

# City of Cambridge



## FY2015 CONSOLIDATED ANNUAL PERFORMANCE EVALUATION REPORT

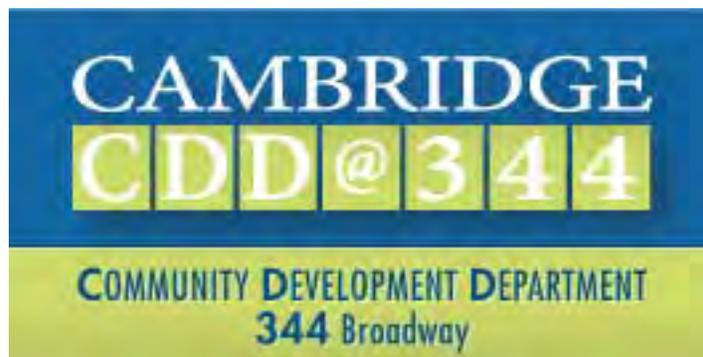
**\* \* \* DRAFT \* \* \***

This document is a DRAFT version of the City's Consolidated Annual Performance Report (CAPER) that is submitted to the U.S. Department of Housing and Urban Development by October 1, 2015. Comments on the CAPER will be received by the City until September 25, 2015 by mail or mail by contacting:

Robert Keller  
Cambridge Community Development Department  
344 Broadway, 3rd Floor  
Cambridge, MA 02139

~ or ~

[rkeller@cambridgema.gov](mailto:rkeller@cambridgema.gov)





## Executive Summary

The City of Cambridge has successfully completed the fifth and final 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 FY2015 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 Solutions Grant (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 FY2015. The City utilized **\$3,492,651** in HUD funds via the CDBG (\$2,633,920), HOME (\$633,390) and ESG (\$225,341) entitlement block-grants in FY2015.

**\*\*\*FINAL PRODUCTION NUMBERS ARE STILL BEING CALCULATED AND  
WILL BE REPORTED IN THE FINAL VERSION OF THE PLAN\*\*\***

Overview of CDBG, HOME & ESG Funded Activities	Housing	Economic Dev.	Public Services	ESG
<b>Accomplishments - FY 2011 - 2015</b>	Units	Clientele	People Served	People Served
Anticipated	xxx	xxx	15,423	10,004
Actual	xxx	xxx	27,923	10,878
<b>% Complete Compared to Five-Year Plan</b>			<b>180%</b>	<b>134%</b>
<b>Expenditures</b>				
Actual for FY2015	xxxxx	xxxxxx	xxxxx	xxxxx
<b>Total for FY2011-2015</b>	<b>\$5,872,566</b>	<b>\$742,741</b>	<b>\$1,812,084</b>	<b>\$731,335</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 XXX affordable ownership or rental units. Funds from HUD were essential in the achievements of the Housing Division and leveraged more than \$XX million from other public and private sources for all closed and completed cases for FY2015, 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 FY2014 XXX 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 XX extremely low-income households, or households earning 30% less of the Area Median Income and X 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 Housing Division’s narrative and accompanying Self-Evaluation provide the most complete assessment of Housing activities for FY2014.

Housing Accomplishments FY 2014	5 Year Goal (units)	FY2011	FY2012	FY2013	FY2014	FY2015 Anticipated	FY2015	Five Year Total	Five-Year Goal Completion Percentage
New Affordable Homeownership	175	49	6	36	54	15			83%
New Affordable Rental	225	12	79	16	41	75			66%
Preserved Affordability Rental	790	125	401	94	25	25			82%
HIP Stabilized Units	250	23	26	43	25	40			47%
<b>Division Total</b>	<b>1440</b>	<b>209</b>	<b>512</b>	<b>189</b>	<b>145</b>				<b>73%</b>

## Economic Development

FY2015 demonstrated the continuing effectiveness of several on-going programs in both job training and small business assistance.

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 XX% 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.

Economic Development Accomplishments FY 2014	5 Year Goal (businesses served)	FY2011	FY2012	FY2013	FY2014	FY2015 Abnticipated	FY2015 Actual	Five Year Total	Five-Year Goal Completion Percentage
Small Business Assistance & Training	275	125	117	83	67	35			143%
Retail Best-Practices	200	45	31	38	19	20			67%
Job Training	93	25	13	10	7	10			59%
<b>Division Total</b>	<b>568</b>	<b>195</b>	<b>161</b>	<b>131</b>	<b>93</b>				102%

## 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.

## 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.

Reductions across all funding sources continue to present difficulties for all Public Services providers. An increasingly high cost of living continues to exacerbate the challenges that low-income and at-risk residents and youths face in Cambridge. The City and its partners are burdened with increased reporting requirements, continuing budgetary constraints and a high level of demand and need among the targeted populations.

