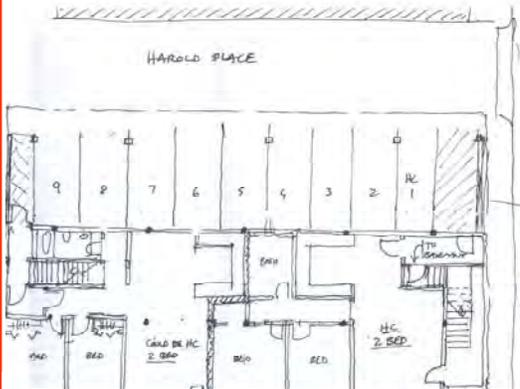


City of Cambridge



823 Main Street

Consolidated Action Plan for Fiscal Year 2010 Federal Fiscal Year 2009



CambridgeMA.gov

2010 Annual One Year Action Plan

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Fifth Program Year Action Plan

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

Narrative Responses

GENERAL

Executive Summary

The Executive Summary is required. Include the objectives and outcomes identified in the plan and an evaluation of past performance.

Program Year 5 Action Plan Executive Summary:

The City of Cambridge's fiscal year 2010 One-Year Action Plan covers the time period from July 1, 2009 to June 30, 2010. The Plan describes the City's initiatives to:

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

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

The actual level of funding Cambridge receives from HUD is based upon a formula that all entitlement communities are subject to, in relation to HUD's overall annual budget, and is determined annually. For fiscal year 2010, Year Five of the Five-Year Plan, Cambridge will receive \$3,178,333 in Community Development Block Grant (CDBG) funds, \$1,160,593 in Home Investment Partnership Act (HOME) funds and \$139,593 in Emergency Shelter Grant (ESG) funds. These amounts represent increases of 1.4% and 10.6% in CDBG and HOME funds respectively from FY 2009 levels, as well as a slight decrease in ESG funds. Because the actual funding level is governed by HUD's annual budget it is impossible to project future funding levels.

While cuts were proposed by the White House in both FY2006's and FY2007's budget, as well as a proposal to end the CDBG program and shift a reduced portion of its funds to the Department of Labor, FY 2008's proposed budget sought level funding for HUD programs as a shift in the control of the House of Representatives and the Senate seemed to soften the White House's previous attempts to cut HUD funding. FY2009 was a return to cuts, amounting to approximately 4%. The current administration has not only increased entitlement grants a HUD but has also used the existing CDBG and Homeless prevention and ESG programs as a large part of the delivery apparatus for the American Recovery and Reinvestment Act of 2009 (Recovery Act).

Economic Stimulus Package Impact

In February of 2009 President Obama signed the America Recovery and Reinvestment Act (ARRA) in an effort to stem a protracted and widespread recession in economic growth. These funds are **not** a part of the FY2010 Action Plan. The City received an additional \$851,070 in CDBG funds and \$1,302,128 million in Homeless Prevention funds to be incorporated into the City's FY2009 Action Plan as a substantial amendment. A number of the projects and programs funded via Recovery Act funds will continue into the City's FY2010. Additionally, large sums of money will be made available via competitive Department of Labor (DOL) grants and a Department of Energy (DOE) block grant for activities focused on energy efficiency conservation of \$1,139,400. That the ARRA does use existing programs like CDBG to stimulate economic activity in broad sectors of the economy is widely viewed as an endorsement from the administration of these HUD programs. Any suggestions of increased funding for the future, however, should be tempered by the uncertainty of the U.S. economy and how that might affect future federal budgets.

Performance Measurement System

HUD has, through a collaborative effort with several Housing and Community Development organizations (as well as several governmental departments) established a standardized performance evaluation measurement system. The City has employed a similar version of this system over the last several years, incorporating the work-in-progress iterations HUD had developed. The new system seeks to standardize the language used in gauging the success of the CDBG, HOME and ESG programs, as well as to provide standardized metrics of what those successes are. This new system has been phased into the City's management of funds in FY2008 and will be fully represented in the evaluation of FY2010's performance.

Results for FY2010 could be adversely impacted by the broader economic downturn as potential homebuyers and business owners avoid investment and the accumulation of debt.

The Primary Activities, Objectives and Goals for fiscal year 2009 are as follows:

Affordable Housing

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

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

The Primary Objectives are as follows:

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

The City shifted a portion of their Affordable Housing Development contract obligations from CDBG funding to the City's Affordable Housing Trust in FY2007 in order to mitigate the reduction in federal funds. This continued in FY 2008 and FY2009 and will again in FY2010 to allow the City to more effectively manage declining resources while still delivering the services residents require.

The goals for FY2010 are to create **40** new affordable rental units, add **20** affordable home-ownership units to the City's stock, preserve the affordability of **200** rental units, and to stabilize **40** units through rehabilitation.

Community Planning

Cambridge's Community Planning Division plays an integral part in shaping the City's development and how that development is designed and enacted. Policies are formed through public awareness and community interaction. Community Planning also provides high quality technical assistance to City staff and residents and provides information to the public on various planning and zoning initiatives. The Department also staffs and

assists the Planning Board, working with various interested parties, both public and private, in developing, reviewing and implementing development proposals.

The Primary Objectives are as follows:

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

The goals for FY2010 are to provide technical assistance to **6** staff members, create **60** GIS maps, **50** presentations, produce materials for **2** major projects and **2** planning initiatives, provide **700** residents and interested parties with technical assistance on planning and zoning, conduct **90** meetings with residents, neighborhood groups and interested parties, review **20** urban design and master plans, assist in **24** meetings of the Planning Board and provide technical assistance for **5** projects.

Economic Development

The Economic Development Division is responsible for a wide range of economic development activities designed to meet the City's need for a diversified and thriving economy. The Division offers programs aimed at revitalizing commercial districts, supporting entrepreneurship, promoting a dynamic business climate and preserving a strong employment base. The Economic Development Division offers individual business development assistance as well as numerous programs designed to enhance the vitality of local businesses, including micro-enterprises and to encourage business growth within the City. A new initiative for FY2010 is to provide funding for "Green Jobs" training for the City's low-income residents.

The Primary Objectives are as follows:

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

The goals for fiscal year 2010 are to graduate **9** residents from the Just-A-Start Biomedical Degree program, graduate **10** residents in the new Green Jobs Initiative, provide counseling and technical assistance to **55** income-eligible micro-enterprise and

potential micro-enterprises and assist **24** income-eligible retailers, **10** of which will receive grants through the Best Retail Practices program.

Public Services

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

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

The Primary Objectives are as follows:

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

...And the Objectives for the Emergency Shelter Grant (ESG):

- Provide quality Emergency Shelter services to homeless women and children and people with disabilities in Cambridge.
- Provide quality day drop-in services to homeless youth in Cambridge,
- Provide quality Emergency Shelter services to homeless men in Cambridge

The goals for FY2010 are: provide vital support services to approximately **2,000** low and low-moderate income individuals, provide vital support services to approximately **300** elders and individuals with disabilities, provide vital support services to approximately **160** low-moderate income individuals, families and their children, provide vital support services to approximately **200** low and low-moderate income youths, provide domestic violence-related services to approximately **75** low-moderate income adults and children, provide essential employment programs to approximately **250** youth and young adults – all through a variety of Public Service grants and programs.

For the ESG program the goals for FY2010 are: to provide funding to homeless shelters that will specifically serve approximately **995** individuals from the target population of single homeless women and homeless children and families and people with disabilities, provide funding to homeless services provider(s) that will serve over **150** homeless youths and to fund homeless shelters that will serve a target of **2,120** homeless men.

Additional Activities

Neighborhood Revitalization Strategy

The City created two Neighborhood Revitalization Strategy (NRS) areas in conjunction with its Five-Year Consolidated Plan that was submitted and approved in FY 2006. Each NRS will be in place for five (5) years, with FY2010 being the final year in that term. The City, using 2000 census data, established two areas that represent the highest concentration of low and moderate-income individuals and families in order to target resources for housing rehabilitation and economic empowerment.

The goals for FY2009 are to assist **55** micro-enterprises through financial literacy training, provide **10** matching grants for micro-enterprise businesses, provide **22** job training and career advancement opportunities and assist **6** middle-income residents through the Home Improvement Program.

Evaluation of Past Performance

The City is proud of its record of accomplishment in meeting and exceeding its objectives in the utilization of CDBG, HOME and ESG funds. The City more than exceeded all of its goals in its previous Five-Year Consolidated Action Plan (FY 2001 to FY 2005):

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

At the time of this report the City has completed the analysis of its performance for its first and second program years in its current Five-Year Consolidated Action plan (FY 2006 to FY 2010), once again demonstrating that the City is well on its way to again meet and exceed its objectives:

Overview of CDBG Funded Activities	Housing	Economic Devmnt	Community Planning	Public Services	Public Facilities
Accomplishments - FY 2006 - 2010	Units	Clientele	People Assisted & Deliverables	People Served	CDBG Funded Parks
Anticipated	1,050	627	6,095	21,575	5
Actual Through Year Three	541	423	6,567	15,682	10
% Complete Compared to FY06 Con Plan	52%	67%	108%	73%	200%
Expenditures - FY 2006 - 2010					
Actual for Year Three	\$2,327,927	\$257,691	\$226,248	\$517,875	\$49,243
Total for FY2006-2010	\$7,017,203	\$749,554	\$768,732	\$1,743,639	\$677,127

Anticipated Leveraged Funds - CDBG

FISCAL YEAR 2010 Anticipated Leveraged Funds	
FEDERAL SOURCES: (Non-CDBG or HOME)	
AmeriCorps - Corporation for National Service (Fed)	\$241,921
Employment Resources Inc. (ERI) WIA (Fed)	\$129,993
YouthBuild USA & HUD	\$267,365
U.S. DOL Youthbuild	\$499,583
U.S. Small Business Administration	\$10,000
subtotal	\$1,148,862
STATE SOURCES:	
LIHTC(Tax Credits) EQUITY RAISE FROM TAX CREDITS	\$6,300,000
State HOME	\$750,000
DHCD	\$3,295,828
DHCD - Housing Stabilization Funds	\$919,172
State Department of Education - YouthBuild - State	\$188,356
Mass Housing: Delead, etc.	\$30,000
subtotal	\$11,483,356
LOCAL/CITY SOURCES:	
Cambridge Affordable Housing Trust	\$8,300,000
Cambridge Harvard 20/20	\$1,550,000
Cambridge Mayor's Program	\$13,200
Historical Commission	\$500,000
Historical CPA	\$90,000
RLF/Non Federal	\$70,000
Leadsafe Cambridge - Federal Funds	\$300,000
Weatherization / EnergyStar Program	\$10,000
Cambridge Hsg. Authority	\$15,000
subtotal	\$10,848,200
NON PROFIT /OWNER EQUITY	
Owner Equity /sales prices (equity + debt)	\$3,500,000
Project Reserves	\$450,000
CNAHS	\$100,000
Revolving Loan Funds (RLF)	\$50,000
subtotal	\$4,100,000
PRIVATE FOUNDATIONS	
Associated Grant Makers (AGM)	\$19,800
Bank of America Foundation	\$35,000
Citizens Bank Foundation	\$10,000
J. Jill Compassion Fund	\$5,000
Babson Foundation	\$7,500
EOS Foundation	\$50,000
TJX Foundation	\$5,000
Other	\$62,800
subtotal	\$195,100
LENDING INSTITUTIONS	
Other banks	\$300,000
J.P. Morgan Chase	\$5,000
Cambridge Savings Bank	\$1,680,000
East Cambridge Savings Bank	\$1,000,000
subtotal	\$2,985,000
TOTAL OTHER FUNDING:	\$30,760,518

Anticipated Leveraged Funds – ESG

Agency	Program	FY2010 Grant	Total Leverage
Shelter Inc.	Women's Drop In	\$ 25,500	\$ 63,839
Shelter Inc.	Shelter Plus Care	\$ 20,000	\$ 32,715
CASPAR	Wet Shelter	\$ 18,000	\$ 93,815
Hildebrand	Family Shelter	\$ 9,000	\$ 12,500
Bread & Jams	Bread & Jams Drop In Shelter	\$ 10,000	\$ 10,000
Salvation Army	Shelter	\$ 8,000	\$ 43,800
Transition House	Battered Women Shelter	\$ 9,000	\$ 30,000
Catholic Charities	St. Patrick' Women's Shelter	\$ 6,500	\$ 6,500
Phillips Brooks/UNILU	Harvard Square Shelter	\$ 3,500	\$ 47,952
Phillips Brooks House	St. James Summer Shelter	\$ 2,500	\$ 30,000
HomeStart	Cambridge Homeless to Housing	\$ 9,037	\$ 10,000
YWCA	Residence/ Shelter	\$ 5,000	\$ 5,000
Cambridge Cares about AIDS	Youth on Fire day drop in	\$ 10,000	\$ 432,520
DHSP	Administration @ 5%	\$ 6,979	
Total		\$ 143,016	\$ 818,641

RESOURCES

The following section describes federal, state, local and private funding and program resources, that the City of Cambridge anticipates utilizing with HUD appropriated funds, in all programs for the five-year period ending June 30, 2010. Any changes, additions or deletions will be updated annually through the One-Year Action Plan.

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, and rehabilitation of affordable rental and homeownership housing units for low- and moderate-income households. These funds have also leveraged 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.

Leadsafe Cambridge Program

Since 1994, a series of four concurrent HUD grants (“Lead-Based Paint Hazard Control”) totaling \$10.2 million dollars have supported the work of the Lead-Safe Cambridge (LSC) program. LSC strives to achieve two major policy goals: increasing access to affordable lead-safe housing for low income families, and preventing the lead poisoning of Cambridge children. To this end, as of March 2004, the program has deleaded over 560 units of affordable housing, and over 150 yards have been made lead safe through the intervention of the Safer Soil program. LSC has been the recipient of several prestigious awards an American Society of Landscape Architects (ASLA) Merit Award in 1999; the “2000 HUD Best Practices Award of Excellence” award; and in 2003, LSC was the proud recipient of the eighth “Innovations in Fair Housing Award” from the Cambridge Human Rights Commission.

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.

Non-Public Housing Development

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. Through acquisition and planned rehabilitation, the CHA has added over three hundred units of affordable housing to the City's housing stock. CHA's non-profits develop high quality buildings and scattered site condominiums serving some of the community's most vulnerable elders, individuals with disabilities and low-income families.

Public Housing Capital Funds

Federal capital funds provide a predictable flow of funds to the CHA for capital improvements at the Agency's public housing developments. Federal funding of public housing capital projects has been significantly reduced in recent years, requiring the CHA to delay, in some cases indefinitely, 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.

Public Housing Capital Grant

The program provides a predictable flow of funds to the Cambridge Housing Authority for capital and management improvements and for associated administrative costs

Public Housing Development

CHA will vigorously pursue any opportunities for funding for public housing development over the next five years, although none have been funded by Congress.

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. Theoretically, the program's mobility promotes poverty deconcentration in urban neighborhoods and provides a desirable alternative to public housing developments. The program, under the aegis of 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. In very limited circumstances, the CHA has exceeded the FMR upset cap and/or allowed residents to contribute a higher percentage of their income than program rules would regularly allow. In aggressive pursuit of Project-Based units, the CHA has been very successful in ensuring longer-term affordability of units 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. At the end of the Demonstration, currently set at March 31, 2009, the CHA will need regulatory changes to continue this important work.

Shelter Plus Care Program

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

Supportive Housing for Persons with Disabilities (Section 811)

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

Supportive Housing Program

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

Program Income

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

Workforce Investment Act

The Workforce Investment Act (WIA) is funded through the Department of Labor and is the primary funding source for Just A Start's (JAS) Summer Youth Program. Each year, the Summer Youth Program enrolls approximately 65 young teens, predominantly ages 14-16 in a Work Experience/Academic Enrichment Program for 6-7 weeks in July and August. They spend half their time on supervised crews, which provide repair, and beautification services on CDBG eligible properties and on Cambridge Housing Authority developments. The other half of their time is spent on academic enrichment activities to develop literacy and math skills, and on career development activities to help them develop work skills and career goals.

YouthBuild

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

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 bond 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.

Community Preservation Act: State & Locally Raised Funds

The Community Preservation Act is a new tool for communities to preserve open space, historic sites, and affordable housing. Signed into legislation by Governor Cellucci on September 14, 2000, the Community Preservation Act (CPA) is a local option that enables communities to establish a municipal Community Preservation Fund by local referendum. Monies collected for this fund are raised from a surcharge of up to 3% on

local property taxes. Cambridge adopted the Act at the 3% surcharge level in fall 2001 and is now eligible for state matching funds. The City's Affordable Housing Trust seeks to be increased through the Community Preservation Act (CPA) to approximately \$7.2 million annually. This will enable the City to maintain its production and ability to raise funds from other sources including federal, additional state, local, and private sources. The City's Affordable Housing Trust will utilize its CPA funds to create and preserve affordable housing.

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 throughout the state for households with incomes not more than 110% of the area median income, as determined by the U.S. Department of Housing and Urban Development (HUD). The AHTF is sited within the state's Department of Housing and Community Development and is managed by the Massachusetts Housing Finance Agency (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.

Menotomy Weatherization Program

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

Soft Second Loan Program

The Soft Second Loan Program is a mortgage product that reduces a borrower's monthly mortgage costs. Cambridge will request a commitment from the Department of Housing and Community Development (DHCD) to fund interest rate subsidy and loan loss reserve components of this program. These funds will be used in conjunction with reduced rate first mortgage funds provided by area lenders for low-income buyers. The City anticipates that 10 low to moderate-income families will purchase units with Soft Second loans totaling approximately \$1,500,000.

State-Assisted Public Housing

The Commonwealth of Massachusetts assists 637 units of conventional public housing in Cambridge, with a total operating subsidy in fiscal year 2007 of \$1,446,755. Cambridge Housing Authority received approximately \$500,000 in funds for capital work at the Agency's state public housing developments. Unfortunately, neither the operating nor capital funds provided by the state were sufficient to cover the Agency's actual costs, forcing the Agency to use scarce federal subsidies to maintain its state public housing program.

The Cambridge Housing Authority also administers the Commonwealth's two rental voucher programs, providing subsidy for 175 households through the Alternative Housing Vouchers program (for disabled individuals) and the Massachusetts Rental Voucher Program. The Commonwealth provided the Cambridge Housing Authority with \$1,239,261 for its voucher programs. As in the public housing program, state support for its voucher programs did cover actual costs and the Cambridge Housing Authority was forced to bolster the value of some state vouchers with federal subsidy.

While the recent past has seen a significant disinvestment by the state in its affordable housing programs, the Patrick administration's budget proposal for FY 2008 provides significant increases in funding for some of the state's housing programs. The CHA is

encouraged that state appear committed to increasing their commitment to the Commonwealth's long-neglected affordable housing programs.

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 nonprofits in the coming year. State HOME funds will leverage federal, other state, city and private sources to make the projects feasible.

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.

LOCAL RESOURCES

Affordable Rental and Homeownership Services

The City's Community Development Department (CDD) maintains a database of low and moderate-income households interested in affordable housing opportunities, and provides referrals regarding available housing units. In addition to marketing affordable units created through the City's First-time Homebuyers Program, CDD also assists nonprofit and for-profit developers with locating low-income buyers and renters for their affordable units. Free homebuyer classes and counseling are also offered to Cambridge residents.

Cambridge Affordable Housing Trust

The City established the Cambridge Affordable Housing Trust in 1989 to promote, preserve and create affordable housing. Since 1995, Cambridge has made significant contributions to increasing affordable housing by providing City funds in combination with matching funds under the Community Preservation Act. In FY2007, the Trust received \$10 million through the Community Preservation Act. The Trust lends these funds to local nonprofit housing development organizations to develop affordable housing. The Trust funds the Financial Assistance Program, a comprehensive first-time homebuyer program that provides direct financial assistance to eligible homebuyers. The Trust administers the Harvard 20/20/2000 Loan Fund in Cambridge. Under this Harvard University initiative, the Trust manages a \$6 million low-interest loan fund to provide low-interest loans for construction and permanent financing for the development of affordable housing. Commercial developers are also required to contribute to the Trust 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 \$4.25 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 concerned with the history of Cambridge and the preservation of significant older structures in the city. To aid in the preservation and rehabilitation of these older buildings, the Commission administers various federal, state, and local programs. 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 that is a partnership of property owners, tenants, lending institutions, and city officials. Its goal is 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 ~ Low-Income Housing Preservation Program

One of the Community Development Department's (CDD) housing strategies is to preserve 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 long-term concerns of housing developments at risk of losing their affordability. It also provides funds to a local non-profit, the Cambridge Economic Opportunity Committee (CEOC), who hires a Tenant Organizer to work

directly with households living in buildings whose affordability restrictions are coming to term. For the five-year period ending 2010, the City will continue to work with tenants and owners of two expiring use properties and will continue to identify buildings at risk of being converted to market units, and work to preserve their long-term affordability.

Harvard Loan 20/20/2000 Initiative

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

Incentive Zoning Program

The Incentive Zoning Ordinance, passed by the City Council in 1988, requires commercial developers, who are seeking a Special Permit, to make a contribution to the Cambridge Affordable Housing Trust Fund. The housing contribution amount was increased to \$4.25 per square-foot in 2006.

Inclusionary Zoning Program

The City of Cambridge has an Inclusionary Zoning ordinance that requires any new or converted residential development with ten or more units to set-aside 15% of the total number of units as affordable units. The Community Development Department implements the program and monitors compliance with this ordinance. Staff work with the private developers to design and implement the marketing and sale or leasing of units to low and moderate-income Cambridge residents. Since the Ordinance was passed in 1998, more than 400 affordable units have been permitted in all areas of the City. Long-term affordability of these units is ensured by a permanent deed restriction.

Property Tax Revenues

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

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.

Harvard Emergency Loan Program

The Harvard Emergency Loan Program is a revolving loan that provides funds to rehabilitate distressed multifamily properties, and has provided funds for the rehabilitation and acquisition of units developed by local non-profits. As part of the pilot negotiations with the City, Harvard is considering extending and recapitalizing this program.

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.

