amount	Amount Committed to Activities	Net Drawn Amount	Available to Commit	Available to Draw
CDBG	EN	CAMBRIDGE	B89MC250005	\$2,919,000.00	\$0.00	\$2,919,000.00	\$2,919,000.00	\$0.00	\$0.00
			B90MC250005	\$2,794,000.00	\$0.00	\$2,794,000.00	\$2,794,000.00	\$0.00	\$0.00
			B91MC250005	\$3,112,000.00	\$0.00	\$3,112,000.00	\$3,112,000.00	\$0.00	\$0.00
			B92MC250005	\$3,139,000.00	\$0.00	\$3,139,000.00	\$3,139,000.00	\$0.00	\$0.00
			B93MC250005	\$3,432,000.00	\$0.00	\$3,432,000.00	\$3,432,000.00	\$0.00	\$0.00
			B94MC250005	\$3,775,000.00	\$0.00	\$3,775,000.00	\$3,775,000.00	\$0.00	\$0.00
			B95MC250005	\$4,203,000.00	\$0.00	\$4,203,000.00	\$4,203,000.00	\$0.00	\$0.00
			B96MC250005	\$3,939,000.00	\$0.00	\$3,939,000.00	\$3,939,000.00	\$0.00	\$0.00
			B97MC250005	\$3,852,000.00	\$0.00	\$3,852,000.00	\$3,852,000.00	\$0.00	\$0.00
			B98MC250005	\$3,868,000.00	\$0.00	\$3,868,000.00	\$3,868,000.00	\$0.00	\$0.00
			B99MC250005	\$3,893,000.00	\$0.00	\$3,893,000.00	\$3,893,000.00	\$0.00	\$0.00
			B00MC250005	\$3,888,000.00	\$0.00	\$3,888,000.00	\$3,888,000.00	\$0.00	\$0.00
			B01MC250005	\$4,030,000.00	\$0.00	\$4,030,000.00	\$4,030,000.00	\$0.00	\$0.00
			B02MC250005	\$3,856,000.00	\$0.00	\$3,856,000.00	\$3,856,000.00	\$0.00	\$0.00
			B03MC250005	\$3,878,000.00	\$0.00	\$3,878,000.00	\$3,878,000.00	\$0.00	\$0.00
			B04MC250005	\$3,817,000.00	\$0.00	\$3,817,000.00	\$3,817,000.00	\$0.00	\$0.00
			B05MC250005	\$3,614,262.00	\$0.00	\$3,614,262.00	\$3,614,262.00	\$0.00	\$0.00
			B06MC250005	\$3,266,143.00	\$0.00	\$3,266,143.00	\$3,266,143.00	\$0.00	\$0.00
			B07MC250005	\$3,271,838.00	\$0.00	\$3,271,838.00	\$3,271,838.00	\$0.00	\$0.00
			B08MC250005	\$3,135,274.00	\$0.00	\$3,135,274.00	\$3,135,274.00	\$0.00	\$0.00
			B09MC250005	\$3,183,779.00	\$0.00	\$3,183,779.00	\$3,183,779.00	\$0.00	\$0.00
			B10MC250005	\$3,387,835.00	\$0.00	\$3,387,835.00	\$3,387,835.00	\$0.00	\$0.00
			B11MC250005	\$2,797,332.00	\$0.00	\$2,797,332.00	\$2,797,332.00	\$0.00	\$0.00
B12MC250005	\$2,756,823.00	\$0.00	\$1,206,882.01	\$1,078,392.55	\$1,549,940.99	\$1,678,430.45			
B13MC250005	\$2,773,814.00	\$0.00	\$0.00	\$0.00	\$2,773,814.00	\$2,773,814.00			
		<b>CAMBRIDGE Subtotal:</b>		<b>\$86,582,100.00</b>	<b>\$0.00</b>	<b>\$82,258,345.01</b>	<b>\$82,129,855.55</b>	<b>\$4,323,754.99</b>	<b>\$4,452,244.45</b>
		<b>EN Subtotal:</b>		<b>\$86,582,100.00</b>	<b>\$0.00</b>	<b>\$82,258,345.01</b>	<b>\$82,129,855.55</b>	<b>\$4,323,754.99</b>	<b>\$4,452,244.45</b>
PI	CAMBRIDGE	CAMBRIDGE	B97MC250005	\$389,346.40	\$0.00	\$389,346.40	\$389,346.40	\$0.00	\$0.00
			B98MC250005	\$226,720.72	\$0.00	\$226,720.72	\$226,720.72	\$0.00	\$0.00
			B99MC250005	\$192,341.35	\$0.00	\$192,341.35	\$192,341.35	\$0.00	\$0.00
			B00MC250005	\$44,466.08	\$0.00	\$44,466.08	\$44,466.08	\$0.00	\$0.00
			B01MC250005	\$86,601.50	\$0.00	\$86,601.50	\$86,601.50	\$0.00	\$0.00
			B02MC250005	\$64,720.00	\$0.00	\$64,720.00	\$64,720.00	\$0.00	\$0.00
			B03MC250005	\$42,783.11	\$0.00	\$42,783.11	\$42,783.11	\$0.00	\$0.00
			B04MC250005	\$30,341.00	\$0.00	\$30,341.00	\$30,341.00	\$0.00	\$0.00
			B05MC250005	\$37,231.52	\$0.00	\$37,231.52	\$37,231.52	\$0.00	\$0.00
			B07MC250005	\$12,624.08	\$0.00	\$12,624.08	\$12,624.08	\$0.00	\$0.00
			B08MC250005	\$150.00	\$0.00	\$150.00	\$150.00	\$0.00	\$0.00
			B09MC250005	\$6,026.81	\$0.00	\$6,026.81	\$6,026.81	\$0.00	\$0.00
			B10MC250005	\$217,743.03	\$0.00	\$217,743.03	\$217,743.03	\$0.00	\$0.00
B11MC250005	\$228,467.51	\$0.00	\$228,467.51	\$228,467.51	\$0.00	\$0.00			
B12MC250005	\$202,161.14	\$0.00	\$132,600.16	\$127,800.16	\$69,560.98	\$74,360.98			



OFFICE OF COMMUNITY PLANNING AND DEVELOPMENT

PR01 - HUD Grants and Program Income

Program	Fund Type	Grantee Name	Grant Number	Authorized Amount	Suballocated Amount	Amount Committed to Activities	Net Drawn Amount	Available to Commit	Available to Draw	
CDBG	PI	CAMBRIDGE	<b>CAMBRIDGE Subtotal:</b>	<b>\$1,781,724.25</b>	<b>\$0.00</b>	<b>\$1,712,163.27</b>	<b>\$1,707,363.27</b>	<b>\$69,560.98</b>	<b>\$74,360.98</b>	
			<b>PI Subtotal:</b>	<b>\$1,781,724.25</b>	<b>\$0.00</b>	<b>\$1,712,163.27</b>	<b>\$1,707,363.27</b>	<b>\$69,560.98</b>	<b>\$74,360.98</b>	
CDBG	RL	CAMBRIDGE	B99MC250005	\$307,691.00	\$0.00	\$307,691.00	\$307,691.00	\$0.00	\$0.00	
			B00MC250005	\$440,617.00	\$0.00	\$440,617.00	\$440,617.00	\$0.00	\$0.00	
			B01MC250005	\$260,800.00	\$0.00	\$260,800.00	\$260,800.00	\$0.00	\$0.00	
			B02MC250005	\$530,248.00	\$0.00	\$530,248.00	\$530,248.00	\$0.00	\$0.00	
			B03MC250005	\$709,045.00	\$0.00	\$709,045.00	\$709,045.00	\$0.00	\$0.00	
			B04MC250005	\$206,548.69	\$0.00	\$206,548.69	\$206,548.69	\$0.00	\$0.00	
			B05MC250005	\$599,482.73	\$0.00	\$599,482.73	\$599,482.73	\$0.00	\$0.00	
			B06MC250005	\$420,109.65	\$0.00	\$420,109.65	\$420,109.65	\$0.00	\$0.00	
			B07MC250005	\$242,207.80	\$0.00	\$242,207.80	\$242,207.80	\$0.00	\$0.00	
			B08MC250005	\$394,472.57	\$0.00	\$394,472.57	\$394,472.57	\$0.00	\$0.00	
			B09MC250005	\$383,936.95	\$0.00	\$383,936.95	\$383,936.95	\$0.00	\$0.00	
			B10MC250005	\$244,365.62	\$0.00	\$244,365.62	\$24,560.36	\$0.00	\$219,805.26	
			B11MC250005	\$293,200.05	\$0.00	\$108,194.74	\$0.00	\$185,005.31	\$293,200.05	
			B12MC250005	\$303,150.04	\$0.00	\$0.00	\$0.00	\$303,150.04	\$303,150.04	
				<b>CAMBRIDGE Subtotal:</b>	<b>\$5,335,875.10</b>	<b>\$0.00</b>	<b>\$4,847,719.75</b>	<b>\$4,519,719.75</b>	<b>\$488,155.35</b>	<b>\$816,155.35</b>
				<b>RL Subtotal:</b>	<b>\$5,335,875.10</b>	<b>\$0.00</b>	<b>\$4,847,719.75</b>	<b>\$4,519,719.75</b>	<b>\$488,155.35</b>	<b>\$816,155.35</b>
			CDBG	SL	CAMBRIDGE	B92MC250005	\$3,500,000.00	\$0.00	\$0.00	\$0.00
	<b>CAMBRIDGE Subtotal:</b>	<b>\$3,500,000.00</b>			<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$3,500,000.00</b>	<b>\$3,500,000.00</b>	
	<b>SL Subtotal:</b>	<b>\$3,500,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$3,500,000.00</b>	<b>\$3,500,000.00</b>			
CDBG-R	EN	CAMBRIDGE	B09MY250005	\$851,070.00	\$0.00	\$843,968.41	\$843,968.41	\$7,101.59	\$7,101.59	
			<b>CAMBRIDGE Subtotal:</b>	<b>\$851,070.00</b>	<b>\$0.00</b>	<b>\$843,968.41</b>	<b>\$843,968.41</b>	<b>\$7,101.59</b>	<b>\$7,101.59</b>	
	<b>EN Subtotal:</b>	<b>\$851,070.00</b>	<b>\$0.00</b>	<b>\$843,968.41</b>	<b>\$843,968.41</b>	<b>\$7,101.59</b>	<b>\$7,101.59</b>			
ESG	EN	CAMBRIDGE	S89MC250003	\$46,000.00	\$0.00	\$46,000.00	\$46,000.00	\$0.00	\$0.00	
			S90MC250003	\$73,000.00	\$0.00	\$73,000.00	\$73,000.00	\$0.00	\$0.00	
			S91MC250003	\$72,000.00	\$0.00	\$72,000.00	\$72,000.00	\$0.00	\$0.00	
			S92MC250003	\$72,000.00	\$0.00	\$72,000.00	\$72,000.00	\$0.00	\$0.00	
			S93MC250003	\$46,000.00	\$0.00	\$46,000.00	\$46,000.00	\$0.00	\$0.00	
			S94MC250003	\$100,000.00	\$0.00	\$100,000.00	\$100,000.00	\$0.00	\$0.00	
			S95MC250003	\$136,000.00	\$0.00	\$136,000.00	\$136,000.00	\$0.00	\$0.00	
			S96MC250003	\$106,000.00	\$0.00	\$106,000.00	\$106,000.00	\$0.00	\$0.00	
			S97MC250003	\$102,000.00	\$0.00	\$102,000.00	\$102,000.00	\$0.00	\$0.00	
			S98MC250003	\$147,000.00	\$0.00	\$147,000.00	\$147,000.00	\$0.00	\$0.00	
			S99MC250003	\$138,000.00	\$0.00	\$138,000.00	\$138,000.00	\$0.00	\$0.00	
			S00MC250003	\$138,000.00	\$0.00	\$138,000.00	\$138,000.00	\$0.00	\$0.00	
			S01MC250003	\$137,000.00	\$0.00	\$137,000.00	\$137,000.00	\$0.00	\$0.00	
			S02MC250003	\$137,000.00	\$0.00	\$137,000.00	\$137,000.00	\$0.00	\$0.00	
			S03MC250003	\$132,000.00	\$0.00	\$132,000.00	\$132,000.00	\$0.00	\$0.00	
			S04MC250003	\$141,856.00	\$0.00	\$141,856.00	\$141,856.00	\$0.00	\$0.00	
			S05MC250003	\$139,616.00	\$0.00	\$139,616.00	\$139,616.00	\$0.00	\$0.00	