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.

Public Services Accomplishments FY 2015	5 Year Goal	FY2011	FY2012	FY2013	FY2014	FY2015 Anticipated	FY2015 Actual	5 Year total	Five-Year Goal Completion Percentage
General	10,500	4,493	5,675	6,235	6,659	4,000	5,630	28,692	273%
Domestic Violence Services	450	88	75	70	74	50	67	374	83%
Employment Services	1,000	118	276	302	349	285	337	1,382	138%
Legal Services	350	59	62	65	60	57	56	302	86%
Senior Services	2,000	423	411	423	426	285	409	2,092	105%
Youth Services	1,250	424	377	380	399	210	511	2,091	167%
<b>Program Total</b>	<b>15,550</b>	<b>5,605</b>	<b>6,876</b>	<b>7,475</b>	<b>7,967</b>	<b>4,887</b>	<b>7,010</b>	<b>34,933</b>	<b>225%</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 2015 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 XX 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).

## CR-05 - Goals and Outcomes

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

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

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

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

Goal	Category	Source / Amount	Indicator	Unit of Measure	Expected – Strategic Plan	Actual – Strategic Plan	Percent Complete	Expected – Program Year	Actual – Program Year	Percent Complete
Affordable Homeownership	Affordable Housing	CDBG: \$150276	Homeowner Housing Added	Household Housing Unit	175	0	0.00%	15	0	0.00%
Affordable Rental	Affordable Housing	CDBG: \$45795 / HOME: \$310627	Rental units constructed	Household Housing Unit	225	0	0.00%	75	0	0.00%
Bio-medical Career Program	Non-Housing Community Development	CDBG: \$112164	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	93	0	0.00%	10	0	0.00%

CDBG Other	Non-Housing Community Development	CDBG: \$1000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	0	0		100	0	0.00%
DHSP - Domestic Violence	Non-Homeless Special Needs	CDBG: \$35000	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	450	374	83.11%	50	67	134.00%
DHSP - Employment & Skills	Non-Homeless Special Needs	CDBG: \$30000	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	1000	1382	138.20%	285	337	118.25%
DHSP - General		CDBG: \$135000	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	10500	28692	273.26%	4000	5630	140.75%

DHSP - Legal Services	Homeless	CDBG: \$98309	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	350	302	86.29%	57	56	98.25%
DHSP - Seniors	Non-Homeless Special Needs	CDBG: \$18000	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	2000	2092	104.60%	285	409	143.51%
DHSP - Youths	Non-Homeless Special Needs	CDBG: \$33000	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	1250	554	44.32%	210	511	243.33%
ESG - Homeless Men		ESG: \$39784	Homeless Person Overnight Shelter	Persons Assisted	9500	7637	80.39%	1900	1876	98.74%
ESG - Homeless Women, Children and Disabled	Homeless	ESG: \$87136	Homeless Person Overnight Shelter	Persons Assisted	4000	3026	75.65%	900	750	83.33%
ESG - Homeless Youth	Homeless	ESG: \$21284	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	4000	3314	82.85%	900	804	89.33%

ESG - Rapid Re-Housing & Homeless Prevention	Homeless	ESG: \$72237	Homelessness Prevention	Persons Assisted	300	402	134.00%	70	102	145.71%
Preserve Affordable Housing	Affordable Housing	CDBG: \$41197 / HOME: \$310627	Rental units constructed	Household Housing Unit	790	0	0.00%	25	0	0.00%
Promote Thriving Commercial Districts.	Non-Housing Community Development	CDBG: \$113664	Businesses assisted	Businesses Assisted	200	0	0.00%	20	0	0.00%
Stabilize Homeownership	Affordable Housing	CDBG: \$937939	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted		82		40		%
Stabilize Homeownership	Affordable Housing	CDBG: \$937939	Rental units rehabilitated	Household Housing Unit	250	0	0.00%	40	0	0.00%
Stabilize Homeownership	Affordable Housing	CDBG: \$937939	Homeowner Housing Rehabilitated	Household Housing Unit	0	0		0	0	
Support Local Micro-enterprises	Non-Housing Community Development	CDBG: \$54164	Businesses assisted	Businesses Assisted	275	0	0.00%	35	0	0.00%