American Reinvestment and Recovery Act of 2009

The Congress passed the American Recovery and Reinvestment Act (Recovery Act) in February of 2009, releasing additional funds to formula grantees to bolster existing programs such as CDBG and existing homeless prevention programs. CDBG entitlement communities received additional funds to be treated as substantial amendments to their FY2009 allocations through what has been termed CDBG-Recovery (CDBG-R) funds and for homeless prevention activities through Homeless Prevention and Rapid Re-Housing (HPRP) funds. The funds are generally governed by existing CDBG and ESG regulations, but with an emphasis on immediate utilization in order to produce a positive impact on the economy.

Additionally, the government has established an energy efficiency and conservation block grant modeled on the CDBG program via the Department of Energy (DOE), as well as competitive grants via the Department of Labor (DOL) for the creation of green jobs.

The City of Cambridge anticipates receiving \$851,070 in CDBG-R, \$1,302,128 in HPRP and \$1,139,400 DOE Recovery Act funds by June 30, 2009. These funds are to be incorporated into the FY2009 One Year Action Plan as a substantial amendment. The activities undertaken with these supplemental Recovery Act funds will be reported on in the City's FY2009 Consolidated Annual Performance Evaluation Report in September of 2009.



GENERAL QUESTIONS

1. *Describe the geographic areas of the jurisdiction (including areas of low income families and/or racial/minority concentration) in which assistance will be directed during the next year. Where appropriate, the jurisdiction should estimate the percentage of funds the jurisdiction plans to dedicate to target areas.*
2. *Describe the basis for allocating investments geographically within the jurisdiction (or within the EMSA for HOPWA) (91.215(a)(1)) during the next year and the rationale for assigning the priorities.*
3. *Describe actions that will take place during the next year to address obstacles to meeting underserved needs.*
4. *Identify the federal, state, and local resources expected to be made available to address the needs identified in the plan. Federal resources should include Section 8 funds made available to the jurisdiction, Low-Income Housing Tax Credits, and competitive McKinney-Vento Homeless Assistance Act funds expected to be available to address priority needs and specific objectives identified in the strategic plan.*

Program Year 5 Action Plan General Questions response:

1. Location

The Community Development Department at this time does not know specific locations for allocating funds for loans and/or grants through its Home Improvement Program (HIP) as these funds are expended as eligible projects are identified citywide. The City has determined the location for two substantial Affordable Housing Development (AHD) projects for FY2010: 10 rental units at 95-97 Pine Street and 24 homeownership units at 125 Harvard Street. Both of these locations are in the City's NRS East area and are located in one of the City's lowest income neighborhoods.

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

2. Activities By Geographic Area

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

3. Obstacles to Meeting Underserved Needs

The primary obstacle to meeting the underserved needs in the City of Cambridge is a lack of available funding to the City and to the various non-profit agencies the City partners with in serving the low and moderate-income residents of Cambridge. As entitlement grants shrink or remain level-funded the cost of delivering services and completing projects increases, creating, in the recent past and present, an ever-widening spread of

cost and available funds. Mirroring this trend is the increasing difficulty in leveraging funds through state and private resources, also decreasing or stagnant in recent times. Cambridge is fortunate in regards to its robust tax-base, but despite this local trend the overall availability of funds from both federal, state and other private resources continues to decline as inflation, and therefore costs, rise.

In fiscal year 2010 the City will increase its efforts to seek additional grants and funding sources as the cost of performance outpaces the funding outlook.

AFFIRMATIVE MARKETING

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

Statement in HOME Contracts Supporting Affordable Units

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

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

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

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

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

GUIDELINES FOR RESALE OF HOME UNITS

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

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

For projects with less than \$15,000 of HOME funds: 5 years

For project with \$15,000 - \$40,000 of HOME funds: 10 years

For projects with more than \$40,000 of HOME funds: 15 years

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

MINORITY/WOMEN'S BUSINESS OUTREACH

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

The Economic Development Division of the City's Community Development Department publishes the Cambridge Minority Business Directory and the Cambridge Women's Business Directory and updates these publications bi-annually. These publications grew out of the City of Cambridge's efforts to understand and support these important and thriving business sectors of our economy. Firms are solicited from advertisements placed in local newspapers, listings from the Chamber of Commerce, and referrals from throughout the business community. The directory lists firms providing a wide range of products and services. For example, in its pages you can locate a lawyer, a construction firm, an architectural firm, an engineer, and an environmental services firm. The publication of this directory responds to requests for a directory that will enable minority-owned and women-owned firms to network among and purchase from each other, and also provides a resource for non-minority owned companies wanting to do business with minority firms.

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

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

§ 92.508(a)(3)(xiii) Recordkeeping.

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

Managing the Process

1. *Identify the lead agency, entity, and agencies responsible for administering programs covered by the consolidated plan.*
2. *Identify the significant aspects of the process by which the plan was developed, and the agencies, groups, organizations, and others who participated in the process.*
3. *Describe actions that will take place during the next year to enhance coordination between public and private housing, health, and social service agencies.*

Program Year 5 Action Plan Managing the Process response:

1. Lead Agency

The City's Community Development Department (CDD) has been designated the lead agency responsible for the development of the FY2010 One-Year Action Plan and oversight of all aspects of the process. CDD has the responsibility of ensuring that the goals of the City Manager and the City Council are met through the various program and projects in the Consolidated Plan. The CDD is also responsible for the administration of the Community Development Block Grant and the HOME funds. CDD works closely with the Department of Human Services, which manages 15% of the CDBG funds and 100% of the Emergency Shelter Grant. A major portion of the CDBG and HOME funds are awarded to two nonprofits, Just A Start and Homeowners' Rehab. Inc. The nonprofits partner with CDD in the development of Affordable Housing units and the stabilization of neighborhoods through housing rehabilitation and other programs.

2. Significant Aspects of Developing the Plan

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

3. Enhance Coordination

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

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

operate programs on an ongoing basis, and are available to assist with policy and program development.

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

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

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

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

Cambridge has a Fair Housing Committee that is active in initiating educational and outreach programs to further fair housing. As required by HUD, the Community Development Department completed its Fair Housing Plan, which consists of an Analysis of Impediments to Fair Housing, an Action Plan to address impediments and a system for maintaining records and fulfilling reporting requirements. The plan was developed in conjunction with many City departments including: the Human Rights Commission; the Cambridge Commission for Persons with Disabilities; the City Assessor's Office; the City's Affirmative Action Office; the Department of Human Services Programs and the Cambridge Housing Authority, as well as with nonprofit groups such as Homeowner's Rehab, Inc.; Just A Start Corporation; CASCAP and CASPAR.

The City has also been actively involved for several years in an ongoing Growth Management Process. In 1997, a group of citizens petitioned the City Council to make many substantial changes to the zoning regulations of Cambridge to guide the future development of the City. The City Council appointed a Citywide Growth Management Advisory Committee composed of community residents and business people to advise the Community Development Department on the process and information needed for the rezoning study.

Citizen Participation

1. *Provide a summary of the citizen participation process.*
2. *Provide a summary of citizen comments or views on the plan.*
3. *Provide a summary of efforts made to broaden public participation in the development of the consolidated plan, including outreach to minorities and non-English speaking persons, as well as persons with disabilities.*
4. *Provide a written explanation of comments not accepted and the reasons why these comments were not accepted.*

**Please note that Citizen Comments and Responses may be included as additional files within the CPMP Tool.*

Program Year 5 Action Plan Citizen Participation response:

1. Citizen Participation Plan

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

Participation

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

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

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

Public Meetings

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

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

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

Public Meetings for CDBG, HOME & ESG Funding

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

Access to Information

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

The City's staff also makes themselves available to persons or interested parties who require technical assistance in understanding the Plan, the preparation of comments and

the preparation for requests of funding. This availability and responsiveness is also employed in handling and responding to whatever reasonable complaints are made concerning the Plan and its undertakings.

Anti-displacement

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

Substantial Amendments

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

Comments Received

On Tuesday, February 24, 2009 the City held a Public Hearing to receive comments from the public and interested parties in the utilization of CDBG, HOME and ESG funds. The meeting was held in the City's planning offices and representatives of the CDBG management and Economic Development offices were present. Additionally, a Draft version of the FY2010 One Year Action Plan was made available to the public on March 17, 2009 to review. The Draft version of the Plan was available at the City's planning offices, the Central Square branch of the Cambridge Public Library and was posted on-line. The Public was given until April 16, 2009 to comment on the Draft. The Public Hearing and Draft availability were advertised in the Cambridge Chronicle, Cambridge TAB and on the City's website. No comments were received.



Institutional Process

1. Describe actions that will take place during the next year to develop institutional structure.

Program Year 5 Action Plan Institutional Structure response:

Actions to Further Develop Institutional Structure

Cambridge will continue its efforts in FY2010 to further develop the City's institutional structure to support its ongoing commitment to affordable housing, community services and a healthy economic base.

As property prices continue to appreciate in Cambridge, the gap is widening between available resources and outstanding need. There is an increased need for federal funds for housing activities of all types including affordable rental, homeownership and housing for special needs populations.

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

Cambridge will continue its outreach to residents, businesses and organizations through community meetings and various public forums through the annual Consolidated Plan process.

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

ENHANCE COORDINATION

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

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

operate programs on an ongoing basis, and are available to assist with policy and program development.

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

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



Monitoring

1. *Describe actions that will take place during the next year to monitor its housing and community development projects and ensure long-term compliance with program requirements and comprehensive planning requirements.*
-

Housing

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

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

Quarterly, the agencies report on housing activities undertaken with City funds. The homeownership and rental rehab programs submit progress, financial, and case activity reports each quarter. This reporting allows the City to monitor both the agency performance and the rehab or construction activity. It also assists the City in reporting the performance measurements at the end of the year.

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

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

Property Inspection Schedule:

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

Economic Development

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

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

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

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

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

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

schedule outlined in the contract. The City will distribute the reports to program participants.

Public Services

The CDBG grants manager conducts a thorough monitoring process of all CDBG recipients during the course of each contract year. This process includes several approaches and is outlined below.

1. Site visits of CDBG recipients are conducted by CDBG grants manager on a yearly basis and involve the following:

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

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

2. Financial monitoring of CDBG recipients occurs as follows:

- Reviewing CDBG recipient's monthly/quarterly invoices and supporting documentation to ensure that all costs correspond to project services as outlined in recipient's contract budget; and conducting random review of invoices during site visits where applicable;

- Collecting and reviewing data on program income and the supporting documentation provided by recipient that collects clients' fees for services supported with CDBG funds;
- Collecting and reviewing the following recipient's documentation: its most recent audited financial statements, together with Management Letters, Corrective Action Plan; as well as a copy of its Single Audit 133 if recipient receives revenues over \$500,000 in Federal funds annually; and
- Collecting and reviewing a board-approved Organizational Budget from recipient with revenues of \$99,999 or less that are not required to complete and audit or account review.

3. Ongoing review by CDBG grants manager of quarterly and semi-annual reports submitted by CDBG recipients:

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

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

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

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

Emergency Shelter Grant

As part of its on-going monitoring of ESG recipients, the City's ESG grants manager uses a three-pronged approach including a mix of regular phone contact, monthly financial record review, and as needed, on-site monitoring visits.

Financial monitoring of recipients occurs monthly when bills are submitted. Invoices and billing statements are checked to ensure that spending is only occurring on eligible activities and importantly, funding limits on essential services, operations costs, homeless prevention activities, and administrative costs are all in compliance with HUD mandated rules.

Grant recipients must both submit their most recent audit and be in the process of implementing the HMIS data collection required by HUD for McKinney-Vento funding. Further contact with ESG funded agencies occurs at the monthly Cambridge Continuum of Care Homeless Services Providers meetings held at the City's Multi-Service Center for the Homeless. Annually, the ESG grants manager attends consumer forums to hear the view point of clients receiving services from ESG funded programs. If any concerns are raised during these forums, the City will follow up with the agency to ensure any issues are resolved.

On a quarterly basis, all ESG funded agencies must submit the number of new clients coming into their programs. If the number of beneficiaries served is well under or over target for the period, agencies are contacted for further information. At the end of the grant year, recipients of awards must complete and sign a two page monitoring form, which is used to assess the performance of the program for that year and then is fed into the CAPERS report.

Lead Safe

The Lead-Safe Cambridge (LSC) program's annual monitoring of property owners and their tenants includes 100% of all assisted housing to ensure compliance with affordable housing restrictions and identify cases of non-compliance. Upon completion of lead hazard control work, LSC provides owners with a close-out package that includes information relevant to compliance monitoring, proper maintenance and mandated disclosures.

Non-compliant property owners are given reasonable time to get back into compliance and are required to repay the loan with interest if they fail to do so. In cases of non-compliance, LSC imposes an interest rate provision as a deterrent to early buy-out of the loan agreement. Income from any loans that are repaid is returned to the program for use in future lead hazard control work.

Fiscal

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

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

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

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

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



Lead-Based Paint

Describe the actions that will take place during the next year to evaluate and reduce the number of housing units containing lead-based paint hazards in order to increase the inventory of lead-safe housing available to extremely low-income, low-income, and moderate-income families.

Since 1994, a series of concurrent HUD grants (“Lead-Based Paint Hazard Control”) totaling \$14 million dollars have supported the work of the Lead-Safe Cambridge (LSC) program. In January 2008, LSC was awarded a sixth round of funding, which will enable the program to operate through December 2009. The program expects to apply for a HUD renewal grant in the Spring/Summer of 2009. The amount of the proposed renewal grant is unknown at this time.

During the 2010 fiscal year, LSC will assist property owners in de-leading up to 35 housing units. The program provides assistance to property owners who rent to very low and low-income families by arranging inspections and abatement; relocating families during de-leading; assisting children under the age of six by providing referral for testing and medical follow-up; and by assuming the full cost of inspections and up to \$10,000 per unit for lead hazard control. Priority is given to low or very low-income families with children less than six years old. The affordability to low and very low-income families of the de-leaded units is secured through a five-year note and mortgage, which specifies income and rent thresholds, as well as a loan recapture provision if the affordable housing covenant is breached.

Broad-based community outreach and education services are employed to prevent childhood lead poisoning by raising awareness, changing behavior, and connecting people with resources. In FY 2010, a free “lead safe work practices” training will be offered, targeted to homeowners, do-it-yourselfers and others interested in learning about working safely with lead-based paint during renovations in older homes.

LSC has been the recipient of several prestigious awards. In 1999, the Safer Soil project was recognized for its innovative approach to addressing an environmental problem through landscape design by receiving an American Society of Landscape Architects (ASLA) Merit Award. In 2000, LSC received the “2000 HUD Best Practices Award of Excellence” for its work in creating affordable lead-safe housing and reducing lead poisoning rates in Cambridge. In 2003, LSC was the proud recipient of the eighth “Innovations in Fair Housing Award” from the Cambridge Human Rights Commission, and in 2004, the program was recognized by the Cambridge Housing Authority, for its contribution to creating and maintaining affordable housing.

Through its long-standing partnerships with local public health, code enforcement, and non-profit rehabilitation agencies, LSC strives to achieve two major policy goals: preventing the lead poisoning of Cambridge children and increasing access to affordable lead-safe housing for low income families. To date, the program has de-leaded over 800 units of affordable housing and over 250 yards have been made lead safe through the intervention of the Safer Soil program. More importantly, since the inception of the LSC

program, the percentage of Cambridge children under age six with elevated blood lead levels has dropped from 10% to less than 1%.

LSC's partnerships with local healthcare providers, code enforcement and non-profit rehabilitation agencies have ensured the success of the Lead-Safe Cambridge program. As a result of these valuable partnerships, the City is on track to meet the goal of ending lead poisoning by 2010 and positioned to create affordable, lead-safe housing opportunities for hundreds of additional families.



Housing

Specific Housing Objectives

**Please also refer to the Housing Needs Table in the Needs.xls workbook.*

1. *Describe the priorities and specific objectives the jurisdiction hopes to achieve during the next year.*
2. *Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by this Action Plan.*

Program Year 5 Action Plan Specific Objectives response:

HOUSING OBJECTIVES

OBJECTIVE #1: Create new affordable rental units that are targeted for extremely low, low and moderate-income families and individuals.

Analysis:

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

Demographics

According to 2000 Census data, small and large families comprise 25% of extremely low-income rental households in Cambridge. Of these, 70% are paying more than thirty percent of their incomes for rent and over half (55%) are paying more than fifty percent of their incomes. In the low-income category, small and large families make up 38% of rental households. For this group, 59% are paying more than thirty percent for housing and 21% are paying more than fifty percent.

The cost of rental housing has increased dramatically over the past ten years. Costs of one-bedroom apartments have increased by 75%, two-bedrooms by 63%, and three-bedrooms by 64%. These increasing costs are felt the most by the 40% of households with children that are headed by a single parent.

Number of Households to be Served:

During fiscal year 2010, the City of Cambridge will work to create **40** multi-family affordable rental units, through nonprofit acquisition and development, and the inclusionary zoning ordinance. Although the CDBG and HOME programs allow assistance to households with annual incomes up to 80% of area median income, a substantial proportion of rental units assisted will be rented to tenants with incomes at or below 60% of area median. The availability of additional Section 8 rental assistance will be essential in working toward this goal. With the current barriers to affordable housing production, including continued high construction costs in the area and uncertainty in the equity yields through the Low-Income Housing Tax Credit program, the most important funding mechanism for the production of new affordable rental housing, it is extremely difficult to create new housing in this housing market and ensure that it be affordable to low and moderate-income households without this assistance. (Note: these goals are based on the Community Development Department's annual production goals)

Expected Resources:

Federal Funds

Community Development Block Grant Program
HOME Program
Low Income Housing Tax Credits
Section 108 Loan Guarantee
Section 8 Certificates and Vouchers

State Funds

State-Funded Affordable Housing Programs
MassHousing (previously Massachusetts Housing Finance Agency)

Local Funds

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

Resources and Strategies:

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

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

Inclusionary Housing: The City of Cambridge has an Inclusionary Zoning ordinance that requires any new or converted residential development with ten or more units to set-aside 15% of the total number of units as affordable units. The Community Development Department implements the program and monitors compliance with this ordinance. Staff work with the private developers to design and implement the marketing and sale or leasing of units to low and moderate-income Cambridge residents. Since the Ordinance was passed in 1998, more than 456 units have been permitted in all areas of the City. Long-term affordability of these units is ensured by a permanent deed restriction.

Low Income Housing Tax Credits: The Low Income Housing Tax Credit Program (LIHTC) targets construction or acquisition and substantial rehabilitation of low-income rental housing, as well as special needs housing and low-income housing preservation. This federal program, which is operated by the Massachusetts Department of Housing and Community Development (DHCD), was created by the federal Tax Reform Act of 1986, and awards federal tax credits to investors in low-income housing. The LIHTC program has been a critical resource to assist in meeting the City's affordable rental housing goals.

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

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

State Programs: Administered through the State Department of Housing and Community Development (DHCD), the Housing Innovations Fund (HIF), the Housing Stabilization Fund Program (HSF), and the Commercial Area Transit Node Housing Program (CATNHP) support acquisition, construction and/or rehabilitation of affordable housing development. HIF is a state funded program for non-profit developers to create and preserve affordable rental housing for special needs populations. The HSF program

has been used successfully to support rental housing production in the City. CATNHP is a state-funded bond program available to municipalities, non-profit and for-profit sponsors to support first-time homebuyer housing, rental housing production, or rehabilitation occurring within neighborhood commercial areas in proximity to public transit nodes. DHCD also administers State HOME funds, which the City also seeks for the acquisition, rehabilitation, and new construction of affordable rental units through the City's nonprofit housing providers. The Transit Oriented Development Infrastructure and Housing Support program, another potential source of funds, supports housing development in commercial nodes.

MassHousing: The state's affordable housing bank, MassHousing lends money at rates below the conventional market to support affordable rental and home ownership opportunities for low- and moderate-income residents of Massachusetts. MassHousing relies on private non-profit and for-profit developers and management companies to build and operate the rental housing that they finance.

Cambridge Affordable Housing Trust: The City established the Cambridge Affordable Housing Trust in 1989 to promote, preserve and create affordable housing. Since 1995, Cambridge has made significant contributions to increasing affordable housing by providing City funds in combination with matching funds under the Community Preservation Act. In FY2009, the Trust was allocated more than \$8 million in Community Preservation Act funds. The Trust lends these funds to local nonprofit housing development organizations to develop affordable housing. The Trust also funds comprehensive first-time homebuyer programs operated by the City. The Trust supports housing production in several ways, including nonprofit acquisition of multifamily buildings and incentives for private owners. The Trust also administers the Harvard 20/20/2000 Loan Fund in Cambridge. Under this Harvard University initiative, the Trust manages a \$6 million low-interest loan fund available affordable housing development. With these funds, the Trust makes low-interest loans for construction and permanent financing for the development of affordable housing.

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

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

Condo Acquisition Program: The Cambridge Housing Authority (CHA) operates a condo acquisition program. Under this program, condominiums are purchased by the CHA and used as scattered-site affordable rental units for low-income tenants.

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

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

OBJECTIVE #2: Increase affordable homeownership opportunities for first-time low and moderate-income buyers.

Analysis:

While the real estate market has stabilized in recent years after dramatic increases in the early 2000's, condominium unit prices remain out of the reach of low- and moderate-income first-time homebuyers in Cambridge. The City has responded by expanding its first-time homebuyer buyer education programs, increasing the subsidy amount available through its First-time Homebuyer Financial Assistance program, utilizing HOME and CDBG funds to assist homebuyers, securing funds for low cost mortgages (for example, the Soft Second Loan Program), and exploring new programs to help expand homeownership opportunities. The City also allocates substantial resources to the nonprofit development of limited equity condominium units for first time buyers.

Demographics

Most market homeownership opportunities within Cambridge are out of the reach for low- and moderate-income first-time buyers. As was shown in the Market Conditions section, a combination of factors including high demand to live in Cambridge and the high price and scarcity of undeveloped land has led to significant increases in the cost of homeownership between 1990 and 2005. While condominiums present the lowest-priced ownership opportunities in the City, competition for these units has led to an increase in price of 149% for condominium units during this time. Currently, a household annual income of \$110,995 is needed to support the \$419,000 median price of a condo. While sales prices have dropped in other communities and other types of real estate, condo prices in Cambridge remain at roughly the same level as in recent years, and continue to be out of reach for low and moderate-income buyers.