OFFICE OF COMMUNITY PLANNING AND DEVELOPMENT

PR01 - HUD Grants and Program Income

Program	Fund Type	Grantee Name	Grant Number	Authorized Amount	Suballocated Amount	Amount Committed to Activities	Net Drawn Amount	Available to Commit	Available to Draw
ESG	EN	CAMBRIDGE	S06MC250003	\$139,018.00	\$0.00	\$139,018.00	\$139,018.00	\$0.00	\$0.00
			S07MC250003	\$140,870.00	\$0.00	\$140,870.00	\$140,870.00	\$0.00	\$0.00
			S08MC250003	\$140,972.00	\$0.00	\$140,972.00	\$140,972.00	\$0.00	\$0.00
			S09MC250003	\$139,593.00	\$0.00	\$139,593.00	\$139,593.00	\$0.00	\$0.00
			S10MC250003	\$139,577.00	\$0.00	\$139,442.00	\$126,712.75	\$135.00	\$12,864.25
			<b>CAMBRIDGE Subtotal:</b>	<b>\$2,563,502.00</b>	<b>\$0.00</b>	<b>\$2,563,367.00</b>	<b>\$2,550,637.75</b>	<b>\$135.00</b>	<b>\$12,864.25</b>
		<b>EN Subtotal:</b>		<b>\$2,563,502.00</b>	<b>\$0.00</b>	<b>\$2,563,367.00</b>	<b>\$2,550,637.75</b>	<b>\$135.00</b>	<b>\$12,864.25</b>
HESG	EN	CAMBRIDGE	E11MC250003	\$214,463.00	\$16,084.73	\$198,378.00	\$183,320.12	\$0.27	\$15,058.15
			E12MC250003	\$242,242.00	\$18,168.15	\$224,073.85	\$131,187.24	\$0.00	\$92,886.61
			E13MC250003	\$201,118.00	\$0.00	\$0.00	\$0.00	\$201,118.00	\$201,118.00
			<b>CAMBRIDGE Subtotal:</b>	<b>\$657,823.00</b>	<b>\$34,252.88</b>	<b>\$422,451.85</b>	<b>\$314,507.36</b>	<b>\$201,118.27</b>	<b>\$309,062.76</b>
		<b>EN Subtotal:</b>		<b>\$657,823.00</b>	<b>\$34,252.88</b>	<b>\$422,451.85</b>	<b>\$314,507.36</b>	<b>\$201,118.27</b>	<b>\$309,062.76</b>
	AD	CAMBRIDGE	E11MC250003	\$16,084.73	\$0.00	\$16,084.73	\$16,084.73	\$0.00	\$0.00
			E12MC250003	\$18,168.15	\$0.00	\$18,168.15	\$18,168.15	\$0.00	\$0.00
			E13MC250003	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			<b>CAMBRIDGE Subtotal:</b>	<b>\$34,252.88</b>	<b>\$0.00</b>	<b>\$34,252.88</b>	<b>\$34,252.88</b>	<b>\$0.00</b>	<b>\$0.00</b>
		<b>AD Subtotal:</b>		<b>\$34,252.88</b>	<b>\$0.00</b>	<b>\$34,252.88</b>	<b>\$34,252.88</b>	<b>\$0.00</b>	<b>\$0.00</b>
HOME	EN	CAMBRIDGE	M92MC250202	\$1,137,000.00	\$792,607.00	\$344,393.00	\$344,393.00	\$0.00	\$0.00
			M93MC250202	\$754,000.00	\$721,500.00	\$32,500.00	\$32,500.00	\$0.00	\$0.00
			M94MC250202	\$716,000.00	\$716,000.00	\$0.00	\$0.00	\$0.00	\$0.00
			M95MC250202	\$771,000.00	\$687,357.67	\$83,642.33	\$83,642.33	\$0.00	\$0.00
			M96MC250202	\$703,000.00	\$207,576.67	\$495,423.33	\$495,423.33	\$0.00	\$0.00
			M97MC250202	\$684,000.00	\$171,000.00	\$513,000.00	\$513,000.00	\$0.00	\$0.00
			M98MC250202	\$739,000.00	\$184,750.00	\$554,250.00	\$554,250.00	\$0.00	\$0.00
			M99MC250202	\$792,000.00	\$147,749.24	\$644,250.76	\$644,250.76	\$0.00	\$0.00
			M00MC250202	\$796,000.00	\$199,000.00	\$597,000.00	\$597,000.00	\$0.00	\$0.00
			M01MC250202	\$885,000.00	\$221,250.00	\$663,750.00	\$663,750.00	\$0.00	\$0.00
			M02MC250202	\$879,000.00	\$202,557.18	\$676,442.82	\$676,442.82	\$0.00	\$0.00
			M03MC250202	\$1,180,327.00	\$182,836.76	\$997,490.24	\$997,490.24	\$0.00	\$0.00
			M04MC250202	\$1,291,778.00	\$867,827.30	\$423,950.70	\$423,950.70	\$0.00	\$0.00
			M05MC250202	\$1,639,647.00	\$1,030,491.19	\$609,155.81	\$609,155.81	\$0.00	\$0.00
			M06MC250202	\$1,079,452.00	\$607,945.20	\$471,506.80	\$471,506.80	\$0.00	\$0.00
			M07MC250202	\$1,073,940.00	\$998,266.61	\$75,673.39	\$50,451.29	\$0.00	\$25,222.10
			M08MC250202	\$1,037,338.00	\$1,037,338.00	\$0.00	\$0.00	\$0.00	\$0.00
			M09MC250202	\$1,160,593.00	\$1,160,593.00	\$0.00	\$0.00	\$0.00	\$0.00
			M10MC250202	\$1,152,896.00	\$1,114,782.37	\$38,113.63	\$0.00	\$0.00	\$38,113.63
			M11MC250202	\$1,020,054.00	\$526,866.00	\$413,664.27	\$0.00	\$79,523.73	\$493,188.00
M12MC250202	\$701,776.00	\$190,480.00	\$0.00	\$0.00	\$511,296.00	\$511,296.00			
M13MC250202	\$679,866.00	\$169,966.50	\$0.00	\$0.00	\$509,899.50	\$509,899.50			
		<b>CAMBRIDGE Subtotal:</b>		<b>\$20,873,667.00</b>	<b>\$12,138,740.69</b>	<b>\$7,634,207.08</b>	<b>\$7,157,207.08</b>	<b>\$1,100,719.23</b>	<b>\$1,577,719.23</b>
		<b>EN Subtotal:</b>		<b>\$20,873,667.00</b>	<b>\$12,138,740.69</b>	<b>\$7,634,207.08</b>	<b>\$7,157,207.08</b>	<b>\$1,100,719.23</b>	<b>\$1,577,719.23</b>