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

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

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

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

91.520(a)

	<b>CDBG</b>	<b>HOME</b>	<b>ESG</b>
White	1,919	9	0
Black or African American	2,937	5	0
Asian	374	16	0
American Indian or American Native	23	0	0
Native Hawaiian or Other Pacific Islander	8	0	0
<b>Total</b>	<b>5,261</b>	<b>30</b>	<b>0</b>
Hispanic	994	1	0
Not Hispanic	6,016	29	0

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

### Narrative

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

**Identify the resources made available**

Source of Funds	Source	Resources Made Available	Amount Expended During Program Year
CDBG		2,836,081	1,553,414
HOME		665,164	44,063
ESG		225,341	
Other	HUD	3,613,470	

**Table 3 - Resources Made Available**

**Narrative**

**Identify the geographic distribution and location of investments**

Target Area	Planned Percentage of Allocation	Actual Percentage of Allocation	Narrative Description
NRS EAST	40		
NRS WEST	40		

**Table 4 – Identify the geographic distribution and location of investments**

**Narrative**

## Leveraging

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

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

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

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

Table 6 – Match Contribution for the Federal Fiscal Year

**HOME MBE/WBE report**

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

Table 7 – Program Income

<b>Minority Business Enterprises and Women Business Enterprises – Indicate the number and dollar value of contracts for HOME projects completed during the reporting period</b>						
	Total	Minority Business Enterprises				White Non-Hispanic
		Alaskan Native or American Indian	Asian or Pacific Islander	Black Non-Hispanic	Hispanic	
<b>Contracts</b>						
Dollar Amount	0	0	0	0	0	0
Number	0	0	0	0	0	0
<b>Sub-Contracts</b>						
Number	0	0	0	0	0	0
Dollar Amount	0	0	0	0	0	0
	Total	Women Business Enterprises	Male			
<b>Contracts</b>						
Dollar Amount	0	0	0			
Number	0	0	0			
<b>Sub-Contracts</b>						
Number	0	0	0			
Dollar Amount	0	0	0			

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

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

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

**Relocation and Real Property Acquisition** – Indicate the number of persons displaced, the cost of relocation payments, the number of parcels acquired, and the cost of acquisition

Parcels Acquired		0	0			
Businesses Displaced		0	0			
Nonprofit Organizations Displaced		0	0			
Households Temporarily Relocated, not Displaced		0	0			
Households Displaced	Total	Minority Property Enterprises				White Non-Hispanic
		Alaskan Native or American Indian	Asian or Pacific Islander	Black Non-Hispanic	Hispanic	
Number	0	0	0	0	0	0
Cost	0	0	0	0	0	0

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

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

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

	One-Year Goal	Actual
Number of Homeless households to be provided affordable housing units	10	0
Number of Non-Homeless households to be provided affordable housing units	165	0
Number of Special-Needs households to be provided affordable housing units	0	0
<b>Total</b>	<b>175</b>	<b>0</b>

Table 11 – Number of Households

	One-Year Goal	Actual
Number of households supported through Rental Assistance	0	0
Number of households supported through The Production of New Units	75	0
Number of households supported through Rehab of Existing Units	65	0
Number of households supported through Acquisition of Existing Units	25	0
<b>Total</b>	<b>165</b>	<b>0</b>

Table 12 – Number of Households Supported

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

Discuss how these outcomes will impact future annual action plans.

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

Number of Persons Served	CDBG Actual	HOME Actual
Extremely Low-income	0	0
Low-income	0	0

Moderate-income	0	1
<b>Total</b>	<b>0</b>	<b>1</b>

**Table 13 – Number of Persons Served**

**Narrative Information**

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

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

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

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

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

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

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

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

Cambridge Housing Authority (CHA) is one of 39 housing agencies chosen to participate in the U.S. Department of Housing and Urban Development's Moving to Work (MTW) Deregulation Demonstration program. Since 1996, the demonstration program has granted regulatory flexibility to a select group of agencies, allowing them to develop and implement innovative, market-based solutions. CHA has relied on MTW flexibility to preserve and expand affordable housing, adding over 300 units to its portfolio since 2001 and executing an unprecedented \$180 million dollars in expansion and renovation work.