Owning a detached single-family home is even further out of reach for low- and moderate-income families. The median sales price for a single-family home increased in 2009 to \$790,000, so that a buyer would need a significant downpayment or an annual income of more than \$193,754 to purchase a home.

Other than units financed under City programs, there are few ownership opportunities for low- and moderate-income Cambridge residents in the private real estate market. The high cost of purchasing a "fixer-upper" in the City makes ownership difficult. Not surprisingly, the pool of potential low and moderate-income first-time homebuyers in Cambridge continues to be high with applications outnumbering available affordable homeownership units. Many applicants are now facing another challenge with banks now enacting stricter lending standards in response to the credit crisis. While prices are at historic lows, those without the best credit scores do have access to these programs. Access to responsible mortgage financing will remain an issue for many buyers with past credit issues. The affordable units created by the City encourage investment, stabilize buildings and neighborhoods, and guarantee continued affordability.

Number of Households to be Served:

During fiscal year 2010, the City of Cambridge will work to create **10** affordable homeownership units. This goal will be attained through nonprofit acquisition and development, the City's Financial Assistance Program, and the inclusionary zoning ordinance. The majority of first-time homebuyers assisted will have annual incomes between 50-80% of area median income. Although there is not a restriction on assisting buyers with lower incomes, it is more difficult for those households to obtain mortgage financing. Since housing costs are so dramatically high in Cambridge, the gap between what a household earning less than 50% of the area median can afford and the subsidy amount needed is unfeasible to provide. (Note: these goals are based on the Community Development Departments annual production goals)

Expected Resources:

Federal Funds

Community Development Block Grant
HOME Program

State Funds

State-funded Affordable Housing Programs
MassHousing
Soft Second Loan Program

Local Funds

Cambridge Affordable Housing Trust
Private Lenders

Strategies and Resources:

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

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

State Programs: Administered by the Commonwealth's Department of Housing and Community Development (DHCD), the Housing Stabilization Fund Program (HSF) and the Commercial Area Transit Node Housing Program (CATNHP) support acquisition, construction and/or rehabilitation of affordable housing development. The HSF program has been used successfully to support housing production in the City. CATNHP is a state-funded bond program available to municipalities, non-profit and for-profit sponsors to support first-time homebuyer housing rental housing production or rehabilitation

occurring within neighborhood commercial areas and in proximity to public transit nodes. DHCD also administers federal HOME funds, which the City also seeks for the acquisition, rehabilitation, and new construction of affordable rental units through the City's nonprofit housing providers. The Transit Oriented Development Infrastructure and Housing Support program, another potential source of funds, supports housing development in commercial nodes.

MassHousing: The state's affordable housing bank, MassHousing lends money at rates below the conventional market to support affordable rental and home ownership opportunities for low- and moderate-income residents of Massachusetts. MassHousing relies on private non-profit and for-profit developers and management companies to build and operate the rental housing that they finance.

Soft Second Program: The Soft Second Program, funded through DHCD, is a mortgage product that reduces a borrower's monthly mortgage costs while expanding their buying capacity. Cambridge uses this program in conjunction with area banks that provide reduced rate first mortgage funds for low-income buyers.

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

Cambridge Affordable Housing Trust: The City established the Cambridge Affordable Housing Trust in 1989 to promote, preserve and create affordable housing. Since 1995, Cambridge has made significant contributions to increasing affordable housing by providing City funds in combination with matching funds under the Community Preservation Act. In FY2009, the Trust received more than \$8 million through the Community Preservation Act. The Trust lends these funds to local nonprofit housing development organizations to develop affordable housing. The Trust funds the Financial Assistance Program, through which direct financial assistance of up to \$130,000 is provided to eligible homebuyers. The Trust also administers the Harvard 20/20/2000 Loan Fund in Cambridge. Under this Harvard University initiative, the Trust manages a \$6 million low-interest loan fund to provide low-interest loans for construction and permanent financing for the development of affordable housing.

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

Inclusionary Housing: The City of Cambridge has an Inclusionary Zoning ordinance that requires any new or converted residential development with ten or more units to set-aside 15% of the total number of units as affordable units. The Community Development Department implements the program and monitors compliance with this ordinance. Staff work with the private developers to design and implement the marketing and sale or leasing of units to low and moderate-income Cambridge residents. Since the Ordinance was passed in 1998, more than 456 affordable units have been permitted in all areas of the City. Long-term affordability of these units is ensured by a permanent deed restriction.

Financial Assistance Program for First-time Homebuyers: The City provides financing of up to \$130,000 to eligible first-time homebuyers who purchase homes in Cambridge. This assistance is available to residents earning up to 100% of the area median income who have graduated from the City's First-time Homebuyer class, and is combined with individual homebuyer counseling from City staff to help families become homeowners. Units remain affordable under the terms of a deed restriction held by the City.

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

Limited Equity Unit Resales: For limited equity units that have been developed with City support, the Community Development Department and local nonprofit agencies make affordable units available to low- and moderate-income first-time homebuyers. The resale of affordable owner-occupied units is controlled through deed restrictions that limit the price and target the availability of these units to low-income buyers. On average, one to five units get resold each year.

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

OBJECTIVE #3: Preserve affordable rental housing opportunities, and enhance access for extremely low, low and moderate-income renters.

Analysis:

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

Demographics

Cambridge has an older housing stock and consists of a high percentage of rental units (68%). Even though the 2000 Census shows that only a small percentage of housing units in the City are unsuitable for rehabilitation, a need to improve the condition of the rental housing and preserve its affordability still exists. Of the rental units, 52% have extremely low, low and moderate-income households. According to the 2000 Census, 63% of all extremely low, low and moderate-income renters in Cambridge are paying more than 30% of their household income for rent, while 35% are paying more than 50%.

High Prices

A combination of continuous demand, and a relatively fixed supply of affordably-priced housing units, have led, over the years, to dramatically increased rental costs in Cambridge. Condominium conversions since the end of rent control and the loss of thousands of rental units have also added to escalating housing costs in Cambridge driving costs to a point beyond the reach of many of the City's residents, especially low-income residents and those who were displaced after the end of rent control, or as a result of condo conversion in recent years. Since the early 1990s, the average rent for a one-bedroom apartment has more than tripled from \$650 a month in 1993 to almost \$1850 in the City's most recent rent survey.

Nonprofit Ownership

The City supports the purchase of rental properties with affordable units by nonprofit housing organizations, whenever possible, to ensure affordability. Given Cambridge's desirability, many buildings may be lost permanently to the market-rate private sector and condo conversions unless non-profit agencies are able to purchase and preserve their affordability through long-term deed restrictions.

Lead-Based Paint Regulations

The implementation of the federal "Title X" Lead-Based Paint Hazards regulations has significantly increased the rehabilitation costs of affordable rental properties. Although all family-sized rental units are delead under current housing programs, one-bedroom

units where a child will not be present, are not. "Title X" requires that all units receiving between \$5,000 and \$25,000 in federal funds must undergo a risk assessment, including one-bedroom units. Although federal regulations allow interim lead paint controls, Massachusetts lead laws only allow interim measures for two years. Therefore, nonprofit owners will most likely perform full abatement on most units. An additional requirement to perform soil testing and abatement, if high levels of lead are present, creates an even greater financial burden on developments that are already costly and competing for scarce subsidy dollars.

Number of Households to be Served:

During fiscal year 2010, the City of Cambridge will work to preserve **200** affordable rental units. This goal will be attained through the rehabilitation of existing affordable housing or the preservation of properties that have been affordable housing resources (i.e. properties with expiring affordability agreements) and through the set-aside of units under the multifamily rehab program, which assist in the preservation of units in small multifamily buildings that have been an important housing resource. The City will also work to purchase existing rental housing that has historically been an affordable resource for lower-income families. These units are often lost as rental housing when converted to condominiums. (Note: these goals are based on the Community Development Department's annual production goals)

Although the CDBG and HOME programs allow assistance to households with annual incomes up to 80% of area median income, a substantial proportion of rental units assisted will be rented to tenants with incomes at or below 60% of area median income.

The availability of Section 8 rental assistance will be essential in working toward this goal. With the current barriers to affordable housing production and preservation, including continued high construction costs in the area and uncertainty in the equity yields through the Low-Income Housing Tax Credit program, the most important funding mechanism for the production and preservation of affordable rental housing, it is extremely difficult to preserve housing in this housing market and ensure that it be affordable to low and moderate-income households without this assistance.

Expected Resources:

Federal Funds

Community Development Block Grant Program
HOME Program
Low Income Housing Tax Credits
Section 108 Loan Guarantee Program
Section 8 Certificates and Vouchers

State Funds

State-Funded Affordable Housing Programs
Mass Housing

Local Funds

Cambridge Affordable Housing Trust
Lead-Safe Cambridge
Private Lenders

Strategies and Resources:

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

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

Lead-Safe Cambridge: The Lead-Safe Cambridge program provides comprehensive de-leading assistance program aimed at landlords who rent to low-income families with children under the age of six. The educational component of the program is designed to further decrease the likelihood of childhood lead poisoning.

Low Income Housing Tax Credits: The Low Income Housing Tax Credit Program (LIHTC) targets construction or acquisition and substantial rehabilitation of low-income rental housing, as well as special needs housing and low-income housing preservation. This federal program, which is operated by the Massachusetts Department of Housing and Community Development (DHCD), was created by the federal Tax Reform Act of 1986, and awards federal tax credits to investors in low-income housing. The LIHTC program is been a critical resource to assist in meeting the City's affordable rental housing goals.

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

Section 8 Rental Assistance: Section 8 Project-Based Certificates are intended to provide a subsidy tied to a specific apartment that needs rehabilitation. In exchange for the long-term commitment of a rental subsidy, the owner agrees to lease these units to extremely low and low-income households. The City's nonprofit housing development organizations and the Cambridge Housing Authority work closely to create Project-Based

Section 8 units that are affordable to extremely low and low-income households. The availability of new Section 8 assistance is essential to meet the goals of this Consolidated Plan, without it the goals will be very difficult if not impossible to attain.

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

State Programs: The Housing Innovations Fund (HIF) and Housing Stabilization Fund Program (HSF), administered through the State Department of Housing and Community Development (DHCD), support acquisition and rehabilitation of affordable rental properties. The HSF program has been used successfully to support rental housing production in the City. State HOME funds have also been used for the acquisition, rehabilitation, and new construction of affordable rental units through the City's nonprofit housing providers. The Massachusetts Affordable Housing Trust Fund (AHTF), funded through MassHousing provides resources to create or preserve affordable rental housing throughout the state.

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

Cambridge Affordable Housing Trust: The City established the Cambridge Affordable Housing Trust in 1989 to promote, preserve and create affordable housing. Since 1995, Cambridge has made significant contributions to increasing affordable housing by providing City funds in combination with matching funds under the Community Preservation Act. In FY2009, the Trust received more than \$8 million through the Community Preservation Act. The Trust lends these funds to local nonprofit housing development organizations to develop affordable housing. The Trust funds the Financial Assistance Program, a comprehensive first-time homebuyer program that provides direct financial assistance to eligible homebuyers. The Trust administers the Harvard 20/20/2000 Loan Fund in Cambridge. Under this Harvard University initiative, the Trust manages a \$6 million low-interest loan fund to provide low-interest loans for construction and permanent financing for the development of affordable housing. Commercial developers are also required to contribute to the Trust through the Incentive Zoning Ordinance. Passed by the City Council in 1988, the ordinance requires large commercial developers seeking a Special Permit to make a contribution of to the Cambridge Affordable Housing Trust Fund in the amount of \$4.38 per square foot.

Preservation Activities: The City of Cambridge has nearly 600 units in subsidized developments facing the risk of expiring use restrictions or rent subsidies over the next 10 years. The Community Development Department (CDD) actively works with tenants, owners and other concerned parties to address the long-term needs of these housing developments. CDD provides technical assistance to help tenant groups to organize, to preserve affordability, and, in certain cases, to work with a local nonprofit organization to acquire their buildings. The City funds a tenant organizer to work with tenants at these housing developments to participate in the preservation of this housing.

Nonprofit Acquisition of Rental Buildings: Over the next five years, Cambridge intends to continue to provide financial support and technical assistance for the acquisition of existing rental buildings by nonprofit or public housing organizations. These organizations will operate the buildings on a nonprofit basis, invest over time in capital improvements, and guarantee access, upon turnover, for extremely low and low-income households through the use of long-term deed restrictions.

OBJECTIVE #4: Stabilize owner-occupied one to four-family buildings owned by extremely low, low and moderate-income households.

Analysis:

Cambridge strives to stabilize one- to four-family buildings owned by extremely low, low- and moderate-income households, encourage investment in the existing housing stock, and preserve the many affordable rental units in two-, three-, and four-unit buildings. In Cambridge, many low-income owners, particularly the elderly and single person households, are unable to make significant and necessary repairs in their units because they lack access to the capital or the skills to oversee rehabilitation. The Home Improvement Program offers affordable loans and technical assistance to existing owners of one- to four-unit properties, which encourages stability and reinvestment at a relatively low cost. Home Improvement Program Service also provides a resource to homeowners who may be at risk of foreclosure and can assist owners with analyzing refinancing options and available resources to assist in stabilizing the costs of homeownership.

Demographics

Almost half of the City's 44,725 housing units are in one- to four-family buildings. Of the owner-occupants in Cambridge, 24% are cost burdened, paying more than 30% of their income for housing. Among low and moderate-income homeowners, 60% are cost-burdened, paying more than 30% of their income for housing, and 40% are paying more than 50% of their income. With high housing payments, many low- and moderate-income owners are not able to pay for or finance necessary improvements to their homes. Many owner-occupied units, especially those occupied by low- and moderate-income owners, are substandard having health and safety code violations to address after years of deferred maintenance. Of these, most are suitable for rehabilitation. This group has also seen a great increase in its housing costs over the past five years. As property values have increased, so have taxes, insurance and other costs.

Number of Households to be Served:

During FY2010, the City of Cambridge will work to preserve and stabilize occupancy for **40** units through the rehabilitation of one-to-four family owner-occupied buildings. The majority of the households assisted have annual incomes between 50-80% of area median income. (Note: these goals are based on the Community Development Departments annual production goals)

Expected Resources:

Federal Funds

Community Development Block Grant
AmeriCorps and Youthbuild

State Funds

MassHousing Get the Lead Out Program

Local Funds

Cambridge Neighborhood Apartment Housing Services, Inc. (CNAHS)
Cambridge Historical Commission
Lead-Safe Cambridge
Associate Grantmakers
Bank of America Foundation
Cambridge Housing Authority
Menotomy Weatherization Program
Second Chance Program
Private Lenders

Resources and Strategies:

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

AmeriCorps and Youthbuild: AmeriCorps provides funding for the Just-A-Start YouthBuild Program, a dynamic program providing workforce development to unemployed youths, ages 17-24, while also helping them work towards a high school degree. During the program year, participants attend classes to attain their high school diploma and spend a portion of their time working on supervised housing rehabilitation crews. The crews provide carpentry, renovation and beautification services to Cambridge's non-profit housing development organizations as they renovate and develop affordable housing units for low and moderate-income households.

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

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

Mass Housing Get the Lead Out Program: Through a partnership with the Departments of Public Health and Housing and Community Development, MassHousing

provides an affordable way for income-eligible households to remove hazardous lead paint from their home.

Home Improvement Program: Cambridge's Home Improvement Program (HIP) provides technical assistance and reduced interest rate loans to low- and moderate-income owners of one to four family buildings. Funded primarily through the CDBG program and revolving loan pools, the program is operated by two local agencies, Just-A-Start Corporation and Homeowner's Rehab Inc., under contract with the Community Development Department.

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

Lead-Safe Cambridge: The Lead-Safe Cambridge program provides comprehensive deleading assistance program aimed at individual homeowners and landlords who rent to low income families with children under the age of six. The educational component of the program is designed to further decrease the likelihood of childhood lead poisoning.

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

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

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

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

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

Needs of Public Housing

1. *Describe the manner in which the plan of the jurisdiction will help address the needs of public housing and activities it will undertake during the next year to encourage public housing residents to become more involved in management and participate in homeownership.*
2. *If the public housing agency is designated as "troubled" by HUD or otherwise is performing poorly, the jurisdiction shall describe the manner in which it will provide financial or other assistance in improving its operations to remove such designation during the next year.*

Program Year 5 Action Plan Public Housing Strategy response:

The Cambridge Housing Authority operates a full range of federal and state housing programs, conventional and leased, for low-income, elderly and disabled households and individuals. In addition to basic programs such as family and elderly public housing and the Housing Choice (Section 8) Voucher program, the CHA administers a variety of special and innovative housing initiatives. These include congregate units linked with state services funding, special needs residences owned by the CHA and managed by local service providers, a single room occupancy program, a sponsor based voucher program for local nonprofit service providers and an award winning, nationally recognized resident services program.

The CHA's family, elderly and disabled developments house over 2,400 low-income Cambridge households. In addition, over 2,700 households receive rental subsidies through CHA's housing voucher programs. In total, CHA assists over 10,000 Cambridge residents, or almost 10% of the City's total population. CHA's properties range in size from single unit condominiums to a 301 unit development and are scattered throughout the city's seven neighborhoods. CHA's property profiles run the gambit from 1950s style brick developments to historically significant turn of the century residences.

While there has been some growth in the size of CHA's federal voucher program over the past years, adding new "hard" units to the public housing stock continues to be extraordinarily difficult. Federal funds for public housing operations and capital work has decreased steadily over the past seven years, making significant expansion of the public housing inventory nearly impossible.

Despite the negative funding trends, CHA has been able to use the funding flexibility provided by its participation in the Moving to Work Deregulation Demonstration (MTW) to acquire and redevelop over 325 affordable, scattered site units over the last decade. This increase in affordable units is a significant accomplishment given the funding challenges the Agency faces, however the paucity of federal funds for new development remains apparent in the ever-lengthening wait list for public housing and consistent numbers of homeless in Cambridge. As the Agency enters its tenth year under the MTW Demonstration program, the waiting list for all housing programs is now over 12,700 applicants.

Creating additional housing, especially for very-low income households, as well as the preservation and modernization of existing affordable housing in Cambridge remains an essential component of the City's affordable housing strategy. As part of its commitment

to developing new affordable units and repositioning CHA's existing state public housing stock in order to increase and improve the quantity and quality of the City's affordable housing units, CHA began in 2007 a ten-year capital plan to redevelop and modernize its entire public housing portfolio.

The current situation of the global capital markets required CHA to consider alternative funding mechanisms to accomplish the necessary improvements to its portfolio. In its MTW FY 2010 Plan, CHA proposed a contingency plan in the event that the weakened capital markets make it difficult for CHA to raise funds through bond financing, low-income tax credits and other private investments. In case the state and federal funds for public housing remain at their current levels or decline, CHA will consider moving state and federal public housing units from the public housing portfolio to the project based assistance program.

Management and Operation

At the core of CHA's mission lies the Agency's responsibility to maintain and manage its public housing developments. The day-to-day operation of the properties is among the Agency's highest priorities. A high-performing housing authority, the CHA was one of the nation's first to participate in HUD's MTW program. In addition to using MTW fungibility to acquire additional affordable units, CHA leverages MTW regulatory flexibility to design innovative programmatic reforms, particularly in the areas of rent determination, program eligibility and continued occupancy. MTW allows CHA to customize almost every aspect of its business in order to meet the community's specific affordable housing needs. Under MTW CHA was able to focus on program reform and simplification rather than HUD's proscriptive program and regulatory compliance requirements.

The ability to explore new policy and development ideas also allows CHA to have a more active resident involvement. This is achieved through public meetings, focus groups and a strong culture of community outreach. CHA however recognizes that it can do more to keep interested parties informed about, and engaged in discussions around CHA's initiatives.

Living Environment

The Cambridge Housing Authority continues to seek opportunities for improving residents' living environment. CHA takes a holistic approach to this assessment, emphasizing elements of the built environment but also exploring opportunities for improving residents' lives through improved security, resident capacity building, self-sufficiency and a nationally acclaimed array of vocational and educational programs for residents of all ages.

CHA's resident services programs are thoughtfully designed to address the specific needs of household members of all ages and abilities. The Agency operates a separate administrative arm designed specifically to provide services to CHA's older residents. This twofold approach to services –family and elderly- enables CHA to plan and implement services tailored to each population's specific recreational, social and educational needs.

As mentioned earlier, CHA is undertaking a comprehensive 10 year plan to modernize all of its public housing stock. More information on CHA's modernization plans can be found in the *Major Initiatives* and *Capital Program* sections of CHA's FY 2010 MTW Annual Plan (available online at www.cambridge-housing.org).

Public Housing Resident Initiatives

Resident involvement in public housing management and policy issues is taking on greater significance from each year. Beginning in the 1960s most CHA developments had tenant Councils serving as residents' representatives to CHA management. The five-person Housing Authority Board includes two CHA residents as Commissioners.

Over the past years CHA has helped residents reinvigorate the Tenant Councils with an eye on an expanded and more formal role for tenant leaders in the years ahead. In FY 2009 CHA entered into a contract with the Massachusetts Union of Public Housing Tenants to provide intensive training and support to resident leadership and Tenant Council members, with the ultimate goal of establishing a formal Resident Advisory Board. That process is well underway and the Board has been named the Alliance of Cambridge Tenants (ACT).

By the end of FY 2009 Cambridge public housing residents and voucher holders will elect a thirty eight member Board to ACT, which is expected to play an active and well-defined role in CHA's policy, administration and development decision-making.

In the coming years residents will continue their ongoing participation in the selection of Authority staff members, in grievance panel hearings, and in all phases of modernization of their developments

Homeownership

Unfortunately, the high cost of ownership in Cambridge continues to make a Section 8 Homeownership program infeasible in Cambridge. The cost of acquiring and servicing debt on residential units well exceeds CHA's voucher subsidies, and barring significant, long-term financing, a homeownership program remains out of reach. CHA encourages, wherever possible, home ownership opportunities for its residents. Unfortunately the Agency cannot provide participants assistance in this area.