OFFICE OF COMMUNITY PLANNING AND DEVELOPMENT

PR01 - HUD Grants and Program Income

Program	Fund Type	Grantee Name	Grant Number	Authorized Amount	Suballocated Amount	Amount Committed to Activities	Net Drawn Amount	Available to Commit	Available to Draw
HOME	PI	CAMBRIDGE	M01MC250202	\$160,000.00	\$0.00	\$160,000.00	\$160,000.00	\$0.00	\$0.00
			M02MC250202	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			M03MC250202	\$15,001.60	\$0.00	\$15,001.60	\$15,001.60	\$0.00	\$0.00
			M05MC250202	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			M07MC250202	\$118,573.38	\$0.00	\$118,573.38	\$118,573.38	\$0.00	\$0.00
			M10MC250202	\$30,382.56	\$0.00	\$2,150.00	\$2,150.00	\$28,232.56	\$28,232.56
			M11MC250202	\$149,414.03	\$0.00	\$0.00	\$0.00	\$149,414.03	\$149,414.03
			M12MC250202	\$1,774.40	\$0.00	\$0.00	\$0.00	\$1,774.40	\$1,774.40
			<b>CAMBRIDGE Subtotal:</b>	<b>\$475,145.97</b>	<b>\$0.00</b>	<b>\$295,724.98</b>	<b>\$295,724.98</b>	<b>\$179,420.99</b>	<b>\$179,420.99</b>
			<b>PI Subtotal:</b>	<b>\$475,145.97</b>	<b>\$0.00</b>	<b>\$295,724.98</b>	<b>\$295,724.98</b>	<b>\$179,420.99</b>	<b>\$179,420.99</b>
HPRP	EN	CAMBRIDGE	S09MY250003	\$1,302,128.00	\$0.00	\$1,302,128.00	\$1,302,128.00	\$0.00	\$0.00
			<b>CAMBRIDGE Subtotal:</b>	<b>\$1,302,128.00</b>	<b>\$0.00</b>	<b>\$1,302,128.00</b>	<b>\$1,302,128.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
			<b>EN Subtotal:</b>	<b>\$1,302,128.00</b>	<b>\$0.00</b>	<b>\$1,302,128.00</b>	<b>\$1,302,128.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>GRANTEE TOTALS</b>			<b>\$120,423,035.32</b>	<b>\$12,172,993.57</b>	<b>\$101,914,328.23</b>	<b>\$100,855,365.03</b>	<b>\$9,869,966.40</b>	<b>\$10,928,929.60</b>	

Select all Activities with action during the year:

Project Title	Project Number	Plan Year	Grantee Project ID
EMERGENCY SHELTER FY07 PROGRAMS	23	2006	

Summary of Associated Activities:

Activity type	Activity Number	Activity Name	Committed	Drawn	Balance	Initial Funding Date	Status	Completion Date
Homeless Assistance	1545	PHILLIPS BROOKS/ST. JAMES	2,500.00	2,500.00	0.00	06-12-2007	Completed	10-11-2012
<b>Total</b>			<u>2,500.00</u>	<u>2,500.00</u>	<u>0.00</u>			

Select all Activities with action during the year:

Project Title	Project Number	Plan Year	Grantee Project ID
FY08 EMERGENCY SHELTER	27	2007	

Summary of Associated Activities:

Activity type	Activity Number	Activity Name	Committed	Drawn	Balance	Initial Funding Date	Status	Completion Date
Homeless Assistance	1655	PHILLIPS BROOKS HSE.-ST. JAMES SHELTER	1,635.00	1,635.00	0.00	03-03-2008	Completed	10-11-2012
	1656	SALVATION ARMY	7,500.00	7,500.00	0.00	03-03-2008	Completed	10-11-2012
<b>Total</b>			<b>9,135.00</b>	<b>9,135.00</b>	<b>0.00</b>			

Select all Activities with action during the year:

Project Title	Project Number	Plan Year	Grantee Project ID
EMERGENCY SHELTER PROGRAMS	26	2008	

Summary of Associated Activities:

Activity type	Activity Number	Activity Name	Committed	Drawn	Balance	Initial Funding Date	Status	Completion Date
Homeless Assistance	1837	HEADING HOME INC	28,045.00	28,045.00	0.00	04-14-2009	Completed	10-11-2012
	1838	HEADING HOME SHELTER + CARE	21,666.00	21,666.00	0.00	04-14-2009	Completed	10-11-2012
	1839	CASPAR EMERGENCY SHELTER	18,000.00	18,000.00	0.00	04-14-2009	Completed	10-11-2012
	1840	TRANSITION HOUSE	10,973.50	10,973.50	0.00	04-14-2009	Completed	10-11-2012
	1841	BREAD & JAMS DROP-IN SHELTER	12,500.00	12,500.00	0.00	04-14-2009	Completed	10-11-2012
	1842	ST. PATRICKS WOMENS SHELTER	6,500.00	6,500.00	0.00	04-14-2009	Completed	10-11-2012
	1843	PHILLIPS BROOKS HOUSE HARVARD SQ SHELTER	3,500.00	3,500.00	0.00	04-14-2009	Completed	10-11-2012
	1844	PHILLIPS BROOKS HSE ST. JAMES SHELTER	2,500.00	2,500.00	0.00	04-14-2009	Completed	10-11-2012
	1845	SALVATION ARMY SHELTER	10,000.00	10,000.00	0.00	04-14-2009	Completed	10-11-2012
	1846	HOMESTART	6,000.00	6,000.00	0.00	04-14-2009	Completed	10-11-2012
	1847	YWCA FAMILY SHELTER	5,000.00	5,000.00	0.00	04-14-2009	Completed	10-11-2012
	1848	CAMBRIDGE CARES ABOUT AIDS	14,250.00	14,250.00	0.00	04-14-2009	Completed	10-11-2012
	1849	ESG ADMIN	7,049.00	7,049.00	0.00	04-14-2009	Completed	10-11-2012
<b>Total</b>			<b>145,983.50</b>	<b>145,983.50</b>	<b>0.00</b>			

Select all Activities with action during the year:

Project Title	Project Number	Plan Year	Grantee Project ID
CDBG/HOME/ESG Administrative Costs	1	2010	0001

Summary of Associated Activities:

Activity type	Activity Number	Activity Name	Committed	Drawn	Balance	Initial Funding Date	Status	Completion Date
Administration	1985	HS/Homeless Administration	14,778.00	14,778.00	0.00	11-09-2010	Completed	10-11-2012
<b>Total</b>			<u>14,778.00</u>	<u>14,778.00</u>	<u>0.00</u>			

Select all Activities with action during the year:

Project Title	Project Number	Plan Year	Grantee Project ID
EMERGENCY SHELTER FY07 PROGRAMS	23	2006	
Activity Number: 1545			Activity Name: PHILLIPS BROOKS/ST. JAMES
ESG Activity type: Homeless Assistance			Grantee Activity ID:

Activity Overview: Accomplishment Narrative:

ESG Amount Funded: 2,500.00  
 ESG Amount Drawn to date: 2,500.00  
 Initial Funding Date: 06-12-2007  
 Status: Completed  
 Completion date: 10-11-2012  
 Organization carrying out the activity:  
 Is organization community based: no  
 Performance Objective: Create suitable living environments  
 Performance Outcome: Availability/accessibility

Services Provided:

Soup Kitchen/Meal Distribution

Beneficiary Information:

White:	0	0
Black/African American:	0	0
Asian:	0	0
American Indian/Alaskan Native:	0	0
Native Hawaiian/Other Pacific Islander:	0	0
American Indian/Alaskan Native & White:	0	0
Asian & White:	0	0
Black/African American & White:	0	0
Amer. Indian/Alaskan Native & Black/African Amer.	0	0
Other multi-racial:	0	0
Asian/Pacific Islander:	0	0
Hispanic:	0	0
<b>Total:</b>	<b>0</b>	<b>0</b>



Select all Activities with action during the year:

**IDIS Activity ID: 1545 Continued...**

**Persons Served with Financial Assistance:**

Annual Number of Adults Served: 0  
 Annual Number of Children Served: 0

**Persons Served with Non-Financial Assistance:**

Annual Number of Adults and Children Served: 0

**Number Served with Financial Assistance by Housing Type:**

Barracks: 0  
 Group/Large House: 0  
 Scattered Site Apartment: 0  
 Single Family Detached House: 0  
 Single Room Occupancy: 0  
 Mobile Home/Trailer: 0  
 Hotel/Motel: 0  
 Other: 0  
**Total: 0**

**Subpopulation Served:**

Chronically Homeless: 0  
 Severely Mentally Ill: 0  
 Chronic Substance Abuse: 0  
 Other Disability: 0  
 Veterans: 0  
 Persons with HIV/AIDS: 0  
 Victims of Domestic Violence: 0  
 Elderly: 0

**Financial Summary Data:**

Conversion: 0  
 Major Rehabilitation: 0  
 Renovation: 0  
 Operations: 0  
 Essential Services: 0  
**Total: 0**

**Other Funds:**

Other HUD Funds: 0  
 Other Federal Funds: 0  
 State Government: 0  
 Local Government: 0  
 Private Funds: 19,250  
 Other: 0  
 Fee: 0  
**Total: 0**

Select all Activities with action during the year:

Project Title	Project Number	Plan Year	Grantee Project ID
FY08 EMERGENCY SHELTER	27	2007	
Activity Number: 1655			Activity Name: PHILLIPS BROOKS HSE.-ST. JAMES SHELTER
ESG Activity type: Homeless Assistance			Grantee Activity ID:

Activity Overview: Accomplishment Narrative:

ESG Amount Funded: 1,635.00  
 ESG Amount Drawn to date: 1,635.00  
 Initial Funding Date: 03-03-2008  
 Status: Completed  
 Completion date: 10-11-2012  
 Organization carrying out the activity:  
 Is organization community based: no  
 Performance Objective: Create suitable living environments  
 Performance Outcome: Availability/accessibility

Services Provided:  
 Emergency Shelter Facilities  
 Soup Kitchen/Meal Distribution

Beneficiary Information:

White:	0	0
Black/African American:	0	0
Asian:	0	0
American Indian/Alaskan Native:	0	0
Native Hawaiian/Other Pacific Islander:	0	0
American Indian/Alaskan Native & White:	0	0
Asian & White:	0	0
Black/African American & White:	0	0
Amer. Indian/Alaskan Native & Black/African Amer.	0	0
Other multi-racial:	0	0
Asian/Pacific Islander:	0	0
Hispanic:	0	0
<b>Total:</b>	<b>0</b>	<b>0</b>

Select all Activities with action during the year:

**IDIS Activity ID: 1655 Continued...**

**Persons Served with Financial Assistance:**

Annual Number of Adults Served: 0  
 Annual Number of Children Served: 0

**Persons Served with Non-Financial Assistance:**

Annual Number of Adults and Children Served: 0

**Number Served with Financial Assistance by Housing Type:**

Barracks: 0  
 Group/Large House: 0  
 Scattered Site Apartment: 0  
 Single Family Detached House: 0  
 Single Room Occupancy: 0  
 Mobile Home/Trailer: 0  
 Hotel/Motel: 0  
 Other: 0  
**Total: 0**

**Subpopulation Served:**

Chronically Homeless: 0  
 Severely Mentally Ill: 0  
 Chronic Substance Abuse: 0  
 Other Disability: 0  
 Veterans: 0  
 Persons with HIV/AIDS: 0  
 Victims of Domestic Violence: 0  
 Elderly: 0

**Financial Summary Data:**

Conversion: 0  
 Major Rehabilitation: 0  
 Renovation: 0  
 Operations: 0  
 Essential Services: 0  
**Total: 0**

**Other Funds:**

Other HUD Funds: 0  
 Other Federal Funds: 3,000  
 State Government: 0  
 Local Government: 0  
 Private Funds: 28,290  
 Other: 0  
 Fee: 0  
**Total: 0**

Select all Activities with action during the year:

Project Title	Project Number	Plan Year	Grantee Project ID
FY08 EMERGENCY SHELTER	27	2007	
Activity Number: 1656			Activity Name: SALVATION ARMY
ESG Activity type: Homeless Assistance			Grantee Activity ID:

Activity Overview: Accomplishment Narrative:

ESG Amount Funded: 7,500.00  
 ESG Amount Drawn to date: 7,500.00  
 Initial Funding Date: 03-03-2008  
 Status: Completed  
 Completion date: 10-11-2012  
 Organization carrying out the activity:  
 Is organization community based: no  
 Performance Objective: Create suitable living environments  
 Performance Outcome: Availability/accessibility

Services Provided:  
 Emergency Shelter Facilities

**Beneficiary Information:**

White:	0	0
Black/African American:	0	0
Asian:	0	0
American Indian/Alaskan Native:	0	0
Native Hawaiian/Other Pacific Islander:	0	0
American Indian/Alaskan Native & White:	0	0
Asian & White:	0	0
Black/African American & White:	0	0
Amer. Indian/Alaskan Native & Black/African Amer.	0	0
Other multi-racial:	0	0
Asian/Pacific Islander:	0	0
Hispanic:	0	0
<b>Total:</b>	<b>0</b>	<b>0</b>

Select all Activities with action during the year:

**IDIS Activity ID: 1656 Continued...**

**Persons Served with Financial Assistance:**

Annual Number of Adults Served: 0  
 Annual Number of Children Served: 0

**Persons Served with Non-Financial Assistance:**

Annual Number of Adults and Children Served: 0

**Number Served with Financial Assistance by Housing Type:**

Barracks: 0  
 Group/Large House: 0  
 Scattered Site Apartment: 0  
 Single Family Detached House: 0  
 Single Room Occupancy: 0  
 Mobile Home/Trailer: 0  
 Hotel/Motel: 0  
 Other: 0  
**Total: 0**

**Subpopulation Served:**

Chronically Homeless: 0  
 Severely Mentally Ill: 0  
 Chronic Substance Abuse: 0  
 Other Disability: 0  
 Veterans: 0  
 Persons with HIV/AIDS: 0  
 Victims of Domestic Violence: 0  
 Elderly: 0

**Financial Summary Data:**

Conversion: 0  
 Major Rehabilitation: 0  
 Renovation: 0  
 Operations: 0  
 Essential Services: 0  
**Total: 0**

**Other Funds:**

Other HUD Funds: 0  
 Other Federal Funds: 0  
 State Government: 0  
 Local Government: 0  
 Private Funds: 0  
 Other: 0  
 Fee: 0  
**Total: 0**

Select all Activities with action during the year:

Project Title	Project Number	Plan Year	Grantee Project ID
EMERGENCY SHELTER PROGRAMS	26	2008	
Activity Number: 1837			Activity Name: HEADING HOME INC
ESG Activity type: Homeless Assistance			Grantee Activity ID:

Activity Overview: Accomplishment Narrative:

ESG Amount Funded: 28,045.00  
 ESG Amount Drawn to date: 28,045.00  
 Initial Funding Date: 04-14-2009  
 Status: Completed  
 Completion date: 10-11-2012  
 Organization carrying out the activity:  
 Is organization community based: no  
 Performance Objective: Create suitable living environments  
 Performance Outcome: Availability/accessibility

Services Provided:  
 Emergency Shelter Facilities

**Beneficiary Information:**

White:	0	0
Black/African American:	0	0
Asian:	0	0
American Indian/Alaskan Native:	0	0
Native Hawaiian/Other Pacific Islander:	0	0
American Indian/Alaskan Native & White:	0	0
Asian & White:	0	0
Black/African American & White:	0	0
Amer. Indian/Alaskan Native & Black/African Amer.	0	0
Other multi-racial:	0	0
Asian/Pacific Islander:	0	0
Hispanic:	0	0
<b>Total:</b>	<b>0</b>	<b>0</b>

Select all Activities with action during the year:

**IDIS Activity ID: 1837 Continued...**

**Persons Served with Financial Assistance:**

Annual Number of Adults Served: 0  
 Annual Number of Children Served: 0

**Persons Served with Non-Financial Assistance:**

Annual Number of Adults and Children Served: 0

**Number Served with Financial Assistance by Housing Type:**

Barracks: 0  
 Group/Large House: 0  
 Scattered Site Apartment: 0  
 Single Family Detached House: 0  
 Single Room Occupancy: 0  
 Mobile Home/Trailer: 0  
 Hotel/Motel: 0  
 Other: 0  
**Total: 0**

**Subpopulation Served:**

Chronically Homeless: 0  
 Severely Mentally Ill: 0  
 Chronic Substance Abuse: 0  
 Other Disability: 0  
 Veterans: 0  
 Persons with HIV/AIDS: 0  
 Victims of Domestic Violence: 0  
 Elderly: 0

**Financial Summary Data:**

Conversion: 0  
 Major Rehabilitation: 0  
 Renovation: 0  
 Operations: 0  
 Essential Services: 0  
**Total: 0**

**Other Funds:**

Other HUD Funds: 0  
 Other Federal Funds: 0  
 State Government: 0  
 Local Government: 0  
 Private Funds: 28,000  
 Other: 0  
 Fee: 0  
**Total: 0**

Select all Activities with action during the year:

Project Title	Project Number	Plan Year	Grantee Project ID
EMERGENCY SHELTER PROGRAMS	26	2008	
Activity Number: 1838			Activity Name: HEADING HOME SHELTER + CARE
ESG Activity type: Homeless Assistance			Grantee Activity ID:

Activity Overview: Accomplishment Narrative:

ESG Amount Funded: 21,666.00  
 ESG Amount Drawn to date: 21,666.00  
 Initial Funding Date: 04-14-2009  
 Status: Completed  
 Completion date: 10-11-2012  
 Organization carrying out the activity:  
 Is organization community based: no  
 Performance Objective: Create suitable living environments  
 Performance Outcome: Availability/accessibility

Services Provided:

Other

**Beneficiary Information:**

White:	0	0
Black/African American:	0	0
Asian:	0	0
American Indian/Alaskan Native:	0	0
Native Hawaiian/Other Pacific Islander:	0	0
American Indian/Alaskan Native & White:	0	0
Asian & White:	0	0
Black/African American & White:	0	0
Amer. Indian/Alaskan Native & Black/African Amer.	0	0
Other multi-racial:	0	0
Asian/Pacific Islander:	0	0
Hispanic:	0	0
<b>Total:</b>	<b>0</b>	<b>0</b>



Select all Activities with action during the year:

**IDIS Activity ID: 1838 Continued...**

**Persons Served with Financial Assistance:**

Annual Number of Adults Served: 0  
 Annual Number of Children Served: 0

**Persons Served with Non-Financial Assistance:**

Annual Number of Adults and Children Served: 0

**Number Served with Financial Assistance by Housing Type:**

Barracks: 0  
 Group/Large House: 0  
 Scattered Site Apartment: 0  
 Single Family Detached House: 0  
 Single Room Occupancy: 0  
 Mobile Home/Trailer: 0  
 Hotel/Motel: 0  
 Other: 0  
**Total: 0**

**Subpopulation Served:**

Chronically Homeless: 0  
 Severely Mentally Ill: 0  
 Chronic Substance Abuse: 0  
 Other Disability: 0  
 Veterans: 0  
 Persons with HIV/AIDS: 0  
 Victims of Domestic Violence: 0  
 Elderly: 0

**Financial Summary Data:**

Conversion: 0  
 Major Rehabilitation: 0  
 Renovation: 0  
 Operations: 0  
 Essential Services: 0  
**Total: 0**

**Other Funds:**

Other HUD Funds: 0  
 Other Federal Funds: 0  
 State Government: 0  
 Local Government: 0  
 Private Funds: 32,379  
 Other: 0  
 Fee: 0  
**Total: 0**

Select all Activities with action during the year:

Project Title	Project Number	Plan Year	Grantee Project ID
EMERGENCY SHELTER PROGRAMS	26	2008	
Activity Number: 1839			Activity Name: CASPAR EMERGENCY SHELTER
ESG Activity type: Homeless Assistance			Grantee Activity ID:

Activity Overview: Accomplishment Narrative:

ESG Amount Funded: 18,000.00  
 ESG Amount Drawn to date: 18,000.00  
 Initial Funding Date: 04-14-2009  
 Status: Completed  
 Completion date: 10-11-2012  
 Organization carrying out the activity:  
 Is organization community based: no  
 Performance Objective: Create suitable living environments  
 Performance Outcome: Availability/accessibility