For a detailed description of CHA's programs, services and performance, please visit:

<http://cambridge-housing.org/about/mtw/plansreport.asp>

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

At several CHA public housing sites, tenant councils have been established to more fully engage residents in site management. Formal agreements between each Council and CHA have been created and tailored for each site. Generally, monthly meetings occur between the Housing Manager and the Council and quarterly meetings occur involving the Housing Manager with all interested residents. In addition, the Council may request up to two yearly meetings with the CHA Executive Director or his designee. Agreements also include, but are not limited to, conditions on Financial Accountability and Participation in Annual Budget Review and Development, participation in Hearings (grievance hearings and/or conference panels), and Maintenance and Security Reviews.

With regard to opportunities for homeownership, residents may participate in CHA's Financial Stability and Savings (FSS+) program. The current program is open to voucher holders only. With key support from a planning grant provided by the Gisela B. Hogan Charitable Foundation in FY14, CHA and Compass convened a group over nine months to explore the development of a plan to expand the Financial Stability and Savings (FSS+) program to public housing residents. This program has led to successful homeownership outcomes in Lynn, MA. To date, at least one CHA voucher holder has become a homeowner, in large part because of her participation in CHA's FSS+ program.

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

Not Applicable.

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

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

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

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

The City's Inclusionary Housing Program requires developers of residential and mixed-use projects to include affordable housing units in all developments with 10 or more new units or more than 10,000 square feet of new residential floor area. The Inclusionary Housing Ordinance, adopted by the City Council in 1998, establishes the basis of the Inclusionary Housing Program. The Housing Division administers the Inclusionary Housing Program and works closely with developers, owners, and managers of Inclusionary Housing units.

The City's Incentive Zoning Ordinance, adopted by the City Council in 1988, requires non-residential developers seeking certain special permits to make an Incentive Zoning contributions to the Cambridge Affordable Housing Trust to mitigate the impact increased demand for housing from new non-residential development has on housing affordability. Incentive Zoning applies only to new non-residential development.

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

The primary obstacle to meeting the underserved needs in the City of Cambridge is a lack of available funding to the City and to the various non-profit agencies the City partners with in serving the low and moderate-income residents of Cambridge. As entitlement grants shrink or remain level-funded the cost of delivering services and completing projects increases, creating, in the recent past and present, an ever-widening spread of cost and available funds. Mirroring this trend is the increasing difficulty in leveraging funds through state and private resources, also decreasing or stagnant in recent times. Cambridge is fortunate in 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.

The City has in place zoning strategies to off-set the reduction in available funds. The Inclusionary and Incentive Zoning Ordinances enable the City to acquire units or contributions to its Affordable Housing Trust fund from larger residential and commercial developments. The Incentive Zoning Ordinance was recently reevaluated, with a recommendation of increasing the rate at which developers must contribute, the eligible uses for the funds, as well as the type of development that triggers the ordinance.

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

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

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

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

The City supports a broad array of programs and services aimed at poverty level individuals and families, with a goal of providing assistance that enables individuals and families to improve their prospects for higher-paying jobs and to stabilize their housing situation. These activities include Bio-Med Training Program, a broad array of CDBG funded Public Services activities, the creation, preservation and rehabilitation of affordable housing for both renters and homeowners and the on-going coordination with Cambridge Housing Authority.

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

In FY 2015, the City continued to collaborate with and further develop its relationships with federal, state and local agencies, policy makers, funding sources, tenant groups, and service providers through formal and informal networks.

Federal: Cambridge continues to work with the U.S. Department of Housing and Urban Development

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

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

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

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

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

The Cambridge Affordable Housing Working Group has met 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 City, CHA and local non-profits.

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

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

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

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

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

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

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

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

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

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

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

A DRAFT version of the CAPER was made available to the public on September 10, 2015. The DRAFT was posted on the City's website, and hard copies were delivered to the main branch of the Cambridge Public Library, as well as made available at the City's planning offices.