Housing Choice (Section 8) Voucher Program

The Housing Choice Voucher Program continues to be one of the most successful programs for providing affordable housing for extremely low and low-income households. CHA’s MTW participation allows the Agency to quickly increase or decrease payments standards as needed to keep pace with the City’s rental market. Unfortunately attrition rates are very low in the program (an average of three or four households a month), so demand for vouchers remains extremely high. Following is the breakdown of Housing Choice Vouchers in use:

VOUCHERS IN USE (MTW, Non-MTW & State programs)	
Bedroom size	Number of Vouchers
0	195
1	1,074
2	845
3	449
4	67
5	4
6	0
Single Room Occupancy	146
TOTAL	2,780

Family and Elderly/Disabled Public Housing

Despite years of insufficient operating and capital funding, CHA maintains its bricks and mortar legacy to the highest standards. Many of CHA’s developments are remarkable for both their appealing designs and sought after locations. As described earlier, CHA is planning to reposition its state public housing portfolio in the coming decade to ensure that these affordable buildings will continue to be a community resource for many years to come.

OCCUPIED PUBLIC HOUSING UNITS	
Development Type	Number of Households
Federal	1,782
State	624
Other	104
TOTAL	2510

Demand for Affordable Housing in Cambridge

As evidenced by the waitlist data below, demand for affordable housing in Cambridge remains strong and constant.

Distinct Applicants	# of Applications by Program		# of Applications by Site	
12,790			Federal Family	5,795
			Federal Elderly	588
	Federal Family	6,593	1st Available Family	4,940
	Federal Elderly	1,776	1st Available Elderly	1,326
	State Family	6,747	State Family	1,672
	State Elderly	1,912	State Elderly	638
	HCV	6,776	1st Available Family	5,873
		1st Available Elderly	1,592	
	Total by Program	23,804	Total by Site	22,424

*Applicants may be in one or more program or site waiting lists, thus totals do not reflect the total distinct individual applicants.



Barriers to Affordable Housing

1. Describe the actions that will take place during the next year to remove barriers to affordable housing.

Program Year 5 Action Plan Barriers to Affordable Housing response:

BARRIERS TO AFFORDABLE HOUSING

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

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

The City of Cambridge continues to assess its housing policies in light of housing costs that continue to be unaffordable for low and moderate-income households. In the years after the end of rent control housing costs escalated dramatically to levels well out of reach for low and moderate-income households. While the real estate market has stabilized in recent years, housing costs have still remained out of reach, forcing more residents to relocate as more formerly rent-controlled units were converted to condominium units and sold to those who could afford to buy into an expensive real estate market.

The termination of rent control in 1995, and the subsequent impacts on housing costs, had a dramatic effect on tenants, and the City's housing market. To mitigate the end of rent control, the City implemented a variety of strategies which included increased affordable housing production, preservation of existing affordable units, and expansion of homeownership programs. While these strategies have continued and have helped to mitigate the impact of a more expensive housing market in recent years, though there continues to be unmet demand for affordable housing in the City.

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

the last year, these prices have been sustained in Cambridge due to the desirability of the City and strong local economy.

The cost of rental housing in Cambridge has soared to a point beyond the reach of low- and moderate-income households. In 1995, the median rent for a one-bedroom apartment was \$927 a month and in 2008 the median rent was \$1,850 .

Homeownership opportunities are even further out of the reach for low- and moderate-income first-time homebuyers. With the current median price for a single-family home in Cambridge at \$790,000, an annual income of more than \$193,754 is required to purchase a home. The condominium market also remains unaffordable for most, with the median price of a condo is \$419,000 requiring an annual income of more than \$110,995.

Strategy

The City created the Cambridge Affordable Housing Trust in 1988 in response to escalating housing prices and a shortage of affordable housing for many extremely low, low- and moderate-income households. Since the end of rent control in 1995, this commitment has resulted in the preservation or creation of more than 2,800 affordable units. The City's goal remains preventing further displacement of low- and moderate-income households, and working to preserve the socio-economic diversity of the city.

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

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

Barrier 2: Availability of Funding

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

Recent funding for the Section 8 program and public housing has not been sufficient to maintain the existing stock of public housing and address the continued need for rental housing. Due to the lack of new Section 8 assistance, more than 6,700 low-income households are currently on the Cambridge Housing Authority's Housing Choice Voucher program waiting list for leased housing. Additionally, funding for CHA modernization, development and operating subsidies has been inadequate in recent years.

Funds raised through the Low-Income Housing Tax Credit program have been significantly affected by the economic crisis and are not the stable resource they have been for many years. The LIHTC program is the most important funding mechanism for the production of affordable rental housing. Challenges facing tax credit developments include declining yields on credits which reduce equity investments and a shrinking pool of investors which further impacts the value of the credits. Ensuring that tax credits remain the critical resource they have been is essential to achieve the City's goals in the production and preservation of rental housing.

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

The commitment of other funders will also impact the success of the City's objectives. Private lenders will play a significant role in the success of the first-time homebuyer program as their credit standards will determine who is able to obtain a mortgage. Likewise the availability of funds from other grant and subsidy providers will have a significant impact on the City's housing objectives. The news that subsidy providers such as the Federal Home Loan Bank have been forced to suspend their affordable housing funding is a sobering indication of how the economic crisis might affect affordable housing efforts.

Strategy

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

that impede efficient affordable housing production and preservation. The City will also look to identify new sources of funding for housing efforts.

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

The Cambridge City Council and the Cambridge voters adopted the Community Preservation Act (CPA) in 2001. The CPA is a financing tool for Massachusetts communities to expand the supply of affordable housing, protect historic preservation, and preserve open space. Under the CPA, local funds that are dedicated to these uses are eligible for matching funds from the state. The CPA fund has been a critical local resource which has enabled the City to continue the preservation and development of affordable housing during times when acquisition and construction costs continue to rise and state and federal resources are less available. State matching funds for the CPA have been reduced significantly in FY2009 and will be further reduced in FY 2010. Continued availability of CPA funds will be essential in the success of the City's housing efforts and reductions in matching funds will make achieving the City's housing goals more difficult.

Barrier 3: Zoning

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

Strategy

The Cambridge Community Development Department (CDD) has worked for many years to support zoning policies that would promote incentives to encourage developers to provide affordable housing. In March 1998, the Cambridge City Council passed an Inclusionary Zoning ordinance that requires any new or converted residential development with ten or more units to provide 15% of the total number of units as affordable units. In return, the developer receives up to a 30% increase in density. CDD staff monitors compliance with this ordinance and works with the private developers to design and implement the marketing and sale or leasing of units to low-income Cambridge residents. The Inclusionary Zoning Ordinance has resulted in the creation of more than 456 units to-date.

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

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

Barrier 4: Competing Concerns of Neighborhood Residents

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

Strategy

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

Barrier 5: Impacts from Changes to the Mortgage Industry

In the past year there have been significant changes in the mortgage industry resulting from the credit crisis. This crisis has resulted in both an increase in foreclosures and a tightening of underwriting standards for new loans impacting both current owners and potential homebuyers. While the increase in the number of foreclosures has been less dramatic in Cambridge compared to other communities, it is a significant issue for those facing or at-risk of foreclosure. Many homeowners facing or at-risk of foreclosure are low and moderate-income, and may be eligible for assistance or counseling.

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

Strategy

The City will continue to monitor the impacts of the credit crisis in the mortgage industry. Efforts will be made to ensure that homeowners facing or at-risk of foreclosure are connected with available resources, counseling and assistance. Staff from the City's homebuyer programs and Home Improvement Programs will be available to work with

eligible homeowners to provide assistance in understanding and accessing available assistance.

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

HOME / ADDI

1. Describe other forms of investment not described in § 92.205(b).
2. If the participating jurisdiction (PJ) will use HOME or ADDI funds for homebuyers, it must state the guidelines for resale or recapture, as required in § 92.254 of the HOME rule.
3. If the PJ will use HOME funds to refinance existing debt secured by multifamily housing that is being rehabilitated with HOME funds, it must state its refinancing guidelines required under § 92.206(b). The guidelines shall describe the conditions under which the PJ will refinance existing debt. At a minimum these guidelines must:
 - a. Demonstrate that rehabilitation is the primary eligible activity and ensure that this requirement is met by establishing a minimum level of rehabilitation per unit or a required ratio between rehabilitation and refinancing.
 - b. Require a review of management practices to demonstrate that disinvestments in the property has not occurred; that the long-term needs of the project can be met; and that the feasibility of serving the targeted population over an extended affordability period can be demonstrated.
 - c. State whether the new investment is being made to maintain current affordable units, create additional affordable units, or both.
 - d. Specify the required period of affordability, whether it is the minimum 15 years or longer.
 - e. Specify whether the investment of HOME funds may be jurisdiction-wide or limited to a specific geographic area, such as a neighborhood identified in a neighborhood revitalization strategy under 24 CFR 91.215(e)(2) or a Federally designated Empowerment Zone or Enterprise Community.
 - f. State that HOME funds cannot be used to refinance multifamily loans made or insured by any federal program, including CDBG.
4. If the PJ is going to receive American Dream Down payment Initiative (ADDI) funds, please complete the following narratives:
 - a. Describe the planned use of the ADDI funds.
 - b. Describe the PJ's plan for conducting targeted outreach to residents and tenants of public housing and manufactured housing and to other families assisted by public housing agencies, for the purposes of ensuring that the ADDI funds are used to provide down payment assistance for such residents, tenants, and families.
 - c. Describe the actions to be taken to ensure the suitability of families receiving ADDI funds to undertake and maintain homeownership, such as provision of housing counseling to homebuyers.

Program Year 5 Action Plan HOME/ADDI response:

1. This is not applicable to the City of Cambridge.

2. ADDI & HOME Funds Recapture Policy

Affordable homeownership units that are funded with HOME funds are subject to primary residency requirements and long-term restrictions limiting the future resale price of the property. The resale price is based on the original affordable purchase price plus an annual return on the owner's equity plus the cost of eligible capital improvements. These limited equity homeownership units are permanently affordable and must be resold at the affordable resale price to an income-eligible buyer.

3. This is not applicable to the City of Cambridge.

4. This is not applicable to the City of Cambridge.

HOMELESS

Specific Homeless Prevention Elements

**Please also refer to the Homeless Needs Table in the Needs.xls workbook.*

1. *Sources of Funds—Identify the private and public resources that the jurisdiction expects to receive during the next year to address homeless needs and to prevent homelessness. These include the McKinney-Vento Homeless Assistance Act programs, other special federal, state and local and private funds targeted to homeless individuals and families with children, especially the chronically homeless, the HUD formula programs, and any publicly-owned land or property. Please describe, briefly, the jurisdiction's plan for the investment and use of funds directed toward homelessness.*
2. *Homelessness—In a narrative, describe how the action plan will address the specific objectives of the Strategic Plan and, ultimately, the priority needs identified. Please also identify potential obstacles to completing these action steps.*
3. *Chronic homelessness—The jurisdiction must describe the specific planned action steps it will take over the next year aimed at eliminating chronic homelessness by 2012. Again, please identify barriers to achieving this.*
4. *Homelessness Prevention—The jurisdiction must describe its planned action steps over the next year to address the individual and families with children at imminent risk of becoming homeless.*
5. *Discharge Coordination Policy—Explain planned activities to implement a cohesive, community-wide Discharge Coordination Policy, and how, in the coming year, the community will move toward such a policy.*

Program Year 5 Action Plan Special Needs response:

OBJECTIVE #1:

Prevention: To strengthen and enhance prevention-related programs and services, so as to minimize the number of Cambridge individuals and families who become homeless.

Over the coming year, the City of Cambridge through its Multi-Service Center anticipates placing a mix of homeless and at-risk individual and family households in temporary and permanent housing. In addition, the City expects to provide prevention-related assistance that will enable 375 individuals and another 575 families at risk of homelessness to remain in their existing housing.

Expected Resources

- **Federal Funds**
 - Community Development Block Grant Program
 - FEMA Funds
 - Section 8 Certificates and Vouchers
 - An as-yet undetermined portion of "Stimulus" Emergency Shelter Grant funds
- **State Funds**
 - State Payments for Legal Assistance
 - An as-yet undetermined portion of Cambridge "share" of State grant to Metro Boston Network
- **Local Funds**

City of Cambridge Tax Dollars
Cambridge Housing Assistance Fund (private donors)
Cambridge Fund for Housing (private donors)
Families to Families Fund (private donors)

Prevention Strategies

Homelessness/Eviction Prevention: Continue prevention services (e.g., prevention-focused case management; free legal assistance, advocacy, and mediation support to prevent eviction; and targeted financial assistance to address arrearages and prevent eviction or to support transition to alternate, more affordable housing). The City of Cambridge contributes some \$420,000/year in municipal tax dollars towards addressing and preventing homelessness at its Multi-Service Center. With about 50% of staff effort going to prevention of homelessness, that means over \$170,000 for staff who provide emergency case management for at-risk individuals and families and a pro-rated (50%) share of the \$80,000 cost of operating the Multi-Service Center (rent, etc.). In addition, more than half of a \$50,000 City contract with Cambridge and Somerville Legal Services (supplementing State IOLTA funding for legal services), the full amount of a \$20,000 CDBG grant for eviction prevention services to the Community Legal Services and Counseling Center, the full amount of a \$5,000 CDBG grant to Houseworks for eviction prevention services (addressing hoarding and other apartment maintenance issues which threaten a tenancy), and about half of \$62,000 in CDBG funding for Multi-Service Center staff time is devoted to prevention.

Pursuant to the imminent release of HUD guidelines, the City of Cambridge will be submitting a plan to HUD describing proposed use of "Stimulus" Emergency Shelter Grant (ESG) funds to prevent Cambridge-based individuals and families from becoming homeless. The exact amounts to be allocated to homelessness prevention vs. housing assistance to already-homeless persons, and the exact allocations for different types of client assistance (e.g., rental assistance, vs. utility arrearage payment vs. case management vs. housing search assistance, etc.) have yet to be set.

The City of Cambridge and many of our non-profit partners are part of the Metro-Boston Network, a newly formed partnership involving 15 communities to the north and west of Boston, supported by a \$1.2 million grant from the State, and tasked with developing collaborative regional approaches to homelessness prevention and resolution. The City has submitted a proposal for a small amount of grant funding from the Network to support its efforts to help low income families avoid homelessness and the need for State-funded shelter. The City has requested \$35,100 to assist 25 such families over the next 18-24 months.

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

Discharge Planning: Support advocacy efforts to promote more effective discharge planning by State-administered and/or State-funded mental health, corrections, and protective services agencies; and foster collaboration with local hospitals to enhance the outcomes of discharges of homeless persons from inpatient beds.

Employment Assistance: Maintain and enhance access to employment services (e.g., free assistance at the Cambridge Employment Program and the National Student Partnership office housed at the Multi-Service Center), to prevent the impoverishment that leads to homelessness. Most notably, the City -- with help (funding for one staff position) from the Cambridge Housing Authority -- provides in excess of \$600,000 in municipal funding to support the Cambridge Employment Program (CEP) and a short-term supported work program (Cambridge Works). (About 10% of the CEP caseload is homeless.) In addition, a portion of WIA funding administered by Employment Resources Inc. through its contract with the local Career Center pays for employment services offered to at-risk persons.

Housing Assistance: Continue and expand efforts to increase the supply of affordable housing in Cambridge (see other sections of this Plan), sustain efforts to prevent the loss of affordable housing due to “expiring use” provisions, and maximize utilization of Section 8 subsidies to enable tenants to remain in existing housing. Facing a swelling demand for housing subsidies amidst federal policy/funding changes designed to constrain growth in Section 8 program, the Cambridge Housing Authority (CHA) has managed to maintain and gradually expand the number of subsidized tenancies by reducing its payments to landlords whose rents exceed HUD’s annually published Fair Market Rents (FMRs). Although the CHA was able to respond to the inflationary rental market that characterized the mid 90s and early 2000s, by authorizing rents of up to 110% of the FMR (and even to 120% of the FMR in exceptional cases, under its Moving to Work waiver), the aforementioned federal policy/funding changes and increasing demand for new Vouchers necessitated a phased-in roll back of “exception rents” to the FMR, which was completed 3-4 years ago. With the additional help of supplemental grant awards, the CHA has been able to expand the number of vouchers, has made new project-based subsidies available to affordable housing developers, and has entered into contracts with supportive services providers to make sponsor-based subsidies available to house persons whose housing or CORI or credit histories might otherwise preclude access to rental assistance.

OBJECTIVE #2:

Access: To maintain and expand access by 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.

Expected Resources

On the night of the most recent (January 28-29, 2009) point-in-time program and street census, the City of Cambridge provided shelter or transitional housing to 32 homeless families and 274 homeless individuals. Another 73 homeless families from Boston were temporarily housed at the Cambridge Gateway Inn in the absence of available beds in State-funded family shelters in the metropolitan area. On that same night, census teams counted 40 unsheltered men and women on the street and in T-stations, cars, parking garages, all-night stores, and in more remote greenspaces on the edges of Cambridge. Another three homeless persons with prior experience living on the street were in short-term inpatient beds at the Cambridge Hospital.

During the past year, the City used its Homeless Management Information System (HMIS) to implement its second-ever longitudinal unduplicated count of homeless persons served by shelters and transitional housing. The period of analysis for this effort was the federal fiscal year, 10/1/07-9/30/08, in accordance with the requirements for the federal AHAR (Annual Homelessness Assessment Report).

The AHAR analysis counted 1,840 different homeless individuals and 95 different families served by emergency shelter or transitional housing. (Note that none of the homeless families temporarily placed at the Cambridge Gateway Inn by the State's Department of Transitional Assistance (due to the absence of available beds in the shelter system) are counted in the AHAR, because data about these families is not entered in any HMIS.)

Due to the inherent difficulty in capturing accurate identifying information about night-to-night guests in emergency shelters for individuals, it is quite possible that the actual number of unduplicated individuals served is somewhere between 1,500-1,600 -- given the high number of counted individuals with cumulative stays during the year of only 1-2 days (538 persons or 29% of the 1,840 total). A statewide HMIS Data Quality Committee is investigating the use of swipe cards and/or other strategies to reduce the number of incorrectly recorded or redundant client entries.

• **Federal Funds**

Community Development Block Grant Program
Emergency Shelter Grant Program
McKinney-Vento Supported Housing Program for various services
Federal Funding for Health Care for the Homeless services
Federal PATH funding for mental health services for the homeless
Federal Mental Health and Substance Abuse Block Grant

• **State Funds**

State (and federally matched) Emergency Assistance payments for shelter services
State (and federally matched) Medicaid Services

State (and federally matched) payments for battered women's shelter services
State payments for residential substance abuse treatment services and shelter

- **Local Funds**

City of Cambridge Tax Dollars

Cambridge Health Alliance funding for family shelter-based health care case management and shelter services for substance abusing homeless persons

Foundation, corporate, and donor grants and contributions

Strategies

Shelter Services: A network of five shelters for individual adults (four "dry" shelters and one "wet" shelter for active substance abusers), two family shelters, and one shelter for battered women provide emergency shelter for homeless persons (funded by a combination of approximately \$3 million of State and federally matched resources, as listed above, as well as tens of thousands of privately raised dollars). (The majority of homeless women staying at St. Patrick's Shelter, located just across the border in Somerville, are picked up at the Cambridge Multi-Service Center and transported by van to the shelter.) ESG grants provided \$54,500 in support of shelter operations and/or renovations.

Food and Meal Programs: A network of ten food pantries (funded with FEMA grants; foundation, corporate, and private grants and donations; and an annual \$103,000 City grant) distribute emergency food in Cambridge; three of these pantries serve significant numbers of homeless persons. Eight Churches or Church-sponsored organizations and the City's Council on Aging sponsor daily lunch programs and suppers six nights a week, serving a mix of homeless and low income persons. All homeless families and some homeless individuals access federal Food Stamps and eligible homeless families access WIC coupons. Homeless individuals are assisted by case management staff in obtaining Food Stamps based on income eligibility. All shelters for individuals provide dinner and breakfast for guests funded by a combination of FEMA grants and foundation, corporate, and private donations and grants. All family shelters provide cooking facilities for guests. \$20,000 in CDBG funding helps support an emergency food recovery and distribution program which supplies food to nearly all of the aforementioned pantry, shelter, and meal programs.

Clothing Services: All shelters for individuals receive and distribute clothing for guests. These efforts are supplemented by clothing distribution programs serving guests at five drop-in programs, and a retail second hand clothing store operated as a transitional employment program for homeless persons by CASPAR in neighboring Somerville. A network of other charitable programs collect and distribute donated clothing for both homeless and low income persons.

Health Care and Related Services: Local hospitals and the network of neighborhood health centers affiliated with the Cambridge Hospital (the Cambridge Health Alliance) all accept and enroll patients in the Medicaid (locally known as Mass Health), Commonwealth Care, and Health Safety Net programs. (All homeless families whose shelter services are funded under the Emergency Assistance portion of TANF are automatically eligible for and enrolled in Medicaid; eligibility for homeless individuals is based on income, age, disability, and/or access to other coverage.) In addition, health care is available at shelter-based clinics operated by the federally funded (\$50,000-plus) Health Care for the Homeless program, and for youth and young adults by a mobile van-based health care program sponsored by Bridge Over Troubled Waters and funded by various charitable concerns.

A McKinney Vento grant (approximately \$14,000/year plus a \$25,225/year local match by the Cambridge Health Alliance) helps fund family shelter-based health care case management services for over 60 families every year. The federal Mental Health and Substance Abuse Block Grant helps fund non-Medicaid-reimbursable detoxification and community-based emergency mental health services (both of which serve a primarily homeless clientele), and a portion of the stabilization services which match one of the McKinney Shelter Plus Care grants. State Public Health and Medicaid programs fund residential and outpatient substance abuse treatment programs, whose clienteles consist largely of homeless persons.

A \$131,000/year McKinney-Vento grant combined with an agency-fundraised cash match of \$40,000-plus supports CASPAR's street outreach program serving 200-plus unsheltered persons; a \$49,000/year McKinney-Vento grant combined with an agency-fundraised cash match of \$12,000-plus funds an Eliot Community Human Services' Mental Health clinician to the aforementioned street outreach team. A \$18,600/year McKinney-Vento grant matched by cash contributions and State reimbursement for services to covered clients funds a North Charles relapse prevention program serving 26 homeless men at any point in time. Approximately \$90,000 in federal PATH grants fund shelter-based mental health services operated by Eliot Community Human Services.