Services Provided:  
 Emergency Shelter Facilities

**Beneficiary Information:**

White:	0	0
Black/African American:	0	0
Asian:	0	0
American Indian/Alaskan Native:	0	0
Native Hawaiian/Other Pacific Islander:	0	0
American Indian/Alaskan Native & White:	0	0
Asian & White:	0	0
Black/African American & White:	0	0
Amer. Indian/Alaskan Native & Black/African Amer.	0	0
Other multi-racial:	0	0
Asian/Pacific Islander:	0	0
Hispanic:	0	0
<b>Total:</b>	<b>0</b>	<b>0</b>

Select all Activities with action during the year:

**IDIS Activity ID: 1839 Continued...**

**Persons Served with Financial Assistance:**

Annual Number of Adults Served: 0  
 Annual Number of Children Served: 0

**Persons Served with Non-Financial Assistance:**

Annual Number of Adults and Children Served: 0

**Number Served with Financial Assistance by Housing Type:**

Barracks: 0  
 Group/Large House: 0  
 Scattered Site Apartment: 0  
 Single Family Detached House: 0  
 Single Room Occupancy: 0  
 Mobile Home/Trailer: 0  
 Hotel/Motel: 0  
 Other: 0  
**Total: 0**

**Subpopulation Served:**

Chronically Homeless: 0  
 Severely Mentally Ill: 0  
 Chronic Substance Abuse: 0  
 Other Disability: 0  
 Veterans: 0  
 Persons with HIV/AIDS: 0  
 Victims of Domestic Violence: 0  
 Elderly: 0

**Financial Summary Data:**

Conversion: 0  
 Major Rehabilitation: 0  
 Renovation: 0  
 Operations: 0  
 Essential Services: 0  
**Total: 0**

**Other Funds:**

Other HUD Funds: 0  
 Other Federal Funds: 0  
 State Government: 0  
 Local Government: 759,996  
 Private Funds: 0  
 Other: 0  
 Fee: 0  
**Total: 0**

Select all Activities with action during the year:

Project Title	Project Number	Plan Year	Grantee Project ID
EMERGENCY SHELTER PROGRAMS	26	2008	
Activity Number: 1840			Activity Name: TRANSITION HOUSE
ESG Activity type: Homeless Assistance			Grantee Activity ID:

Activity Overview: Accomplishment Narrative:

ESG Amount Funded: 10,973.50  
 ESG Amount Drawn to date: 10,973.50  
 Initial Funding Date: 04-14-2009  
 Status: Completed  
 Completion date: 10-11-2012  
 Organization carrying out the activity:  
 Is organization community based: no  
 Performance Objective: Create suitable living environments  
 Performance Outcome: Availability/accessibility

Services Provided:  
 Emergency Shelter Facilities

**Beneficiary Information:**

White:	0	0
Black/African American:	0	0
Asian:	0	0
American Indian/Alaskan Native:	0	0
Native Hawaiian/Other Pacific Islander:	0	0
American Indian/Alaskan Native & White:	0	0
Asian & White:	0	0
Black/African American & White:	0	0
Amer. Indian/Alaskan Native & Black/African Amer.	0	0
Other multi-racial:	0	0
Asian/Pacific Islander:	0	0
Hispanic:	0	0
<b>Total:</b>	<b>0</b>	<b>0</b>

Select all Activities with action during the year:

**IDIS Activity ID: 1840 Continued...**

**Persons Served with Financial Assistance:**

Annual Number of Adults Served: 0  
 Annual Number of Children Served: 0

**Persons Served with Non-Financial Assistance:**

Annual Number of Adults and Children Served: 0

**Number Served with Financial Assistance by Housing Type:**

Barracks: 0  
 Group/Large House: 0  
 Scattered Site Apartment: 0  
 Single Family Detached House: 0  
 Single Room Occupancy: 0  
 Mobile Home/Trailer: 0  
 Hotel/Motel: 0  
 Other: 0  
**Total: 0**

**Subpopulation Served:**

Chronically Homeless: 0  
 Severely Mentally Ill: 0  
 Chronic Substance Abuse: 0  
 Other Disability: 0  
 Veterans: 0  
 Persons with HIV/AIDS: 0  
 Victims of Domestic Violence: 0  
 Elderly: 0

**Financial Summary Data:**

Conversion: 0  
 Major Rehabilitation: 0  
 Renovation: 0  
 Operations: 0  
 Essential Services: 0  
**Total: 0**

**Other Funds:**

Other HUD Funds: 0  
 Other Federal Funds: 0  
 State Government: 0  
 Local Government: 25,000  
 Private Funds: 0  
 Other: 0  
 Fee: 0  
**Total: 0**

Select all Activities with action during the year:

Project Title	Project Number	Plan Year	Grantee Project ID
EMERGENCY SHELTER PROGRAMS	26	2008	
Activity Number: 1841			Activity Name: BREAD & JAMS DROP-IN SHELTER
ESG Activity type: Homeless Assistance			Grantee Activity ID:

Activity Overview: Accomplishment Narrative:

ESG Amount Funded: 12,500.00  
 ESG Amount Drawn to date: 12,500.00  
 Initial Funding Date: 04-14-2009  
 Status: Completed  
 Completion date: 10-11-2012  
 Organization carrying out the activity:  
 Is organization community based: no  
 Performance Objective: Create suitable living environments  
 Performance Outcome: Availability/accessibility

Services Provided:  
 Drop-in Center

**Beneficiary Information:**

White:	0	0
Black/African American:	0	0
Asian:	0	0
American Indian/Alaskan Native:	0	0
Native Hawaiian/Other Pacific Islander:	0	0
American Indian/Alaskan Native & White:	0	0
Asian & White:	0	0
Black/African American & White:	0	0
Amer. Indian/Alaskan Native & Black/African Amer.	0	0
Other multi-racial:	0	0
Asian/Pacific Islander:	0	0
Hispanic:	0	0
<b>Total:</b>	<b>0</b>	<b>0</b>

Select all Activities with action during the year:

**IDIS Activity ID: 1841 Continued...**

**Persons Served with Financial Assistance:**

Annual Number of Adults Served: 0  
 Annual Number of Children Served: 0

**Persons Served with Non-Financial Assistance:**

Annual Number of Adults and Children Served: 0

**Number Served with Financial Assistance by Housing Type:**

Barracks: 0  
 Group/Large House: 0  
 Scattered Site Apartment: 0  
 Single Family Detached House: 0  
 Single Room Occupancy: 0  
 Mobile Home/Trailer: 0  
 Hotel/Motel: 0  
 Other: 0  
**Total: 0**

**Subpopulation Served:**

Chronically Homeless: 0  
 Severely Mentally Ill: 0  
 Chronic Substance Abuse: 0  
 Other Disability: 0  
 Veterans: 0  
 Persons with HIV/AIDS: 0  
 Victims of Domestic Violence: 0  
 Elderly: 0

**Financial Summary Data:**

Conversion: 0  
 Major Rehabilitation: 0  
 Renovation: 0  
 Operations: 0  
 Essential Services: 0  
**Total: 0**

**Other Funds:**

Other HUD Funds: 0  
 Other Federal Funds: 0  
 State Government: 0  
 Local Government: 0  
 Private Funds: 12,500  
 Other: 0  
 Fee: 0  
**Total: 0**

Select all Activities with action during the year:

Project Title	Project Number	Plan Year	Grantee Project ID
EMERGENCY SHELTER PROGRAMS	26	2008	
Activity Number: 1842			Activity Name: ST. PATRICKS WOMENS SHELTER
ESG Activity type: Homeless Assistance			Grantee Activity ID:

Activity Overview: Accomplishment Narrative:

ESG Amount Funded: 6,500.00  
 ESG Amount Drawn to date: 6,500.00  
 Initial Funding Date: 04-14-2009  
 Status: Completed  
 Completion date: 10-11-2012  
 Organization carrying out the activity:  
 Is organization community based: no  
 Performance Objective: Create suitable living environments  
 Performance Outcome: Availability/accessibility

Services Provided:  
 Emergency Shelter Facilities Transitional Shelter

Beneficiary Information:

White:	0	0
Black/African American:	0	0
Asian:	0	0
American Indian/Alaskan Native:	0	0
Native Hawaiian/Other Pacific Islander:	0	0
American Indian/Alaskan Native & White:	0	0
Asian & White:	0	0
Black/African American & White:	0	0
Amer. Indian/Alaskan Native & Black/African Amer.	0	0
Other multi-racial:	0	0
Asian/Pacific Islander:	0	0
Hispanic:	0	0
<b>Total:</b>	<b>0</b>	<b>0</b>



Select all Activities with action during the year:

**IDIS Activity ID: 1842 Continued...**

**Persons Served with Financial Assistance:**

Annual Number of Adults Served: 0  
 Annual Number of Children Served: 0

**Persons Served with Non-Financial Assistance:**

Annual Number of Adults and Children Served: 0

**Number Served with Financial Assistance by Housing Type:**

Barracks: 0  
 Group/Large House: 0  
 Scattered Site Apartment: 0  
 Single Family Detached House: 0  
 Single Room Occupancy: 0  
 Mobile Home/Trailer: 0  
 Hotel/Motel: 0  
 Other: 0  
**Total: 0**

**Subpopulation Served:**

Chronically Homeless: 0  
 Severely Mentally Ill: 0  
 Chronic Substance Abuse: 0  
 Other Disability: 0  
 Veterans: 0  
 Persons with HIV/AIDS: 0  
 Victims of Domestic Violence: 0  
 Elderly: 0

**Financial Summary Data:**

Conversion: 0  
 Major Rehabilitation: 0  
 Renovation: 0  
 Operations: 0  
 Essential Services: 0  
**Total: 0**

**Other Funds:**

Other HUD Funds: 0  
 Other Federal Funds: 0  
 State Government: 0  
 Local Government: 10,000  
 Private Funds: 0  
 Other: 0  
 Fee: 0  
**Total: 0**

Select all Activities with action during the year:

Project Title	Project Number	Plan Year	Grantee Project ID
EMERGENCY SHELTER PROGRAMS	26	2008	
Activity Number: 1843			Activity Name: PHILLIPS BROOKS HOUSE HARVARD SQ SHELTER
ESG Activity type: Homeless Assistance			Grantee Activity ID:

Activity Overview:

Accomplishment Narrative:

ESG Amount Funded: 3,500.00  
 ESG Amount Drawn to date: 3,500.00  
 Initial Funding Date: 04-14-2009  
 Status: Completed  
 Completion date: 10-11-2012  
 Organization carrying out the activity:  
 Is organization community based: no  
 Performance Objective: Create suitable living environments  
 Performance Outcome: Availability/accessibility

Services Provided:

Emergency Shelter Facilities

Beneficiary Information:

White:	0	0
Black/African American:	0	0
Asian:	0	0
American Indian/Alaskan Native:	0	0
Native Hawaiian/Other Pacific Islander:	0	0
American Indian/Alaskan Native & White:	0	0
Asian & White:	0	0
Black/African American & White:	0	0
Amer. Indian/Alaskan Native & Black/African Amer.	0	0
Other multi-racial:	0	0
Asian/Pacific Islander:	0	0
Hispanic:	0	0
<b>Total:</b>	<b>0</b>	<b>0</b>

Select all Activities with action during the year:

**IDIS Activity ID: 1843 Continued...**

**Persons Served with Financial Assistance:**

Annual Number of Adults Served: 0  
 Annual Number of Children Served: 0

**Persons Served with Non-Financial Assistance:**

Annual Number of Adults and Children Served: 0

**Number Served with Financial Assistance by Housing Type:**

Barracks: 0  
 Group/Large House: 0  
 Scattered Site Apartment: 0  
 Single Family Detached House: 0  
 Single Room Occupancy: 0  
 Mobile Home/Trailer: 0  
 Hotel/Motel: 0  
 Other: 0  
**Total: 0**

**Subpopulation Served:**

Chronically Homeless: 0  
 Severely Mentally Ill: 0  
 Chronic Substance Abuse: 0  
 Other Disability: 0  
 Veterans: 0  
 Persons with HIV/AIDS: 0  
 Victims of Domestic Violence: 0  
 Elderly: 0

**Financial Summary Data:**

Conversion: 0  
 Major Rehabilitation: 0  
 Renovation: 0  
 Operations: 0  
 Essential Services: 0  
**Total: 0**

**Other Funds:**

Other HUD Funds: 0  
 Other Federal Funds: 0  
 State Government: 0  
 Local Government: 31,000  
 Private Funds: 15,267  
 Other: 0  
 Fee: 0  
**Total: 0**

Select all Activities with action during the year:

Project Title	Project Number	Plan Year	Grantee Project ID
EMERGENCY SHELTER PROGRAMS	26	2008	
Activity Number: 1844			Activity Name: PHILLIPS BROOKS HSE ST. JAMES SHELTER
ESG Activity type: Homeless Assistance			Grantee Activity ID:

Activity Overview: Accomplishment Narrative:

ESG Amount Funded: 2,500.00  
 ESG Amount Drawn to date: 2,500.00  
 Initial Funding Date: 04-14-2009  
 Status: Completed  
 Completion date: 10-11-2012  
 Organization carrying out the activity:  
 Is organization community based: no  
 Performance Objective: Create suitable living environments  
 Performance Outcome: Availability/accessibility

Services Provided:  
 Emergency Shelter Facilities

**Beneficiary Information:**

White:	0	0
Black/African American:	0	0
Asian:	0	0
American Indian/Alaskan Native:	0	0
Native Hawaiian/Other Pacific Islander:	0	0
American Indian/Alaskan Native & White:	0	0
Asian & White:	0	0
Black/African American & White:	0	0
Amer. Indian/Alaskan Native & Black/African Amer.	0	0
Other multi-racial:	0	0
Asian/Pacific Islander:	0	0
Hispanic:	0	0
<b>Total:</b>	<b>0</b>	<b>0</b>

Select all Activities with action during the year:

**IDIS Activity ID: 1844 Continued...**

**Persons Served with Financial Assistance:**

Annual Number of Adults Served: 0  
 Annual Number of Children Served: 0

**Persons Served with Non-Financial Assistance:**

Annual Number of Adults and Children Served: 0

**Number Served with Financial Assistance by Housing Type:**

Barracks: 0  
 Group/Large House: 0  
 Scattered Site Apartment: 0  
 Single Family Detached House: 0  
 Single Room Occupancy: 0  
 Mobile Home/Trailer: 0  
 Hotel/Motel: 0  
 Other: 0  
**Total: 0**

**Subpopulation Served:**

Chronically Homeless: 0  
 Severely Mentally Ill: 0  
 Chronic Substance Abuse: 0  
 Other Disability: 0  
 Veterans: 0  
 Persons with HIV/AIDS: 0  
 Victims of Domestic Violence: 0  
 Elderly: 0

**Financial Summary Data:**

Conversion: 0  
 Major Rehabilitation: 0  
 Renovation: 0  
 Operations: 0  
 Essential Services: 0  
**Total: 0**

**Other Funds:**

Other HUD Funds: 0  
 Other Federal Funds: 0  
 State Government: 0  
 Local Government: 0  
 Private Funds: 3,600  
 Other: 0  
 Fee: 0  
**Total: 0**

Select all Activities with action during the year:

Project Title	Project Number	Plan Year	Grantee Project ID
EMERGENCY SHELTER PROGRAMS	26	2008	
Activity Number: 1845			Activity Name: SALVATION ARMY SHELTER
ESG Activity type: Homeless Assistance			Grantee Activity ID:

Activity Overview: Accomplishment Narrative:

ESG Amount Funded: 10,000.00  
 ESG Amount Drawn to date: 10,000.00  
 Initial Funding Date: 04-14-2009  
 Status: Completed  
 Completion date: 10-11-2012  
 Organization carrying out the activity:  
 Is organization community based: no  
 Performance Objective: Create suitable living environments  
 Performance Outcome: Availability/accessibility

Services Provided:  
 Emergency Shelter Facilities Transitional Shelter Outreach Drop-in Center  
 Soup Kitchen/Meal Distribution Food Pantry Health Care Mental Health  
 Alcohol/Drug Program Employment Child Care Homeless Prevention

Beneficiary Information:

White:	0	0
Black/African American:	0	0
Asian:	0	0
American Indian/Alaskan Native:	0	0
Native Hawaiian/Other Pacific Islander:	0	0
American Indian/Alaskan Native & White:	0	0
Asian & White:	0	0
Black/African American & White:	0	0
Amer. Indian/Alaskan Native & Black/African Amer.	0	0
Other multi-racial:	0	0
Asian/Pacific Islander:	0	0
Hispanic:	0	0
<b>Total:</b>	<b>0</b>	<b>0</b>

Select all Activities with action during the year:

**IDIS Activity ID: 1845 Continued...**

**Persons Served with Financial Assistance:**

Annual Number of Adults Served: 0  
 Annual Number of Children Served: 0

**Persons Served with Non-Financial Assistance:**

Annual Number of Adults and Children Served: 0

**Number Served with Financial Assistance by Housing Type:**

Barracks: 0  
 Group/Large House: 0  
 Scattered Site Apartment: 0  
 Single Family Detached House: 0  
 Single Room Occupancy: 0  
 Mobile Home/Trailer: 0  
 Hotel/Motel: 0  
 Other: 0  
**Total: 0**

**Subpopulation Served:**

Chronically Homeless: 0  
 Severely Mentally Ill: 0  
 Chronic Substance Abuse: 0  
 Other Disability: 0  
 Veterans: 0  
 Persons with HIV/AIDS: 0  
 Victims of Domestic Violence: 0  
 Elderly: 0

**Financial Summary Data:**

Conversion: 0  
 Major Rehabilitation: 0  
 Renovation: 0  
 Operations: 0  
 Essential Services: 0  
**Total: 0**

**Other Funds:**

Other HUD Funds: 0  
 Other Federal Funds: 0  
 State Government: 0  
 Local Government: 0  
 Private Funds: 10,000  
 Other: 0  
 Fee: 0  
**Total: 0**

Select all Activities with action during the year:

Project Title	Project Number	Plan Year	Grantee Project ID
EMERGENCY SHELTER PROGRAMS	26	2008	
Activity Number: 1846			Activity Name: HOMESTART
ESG Activity type: Homeless Assistance			Grantee Activity ID:

Activity Overview: Accomplishment Narrative:

ESG Amount Funded: 6,000.00  
 ESG Amount Drawn to date: 6,000.00  
 Initial Funding Date: 04-14-2009  
 Status: Completed  
 Completion date: 10-11-2012  
 Organization carrying out the activity:  
 Is organization community based: no  
 Performance Objective: Create suitable living environments  
 Performance Outcome: Availability/accessibility

Services Provided:

Other

Beneficiary Information:

White:	0	0
Black/African American:	0	0
Asian:	0	0
American Indian/Alaskan Native:	0	0
Native Hawaiian/Other Pacific Islander:	0	0
American Indian/Alaskan Native & White:	0	0
Asian & White:	0	0
Black/African American & White:	0	0
Amer. Indian/Alaskan Native & Black/African Amer.	0	0
Other multi-racial:	0	0
Asian/Pacific Islander:	0	0
Hispanic:	0	0
<b>Total:</b>	<b>0</b>	<b>0</b>



Select all Activities with action during the year:

**IDIS Activity ID: 1846 Continued...**

**Persons Served with Financial Assistance:**

Annual Number of Adults Served: 0  
 Annual Number of Children Served: 0

**Persons Served with Non-Financial Assistance:**

Annual Number of Adults and Children Served: 0

**Number Served with Financial Assistance by Housing Type:**

Barracks: 0  
 Group/Large House: 0  
 Scattered Site Apartment: 0  
 Single Family Detached House: 0  
 Single Room Occupancy: 0  
 Mobile Home/Trailer: 0  
 Hotel/Motel: 0  
 Other: 0  
**Total: 0**

**Subpopulation Served:**

Chronically Homeless: 0  
 Severely Mentally Ill: 0  
 Chronic Substance Abuse: 0  
 Other Disability: 0  
 Veterans: 0  
 Persons with HIV/AIDS: 0  
 Victims of Domestic Violence: 0  
 Elderly: 0