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

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

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

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

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

<b>Does this Jurisdiction have any open Brownfields Economic Development Initiative (BEDI) grants?</b>	No
--	----

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

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

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

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

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

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

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

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

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

#### For Paperwork Reduction Act

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

##### Basic Grant Information

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

##### ESG Contact Name

Prefix	0
First Name	Robert
Middle Name	0
Last Name	Keller
Suffix	0
Title	Associate Planner

##### ESG Contact Address

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

##### ESG Secondary Contact

Prefix	0
First Name	Betty
Last Name	Lyons
Suffix	0
Title	Federal Grants Manager
Phone Number	6173494613
Extension	0
Email Address	blyons@cambridgema.gov

## 2. Reporting Period—All Recipients Complete

**Program Year Start Date** 07/01/2014  
**Program Year End Date** 06/30/2015

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

**Subrecipient or Contractor Name:** CAMBRIDGE

**City:** Cambridge

**State:** MA

**Zip Code:** 02139, 1701

**DUNS Number:** 076584341

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

**Subrecipient Organization Type:** Unit of Government

**ESG Subgrant or Contract Award Amount:** 43612

**Subrecipient or Contractor Name:** SALVATION ARMY

**City:** Springfield

**State:** MA

**Zip Code:** 01105, 1223

**DUNS Number:** 062517941

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

**Subrecipient Organization Type:** Faith-Based Organization

**ESG Subgrant or Contract Award Amount:** 9500

**Subrecipient or Contractor Name:** TRANSAITION HOUSE

**City:** Cambridge

**State:** MA

**Zip Code:** 02141, 1057

**DUNS Number:** 029696189

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

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

**ESG Subgrant or Contract Award Amount:** 18284

**Subrecipient or Contractor Name:** HEADING HOME, INC.

**City:** Cambridge

**State:** MA

**Zip Code:** 02139, 3428

**DUNS Number:** 136241593

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

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

**ESG Subgrant or Contract Award Amount:** 17284

**Subrecipient or Contractor Name:** CASPAR

**City:** Cambridge

**State:** MA

**Zip Code:** 02139, 4201

**DUNS Number:** 781700265

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

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

**ESG Subgrant or Contract Award Amount:** 37284

**Subrecipient or Contractor Name:** CATHOLIC CHARITIES

**City:** Boston

**State:** MA

**Zip Code:** 02210, 1276

**DUNS Number:** 108851049

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

**Subrecipient Organization Type:** Faith-Based Organization

**ESG Subgrant or Contract Award Amount:** 6500

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

**City:** Cambridge

**State:** MA

**Zip Code:** ,

**DUNS Number:** 120998331

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

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

**ESG Subgrant or Contract Award Amount:** 4500

**Subrecipient or Contractor Name:** HOMESTART

**City:** Cambridge

**State:** MA

**Zip Code:** 02138,

**DUNS Number:** 048534130

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

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

**ESG Subgrant or Contract Award Amount:** 29625

**Subrecipient or Contractor Name:** YWCA

**City:** Cambridge

**State:** MA

**Zip Code:** 02139, 2403

**DUNS Number:** 125321570

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

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

**ESG Subgrant or Contract Award Amount:** 8284

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

**City:** Boston

**State:** MA

**Zip Code:** 02119, 1051

**DUNS Number:** 003468544

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

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

**ESG Subgrant or Contract Award Amount:** 13000

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

**City:** Cambridge

**State:** MA

**Zip Code:** 02139, 3413

**DUNS Number:** 926363672

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

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

**ESG Subgrant or Contract Award Amount:** 12284

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

**City:** Boston

**State:** MA

**Zip Code:** 02111, 1219

**DUNS Number:** 119842359

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

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

**ESG Subgrant or Contract Award Amount:** 8284

## CR-65 - Persons Assisted

### 4. Persons Served

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

Number of Persons in Households	Total
Adults	34
Children	33
Don't Know/Refused/Other	0
Missing Information	0
<b>Total</b>	<b>67</b>

Table 14 – Household Information for Homeless Prevention Activities

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

Number of Persons in Households	Total
Adults	32
Children	3
Don't Know/Refused/Other	0
Missing Information	0
<b>Total</b>	<b>35</b>

Table 15 – Household Information for Rapid Re-Housing Activities

#### 4c. Complete for Shelter

Number of Persons in Households	Total
Adults	2,339
Children	62
Don't Know/Refused/Other	84
Missing Information	11
<b>Total</b>	<b>2,496</b>

Table 16 – Shelter Information

#### 4d. Street Outreach

Number of Persons in Households	Total
Adults	322
Children	4
Don't Know/Refused/Other	302
Missing Information	109
<b>Total</b>	<b>737</b>

Table 17 – Household Information for Street Outreach

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

Number of Persons in Households	Total
Adults	2,727
Children	102
Don't Know/Refused/Other	386
Missing Information	140
<b>Total</b>	<b>3,355</b>