Low Threshold Drop-In Programs: A network of ten programs offer a site-specific mix of daytime drop-in programming for homeless and/or at-risk persons, drawing funding support from a mix of government and private sources. A \$28,000 ESG grant helps fund a Heading Home drop-in for homeless women. A \$57,800/year McKinney Vento grant, a \$10,000 ESG grant, and tens of thousands of dollars in other privately raised matching funds help support Eliot Community Human Services' Bread & Jams' drop-in program serving some 50-plus unsheltered and under-served homeless adults each day. A mix of federal (SAMHSA), State, ESG (\$12,000), and private funding helps support Youth on Fire, Cambridge Cares About AIDS' drop-in program for homeless and runaway youth and young adults. With the help of specially earmarked funding, CASPAR has been able to open its wet shelter during the day to provide more intensive services to medically at-risk chronic substance abusers. State and privately fundraised monies support On the Rise's street outreach and drop-in program, serving an average caseload of 16-plus unsheltered and under-served homeless women. Both On the Rise and Youth on Fire received McKinney Vento grant funding during their start-up years, but decided to forego that funding, having determined that the collection of data required for compliance with the HMIS mandate, even on a voluntary basis, would have posed a potential barrier to access to the disengaged homeless clients targeted by the programs. Private funding also enables the Salvation Army to operate its drop-in programming for the homeless. CASPAR's Phoenix Center in neighboring Somerville offers Somerville Continuum-sponsored SHP-funded drop-in support and access to daily meetings for men and women in substance abuse recovery. Although State budget cuts forced the closure of one of the two local "social clubs" providing drop-in support to persons with histories of mental illness, the other program -- located just over the Cambridge Somerville border in Union Square Somerville -- continues to offer that critically needed support. A Women's Center provides drop-in services for women, with the help of privately fundraised resources.

OBJECTIVE #3:

Housing: 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.

As noted previously, on the night of the most recent (January 28-29, 2009) point-in-time program and street census, the City of Cambridge provided shelter or transitional housing to 32 homeless families and 274 homeless individuals. Another 73 homeless families from Boston were temporarily housed at the Cambridge Gateway Inn in the absence of available beds in State-funded family shelters in the metropolitan area. On that same night, census teams counted 40 unsheltered men and women on the street and in T-stations, cars, parking garages, all-night stores, and in more remote greenspaces on the edges of Cambridge. Another three homeless persons with prior experience living on the street were in short-term inpatient beds at the Cambridge Hospital.

As also previously noted, during the past year, the City used its Homeless Management Information System (HMIS) to implement its second-ever longitudinal unduplicated count of homeless persons served by shelters and transitional housing. The period of analysis for this effort was the federal fiscal year, 10/1/07-9/30/08, in accordance with the requirements for the federal AHAR (Annual Homelessness Assessment Report).

The AHAR analysis counted 1,840 different homeless individuals and 95 different families served by emergency shelter or transitional housing. (Note that none of the homeless families temporarily placed at the Cambridge Gateway Inn by the State's Department of Transitional Assistance (due to the absence of available beds in the shelter system) are counted in the AHAR, because data about these families is not entered in any HMIS.)

Due to the inherent difficulty in capturing accurate identifying information about night-to-night guests in emergency shelters for individuals, it is quite possible that the actual number of unduplicated individuals served is somewhere between 1,500-1,600 -- given the high number of counted individuals with cumulative stays during the year of only 1-2 days (538 persons or 29% of the 1,840 total). A statewide HMIS Data Quality Committee is investigating the use of swipe cards and/or other strategies to reduce the number of incorrectly recorded or redundant client entries.

Expected Resources

- **Federal Funds**
 - Community Development Block Grant Program
 - HOME Program
 - Low Income Housing Tax Credits
 - Section 108 Loan Guarantee Program
 - Section 8 Certificates and Vouchers
 - Section 811 Grants to Develop Housing for persons with mental illness
 - Emergency Shelter Grant Program
 - McKinney-Vento Shelter Plus Care
 - McKinney-Vento Supported Housing Program for various services

Family and Youth Services Bureau funding for street outreach to youth and young adults
An as-yet undetermined portion of "Stimulus" Emergency Shelter Grant funds

- **State Funds**

Housing Innovations Fund (HIF) and Housing Stabilization Fund (HSF)
An as-yet undetermined portion of Cambridge "share" of State grant to Metro Boston Network

- **Local Funds**

City of Cambridge Tax Dollars
Foundation, corporate, and donor grants and contributions
Cambridge Affordable Housing Trust Fund (funded by a combination of tax dollars, "Inclusionary Zoning" payments by housing developers, and "Linkage" fees contributed by commercial property developers)

Strategies

Permanent Supportive Housing: Three Shelter Plus Care (S+C) grants totaling in excess of \$560,000 fund subsidies for 39 individuals with disabilities and 7 families with HIV/AIDS, and leverage at least \$560,000 in supportive services, including intensive case management services for 15 clients of the Mass. Department of Mental Health, case management for 15 clients of Cambridge Cares About AIDS under contract with the Mass. Department of Public Health, case management by Heading Home under ESG contract with the City, and case management by Cambridge Cares About AIDS, with the help of federal Ryan White funding. Last year, the Continuum returned some unspent S+C funds to HUD; this year, the Continuum hopes to fully use these funds to help subsidize another 5-10 homeless households, depending upon the mix of incomes and rent obligations incurred by program clients.

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

Twelve (12) ongoing McKinney-Vento SHP grants providing more than \$1.7 million in annual funding help sustain another 114-plus units of permanent supported housing for formerly homeless persons with disabilities, most of whom were chronically homeless.

- Four SHP grants to HomeStart support subsidies and/or services for 66 mostly chronically homeless individuals;
- Five SHP grants helped Heading Home maintain 32 units of PSH for persons with disabilities transitioning out of homelessness (including two grants funding programs that previously furnished transitional housing, but were converted to permanent supported housing);
- One grant allows Transition House to maintain seven (7) units of PSH for families and individuals with disabilities and histories of domestic violence;
- One grant allows the Cambridge Housing Authority, in partnership with New Communities, to dedicate eight (8) units of public housing to homeless persons with disabilities; and
- One small grant allows the Cambridge Housing Authority, in partnership with CASCAP, to dedicate an additional eight (8) units of public housing to homeless persons with disabilities.

Many of these programs have been able to support more units of permanent housing than they projected. At the time of the January 28-29, 2009 census, SHP- and S+C-funded permanent supported housing programs were operating at over 113% of capacity (serving 200 persons using funding intended to serve 177 persons), thanks to creative efforts to stretch their resources.

Two just-awarded SHP grants, including \$162,236 in new (two-year) funding for six units of permanent supported housing (PSH) operated by Heading Home and \$72,198 in reallocated (one-year) SHP funding for five units of PSH operated by HomeStart will allow the Continuum to serve another 11 chronically homeless persons.

In addition, with the support of the City, State, and private funding, Heading Home recently opened Duley House, a new PSH program serving 14 formerly homeless women, including 10 who were chronically homeless.

Cambridge Cares About AIDS uses HOPWA funding to help operate RUAH, a congregate PSH program for seven terminally ill women with HIV/AIDS. The clients have either come from homelessness and/or from a medical institution where they were determined to be unable to maintain their own housing, due to mental and physical deterioration as a result of the disease.

Four PSH projects (two of which are counted among the units operated by the Mass Department of Mental Health, and two of which entail ongoing sponsorship under the SHP program) funded acquisition, construction and/or rehab of the PSH utilized a total of approximately \$900,000 in McKinney-Vento funds and leveraged well over \$1.9 million in federal and State-derived HOME funds, Section 811 funding, and City tax dollars.

Permanent Housing: please see other sections of the One Year Plan

Transitional Housing: Homeless persons are served in Cambridge by eleven (11) transitional housing programs. (Two of the 13 programs counted in this section of last year's Plan were recently converted from transitional to permanent supported housing.) State-originated grant funding of approximately \$42,000 managed by the Mass Housing and Shelter Alliance helps pay for housing and staffing for a nine unit women's transitional housing program operated by Heading Home at the Cambridge YWCA. A \$20,000 CDBG grant pays for a transitional program for men and women in early substance abuse recovery at CASPAR's Emergency Service Center. A 22-unit men's transitional housing program at the YMCA (operated by the City's Multi-Service Center) is funded by an \$89,000 grant from MHSA, which covers staff and related costs, and payments from MHSA totaling \$132,000 to cover the annual rent for the 22 rooms. A summer program for twelve men and women operated by students from Harvard University is funded by the Phillips Brooks House program at Harvard, and by a small (\$1,635) ESG grant.

Five (5) transitional housing programs are funded, in part by McKinney-Vento SHP grants, as follows: a North Charles Inc. program for five men in recovery (\$24,600/year plus matching funds for supportive services, plus \$18,000 to assist with leasing costs), a CASPAR program for seven women in recovery (\$57,000/year plus matching money for operations and supportive services), a Cambridge Cares About AIDS (CCAA) program for five men with HIV/AIDS (\$27,000/year for leasing plus leveraged money for staffing), a CCAA program for five women with HIV/AIDS (\$31,000/year for leasing plus leveraged money for staffing), and a Transition House Transitional Living Program for five families and four women (\$57,000/year SHP grant, plus matching money for supportive services, plus leveraged rental assistance subsidies). The Salvation Army draws upon private funding to operate an in-house transitional housing program

for shelter residents who have demonstrated commitment to ending their homelessness, and CASPAR uses State and Federal Substance Abuse Block Grant funds and other resources to operate two recovery-oriented transitional housing programs for newly sober women (in Cambridge) and men (in Somerville).

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

- \$222,000/year in SHP funds for two HomeStart housing search/case management programs serving approximately 100 persons; a combination of State and privately-fundraised pools of money (Cambridge Housing Assistance Fund, Cambridge Fund for Housing the Homeless, etc.) help homeless individuals pay the up-front cost of obtaining rental housing;
- \$32,000/year in SHP funds for CASCAP's fiduciary (money management / representative payee) program, intensively serving over 44 persons at any point in time;
- \$60,000/year in SHP funds for Heading Home's specialized legal assistance program, serving an average caseload of 30 persons;
- \$33,000/year in SHP funds for the Community Learning Center's literacy and computer literacy program, serving 18 homeless students at any point in time;
- \$35,000 in SHP funds for Transition House's stabilization program (formerly operated by the Hildebrand) providing support to eight family households and three individuals who have been placed from homelessness to housing. Starting in July 2009, funding for this program will be reduced by 50%, and the caseload will likewise be reduced (to four families and two individuals).

The City has a performance-based contract with the State's Department of Transitional Assistance to fund housing search and post-placement stabilization services for homeless families staying in DTA shelters and the Gateway Motel. Should staff from the Multi-Service Center facilitate the projected number of placements (22 placements of YWCA families and at least 5 placements of Gateway families), the contract will generate \$135,000. As noted elsewhere in this document, the City of Cambridge contributes some \$420,000/year in municipal tax dollars towards addressing and preventing homelessness at its Multi-Service Center. Approximately \$246,000 of that funding goes towards case management, housing search, and supervision. A little more than \$62,000 in CDBG funding for Multi-Service Center staff is devoted to case management, housing search, and supervision.

Approximately 10% of the people on the caseload of the Cambridge Employment Program (CEP) are homeless. As noted elsewhere, municipal and LHA funding of the CEP and a City-sponsored supported work program exceeds \$600,000/year.

SPECIAL POPULATIONS

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

Supportive Housing Development Program

In FY2004, in addition to strongly supporting nonprofit agencies in their applications for federal and state funds to develop additional housing with appropriate services for low-income persons with special needs, Cambridge will target low-interest loans and construction loans to fund gaps in the capital costs of developing supportive housing.

Support for other entities

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

Leveraging plans and matching requirements

Cambridge intends to continue its work to leverage state, local and private funds to support activities in this area. Funds leveraged tend to be committed on a site-by-site basis, but generally include the Cambridge Affordable Housing Trust, funds provided by Cambridge Banks Housing Associates (a consortium of local banks), local lenders and other sources. Some of these funds have matching requirements. For example, a newly awarded Recaptured HOME grant to develop affordable rental housing for chronically homeless persons will leverage both additional housing development resources and the supportive services to sustain the men and women housed in those units.

Service Delivery and Management

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

Ending Chronic Homelessness

The specific actions that Cambridge has taken over the past year towards ending chronic homelessness include:

- Over the past year, Continuum providers used a combination of federal, state, municipal, and private resources to sustain a broad spectrum of programming targeting services to the chronically homeless and the not-yet chronically homeless, including clinically-based

street outreach, a network of four year-round shelters for individuals (and one seasonal shelter), 28 transitional and permanent supported housing programs which serve a mix of chronic and not-yet-chronically homeless disabled individuals; five daytime drop-in programs which serve distinct segments of the sheltered and unsheltered population; daily, mostly faith-based-sponsored lunches and dinners; a Health Care for the Homeless program; a team of clinicians that serve guests at key shelters and drop-ins; a field-based case management program and a low threshold housing resource team that collaborate in assisting homeless and chronically homeless individuals maximize their participation in mainstream benefits and address the barriers to obtaining housing; and a host of other supportive service programs that help clients address the legal, financial, and other barriers to ending their homelessness. These efforts are described in greater detail in the Housing Activity and Supportive Services Charts which appear later in this Narrative.

- With the help of a new SHP grant, the Continuum implemented 6 new units of scattered site permanent supported housing (PSH) for chronically homeless individuals. With a mix of City, State, and private funding support, Heading Home opened Duley House, a new program providing permanent supported housing to 14 formerly homeless women, including at least ten (10) chronically homeless women.
- Cambridge is in the fourth year of implementing its HMIS (Homeless Management Information System). The Cambridge HMIS provides users with the tools to regularly review their data, allowing us to maintain "cleaner" data than ever before. The Cambridge HMIS also allows for the import of data from providers using other data bases (including the State's free HMIS). Likewise, the new HMIS allows providers funded by the State's Department of Transitional Assistance or Department of Public Health to export data entered into the Cambridge HMIS to the State's HMIS. As described elsewhere in this document, the City completed its second longitudinal unduplicated count of sheltered and transitionally housed persons in compliance with the federal AHAR (Annual Homeless Assessment Report) for federal fiscal year 10/1/07-9/30/08. In addition to moving ahead with other customizations, the software vendor that maintains the Cambridge HMIS is developing the capacity for real-time transfer of data from one HMIS to another using standardized XML. Protocols are still being refined to allow for the integration of hashed (one-way encrypted) data furnished by provider agencies concerned about protecting the safety/confidentiality of DV victims, clients with HIV/AIDS, and clients receiving covered services from HIPAA-covered providers.

Obstacles remaining to ending chronic homelessness in Cambridge.

- Shortage of Housing Subsidies: "Out of Reach 2007-2008," a study by the National Low Income Housing Coalition continues to rank Massachusetts as the least affordable state in terms of housing cost. <http://www.nlihc.org/oor/oor2008/> Under conventional assumptions that rent and utility costs should be no more than 30-40% of household income, an individual leasing a studio apartment at Fair Market Rent in the Boston-Cambridge-Quincy HMFA (\$1,086/month) would have to earn at least \$32,500/year (the equivalent of a full time salary at an hourly wage of \$16.25/hour, and well above the SSDI and SSI payment levels that homeless and chronically homeless persons often depend upon). In order to lease a one-bedroom apartment in the Boston-Cambridge-Quincy HMFA (\$1,086/month), an individual would have to earn at least \$34,500/year (the equivalent of a full time salary at an hourly wage of \$17.25/hour). In the absence of an adequate supply of conventional (Section 8) housing subsidies, McKinney-funded housing subsidies awarded pursuant to SuperNOFA competitions over the past 5-6 years

have been a godsend for the primarily chronically homeless individuals who have been housed with the help of those subsidies (126 of the 200 persons in PSH units at the time of the annual census were chronically homeless.) However, we need many more subsidies to make a larger dent in the 155+ un-housed chronically homeless persons counted in the Cambridge census, not to mention the other homeless individuals and families in Cambridge shelters and transitional housing.

- Competitive Disadvantage: Chronically homeless individuals typically have poor housing histories, poor credit, criminal histories, and/or insufficient income which combine to make them unattractive tenant prospects to mainstream landlords, especially when there is a steady supply of conventional applicants, as well as groups of college students who can pool their funds to pay higher rents. Over 100 formerly homeless people, including a majority who were chronically homeless, have been able to sustain housing with the help of McKinney-funded Representative Payee services furnished by CASCAP and HomeStart, using McKinney grant funds. The assurance of regular monthly payments by the Housing Authority, or, in the case of McKinney-funded leasing assistance combined with the commitment of stabilization services, has been able to counteract the competitive disadvantage faced by chronically homeless individuals. Again, however, the insufficient supply of subsidies and lack of reliable new stabilization resources (from McKinney or other sources) leaves many such persons lacking a realistic prospect of housing. (CASCAP's and HomeStart's Representative Payee programs are essentially at capacity, making it difficult to assisting other homeless persons who require Rep Payee services in order to receive Social Security benefits and/or to obtain a lease from a landlord.)
- The Open "Front Door": With our porous borders and the as-yet imperfect implementation by the State of its protocols to prevent discharges that cause [or quickly lead to] homelessness, the Cambridge Continuum continues to have a wide-open "front door." Our ability to end chronic homelessness is thus interdependent with the success of similar efforts in nearby communities, and with the success of the State in more effectively transitioning prison inmates, mental hospital inpatients, persons in residential treatment programs, and foster children into the mainstream community. In the meantime, for every shelter bed we empty by placing someone in housing, there is another homeless person to take that housed person's place. And for every unsheltered person who moves off the street, there are others who enter our Continuum.

Despite a 40% increase in the number of chronically homeless persons occupying permanent supported housing from the 2007 to 2008 censuses (from 73 to 102 persons), the number of sheltered and unsheltered chronically homeless persons dropped by only 9%, from 200 to 182, from one census to the next. From the 2008 to 2009, the number of chronically homeless persons in PSH units increased by 23.5% from 102 to 126. At the same time, the number of chronically homeless persons counted in shelter and on the street dropped by 15% from 182 to 155. Although the magnitudes of the two changes (24 and 27 persons) are comparable, it is hard to know whether the numbers are related. The 2009 annual census was conducted when the City was blanketed by a foot of snow, ice, and slush, and there is some uncertainty as to whether the 10-15 people who were previously counted in some of the more remote areas (which were inaccessible due to snow cover) simply found other, less obvious places to stay, or whether the numbers of chronically homeless persons actually dropped. The next year's census will help indicate whether there is a trend at work, or whether the 2009 count was simply a reflection of the weather.

Changes in the total number of chronic homeless persons reported in since 2004.

2004	2005	2006	2007	2008	2009
193	172	148	200	182	155

Large new permanent supported housing grants implemented in 2004-5 helped make a significant dent in the chronic homeless population. With the reduction in the size of so-called "bonus" grants available through the McKinney SuperNOFA process, and with only minimal increases in the number of mainstream housing subsidies available to the chronically homeless, our Continuum has seen an increase in the number of sheltered and unsheltered chronically homeless persons, resulting from the "porous borders" and the as-yet-to-be-closed "front door" described in the previous section. By implementing creative strategies in 2007-09 to stretch the resources of PSH programs and (at least temporarily) boost the number of chronically homeless persons in those units, we have been able to make a bigger dent in unmet need. (The various PSH programs funded by McKinney grants to serve 177 individuals and 12 families were actually able to provide PSH to 200 individuals and 12 families, as of the January 28-29, 2009 census.) However, without significant new resources, we are concerned that we may not be able to keep up with the increase in chronic homelessness that results from the aforementioned "porous borders" and the as-yet-to-be-closed "front door."

As also noted in prior discussions about chronic homelessness, there is inconsistency among shelter staff in the process of identifying homeless guests as "chronic" in the absence of personal knowledge by shelter staff that their clients had been homeless for the requisite period or have the requisite disabling condition. Clients are not necessarily forthcoming about their circumstances, and staff in high-volume shelters, where collection of client histories is difficult, and student staff/volunteers in some of our smaller shelters (which lack funding to dedicate professionals to data collection and data entry) often do not know about prior periods of incarceration or residential treatment or about stays in other shelters, and instead rely on their own (limited) knowledge of guests to determine whether they should be classified as chronic or not.

Current Chronic Homelessness Strategy.

As described in the following charts, our strategy for ending chronic homelessness is focused on two goals:

- Preventing and minimizing the incidence of homelessness among Cambridge residents with disabilities, each of whom lives in one of three types of housing, each of which requires its own approach to prevention: (a) non-program permanent housing, (b) housing operated in conjunction with systems of care funded or operated by State agencies, (c) housing operated by a Continuum provider.
- Promptly and effectively addressing the needs of disabled persons who are homeless in Cambridge, so as to minimize the time it takes them to successfully transition to permanent housing (independent or supported).

As noted in the prior section, because we cannot (and would not) prevent the arrival of homeless or at-risk persons with disabilities into Cambridge, we continue to have an open "front door," and so

cannot unilaterally end chronic homelessness in Cambridge. Ending chronic homelessness in Cambridge would require comparable commitments to preventing and addressing homelessness among persons with disabilities in surrounding communities, as well as more effective implementation of discharge strategies by the systems of care operated under the aegis of the State.

(1) Preventing / minimizing the incidence of homelessness among Cambridge residents with disabilities in non-program permanent housing (including public housing and private subsidized / unsubsidized housing).

As described in the following chart, the City of Cambridge and its non-profit and faith-based partners bring a multitude of resources to the table in an effort to prevent homelessness.