**Financial Summary Data:**

Conversion: 0  
 Major Rehabilitation: 0  
 Renovation: 0  
 Operations: 0  
 Essential Services: 0  
**Total: 0**

**Other Funds:**

Other HUD Funds: 0  
 Other Federal Funds: 16,605  
 State Government: 0  
 Local Government: 0  
 Private Funds: 0  
 Other: 0  
 Fee: 0  
**Total: 0**

Select all Activities with action during the year:

Project Title	Project Number	Plan Year	Grantee Project ID
EMERGENCY SHELTER PROGRAMS	26	2008	
Activity Number: 1847			Activity Name: YWCA FAMILY SHELTER
ESG Activity type: Homeless Assistance			Grantee Activity ID:

Activity Overview: Accomplishment Narrative:

ESG Amount Funded: 5,000.00  
 ESG Amount Drawn to date: 5,000.00  
 Initial Funding Date: 04-14-2009  
 Status: Completed  
 Completion date: 10-11-2012  
 Organization carrying out the activity:  
 Is organization community based: no  
 Performance Objective: Create suitable living environments  
 Performance Outcome: Availability/accessibility

Services Provided:  
 Emergency Shelter Facilities

Beneficiary Information:

White:	0	0
Black/African American:	0	0
Asian:	0	0
American Indian/Alaskan Native:	0	0
Native Hawaiian/Other Pacific Islander:	0	0
American Indian/Alaskan Native & White:	0	0
Asian & White:	0	0
Black/African American & White:	0	0
Amer. Indian/Alaskan Native & Black/African Amer.	0	0
Other multi-racial:	0	0
Asian/Pacific Islander:	0	0
Hispanic:	0	0
<b>Total:</b>	<b>0</b>	<b>0</b>

Select all Activities with action during the year:

**IDIS Activity ID: 1847 Continued...**

**Persons Served with Financial Assistance:**

Annual Number of Adults Served: 0  
 Annual Number of Children Served: 0

**Persons Served with Non-Financial Assistance:**

Annual Number of Adults and Children Served: 0

**Number Served with Financial Assistance by Housing Type:**

Barracks: 0  
 Group/Large House: 0  
 Scattered Site Apartment: 0  
 Single Family Detached House: 0  
 Single Room Occupancy: 0  
 Mobile Home/Trailer: 0  
 Hotel/Motel: 0  
 Other: 0  
**Total: 0**

**Subpopulation Served:**

Chronically Homeless: 0  
 Severely Mentally Ill: 0  
 Chronic Substance Abuse: 0  
 Other Disability: 0  
 Veterans: 0  
 Persons with HIV/AIDS: 0  
 Victims of Domestic Violence: 0  
 Elderly: 0

**Financial Summary Data:**

Conversion: 0  
 Major Rehabilitation: 0  
 Renovation: 0  
 Operations: 0  
 Essential Services: 0  
**Total: 0**

**Other Funds:**

Other HUD Funds: 0  
 Other Federal Funds: 0  
 State Government: 0  
 Local Government: 5,000  
 Private Funds: 0  
 Other: 0  
 Fee: 0  
**Total: 0**

Select all Activities with action during the year:

Project Title	Project Number	Plan Year	Grantee Project ID
EMERGENCY SHELTER PROGRAMS	26	2008	
Activity Number: 1848			Activity Name: CAMBRIDGE CARES ABOUT AIDS
ESG Activity type: Homeless Assistance			Grantee Activity ID:

Activity Overview: Accomplishment Narrative:

ESG Amount Funded: 14,250.00  
 ESG Amount Drawn to date: 14,250.00  
 Initial Funding Date: 04-14-2009  
 Status: Completed  
 Completion date: 10-11-2012  
 Organization carrying out the activity:  
 Is organization community based: no  
 Performance Objective: Create suitable living environments  
 Performance Outcome: Availability/accessibility

Services Provided:  
 Drop-in Center

**Beneficiary Information:**

White:	0	0
Black/African American:	0	0
Asian:	0	0
American Indian/Alaskan Native:	0	0
Native Hawaiian/Other Pacific Islander:	0	0
American Indian/Alaskan Native & White:	0	0
Asian & White:	0	0
Black/African American & White:	0	0
Amer. Indian/Alaskan Native & Black/African Amer.	0	0
Other multi-racial:	0	0
Asian/Pacific Islander:	0	0
Hispanic:	0	0
<b>Total:</b>	<b>0</b>	<b>0</b>

Select all Activities with action during the year:

**IDIS Activity ID: 1848 Continued...**

**Persons Served with Financial Assistance:**

Annual Number of Adults Served: 0  
 Annual Number of Children Served: 0

**Persons Served with Non-Financial Assistance:**

Annual Number of Adults and Children Served: 0

**Number Served with Financial Assistance by Housing Type:**

Barracks: 0  
 Group/Large House: 0  
 Scattered Site Apartment: 0  
 Single Family Detached House: 0  
 Single Room Occupancy: 0  
 Mobile Home/Trailer: 0  
 Hotel/Motel: 0  
 Other: 0  
**Total: 0**

**Subpopulation Served:**

Chronically Homeless: 0  
 Severely Mentally Ill: 0  
 Chronic Substance Abuse: 0  
 Other Disability: 0  
 Veterans: 0  
 Persons with HIV/AIDS: 0  
 Victims of Domestic Violence: 0  
 Elderly: 0

**Financial Summary Data:**

Conversion: 0  
 Major Rehabilitation: 0  
 Renovation: 0  
 Operations: 0  
 Essential Services: 0  
**Total: 0**

**Other Funds:**

Other HUD Funds: 0  
 Other Federal Funds: 0  
 State Government: 0  
 Local Government: 16,100  
 Private Funds: 0  
 Other: 0  
 Fee: 0  
**Total: 0**

Select all Activities with action during the year:

Project Title	Project Number	Plan Year	Grantee Project ID
EMERGENCY SHELTER PROGRAMS	26	2008	
Activity Number: 1849			Activity Name: ESG ADMIN
ESG Activity type: Homeless Assistance			Grantee Activity ID:

Activity Overview: Accomplishment Narrative:

ESG Amount Funded: 7,049.00  
 ESG Amount Drawn to date: 7,049.00  
 Initial Funding Date: 04-14-2009  
 Status: Completed  
 Completion date: 10-11-2012  
 Organization carrying out the activity:  
 Is organization community based: no  
 Performance Objective: Create suitable living environments  
 Performance Outcome: Availability/accessibility

Services Provided:

**Beneficiary Information:**

White:	0	0
Black/African American:	0	0
Asian:	0	0
American Indian/Alaskan Native:	0	0
Native Hawaiian/Other Pacific Islander:	0	0
American Indian/Alaskan Native & White:	0	0
Asian & White:	0	0
Black/African American & White:	0	0
Amer. Indian/Alaskan Native & Black/African Amer.	0	0
Other multi-racial:	0	0
Asian/Pacific Islander:	0	0
Hispanic:	0	0
<b>Total:</b>	<b>0</b>	<b>0</b>

Select all Activities with action during the year:

**IDIS Activity ID: 1849 Continued...**

**Persons Served with Financial Assistance:**

Annual Number of Adults Served: 0  
 Annual Number of Children Served: 0

**Persons Served with Non-Financial Assistance:**

Annual Number of Adults and Children Served: 0

**Number Served with Financial Assistance by Housing Type:**

Barracks: 0  
 Group/Large House: 0  
 Scattered Site Apartment: 0  
 Single Family Detached House: 0  
 Single Room Occupancy: 0  
 Mobile Home/Trailer: 0  
 Hotel/Motel: 0  
 Other: 0  
**Total: 0**

**Subpopulation Served:**

Chronically Homeless: 0  
 Severely Mentally Ill: 0  
 Chronic Substance Abuse: 0  
 Other Disability: 0  
 Veterans: 0  
 Persons with HIV/AIDS: 0  
 Victims of Domestic Violence: 0  
 Elderly: 0

**Financial Summary Data:**

Conversion: 0  
 Major Rehabilitation: 0  
 Renovation: 0  
 Operations: 0  
 Essential Services: 0  
**Total: 0**

**Other Funds:**

Other HUD Funds: 0  
 Other Federal Funds: 0  
 State Government: 0  
 Local Government: 0  
 Private Funds: 0  
 Other: 0  
 Fee: 0  
**Total: 0**

Select all Activities with action during the year:

Project Title	Project Number	Plan Year	Grantee Project ID
CDBG/HOME/ESG Administrative Costs	1	2010	0001
Activity Number: 1985			Activity Name: HS/Homeless Administration
ESG Activity type: Administration			Grantee Activity ID:

Financial Information:  
 ESG Amount Funded: 14,778.00  
 ESG Amount Drawn to date: 14,778.00  
 Initial Funding Date: 11-09-2010  
 Status: Completed  
 Completion date: 10-11-2012



Select all Activities with action during the year:

**ESG Activity type:** Homeless Assistance      **Plan Year:** 2006

**Activity Overview:**

ESG Amount Funded: 2,500.00

ESG Amount Drawn to date: 2,500.00

**Beneficiary Information:**

White:	0	0
Black/African American:	0	0
Asian:	0	0
American Indian/Alaskan Native:	0	0
Native Hawaiian/Other Pacific Islander:	0	0
American Indian/Alaskan Native & White:	0	0
Asian & White:	0	0
Black/African American & White:	0	0
Amer. Indian/Alaskan Native & Black/African Amer.	0	0
Other multi-racial:	0	0
Asian/Pacific Islander:	0	0
Hispanic:	0	0
<b>Total:</b>	<b>0</b>	<b>0</b>

**Subpopulation Served:**

Chronically Homeless:	0
Severely Mentally Ill:	0
Chronic Substance Abuse:	0
Other Disability:	0
Veterans:	0
Persons with HIV/AIDS:	0
Victims of Domestic Violence:	0
Elderly:	0