Table 18 – Household Information for Persons Served with ESG

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

	Total
Male	2,293
Female	1,034
Transgender	17
Don't Know/Refused/Other	7
Missing Information	4
<b>Total</b>	<b>3,355</b>

Table 19 – Gender Information

## 6. Age—Complete for All Activities

	<b>Total</b>
Under 18	117
18-24	525
25 and over	2,187
Don't Know/Refused/Other	386
Missing Information	140
<b>Total</b>	<b>3,355</b>

Table 20 – Age Information

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

### Number of Persons in Households

Subpopulation	Total	Total Persons Served – Prevention	Total Persons Served – RRH	Total Persons Served in Emergency Shelters
Veterans	109	0	0	93
Victims of Domestic Violence	303	2	9	275
Elderly	144	0	2	121
HIV/AIDS	35	1	0	30
Chronically Homeless	429	0	5	284
<b>Persons with Disabilities:</b>				
Severely Mentally Ill	588	8	14	433
Chronic Substance Abuse	718	2	1	480
Other Disability	400	10	8	336
Total (Unduplicated if possible)	2,889	124	101	2,052

Table 21 – Special Population Served

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

### 10. Shelter Utilization

Number of New Units - Rehabbed	0
Number of New Units - Conversion	0
Total Number of bed-nights available	0
Total Number of bed-nights provided	0
Capacity Utilization	0.00%

Table 22 – Shelter Capacity

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

## CR-75 – Expenditures

### 11. Expenditures

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

	Dollar Amount of Expenditures in Program Year		
	2012	2013	2014
Expenditures for Rental Assistance	0	0	0
Expenditures for Housing Relocation and Stabilization Services - Financial Assistance	0	0	28,612
Expenditures for Housing Relocation & Stabilization Services - Services	91,880	31,017	3,875
Expenditures for Homeless Prevention under Emergency Shelter Grants Program	0	0	0
<b>Subtotal Homelessness Prevention</b>	<b>91,880</b>	<b>31,017</b>	<b>32,487</b>

Table 23 – ESG Expenditures for Homelessness Prevention

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

	Dollar Amount of Expenditures in Program Year		
	2012	2013	2014
Expenditures for Rental Assistance	0	0	0
Expenditures for Housing Relocation and Stabilization Services - Financial Assistance	0	0	15,000
Expenditures for Housing Relocation & Stabilization Services - Services	91,880	31,017	25,750
Expenditures for Homeless Assistance under Emergency Shelter Grants Program	0	0	0
<b>Subtotal Rapid Re-Housing</b>	<b>91,880</b>	<b>31,017</b>	<b>40,750</b>

Table 24 – ESG Expenditures for Rapid Re-Housing

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

	Dollar Amount of Expenditures in Program Year		
	2012	2013	2014
Essential Services	0	23,000	29,568
Operations	123,299	90,000	88,068
Renovation	0	0	0
Major Rehab	0	0	0
Conversion	0	0	0
<b>Subtotal</b>	<b>123,299</b>	<b>113,000</b>	<b>117,636</b>

Table 25 – ESG Expenditures for Emergency Shelter

**11d. Other Grant Expenditures**

	Dollar Amount of Expenditures in Program Year		
	2012	2013	2014
HMIS	0	0	0
Administration	15,353	15,084	16,900
Street Outreach	0	11,000	17,568

Table 26 - Other Grant Expenditures

**11e. Total ESG Grant Funds**

Total ESG Funds Expended	2012	2013	2014
720,303	322,412	190,118	207,773

Table 27 - Total ESG Funds Expended

**11f. Match Source**

	2012	2013	2014
Other Non-ESG HUD Funds	0	0	370,036
Other Federal Funds	19,262	78,763	0
State Government	389,274	440,871	1,412,976
Local Government	0	0	205,650
Private Funds	133,497	179,371	452,050
Other	0	0	10,000
Fees	0	0	0
Program Income	0	0	0
<b>Total Match Amount</b>	<b>542,033</b>	<b>699,005</b>	<b>2,450,712</b>

Table 28 - Other Funds Expended on Eligible ESG Activities

**11g. Total**

Total Amount of Funds Expended on ESG Activities	2012	2013	2014
4,412,053	864,445	889,123	2,658,485

Table 29 - Total Amount of Funds Expended on ESG Activities