Homelessness Prevention	Case Mgmt.	Rental Assist.	Mediation & Legal Aid
<p>Cambridge Multi-Service Center (MSC): The MSC offers a range of prevention-related assistance, including on-site case management, referral for free legal assistance or free/low cost mediation services to help prevent eviction, free access to a phone, and help accessing special funds which can pay rent arrearages to prevent eviction, or help cover the up-front cost of moving (e.g., first / last / security, moving fees) to a new apartment. Funds accessed include the Families to Families Fund, the Cambridge Housing Assistance Fund, the New Lease Fund, the Cambridge Fund for Housing the Homeless, and the Second Step Fund). Access is by self referral or by referral from any “first responder,” such as a church, City Hall, or library, or by one of the following:</p> <ul style="list-style-type: none"> • The Cambridge School Department's Family Resource Center refers "doubled up" families at risk of homelessness to the MSC for help. (Although such families are not homeless by HUD standards, the children are deemed homeless and eligible for education-related McKinney assistance by the federal Department of Education.) • The Cambridge Department of Veterans' Services refers veterans whose housing is at risk to the MSC; the DVS can contribute funds to help prevent eviction; • The Council on Aging refers at risk elders and the City’s Disabilities Commission refers at-risk persons with disabilities to a CDBG/City-funded case manager, who has office hours at the MSC and the Senior Center; <p>[As described elsewhere in this narrative, the MSC hopes to be able to access new resources in 2009-10, including federal Stimulus Emergency Shelter Grant funds and Cambridge's "share" of State funds awarded to the Metro Boston Network for prevention. Access will be by the above means and also by referral from the Cambridge Housing Authority and other large landlords, by referral from health centers and food pantries and other providers serving at-risk households, and by referral from the Cambridge District Court (via the Community Dispute Settlement Center, which operates Court-based landlord/tenant mediation services), in the case of persons facing imminent eviction.]</p>	<p>✓</p>	<p>✓</p>	<p>by referral</p>

Homelessness Prevention	Case Mgmt.	Rental Assist.	Mediation & Legal Aid
Cambridge Somerville Legal Services (with City funding) and the Community Legal Services & Counseling Center (with CDBG funding) provide legal representation (at mediation, negotiation, or court) for tenants at risk of losing housing in landlord disputes.			✓
Community Dispute Settlement Center and Just a Start's Mediation for Results (both privately funded) offer free or low cost landlord/tenant mediation to help prevent evictions. Mediation for Results also offers casework support to prevent troubled tenancies from becoming eviction cases.			✓
The State-funded Cambridge Department of Veterans Services offers financial and other assistance to eligible wartime veterans and their dependents to help prevent homelessness. The City's Veteran's Agent collaborates with the MSC to obtain matching funds required by State law. Veterans who first seek services from other Continuum providers are routinely also referred to the DVS for specialized assistance.	✓	✓	
The Salvation Army offers small grants to individuals and families to help pay rental arrearages or cover the up-front relocation costs.		✓	
Catholic Charities is an intake point for federal FEMA grants and grants from other sources to individuals or families at risk of eviction due to rent arrearages .		✓	
The City's Fuel Assistance Program uses LIHEAP, State Fuel Assistance funds, and FEMA funds to help low income households pay utility arrearages and rent arrearages (if heat is included in rent).		✓	
HomeStart primarily uses private foundation funding to operate a Boston-based homelessness prevention program serving the metro Boston area, which includes Cambridge. Advocacy, mediation support, and a flexible (but limited) rental assistance fund help preserve high-risk tenancies of eligible clients who have been referred or self-referred.	✓	✓	
(CDBG funded) CEOC staff provide advocacy/tenant organizing support for households facing evictions.			✓
Persons with histories of psychiatric hospitalizations for serious mental illness can receive ongoing or emergency case management funded by the Mass. Department of Mental Health . Depending on their housing status, clients receive assistance from a DMH case manager, a CASCAP case manager, the Aggressive Community Treatment (ACT) team in resolving a housing crisis, or in obtaining supported housing, if needed.	✓		

Homelessness Prevention	Case Mgmt.	Rental Assist.	Mediation & Legal Aid
<p>Victims of domestic violence who call a local battered women's hotline (staffed by Transition House in Cambridge, and Respond in neighboring Somerville; the two organizations are negotiating a merger) are assisted in leaving the batterer and finding temporary shelter in another community. "Prevention" in this case doesn't mean assistance in maintaining housing where they are at risk of abuse, or being encouraged to temporarily stay in an abusive situation while they search for alternate permanent housing. Instead, it either means finding a way to remove the abuser or to help the victim leave, even if that renders her temporarily homeless. Once a woman decides to leave her home to escape abuse, the hotline staff connect her into a statewide network of providers that locates an available bed at a domestic violence shelter in a community far enough away from the batterer so that she will be safe from discovery.</p>	✓		
<p>Persons with HIV/AIDS can access prevention services through Cambridge Cares About AIDS, through the Multi-Service Center, or through AIDS Action in Boston,</p>	✓	✓	
<p>Homeless and runaway youth receive assistance from street outreach workers from Bridge Over Troubled Waters (BOTW) and from Starlight Ministries, as well as from staff at Cambridge Cares About AIDS's Youth on Fire drop-in program. BOTW staff can help under-age youth explore options for re-connecting with family (if re-connection would not endanger the youth), or gaining placement in a residential program, either through the State's Department of Social Services, if they are under 18, or through BOTW's transitional housing program, if they are over 18. Youth on Fire, which tends to serve young adults who are resistant to more structured programming offers supportive services while working to encourage and assist its clients in accessing any and all other residential options and services.</p>	✓		

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

(2) Preventing / minimizing the incidence of homelessness among Cambridge residents with disabilities in Cambridge-based housing operated in conjunction with State-supported “systems of care”.

The State of Massachusetts has certified to HUD its commitment to prevent homelessness-causing discharges from its systems of care, including programs operated or funded by the Departments of Mental Health, Mental Retardation, Public Health (substance abuse programs), Corrections, Youth Services (juvenile corrections), Social Services (foster care and domestic violence shelters), and Medical Assistance (nursing homes and rehab hospitals). That commitment is reiterated in the State’s 10 Year Plan to End Chronic Homelessness.

However, as has been discussed at meetings of State officials with staff from local Continua, there is still “slippage” between intention and implementation. Persons leaving prisons and substance abuse treatment programs are still ending up in shelters and on the streets. The State has shown a commitment to address the problem, for example, recently reorganizing the entire State prisons system of discharge planning. (Of course, despite the State’s best efforts, some inmates will simply lie about where they intend to go when they leave prison, and many will “wrap” their sentences to avoid being subject to post-release supervision.) The City of Cambridge is an active participant in statewide meetings, reflecting our Continuum’s commitment to work with the State to ensure that appropriate, available local resources are responsive to support discharge planning efforts. The City of Cambridge solicited and recently accepted an invitation to join a soon-to-be-constituted State advisory committee on discharge planning.

(3) Preventing / minimizing the incidence of homelessness among Cambridge residents with disabilities in housing operated as part of the Continuum of Care (the only “system of care” funded / operated by the City)

As a HUD grantee, the City of Cambridge has certified its commitment to prevent homelessness-causing discharges from its systems of care. The only system of care funded by or through the City is the network of permanent supported housing (PSH) projects, including S+C projects operated as part of the Continuum. The City does not operate or administer any inpatient programs, any correctional facilities, or any child protective services programs. The City’s ability to prevent homelessness-causing discharges, then, stems from our leverage as the grantee for McKinney PSH programs. Our Continuum is in the third year of successful implementation of a written policy on preventing homelessness-causing discharges from such PSH and S+C projects (as described in last year’s SuperNOFA). Under that policy, program sponsors make every effort to avoid discharging troubled clients, and, if such discharge is unavoidable, commit to assist in finding the discharged person an alternative placement. We have recently developed, and will implement with the new contract year, a new form providing clients of PSH and S+C programs more information about the reasons they may have received warnings, or as a last resort, termination from their program, and their options for appealing any termination.

(4) Promptly & effectively addressing the needs of disabled Cambridge residents who have become homeless

To address the needs of disabled persons who have become homeless, the Cambridge CoC includes a diverse mix of residential and supportive services programs offering interim support for meeting their basic needs (a safe place to sleep, food, clothing, health and mental health care, addiction services), and remedial support to help them develop the skills, resources, and self-confidence they need to obtain and retain permanent housing.

As described in the Housing Activity Charts elsewhere in this documents, and in the following charts describing our supportive services, the Cambridge Continuum offers a flexible and effective mix of emergency, residential, and supportive services that can address the distinct needs of homeless people with mental, emotional, or substance abuse disabilities, or HIV/AIDS. Recognizing that people become homeless for different reasons, face different obstacles to gaining housing and stability, and bring a unique mix of strengths to their situations, our Continuum has multiple portals of entry and utilizes a range of proven service models.

Our Continuum includes both programs that can expedite the progress of disabled persons who are ready and motivated to overcome the obstacles to housing (e.g., housing placement assistance, fiduciary services, legal services, etc.), as well as services designed to reach out to, encourage, and support disabled persons who are reluctant or unable to seek out the services they need: (a) street outreach targeting unsheltered disabled homeless, (b) field-based case managers and clinicians targeting sheltered persons who lack the wherewithal, initiative, self-confidence, or hope to escape the “shelter shuffle” and (c) drop-in centers that reach out to and engage chronically homeless men, women, and young adults, in order to link them to more substantial housing and service resources.

Outreach to the Unsheltered Homeless

Overview:

- **Street outreach** is primarily conducted by staff from CASPAR's **First Step Street Outreach** program, Eliot Community Human Services' **First Step Street Outreach Mental Health Expansion** program (adding a mental health clinician to the street outreach team), **Bridge Over Troubled Waters**, a Boston-based program that spends considerable time reaching out to youth and young adults in Cambridge, and three faith-based outreach initiatives: **Outdoor Church** (targeting chronically homeless persons in Porter, Harvard, and Central Squares on Sundays), **Streetlight Ministries** (targeting chronically homeless persons in Porter and Davis Squares (Somerville) on Wednesday nights), and **Starlight Ministries**, targeting chronically homeless adults in Cambridge one day per week, and Cambridge youth and young adults four days/week.
- **Place-based outreach** to the unsheltered homeless, and nurturing linkages with community and Continuum-based resources are the primary roles of Eliot Community Human Services' **Bread & Jams**, **On the Rise**, and Cambridge Cares About AIDS' **Youth on Fire**, each of which operates a low threshold drop-in targeting different segments of the unsheltered population (men, women, young adults, respectively), and each of which has effectively used word of mouth on the street to draw homeless persons to their programs.
- **Traveling Outreach: HomeStart's Field-Based Case Managers** reach out to unsheltered and episodically unsheltered homeless persons at drop-in programs, at the shelters serving the most transient populations, and on the street, where they routinely encounter and assist the clients they first met in those other venues. Although **Eliot Community Health Service's "Shelter Specialists"** and the medical staff at clinics operated by **Health Care for the Homeless** have a clinical focus, their services at local drop-ins

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attract unsheltered persons with whom the staff work to nurture the kind of trusting relationship that will facilitate bridge-building between the client and other providers.

The **First Step Street Outreach** program and **First Step Street Outreach Expansion** program, funded in part by two SHP grants, operates van- and foot-based outreach weekdays from 8AM until midnight. The team includes **CASPAR** staff trained to work with persons actively involved in substance abuse (funded by the original grant), and a **Eliot Community Human Services** clinician (funded by the “expansion” grant) who targets outreach to unsheltered persons with serious mental illness. Staff cover all known locations frequented by unsheltered homeless persons, including, parks, train stations, ATMs, bridges, subway tunnels, 24 hour convenience stores, etc., as well as meal programs, and daytime drop-in programs.

The teams are in radio contact with the Police and routinely respond to calls for help. Depending on the time of day and the needs of the client, outreach staff offer transportation off the street to CASPAR’s wet shelter or to a daytime program in that same building that is staffed to address the needs of intoxicated and medically at-risk homeless persons; to other metro-area shelters with available capacity; to drop-ins; or to the local emergency room, if appropriate. Depending on the needs and willingness of clients to accept help, outreach staff can facilitate access to substance abuse or mental health treatment, and can assist persons with medical needs in getting to the next Health Care for the Homeless clinic.

The target population of the First Step Street Outreach program includes both persons who are chronically unsheltered, as well as unsheltered persons who intermittently access shelter services, typically during winter or inclement weather. Unsheltered homeless persons targeted by First Step staff tend to be resistant to staying in shelter or otherwise subjecting themselves to the rules and regulations attendant to program participation. Even after they come to trust the First Step staff, many of these clients remain reluctant to disclose basic information about themselves, even including their legal name. The large majority of First Step’s clientele are the chronic homeless targeted by HUD. Although many of the First Step clients are well-known to the local shelters, emergency rooms, and treatment programs they have episodically accessed over the years, documentation of chronicity is complicated by the transience of these clients (crossing the boundaries of multiple Continua), and the inability to unambiguously verify prior homelessness; sadly, verification of the qualifying time sometimes has to wait until First Step staff have seen a client on the street for a full year.

Bridge Over Troubled Water conducts street outreach in Harvard and Central Squares, and staffs a medical van in Harvard Square every night, reaching out to homeless youth and young adults. Bridge can offer young adults 1-2 nights of emergency respite from the street in host homes, operates longer-term transitional housing leading to more independent housing, and maintains a drop-in facility in downtown Boston where young adults can access food, showers, laundry facilities, dental care, clinical services (substance abuse treatment, HIV/AIDS prevention, counseling to address domestic violence, sexual abuse, or other issues), help in re-connecting with family, access to State protective services, help completing their educations, and/or help obtaining employment.

Outdoor Church targets chronically homeless persons in Porter, Harvard, and Central Squares on Sundays. **Streetlight Ministries** targets chronically homeless persons in Porter Square (Cambridge) and Davis Square (Somerville) on Wednesday nights. **Starlight Ministries** conducts van outreach on Thursday evenings in Harvard Square, during which time teams of 5-10 volunteers and staff offer their primarily chronically homeless clientele food, clothing, first aid, counseling, and referral to services. Starlight Ministries’ RYSE (Reaching Youth on the Streets) program brings street outreach staff to Cambridge four afternoons/evening every week, including Saturdays.

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Cambridge Cares About AIDS' **Youth on Fire**, is a low threshold drop-in program offering homeless youth and young adults a safe space off the street and access to McKinney-funded case management and clinical services, as well as the leveraged services of numerous providers. Many of the youth targeted and served by the programs have long histories of homelessness, have serious mental illness, chronic substance abuse, and deep scars from childhood sexual or other trauma. Because HUD's defines chronic homelessness only for persons age 18 and older, some of the clients who would otherwise qualify fall outside that designation. Word of mouth has proven to be Youth on Fire's most effective means of reaching out to homeless and runaway street youth. YOF's minimal participation requirements is attractive to young adults who, in many cases, are not willing to conform to the rules imposed by other more structured programs. Although simply affording these youth a safe place off the street for a few hours has intrinsic value, drop-in participation allows program staff and volunteers a chance to reach out and develop a connection that will hopefully lead to more substantial engagement later on.

On the Rise (OTR) targets its outreach efforts to chronically homeless women who are disengaged with other systems of care, and who often reject shelter. OTR consults with other programs doing street outreach, like CASPAR's First Step, to ensure that limited outreach resources are targeted where needed, and not duplicated. In addition to more formal outreach, OTR relies on word of mouth on the street to reach its targeted clientele. As indicated by the overwhelming demand for program services, that kind of informal outreach is effective. OTR's Women's Center is known for its warmth and acceptance: women know they can come there for a nap or a shower or a meal, without having to answer any questions or disclose personal information. (OTR does not accept SHP funds, and so is not obligated to collect data for HMIS, which staff believe could create a barrier to reaching a disengaged and often mistrustful clientele.) Although staff are ready to provide more substantial aid – accessing mainstream benefits, finding housing, supporting clients at court dates, replacing lost IDs – they typically let the women's readiness to take the next step determine when and how much assistance to provide.

Eliot Community Human Services' Bread & Jams' Self-Advocacy Center, funded in part by an SHP grant, depends primarily on word of mouth on the street to attract its daily clientele: largely unsheltered and temporarily sheltered-but-disengaged men (and a small number of women) who come for food, clothing, help finding day employment, voicemail, or just to get off the street. The Center serves as a low-threshold gateway to Continuum services for homeless adults who tend to avoid more mainstream services, many of whom have been living on the street for substantial portions of time, and many of whom have histories of mental illness or substance abuse. On days when Youth on Fire is closed, or during the morning hours before it is open, the Self-Advocacy Center clientele includes a higher percentage of youth and young adults. Staff and a visiting HomeStart field-based case manager and/or visiting staff from the First Step Street Outreach/Expansion team work to engage and build relationships with Center guests, in hopes of facilitating more substantial linkages with mainstream and Continuum services.

HomeStart's Field-Based Case Management (FBCM) program, partially funded by an SHP grant, targets unsheltered and marginally sheltered persons in daily visits to the daytime drop-in programs and overnight shelters that serve the most transient populations. FBCM staff offer both information and referral (I&R) assistance and case management, depending on the needs and receptivity of the client. No-strings-attached I&R assistance provides good faith evidence of the commitment and intentions of FBCM staff, and builds trust with unsheltered clients and otherwise disengaged clients who are typically reluctant to disclose personal information or commit to case management services that might require follow-up. To the extent that a homeless person is interested in applying for and obtaining mainstream benefits, accessing mainstream or Continuum-based services, conducting a housing search, or addressing barriers to housing and stability, FBCM staff can offer the necessary case management support. With the inception of the Key I and Key II permanent supported housing (PSH) programs, the Field-Based Case Management program has become an important link between the street and low threshold permanent scattered site housing.

Outreach to the Unsheltered Homeless

Health Care for the Homeless operates 12 clinics each week at drop-in programs run by the Salvation Army, Heading Home, and CASPAR, and at the St. Patrick's Shelter in Somerville one evening a week. (Health Care for the Homeless also contributes a nurse to the First Step Street Outreach team for one morning shift each week.) The daytime clinics typically serve a mix of sheltered and unsheltered persons who are attending the drop-in to get off the street. The staff, who also see some of the very same clients at CASPAR's wet shelter, the local detox, the Cambridge Hospital, and the psych Emergency Room, develop a trusting relationship that, over time, can form the basis of a successful referral and a more substantial client connection with the Continuum. Although their clinics are hardly characterized as outreach, their role in building bridges between the unsheltered homeless and other Continuum providers does, in fact, effectively serve the purpose of outreach.

In addition to reaching out to the sheltered homeless, **Shelter Specialists** employed by **Eliot Community Human Services** (funded by the federal Mental Health Block Grant and PATH program) also reach out to the unsheltered, via deployment at two drop in programs (at the Salvation Army and Heading Home's Cambridge Shelter) that attract unsheltered and marginally sheltered men and women, and at the Multi-Service Center, where one clinician is available on a walk-in basis. Staff work to build trusting and supportive relationships with participants who have the kind of serious mental illness that often precludes ongoing and successful relationships with mainstream providers, shelter staff, or even other homeless persons. Many of these individuals have had negative experiences with the mental health care system, and are reluctant to acknowledge their disability – even though it might open doors to housing and services – out of fear of having to re-experience the kind of institutional care and loss of personal freedoms that they associate with the system.

Supportive Services: Case Management

Overview:

- **Residence-based case management** is available: (a) to all shelter guests at Heading Home's Cambridge Shelter, (b) to the more demonstrably motivated shelter guests at the Salvation Army (i.e., guests who are working or taking other appropriate and visible steps to end their homelessness), (c) to all guests at the YWCA and Hildebrand family shelters and Transition House's shelter for domestic violence victims, and (d) to all participants in Cambridge-based transitional and permanent supportive housing programs (see Housing Activity Charts).
- The following agencies/programs provide **non-residence-based case management** to homeless persons: (a) who are unsheltered either most or all of the time, (b) who are staying at shelters which lack the resources to offer case management, (c) who are too transient to develop relationships with residence-based case managers, or (d) who are unable to work with the case managers at the shelters where they are staying:
 - HomeStart's Field-Based Case Management program
 - The Cambridge Multi-Service Center for the Homeless
 - Staff at On the Rise Women's Center
 - Staff at Youth on Fire's drop-in
 - Staff at Eliot Community Human Services' Bread & Jams Self Advocacy Center
 - Stabilization staff at HomeStart's Housing Resource Team
 - Hildebrand's Family Stabilization Program
 - Health Care for the Homeless' Family Health Care Case Management Program
 - Massachusetts Department of Mental Health Case Managers
 - The Cambridge Veterans' Agent

In addition to previously listed services to unsheltered persons, **HomeStart's Field-Based Case Management (FBCM) program** targets services to under-served or disengaged sheltered homeless persons who lack adequate case management support, either because the shelter where they are staying cannot offer it to them, or because their mental or emotional state has left them unable or unwilling to accept shelter-based assistance. Most shelters are not staffed to offer case management to all their guests, and typically target extended-stay beds and case management assistance to (working) guests who appear to have the most potential for progress.

FBCM staff visit shelters, drop-in programs (e.g., the Salvation Army, Eliot Community Human Services' Bread & Jams' Self-Advocacy Center, Youth on Fire, Heading Home's Women's Drop-In), meal programs, and other locations to reach out to homeless persons who need individual support and encouragement in order to get "unstuck." FBCM staff serve as "walking outreach" for numerous Continuum and mainstream programs, responding to hundreds of requests for information, making appropriate referrals, linking homeless persons with mainstream benefits and services, and providing ongoing case management support that can follow a homeless person from shelter to shelter, including shelters in neighboring communities. In addition to reaching out to persons in need of assistance, FBCM staff accept referrals from other programs unable to provide the necessary help.

In addition to its role in preventing homelessness, the **Cambridge Multi-Service Center for the Homeless (MSC)** offers full case management assistance to homeless elders and persons with disabilities, short term case management assistance for other homeless and at-risk individuals who have no or inadequate access to such help, and program-based case mgmt to clients of the Carey men's transitional housing program. MSC clients are easily referred by case managers to a range of co-located specialized services, including housing search assistance (homeless only), mental health counseling, substance abuse counseling, money management assistance (homeless only), legal assistance (homeless only), help accessing mainstream benefits, and free telephone access. Although ongoing clients are encouraged to schedule appointments with their case manager, staff are available to assist walk-in homeless clients and persons referred by any and all sources.