**Persons Served with Financial Assistance:**

Annual Number of Adults Served:	0
Annual Number of Children Served:	0

**Financial Summary Data:**

Conversion:	0
Major Rehabilitation:	0
Renovation:	0
Operations:	0
Essential Services:	0
<b>Total:</b>	<b>0</b>

**Persons Served with Non-Financial Assistance:**

Annual Number of Adults and Children Served:	0
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**Number Served with Financial Assistance by Housing Type:**

Barracks:	0
Group/Large House:	0
Scattered Site Apartment:	0
Single Family Detached House:	0
Single Room Occupancy:	0
Mobile Home/Trailer:	0
Hotel/Motel:	0
Other:	0
<b>Total:</b>	<b>0</b>

**Other Funds**

Other HUD Funds:	0
Other Federal Funds:	0
State Government:	0
Local Government:	0
Private Funds:	19,250
Other:	0

Select all Activities with action during the year:

**ESG Activity type:** Homeless Assistance      **Plan Year:** 2007

**Activity Overview:**

**ESG Amount Funded:** 9,135.00

**ESG Amount Drawn to date:** 9,135.00

**Beneficiary Information:**

White:	0	0
Black/African American:	0	0
Asian:	0	0
American Indian/Alaskan Native:	0	0
Native Hawaiian/Other Pacific Islander:	0	0
American Indian/Alaskan Native & White:	0	0
Asian & White:	0	0
Black/African American & White:	0	0
Amer. Indian/Alaskan Native & Black/African Amer.	0	0
Other multi-racial:	0	0
Asian/Pacific Islander:	0	0
Hispanic:	0	0
<b>Total:</b>	<b>0</b>	<b>0</b>

**Subpopulation Served:**

Chronically Homeless:	0
Severely Mentally Ill:	0
Chronic Substance Abuse:	0
Other Disability:	0
Veterans:	0
Persons with HIV/AIDS:	0
Victims of Domestic Violence:	0
Elderly:	0

**Persons Served with Financial Assistance:**

Annual Number of Adults Served:	0
Annual Number of Children Served:	0

**Financial Summary Data:**

Conversion:	0
Major Rehabilitation:	0
Renovation:	0
Operations:	0
Essential Services:	0
<b>Total:</b>	<b>0</b>

**Persons Served with Non-Financial Assistance:**

Annual Number of Adults and Children Served:	0
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**Number Served with Financial Assistance by Housing Type:**

Barracks:	0
Group/Large House:	0
Scattered Site Apartment:	0
Single Family Detached House:	0
Single Room Occupancy:	0
Mobile Home/Trailer:	0
Hotel/Motel:	0
Other:	0
<b>Total:</b>	<b>0</b>

**Other Funds**

Other HUD Funds:	0
Other Federal Funds:	3,000
State Government:	0
Local Government:	0
Private Funds:	28,290
Other:	0

Select all Activities with action during the year:

**ESG Activity type:** Homeless Assistance      **Plan Year:** 2008

**Activity Overview:**

**ESG Amount Funded:** 145,983.50

**ESG Amount Drawn to date:** 145,983.50

**Beneficiary Information:**

White:	0	0
Black/African American:	0	0
Asian:	0	0
American Indian/Alaskan Native:	0	0
Native Hawaiian/Other Pacific Islander:	0	0
American Indian/Alaskan Native & White:	0	0
Asian & White:	0	0
Black/African American & White:	0	0
Amer. Indian/Alaskan Native & Black/African Amer.	0	0
Other multi-racial:	0	0
Asian/Pacific Islander:	0	0
Hispanic:	0	0
<b>Total:</b>	<b>0</b>	<b>0</b>

**Subpopulation Served:**

Chronically Homeless:	0
Severely Mentally Ill:	0
Chronic Substance Abuse:	0
Other Disability:	0
Veterans:	0
Persons with HIV/AIDS:	0
Victims of Domestic Violence:	0
Elderly:	0

**Persons Served with Financial Assistance:**

Annual Number of Adults Served:	0
Annual Number of Children Served:	0

**Financial Summary Data:**

Conversion:	0
Major Rehabilitation:	0
Renovation:	0
Operations:	0
Essential Services:	0
<b>Total:</b>	<b>0</b>

**Persons Served with Non-Financial Assistance:**

Annual Number of Adults and Children Served:	0
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**Number Served with Financial Assistance by Housing Type:**

Barracks:	0
Group/Large House:	0
Scattered Site Apartment:	0
Single Family Detached House:	0
Single Room Occupancy:	0
Mobile Home/Trailer:	0
Hotel/Motel:	0
Other:	0
<b>Total:</b>	<b>0</b>

**Other Funds**

Other HUD Funds:	0
Other Federal Funds:	16,605
State Government:	0
Local Government:	847,096
Private Funds:	101,746
Other:	0

Select all Activities with action during the year:

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ESG Activity type: Administration Plan Year: 2010

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Financial Information:

ESG Amount Funded: 14,778.00

ESG Amount Drawn to date: 14,778.00

**PR 26 - CDBG Financial Summary Report**

Metrics

Grantee

**CAMBRIDGE , MA**

Program Year

**2012-2013**

**PART I: SUMMARY OF CDBG RESOURCES**

01 UNEXPENDED CDBG FUNDS AT END OF PREVIOUS PROGRAM YEAR	2,178,750.00
02 ENTITLEMENT GRANT	2,756,823.00
03 SURPLUS URBAN RENEWAL	0.00
04 SECTION 108 GUARANTEED LOAN FUNDS	0.00
05 CURRENT YEAR PROGRAM INCOME	505,311.00
06 RETURNS	0.00
07 ADJUSTMENT TO COMPUTE TOTAL AVAILABLE	0.00
08 TOTAL AVAILABLE (SUM, LINES 01-07)	5,440,884.00

**PART II: SUMMARY OF CDBG EXPENDITURES**

09 DISBURSEMENTS OTHER THAN SECTION 108 REPAYMENTS AND PLNNG/ADMIN.	2,279,374.00
10 ADJUSTMENT TO COMPUTE TOTAL AMOUNT SUBJECT TO LOW/MOD BENEFIT	0.00
11 AMOUNT SUBJECT TO LOW/MOD BENEFIT (LINE 09 + LINE 10)	2,279,374.00
12 DISBURSED IN IDIS FOR PLANNING/ADMINISTRATION	622,303.00
13 DISBURSED IN IDIS FOR SECTION 108 REPAYMENTS	0.00
14 ADJUSTMENT TO COMPUTE TOTAL EXPENDITURES	0.00
15 TOTAL EXPENDITURES (SUM, LINES 11-14)	2,901,677.00
16 UNEXPENDED BALANCE (LINE 08 - LINE 15)	2,539,207.00

**PART III: LOWMOD BENEFIT THIS REPORTING PERIOD**

17 EXPENDED FOR LOW/MOD HOUSING IN SPECIAL AREAS	0.00
18 EXPENDED FOR LOW/MOD MULTI-UNIT HOUSING	256,552.00
19 DISBURSED FOR OTHER LOW/MOD ACTIVITIES	1,866,765.00
20 ADJUSTMENT TO COMPUTE TOTAL LOW/MOD CREDIT	0.00
21 TOTAL LOW/MOD CREDIT (SUM, LINES 17-20)	2,123,317.00
22 PERCENT LOW/MOD CREDIT (LINE 21/LINE 11)	93.15%

LOW/MOD BENEFIT FOR MULTI-YEAR CERTIFICATIONS

23 PROGRAM YEARS(PY) COVERED IN CERTIFICATION	PY:10/11 PY:11/12 <b>PY12/:13</b>
24 CUMULATIVE NET EXPENDITURES SUBJECT TO LOW/MOD BENEFIT CALCULATION	7,981,347.00
25 CUMULATIVE EXPENDITURES BENEFITING LOW/MOD PERSONS	7,312,078.00
26 PERCENT BENEFIT TO LOW/MOD PERSONS (LINE 25/LINE 24)	91.61%

**PART IV: PUBLIC SERVICE (PS) CAP CALCULATIONS**

27 DISBURSED IN IDIS FOR PUBLIC SERVICES	661,368.00
28 PS UNLIQUIDATED OBLIGATIONS AT END OF CURRENT PROGRAM YEAR	0.00
29 PS UNLIQUIDATED OBLIGATIONS AT END OF PREVIOUS PROGRAM YEAR	0.00
30 ADJUSTMENT TO COMPUTE TOTAL PS OBLIGATIONS	246,910.00
31 TOTAL PS OBLIGATIONS (LINE 27 + LINE 28 - LINE 29 + LINE 30)	414,458.00
32 ENTITLEMENT GRANT	2,756,823.00
33 PRIOR YEAR PROGRAM INCOME	521,667.00
34 ADJUSTMENT TO COMPUTE TOTAL SUBJECT TO PS CAP	0.00
35 TOTAL SUBJECT TO PS CAP (SUM, LINES 32-34)	3,278,490.00
36 PERCENT FUNDS OBLIGATED FOR PS ACTIVITIES (LINE 31/LINE 35)	12.64%

**PART V: PLANNING AND ADMINISTRATION (PA) CAP**

37 DISBURSED IN IDIS FOR PLANNING/ADMINISTRATION	622,303.00
38 PA UNLIQUIDATED OBLIGATIONS AT END OF CURRENT PROGRAM YEAR	0.00
39 PA UNLIQUIDATED OBLIGATIONS AT END OF PREVIOUS PROGRAM YEAR	0.00
40 ADJUSTMENT TO COMPUTE TOTAL PA OBLIGATIONS	0.00
41 TOTAL PA OBLIGATIONS (LINE 37 + LINE 38 - LINE 39 +LINE 40)	622,303.00
42 ENTITLEMENT GRANT	2,756,823.00
43 CURRENT YEAR PROGRAM INCOME	505,311.00
44 ADJUSTMENT TO COMPUTE TOTAL SUBJECT TO PA CAP	0.00
45 TOTAL SUBJECT TO PA CAP (SUM, LINES 42-44)	3,262,134.00
46 PERCENT FUNDS OBLIGATED FOR PA ACTIVITIES (LINE 41/LINE 45)	19.08%