Supportive Services: Case Management

On the Rise’s Women’s Center reaches out to chronically homeless unsheltered women, many of whom have undiagnosed or unacknowledged mental illness, and offers them a range of services, beginning with low-threshold access to its Women’s Center – where clients can shower, nap, snack, and simply get off the street – to more comprehensive case management and advocacy assistance, when and if the women want it. As staff from OTR build relationships with their clients, they are able to provide more substantial case management assistance, and make more successful referrals – providing the personal support that ensures follow-through on those referrals – to both mainstream and Continuum services that their clients might have previously spurned.

Clinical and non-clinical staff at **Cambridge Cares About AIDS’ Youth on Fire** drop-in center offer general and clinical case management to homeless, often unsheltered, youth and young adults, offering them assistance in accessing age-appropriate treatment resources, counseling support, mainstream benefits, educational services, and help finding employment. A partnership with HomeStart on one of its Permanent Supported Housing projects enabled a small number of chronically homeless Youth on Fire participants to obtain their own housing.

Eliot Community Human Services' **Bread & Jams’ (B&J) Self Advocacy Drop-In Center** is a low-threshold gateway to Continuum services for persons who tend to avoid more mainstream (i.e., more bureaucratic, professionally staffed) services. The Center typically attracts unsheltered or temporarily sheltered-but-disengaged homeless persons, many of whom have been living on the street for substantial portions of time, and many of whom have histories of mental illness or substance abuse. On mornings before Youth on Fire is open and on days when it is closed entirely, the Self-Advocacy Center clientele includes a higher-than-average proportion of youth and young adults, seeking food, clothing, or a place to crash after a long night on the street. Center case management staff and regularly scheduled “visiting” staff from HomeStart’s Field-Based Case Management program and from the First Step Street Outreach team work to engage and build relationships with homeless guests, in hopes of being able to link them with mainstream and Continuum benefits and services, employment, and housing.

In addition to residence-based case management provided in conjunction with permanent supported housing (and Shelter Plus Care), and in addition to the more limited follow-up support that transitional housing programs can provide to graduates who have moved to permanent housing, two programs offer up to six months of intensive **stabilization case management** to homeless clients who have transitioned to permanent housing (longer-term assistance is available to persons whose disabilities necessitate greater support to ensure housing retention):

- **HomeStart’s Housing Resource Team** offers short-term stabilization case management services to consenting homeless individuals who are transitioning to their own housing.
- **Transition House’s Family Stabilization** offers short-term stabilization case management services to consenting families who are transitioning from homelessness to their own housing.

Population-specific case management is available to targeted segments of the homeless population:

- **Mass. Department of Mental Health (DMH)** case managers provide case management to consenting, previously hospitalized persons with serious mental illness, who may be unsheltered, living in a shelter, or living in a more stable (Continuum-based or specialized) transitional housing program.
- **Cambridge Cares About AIDS** and **AIDS Action** (Boston) offer case mgmt to homeless persons with HIV/AIDS
- The **Cambridge Veterans’ Agent** provides case management to homeless Veterans seeking help accessing mainstream or veteran’s benefits, and lacking other source of case management. The Veterans’ Agent often refers homeless veterans to the New England Shelter for Homeless Veterans or the Veterans’ Benefits Clearinghouse (both in Boston), for more extensive specialized help in accessing the resources they need.
- **Health Care for the Homeless** staff provides **family health care case management** to parents staying at the family shelter and to families and individuals staying at Transition House’s domestic violence shelter.

Supportive Services: Life Skills

Training in life skills (e.g., managing an apartment, maintaining good relations with neighbors and the landlord, coping with stress, budgeting and money management, anger and conflict management, shopping on a budget, eating for good nutrition, developing and sustaining healthy relationships, parenting successfully, living with HIV/AIDS, getting and keeping a job, etc.) is an integral component of services offered in all **family shelters**, and all **transitional housing** and **permanent supported housing** programs (see Housing Activities Chart).

Life skills training is also an integral part of the services offered (i) by **Heading Home** and **Transition House** for their Cambridge shelter guests; (ii) by the **Salvation Army** for homeless persons in their extended-stay shelter beds; (iii) by **HomeStart's Housing Resource Team** (for newly housed individuals receiving stabilization support); (iv) by **CASCAP's Fiduciary Services Program** (offering training and support in budgeting and money management); (v) by **Transition House's Family Stabilization Program** (for newly housed families receiving post placement stabilization services); (vi) by staff at **Youth on Fire** drop-in center for homeless youth and young adults; and (vii) by **Health Care for the Homeless's Family Health Care Case Management Program** (offering parenting skills training to family and domestic violence shelter residents).

The **mainstream and Continuum-based employment programs** offering job search support and support for job retention are described in the Employment Assistance table in this section.

North Charles' Relapse Prevention Program (listed in the chart on substance abuse services) is essentially a life skills program, in that learning to sustain a sober lifestyle is an essential life skill for person in recovery.

Supportive Services: Alcohol and Drug Abuse Treatment

In addition to numerous AA, NA, Alanon, and other **peer-run meetings supporting abstinence** that are open to all persons in recovery, Cambridge houses a mix of treatment services for homeless and non-homeless persons alike, sponsored by **CASPAR** (outpatient services), **North Charles Institute for the Addictions (NCIA)** (outpatient services), the **Cambridge Health Alliance (CHA)** (detox and outpatient services), and the **Mt Auburn Prevention and Recovery Center** (outpatient services). Depending on the nature of the service, the provider's authorization to participate in public insurance programs, and the level of State funding in a given year, the cost of treatment to indigent persons may be covered by Medicaid or the State's Public Health Department. (Recent cuts in public health coverage and the ensuing loss of treatment beds have reduced mainstream access to treatment services, extending the wait for detox and for the short-term residential programs that detox patients transition to in order to support early recovery. At the same time, **new treatment slots reserved for chronically homeless substance abusers** have improved access to services for this population, as long as referral sources can adequately document the qualifying homelessness.)

In addition to these mainstream programs, there are **homeless-specific** residential and treatment programs :

- **CASPAR** operates the **Emergency Service Center**, a "wet shelter" serving homeless persons actively drinking or drugging; the **Access** program, a pre-transitional program for men and women in the first weeks of substance abuse recovery; **Womanplace**, a transitional housing program that reserves most of its beds for homeless women in early substance abuse recovery; and **GROW House**, an SHP-funded transitional housing program that serves homeless women in more advanced substance abuse recovery. In neighboring Somerville, CASPAR's **Phoenix Center** provides homeless persons with daytime treatment and drop-in support for sobriety. CASPAR's **First Step Street Outreach** program, which targets much of its outreach service to unsheltered persons with active substance abuse problems, has already been discussed as an "outreach service."
- **North Charles Inc.** operates the **Bridge** program, a transitional housing program for homeless men in

Supportive Services: Alcohol and Drug Abuse Treatment

substance abuse recovery who need a residential program with a clinical emphasis, and the “**Relapse Prevention Program**” targeting easy-to-access outpatient treatment services to recovering residents of the Carey and Bridge Men’s Transitional Housing program, as well as to other low income homeless persons with treatment needs.

- By necessity, **Cambridge Cares About AIDS’** two **transitional housing** programs (one for men and one for women) and SRO/S+C program for persons with HIV/AIDS, provide a focus on substance abuse recovery, since nearly 100% of program clients have a history of addiction.

Supportive Services: Mental Health Treatment

Mental health services are available from a variety of sources, some of which are reserved for homeless persons, and some of which are open to any resident in need:

- **Eliot Community Human Services' Mental Health Shelter Specialists** (funded through Mental Health/Substance Abuse block grants) offer assistance at the Salvation Army shelter, St. Patrick's shelter (in Somerville), Heading Home's Women’s Drop-In, the Harvard Square shelter, and the Multi-Service Center for the Homeless.
- The **Eliot Community Human Service's Mental Health Specialist**, funded by the First Step Street Outreach Expansion SHP grant, serves homeless persons with serious mental illness on the street, at the CASPAR wet shelter, at Bread & Jams’ Self Advocacy Center, and in other more informal locations
- A **Youth on Fire** staff clinician, partially funded by an SHP grant, offers group and individual counseling, crisis counseling, and more informal mental health services to homeless youth and young adults.
- The **Cambridge Guidance Center** offers on-site mental health services to YWCA family shelter guests
- **On the Rise** provides access to on-staff mental health services for homeless women with undiagnosed or unacknowledged mental illness, and women unwilling to accept DMH or mainstream services.
- A **Community Treatment Team** and an **Aggressive Community Treatment (ACT) Team**, funded by the **Mass. Department of Mental Health**, and activated by referrals from the aforementioned clinicians, serve homeless (and non-homeless) persons who are resistant to traditional outpatient services;
- The **Outpatient Unit of the Psychiatry Department** of the Cambridge and Somerville Hospitals serves homeless and non-homeless persons with psych emergencies and more ongoing needs.
- **DMH case managers** serve active clients of the Mass. Department of Mental Health
- Eligible veterans can receive free mental health services in neighboring Boston at the **VA-funded mental health center** (in Jamaica Plain) or at the **New England Shelter for Homeless Veterans**
- The **Community Legal Services and Counseling Center** offers free mental health services to homeless and non-homeless persons

Supportive Services: HIV/AIDS Services

In the Cambridge Continuum, HIV/AIDS-specific services are coordinated by **Cambridge Cares About AIDS**, which operates separate transitional housing programs for men with HIV/AIDS and women with HIV/AIDS; coordinates supportive services for separate S+C programs for men with HIV/AIDS and for families with HIV/AIDS; operates a “drop-in spot” where homeless and non-homeless men and women with HIV/AIDS can socialize and seek services; sponsors a low threshold transitional housing program under a HOPWA SPNS (Special Project of National Significance) grant; and provides clinical services (mental health and substance abuse counseling) for homeless and non-homeless persons with HIV/AIDS.

Supportive Services: HIV/AIDS Services

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

Supportive Services: Education

Persons homeless in Cambridge can access educational assessment and counseling; and ESL, GED, literacy, math, and basic computer classes on a drop-in or enrollment basis through the **Community Learning Center's (CLC) Project LIFT**, funded in part by an SHP grant. Traditionally, adult education classes require participants to enroll on a semester basis, and to maintain high attendance throughout the term. Recognizing the many pressures facing homeless persons (housing search, shelter meetings, job search, etc.) and recognizing the challenges that many homeless persons face in making and following through on commitments, Project LIFT operates on an open entry / open exit basis, allowing homeless persons to enroll throughout the academic year, and to attend on a drop-in basis, rather than as enrolled students. For homeless clients who can make a more substantial commitment (e.g., transitional housing program residents), the CLC reserves a few slots in its mainstream classes.

Several mainstream community-based agencies offer free or low cost open access or instruction in their computer labs (on a drop-in or pre-registered basis; no referral required), including **Cambridge Community Television**, the **Central Square Branch of the Cambridge Public Library** (near the Multi-Service Center, Heading Home's Cambridge Shelter, and other programs), and the **Margaret Fuller House** (for residents of the surrounding neighborhood, which includes the Heading Home Cambridge Shelter and the Hildebrand Family Shelter). For the past few years, students from MIT have operated the **FACT program**, offering homeless and non-homeless persons the chance to receive one-on-one instruction in computing for a series of Saturdays, after which participants get to take "home" a computer.

The **Ethiopian Adbar Women's Alliance** recently took over operation of a computer center in the basement of the Old Cambridge Baptist Church, which is home to Solutions at Work (a non-profit that provides clothing, furniture, moving assistance, and transitional employment to persons moving out of homelessness), and to the Homeless Empowerment Project, publishers of the Spare Change street newspaper (providing employment and creative outlet for homeless and economically marginalized persons). The center, which was formerly operated by HEP/Spare Change and then Solutions at Work, remains open to homeless persons, as well as others in the community who need computer access.

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

- The **Cambridge Employment Program**, the WIA-funded **Career Source**, and the Boston-based **Higher Education Information Center** provide free help in identifying scholarship resources for higher education.
- Through its State-funded "**Community Career Links**" program, **North Charles, Inc.** helps persons with diagnosed psychiatric disabilities access funding support for higher education as part of a vocational plan. North Charles staff can also help Social Security recipients access **Ticket to Work** funding for training.
- The **Cambridge Department of Veterans Services** can help eligible veterans access federal Veterans Administration funding for higher education and job training.

Supportive Services: Education

- The **Massachusetts Rehabilitation Commission (MRC)** can help eligible disabled persons access federal (Section 508) funding for education and training.

Supportive Services: Employment Assistance

Homeless persons in Cambridge can access employment assistance from one of three kinds of programs: (a) programs targeting employment services to the homeless, (b) programs targeting employment services to the mainstream, and (c) programs targeting specialized employment assistance to persons with disabilities

The only Cambridge-based program specifically funded to target employment services to the homeless is the **Spare Change News** (a Cambridge-based newspaper published by the Homeless Empowerment Project, and sold on commission by street vendors); however, there are a number of other programs in the metropolitan area that target services to homeless persons, and that Cambridge clients can easily access by public transit, including:

- **CASPAR's GEAR program** (Somerville) uses SHP funding to offers a range of transitional employment opportunities for homeless persons in substance abuse recovery
- **Community Work Services** (Boston) use SHP and other funding to provide supportive and transitional employment services to homeless persons with a range of barriers to obtaining and maintaining work.
- **Impact** (Boston) uses SHP funding to provide career counseling and job search assistance to work-ready homeless persons.

Homeless persons can access generalized employment assistance from Cambridge-based programs including:

- **Career Source**, a WIA-funded One Stop, offers a range of services for the more independent job seeker, including workshops, self-paced computer tutorials, computers and phones for job search, and job fairs. Under specialized State contracts, Career Source provides more extensive individualized services to special populations: dislocated workers, recipients of Unemployment Insurance, heads of households transitioning from TAFDC to employment and seeking help with next-step career development or job retention, etc. Career Source has a very limited number of vouchers for persons categorically eligible for job training. Continuum providers have found that Career Source is best utilized as a secondary resource for homeless job seekers; that is, it is best to refer the client for individualized assistance at one of the other listed programs, and then, when and if the client is ready for more independent job search, to refer him/her to Career Source.
- The **Cambridge Employment Program (CEP)**, funded by a City/Housing Authority partnership, provides career counseling and job search assistance to work-ready Cambridge residents. Homeless persons constitute approximately 10% of the clientele.
- Staff and volunteers with the **Cambridge Student Partnership** provide individualized job search assistance. Because of its location at the Multi-Service Center for the Homeless, a large portion of the CSP clientele is homeless.

Several programs target (homeless and non-homeless) persons with disability-related barriers to employment:

- The **Massachusetts Rehabilitation Commission (MRC)** offers federally funded (Section 508) vocational rehabilitation services. Subject to the availability of funding (sometimes entailing a wait of 6-10 months), MRC counselors can assist clients in developing and implementing a vocational rehabilitation plan, including education, training, supported employment, reasonable accommodation in the workplace, etc.
- **North Charles' Partnership for Employment program** offers somewhat less intensive services, including employment readiness services, and job retention support, for a more moderately disabled clientele that is either homeless or that lives in subsidized housing.

Supportive Services: Employment Assistance

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

Supportive Services: Transportation

Cambridge is well served by public transit operated by the **Metropolitan Boston Transportation Authority (MBTA)**: a network of buses and two subway lines provide access to housing, municipal services, shopping, health centers, and recreational destinations. Elders and persons with disabilities can obtain a **special MBTA identification card** reducing their cost per ride to 25 cents. Persons with documented disabilities that limit or preclude the use of public transportation can use **The Ride**, an MBTA para-transit service which provides door-to-door access. The City contracts with **SCM**, a private non-profit accessible van transportation service for use by elderly and disabled Cambridge residents in getting to medical and other important appointments.

Case management staff from any Continuum transitional housing or PSH programs, from HomeStart's Field-Based Case Management program, from the Cambridge Student Partnership office, and from the City's Commission for Persons with Disabilities can all assist disabled homeless persons in applying for a discounted MBTA transit pass, or in completing the applications to use The Ride or SCM.

There is no special discount transportation program available to low income or homeless persons who lack a qualifying disability. One of the most significant challenges faced by homeless persons searching for employment or housing, or attempting to travel to health or social service providers that are beyond walking distance is paying for their transportation. To address this gap, shelters and transitional housing programs and sponsors of drop-in programs periodically receive donations which allow them to purchase **transit passes** (called Charlie Cards) for their guests. However, such access is erratic. HomeStart's Field Based Case Management program oversees a small fund, which provides transit passes to program clients. The Multi-Service Center manages a small loan fund which can also offer homeless clients funds for taking public transit.

The Cambridge Continuum offers two specialized transportation services:

- **CASPAR's First Step Street Outreach** program can transport unsheltered homeless persons to a shelter or a daytime drop-in program where they can receive assistance (if they cannot safely get there on their own), or to the Cambridge Hospital's Psych ER, where they can be evaluated for admission to a detox or inpatient unit. The First Step van can also provide transportation to a detox, if a bed has been reserved.
- **St. Patrick's women's shelter** provides van transportation from the Multi-Service Center in Central Square to its shelter in neighboring Somerville. Access to the shelter is based on space availability; if there are more women than beds, a lottery determines access to beds.

Supportive Services: Housing Search Assistance and Related Services

The following programs offer **Housing Search Assistance** targeted to specific homeless sub-populations:

- Homeless families staying at the Hildebrand or YWCA family shelters receive housing search help from **Housing Assistance Program (HAP)** staff at the **Multi-Service Center for the Homeless**.
- Guests at the **Transition House**, the local domestic violence shelter, receive in-house housing search help as well as assistance from Passages program staff at the **Somerville Homeless Coalition**.
- Homeless persons with serious mental illness whose services are funded by the Massachusetts Department of Mental Health receive housing search (and post placement stabilization services) from CASCAP's Intensive Housing Support Program (IHSP).

Supportive Services: Housing Search Assistance and Related Services

- Veterans seeking specialized housing search assistance, including help accessing specialized Veterans Housing, can work with the City's **Department of Veteran Services** or the Boston-based **Veterans Benefit Clearinghouse** or **New England Shelter for Homeless Veterans** (in Boston).
- A designated staff person at the **Cambridge Multi-Service Center for the Homeless** (who also maintains office hours at the City's Senior Center) provides housing search assistance (and related case management support) to homeless (and at-risk) elders and persons with disabilities.

Two SHP-funded programs provide the large majority Housing Search Assistance to homeless individuals: (a) **HomeStart's Housing Placement Services** program serves clients who can conduct a relatively self-directed housing search and/or who have other case management support from their shelter or transitional housing program; and (b) **HomeStart's Housing Resource Team (HRT)** serves homeless individuals (and a few families or individuals reuniting with family) who need more extensive assistance finding housing, representing themselves in conversations with landlords, completing housing/subsidy applications, etc. To the extent that an HRT client has other needs which must be addressed in order to ensure a successful housing search (e.g., outstanding legal or credit problems, unresolved substance abuse or mental health problems, lack of adequate income, etc.), they are referred for concurrent assistance from **HomeStart's Field-Based Case Management** program. **Note:** HRT staff have also historically also provided much of the post-placement stabilization support that homeless clients needed; however, with a higher percentage of placements going into permanent supported housing programs that can provide their own stabilization, the Cambridge Continuum has decided to discontinue HomeStart's Housing Placement program, and to focus more of the HRT staff's time on housing search assistance, ensuring no loss of Continuum housing search capacity.

Three programs offering drop-in programming and case management support to disengaged homeless persons – **On the Rise** (women), Eliot Community Human Services' **Bread & Jams** (adults), and Cambridge Cares About AIDS' **Youth on Fire** (youth and young adults) – provide help with finding housing in the more informal market: shared apartments, roommate situations, etc.

Various sources of grant and loan funding are available to assist clients with the often daunting **move-in costs associated with a transition to permanent housing**. Access to all these funds is by referral from a residential case manager or housing search staff; and fund access may be contingent on the client's demonstrated preparedness to share the cost of moving, including the accrual of savings during homelessness.

- Multi-Service Center staff can help families and individuals transitioning out of homeless and into housing access special funds (the **Families to Families Fund**, the **Cambridge Housing Assistance Fund (CHAF)**, the **New Lease Fund**, the **Cambridge Fund for Housing the Homeless**, and the **Second Step Fund**) which can help cover the up-front cost of relocation to a new apartment (e.g., last month's rent, security deposit, realtor's fees, moving fees). The CHAF is jointly managed with HomeStart.
- A privately fundraised fund managed by **HomeStart** provides short-term limited rental subsidy, and limited assistance with up-front costs of moving.
- As noted previously in this document, the City of Cambridge has received notification from HUD about \$1.3 million (over three years) in funding to support homelessness prevention and placement from homelessness to housing. At the time that this document was prepared, the City was awaiting publication by HUD of final guidelines governing the use of those funds. At this point, we are unable to indicate the percentage of funds which will be used for homelessness prevention vs. re-housing of individuals and families that have become homeless.
- As also noted previously, the City of Cambridge is part of a 15 community partnership called the Metro Boston Network which has committed to using State and leveraged resources to prevent homelessness and expand access to Housing First services (for multiply challenged families as well as chronically homeless individuals). The exact numbers of Cambridge households that will be targeted for assistance with MBN funds has not yet been determined.

Supportive Services: Housing Search Assistance and Related Services

The **Massachusetts Coalition for the Homeless** operates a warehouse just north of Boston and Cambridge where homeless individuals and families moving from shelter or transitional housing to permanent housing can obtain **free furniture and home furnishings**. Clients must provide their own transportation and movers. **Solutions at Work**, a homeless-run Cambridge small business, provides below-market-rate moving assistance to homeless persons or their sponsoring agencies.

Supportive Services: Legal Assistance

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

Specialized Legal Services for Homeless Persons is available through Heading Home's SHP-funded Community Legal Assistance Project (CLASP). CLASP provides "gap-filling" services available on a drop-in basis (which is more accessible than mainstream services requiring appointments) and addressing problems not ordinarily addressed by mainstream publicly-funded legal services programs, including child custody, child support, and other issues related to divorce or separation; credit problems; criminal issues, including issues related to the accuracy of criminal offender records (CORIs); issues involving the Internal Revenue Service; immigration issues; and outstanding disputes with former employers or landlords ... any of which might stand in the way of gaining employment or permanent housing. Clinics are scheduled at different sites throughout Cambridge during daytime, evening, and weekend hours.

Supportive Services: Fiduciary Services

Assistance with money management and budgeting is provided by case management staff at the two family shelters and at most of the transitional housing and permanent supported housing programs in the Continuum. More extensive assistance in addressing credit and debt problems, in implementing a budget, and in opening a bank account despite poor credit is available to homeless persons from **CASCAP's Fiduciary Services** program, which receives SHP funding (and which is pretty much at its capacity limit). CASCAP's program is one of two sources of Representative Payee services for homeless persons with serious enough impairments to warrant a Social Security Administration determination that they are incapable of managing their benefits. The other program is **HomeStart's Key I** program which offers that assistance to disabled homeless persons who have been placed with the help of SHP-funded leasing assistance. The **Cambridge Student Partnership** provides free income tax-filing assistance for homeless (and other) persons in Cambridge. Additional tax-filing assistance is available from **VITA**-sponsored programs at a City Library, a local food pantry, and an East Cambridge community center.

Clearly, the prospect of gradually progressing from shelter to transitional housing to permanent housing has not been an adequate incentive to seek help for many of the disengaged and service-resistant chronically homeless persons. The permanent supported housing (PSH) projects implement in 2004 (HomeStart's Key I & II programs), in 2005 (HomeStart's Open Door program), in 2006 (HomeStart's Fast Track program), in 2007 (Heading Home's Cambridge Homeless to

Housing), in 2008 (Heading Home's Cambridge Stepping Stone), and the conditionally approved and ready-for-implementation in 2009 projects (Heading Home's Solid Ground PSH and HomeStart's Welcome Home PSH) augments our "toolkit" with an attractive combination of targeted housing subsidies and services that allow a much more rapid transition from chronic homelessness to low threshold permanent housing.

These services and hundreds of thousands of dollars in leveraged mainstream resources have enabled us to successfully transition hundreds of persons from chronic homelessness to housing over the past 5-6 years.

Our strategy and the approaches that underlie it work. The success of our 10 Year Plan – and of the 10 Year Plans formulated by the State and local Continuum – will be based upon the effectiveness of the State's efforts, in partnership with Cambridge and other cities and towns, to implement discharge plans that neither directly nor indirectly result in homelessness, and upon our collective ability to leverage the kinds of resources needed to scale our housing and service delivery efforts to a magnitude that is adequate to end the homelessness of disabled persons already on Cambridge streets and in Cambridge shelters – and homeless persons on the streets or in the shelters of communities within traveling distance to Cambridge.

Coordination Between the Ten -Year Plan and Continuum of Care Planning Strategies:

The City of Cambridge developed its 10 Year Plan for ending homelessness and, in particular, chronic homelessness, in 2005. Chaired by the Mayor and staffed by senior officials of the Department of Human Services Programs (the lead agency of the Continuum of Care) and the City's Community Development Department (the coordinating agency for the City's Consolidated Plan), the 10 Year Plan Committee included both members of the Continuum's Homeless Services Planning Committee (HSPC), as well as representatives from the business, housing, and faith communities who are unavailable for ongoing monthly meetings, but who could be brought to the table for a shorter-term, higher-level strategic planning effort.

The 10 Year Plan Committee was careful to avoid duplicating or overlapping with the work of the HSPC. Members of the 10 Year Plan Committee expressed support for the ongoing planning work of the HSPC, and clarified that rather than covering the same ground as the HSPC, they would focus on the "big picture," that is, would look beyond the matrix of existing resources that constrain ongoing planning efforts, and assess the resources needed to truly address homelessness and chronic homelessness, and then devise a plan to leverage and mobilize those necessary resources. The 10 Year Plan Committee's recommendations were adopted by the Cambridge City Council (5/23/05).

In fact, one of the recommendations of the Plan (affirmed by the Mayor, in his role as Chair of the 10 Year Plan Committee, and endorsed by the City Council) was to "continue to support the Cambridge Continuum of Care planning process, which has resulted in the development, operation, and coordination of the broad range of programs that work to prevent and address homelessness in Cambridge. Under the leadership of the City's Department of Human Service Programs (DHSP), the Continuum of Care planning process has ensured that a multiplicity of public and private resources has been brought to bear on the problem of homelessness, and that those resources have been used as effectively as possible to address ongoing needs. The Continuum's planning process has effectively prevented wasteful duplication of effort, and has ensured an exemplary level of cooperation among providers. The Continuum's ongoing planning efforts, as reflected in the City's most recent application to HUD for McKinney funding, are

entirely consistent with the work and recommendations of the Ten-Year Plan Committee, and should continue to receive the leadership and support of DHSP staff.”

Of course, the success of the 10 Year Plan is dependent upon many factors beyond the control of the City of Cambridge and the Cambridge Continuum. To the extent that State and federal resources are not available to support the development and subsidized operation of affordable housing, and to the extent that resources are not reliably present to maintain the considerable stabilization services needed to sustain chronically homeless persons in housing, to the extent that regional homelessness continues as a primary determinant of the magnitude of homelessness in Cambridge and other cities with "porous borders", and to the extent that the "front door" of homelessness remains open and significant percentages of persons being discharged from systems of care either directly or indirectly end up on the streets or in shelters, it is impossible to meaningfully speak about ending homelessness or chronic homelessness in a city like Cambridge located in a large metropolitan region.

Discharge Policy

The State of Massachusetts, which funds and operates or contracts for residential mental health care, foster care, inpatient health care, and correctional services has developed and implemented protocols addressing discharges from each of those systems of care. Staff from the Cambridge DHSP has applied and been accepted to participate on an advisory board being constituted by the State relative to homelessness prevention and the implementation of the discharge protocols. The City and other Continuum providers are represented on statewide committees sponsored by the Mass. Housing and Shelter Alliance addressing the connection between homelessness and discharges from the various State-funded systems of care.

The only system of care funded by or through the City of Cambridge is the network of PSH projects funded by the Continuum. The City is in the second year of successful implementation of policies and procedures to prevent homelessness-causing discharges from that system of care, as described in the SuperNOFA applications submitted in 2003 and 2004. In addition, Continuum providers and the Cambridge Health Alliance, the primary provider of emergency short-term inpatient health and mental health care for homeless persons, have worked out a protocol for preventing discharges to the street, subject to the consent of the homeless person being discharged.

Future Goals and Action Steps to End Chronic Homelessness (from the 2008 SuperNOFA)

Objectives to End Chronic Homelessness <i>and</i> Move Families and Individuals to Permanent Housing	2008 Local Action Steps How are you going to do it? List action steps to be completed within the next 12 months.	Lead Person List name and title or organization of one person responsible for accomplishing each action step.	Baseline (Current Level)	Numeric Achievement in 12 months	Numeric Achievement in 5 years	Numeric Achievement in 10 years
1. Create new PH beds for chronically homeless persons.	<ol style="list-style-type: none"> 1. Implement 2007 Samaritan grant (6 new units managed by Heading Home) 2. Implement HUD-approved conversion of two TH programs to PH (10 units, including 7 targeting CH persons; Heading Home). 3. Complete development of new West Cambridge residence for 14 formerly homeless persons, including 10 C.H. women. (Heading Home) 4. Obtain Samaritan grant in 2008 NOFA competition and implement 6 new units (Heading Home Solid Ground PSH) 5. Obtain reallocated HHN grant in 2008 NOFA competition to create 5 new units of PSH, including 4 units for C.H. persons (HomeStart's Welcome Home PSH) 	Fred Berman, Planner, CoC Convener	2008 projection: 85 beds Actual: 95 beds	2008 projection: 91 beds 2009 projection: 112 beds	2008 projection: 113 beds 2009 projection: 136 beds	2008 projection: 148 beds 2009 projection: 156 beds
2. Increase percentage of homeless persons staying in PH over 6 months to 71%.	We are already meeting this objective; however, as we house chronically homeless persons with greater risk factors for housing loss, we can expect some erosion in our overall retention rate. <ol style="list-style-type: none"> 1. Sustain mix of HUD-funded and leveraged resources which support housing placement and retention. 	Fred Berman, Planner, CoC Convener	2008 projection: 80% Actual: 83%	2009 projection: 80%	2009 projection: 80%	2009 projection: 80%
3. Increase percentage of homeless persons moving from TH to PH to 61.5%.	On average, we are already meeting this objective; we will work to sustain that placement rate <ol style="list-style-type: none"> 1. Sustain mix of HUD-funded and leveraged resources which support placement in appropriate housing from transitional programs. 	Fred Berman, Planner, CoC Convener	2008 projection: 70% Actual: 74%	2009 projection: 70%	2009 projection: 70%	2009 projection: 70%
4. Increase percentage of homeless persons becoming employed at exit to at least 18%.	On average, we are already exceeding this objective; however, as we target services to chronically homeless persons with greater barriers to employment, we can expect some erosion in performance <ol style="list-style-type: none"> 1. Sustain mix of HUD-funded and leveraged resources which support efforts of homeless participants to gain and retain employment income. 	Fred Berman, Planner, CoC Convener	2008 projection: 25% Actual: 33%	2009 projection: 25%	2009 projection: 25%	2009 projection: 25%
5. Ensure that CoC has a functional HMIS system.	At present, our CoC has a functional HMIS; we will work to sustain and improve that HMIS, so that we can: <ol style="list-style-type: none"> (a) better identify potential duplicated clients; (b) participate in the AHAR; and (c) begin to track APR or other performance measures. 	Fred Berman, Planner, CoC Convener	2008 projection: 100% bed coverage	2009 projection: 100% bed coverage	2009 projection: 100% bed coverage	2009 projection: 100% bed coverage

Objectives to End Chronic Homelessness <i>and</i> Move Families and Individuals to Permanent Housing	2008 Local Action Steps How are you going to do it? List action steps to be completed within the next 12 months.	Lead Person List name and title or organization of one person responsible for accomplishing each action step.	Baseline (Current Level)	Numeric Achievement in 12 months	Numeric Achievement in 5 years	Numeric Achievement in 10 years
	<ol style="list-style-type: none"> 1. Strengthen compliance with data and technical standards, particularly among shelter providers. 2. More broadly implement agency protocols for maintaining data quality 3. Implement software customizations that support and enhance user compliance with data quality standards 4. Implement more streamlined and sustainable data integration protocols 5. Fine tune and verify AHAR reporting algorithms 		Actual: 100% bed coverage			
Barriers: If your CoC will not meet one or more of the above objectives, briefly describe why not (use less than two paragraphs). -- N.A.						

The following projects were funded through the 2008 SuperNOFA for implementation beginning 2009. Project start dates vary from January 1, 2009 through December 1, 2009, and are determined by the existing grant cycle.

			Description
1.	Heading Home: Solid Ground Permanent Supported Housing (PSH) (collaboration w/ Eliot Community Human Services)	NEW 162,235	Two-year funding for housing subsidies for 6 chronically homeless persons with disabilities. (The grant would pay the cost of subsidizing the tenancies of these individuals; funds for supportive services would be leveraged from other sources.)
2.	HomeStart: Key I PSH	460,807	Funding for housing subsidies and services for 24 homeless persons with disabilities
3.	HomeStart: Open Door PSH	340,131	Funding for housing subsidies and services for 21 homeless persons with disabilities
4.	HomeStart: Key II PSH	246,738	Funding for housing subsidies and services for 14 homeless persons with disabilities. As noted above, the amount of this grant has been reduced. Supportive services previously funded under this grant will be provided through a partnership with Eliot Community Human Services, which receives case management funding for Mass Health-eligible persons through the Mass. Behavioral Health Partnership (MBHP).
5.	Transition House: T-House PSH	169,649	Funding for housing subsidies and services for 7 homeless households (2-3 single adults, 4-5 families) with disabilities and a history of domestic violence
6.	Heading Home: Cambridge Homeless to Housing (Lopez Av.) PSH	108,955	Funding for housing subsidies for 7 homeless persons with disabilities
7.	HomeStart: Fast Track PSH program	98,442	Funding for housing subsidies and services for 7 homeless persons with disabilities (including three young adults referred and supported by Cambridge Cares About AIDS' Youth on Fire.

			Description
8.	Heading Home: Midpoint PSH	56,541	Funding for housing subsidies and services for 5 chronically homeless women with disabilities (living at the YWCA). This program (a partnership with On the Rise) was converted from a transitional housing program earlier this year
9.	Heading Home: Common Ground PSH	82,870	Funding for housing subsidies, operations, and services for 5 chronically homeless women with disabilities, some of whom live in an Agency-owned facility, and some who live in scattered site rental units. This program was converted from a transitional housing program earlier this year
10.	HomeStart: Going Home Permanent Supported Housing (PSH) (collaboration with Eliot Community Human Services & Cambridge Cares' Youth on Fire program)	72,198	NEW! One-year funding for housing subsidies for 5 chronically homeless persons with disabilities. (The grant would pay the cost of subsidizing the tenancies of these individuals; funds for supportive services would be leveraged from other sources.)
11.	Heading Home: McKay House PSH	34,999	Funding services for 9 homeless persons with disabilities living in an Agency-owned PSH facility
12.	Cambridge Housing Authority: St. Paul's Residence PSH	9,916	Funding services for 8 homeless persons with disabilities living at 34 Mt. Auburn St.
13.	New Communities: 116 Norfolk St. PSH	17,724	Funding services for 8 homeless persons with disabilities living at 116 Norfolk St.
14.	North Charles, Inc.: Bridge Transitional Housing Program	45,479	Funding for transitional housing and services for 5 homeless men in substance abuse recovery (living at the YMCA)
15.	Cambridge Cares About AIDS, Inc.: Transitional Housing for Women with HIV/AIDS	32,497	Funding for transitional housing for 5 homeless women with HIV/AIDS (living at the YWCA)
16.	Cambridge Cares About AIDS, Inc.: Transitional Housing for Men with HIV/AIDS	28,946	Funding for transitional housing for 5 homeless men with HIV/AIDS (living at the YMCA)
17.	Transition House, Inc.: Transitional Living Program	57,750	Transitional Housing for 5 families and 4 single women whose homelessness is tied to domestic violence (scattered site units)
18.	CASPAR, Inc.: GROW House Transitional Housing	58,530	Funding to serve 7 transitionally housed women in substance abuse recovery (a community-based congregate residence)
19.	CASPAR, Inc.: First Step Street Outreach Program	137,815	Funding for street outreach services
20.	Eliot Community Human Services: First Step Street Outreach MH Expansion	51,042	Funding for clinically trained mental health street outreach staff
21.	HomeStart, Inc.: Housing Resource Team	171,142	Funding for housing search and case management services for homeless persons
22.	HomeStart, Inc.: Field-Based Case Management Program	52,295	Funding for housing search and case management services for homeless persons
23.	CASCAP, Inc.: Fiduciary Services	32,640	Funding for money management, budgeting, and Representative Payee services for homeless persons
24.	Eliot Community Human Services: Bread & Jams Self Advocacy Center	60,986	Funding for a drop-in center serving disengaged homeless persons. Note that Eliot just merged with Bread & Jams, and will be taking over sponsorship of this grant
25.	Transition House: Family Stabilization Services (former sponsor: Hildebrand Family Self-Help)	18,480	Funding for post placement case management for families transitioning out of homelessness. As noted previously, the amount of this grant has been reduced to account for the anticipated reduction in client caseload accompanying the shift from serving EA-eligible families to families leaving domestic violence shelter or transitional housing.

			Description
26.	Heading Home: Community Legal Assistance Services Project	52,605	Funding for legal assistance at specially-arranged community-based clinics for the homeless, targeting needs unmet by other legal services programs. As noted previously, the amount of this grant has been reduced to eliminate funding for oversight by Heading Home.
27.	North Charles, Inc.: Relapse Prevention Program	19,527	Funding for substance abuse relapse prevention services to support the recovery of the transitionally housed clients of the Carey Program and the Bridge program, and, as supplemental funding allows, other homeless persons
28.	City of Cambridge Community Learning Center Project LIFT (Educational Services)	33,600	Funding for drop-in literacy, adult basic education, and computer literacy classes for homeless persons
29.	Health Care for the Homeless: Family Health Care Case Management	14,386	Funding for nursing and health education services delivered at family shelters and domestic violence shelter and transitional housing programs
30.	City of Cambridge: Dedicated HMIS Project	20,790	Funding for maintaining and customizing community-wide client tracking Homeless Management Information System (HMIS) software. As noted previously, the amount of this grant has been reduced to reflect completed payment for the Social Solutions Enterprise License.
31.	Cambridge Housing Authority: Shelter Plus Care for 30 Units at the YMCA	291,600	Funding for housing subsidies for 30 formerly homeless men with mental illness (15 men) or HIV/AIDS (15 men)
32.	Cambridge Housing Authority: Shelter Plus Care Renewal for 7 Families with HIV/AIDS	119,316	Funding for housing subsidies for 7 formerly homeless families with HIV/AIDS. Note that the funding requested is less than the grant awarded in 2008, because HUD no longer augments funding to support exception rents . (Rents in excess of the FMR may still be maintained at sponsor "risk").
33.	City of Cambridge: Shelter Plus Care Renewal for 9 Individuals	123,768	Funding for housing subsidies for 9 formerly homeless individuals with disabilities. Note that the funding requested is less than the grant awarded in 2008, because HUD no longer augments funding to support exception rents . (Rents in excess of the FMR may still be maintained at sponsor "risk").
	TOTAL	3,284,000	

Emergency Shelter Grant (ESG)

ESG Objectives for FY2010

PURPOSE

During FY2010, the City of Cambridge plans to fund the provision of the following services with its allocation of McKinney ESG funding:

- Shelter services to homeless women and children and people with disabilities in Cambridge;
- Day drop-in services to homeless youth in Cambridge; and
- Emergency Shelter services to homeless men in Cambridge.

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

OBJECTIVE #1:

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

Number of Homeless Women and Children and People with Disabilities to be Served:

During fiscal year 2010, the City of Cambridge envisages awarding funding to homeless shelters that will specifically serve approximately 995 individuals from the target population of single homeless women and homeless children and families and people with disabilities.

Expected Resources

Federal Funds

Community Development Block Grant Program
McKinney ESG Funds
McKinney SHP Funds

State Funds

Department of Public Health Bureau of Substance Abuse Services
Department of Social Services
Department of Transitional Assistance
Massachusetts Shelter & Housing Alliance

Local Funds

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

Cambridge Fund for Housing (private donors)
Harvard
Private Fundraising
United Way

Strategies

Targeting Compassionate and Effective Organizations Working with Homeless Women & Families and People with Disabilities: A group of stakeholders from the City's Department of Human Service Programs including the coordinator of the Cambridge Continuum of Homeless Service Providers will meet to review proposals and to decide on the needs of the target population. Based on our working relationships with a number of providers, we plan to fund the following organizations and programs:

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

The FY2010 ESG award will fund operating costs including salaries for the drop-in program coordinator and specialist, food and training. We anticipate funding this program \$25,500 for the coming year.

- Heading Home Inc.'s Shelter + Care program provides stabilization services to between 8 and 12 homeless men and women with disabilities per year. The program helps these individuals transition into their own homes and to successfully live independently. An important element of this program is that it allows homeless households whose negative housing histories would have prevented them from receiving Section 8 vouchers to obtain subsidized and supported permanent housing. The FY2008 and '09 grants paid for part of the salary of the caseworker. As with previous recent years, the City hopes to fund this program in the realm of \$20,000 for the next year.
- The Hildebrand's Family Shelter provides emergency shelter for 34 families, 7 of whom are sheltered in Cambridge. Because their 24-hour shelter is so well utilized, it is in need of constant and renovations. Funding for the past few years was used to make repairs to their house on 41-43 Columbia St, which was built in the first decade of the twentieth century and requires constant improvements. The City anticipates funding the Hildebrand in FY 2010 for renovations to its family shelter. The Family Shelter should be funded at approximately \$9,000 for FY 2010.

- Transition House became the first battered women's shelter in the US, and since then it has sheltered over 5,000 women and children. Its mission is to provide refuge, supportive services, education and empowerment skills to enable battered women to achieve financial independence for themselves and their families. Services include:
 - Post Traumatic Stress support groups;
 - Economic literacy trainings;
 - Parent-support groups; and
 - Self-care education.

In fiscal year 2009, ESG funds of \$9,000 were used for general operating costs including utilities, and groceries, and it is envisaged funding will remain at around this level for FY 2010.

- Catholic Charities' St. Patrick's Shelter last year provided shelter to over 250 individual homeless women. The shelter is the only large-scale emergency shelter for sober women in the area outside of Boston. In the past, ESG funds have covered salaries enabling the shelter to remain open 24 hours/day. Keeping the shelter open during the day allowed homeless women to work night shifts so they can sleep during the day, which is especially important in an economic downturn when jobs are scarce. Now, however, their awards tend to fund utilities so the ESG essential services cap is maintained. The City hopes to fund St Patrick's Shelter at around \$6,500 for the next fiscal year.
- While HomeStart's Cambridge Rental Assistance Program had been funded in past years, HomeStart requested the City fund their Homeless to Housing Services facility instead this year. This day drop-in facility provides space to deliver a range of services to homeless women and men including case management, housing search and connection to mainstream benefits and employment programs. Participants who come to this facility come from the streets, shelters, and transitional housing programs. HomeStart has targeted serving 600 women and men over the course of the year. The city intends to fund them \$9,000 for the coming fiscal year.
- CASPAR's Emergency Service shelter is open to both men and women in Cambridge who are ineligible for other shelter services because of their active substance abuse. But due to lack of space, only 15% of clients are women. The shelter offers on-site primary health care four times a week. Due to increased demand, CASPAR has continued to keep the shelter at full capacity, and up to 108 people use the shelter a day. ESG funds are used for operating costs specifically food, maintenance, and utilities. For FY 2010, the City will fund this program approximately \$18,000 and hopes to do the same for the next few years.
- Phillips Brooks House, a non-profit organization working with Harvard University students runs two seasonal shelters that serve both women and men. Its student volunteers run St James' Summer Shelter, which is located in St. James' Episcopal Church in Porter Square, Cambridge. It operates at night only through the

summer months, and provides dinner and breakfast to up to 15 people during the season. Clients can make a lunch to carry to work, receive clean clothing and transportation vouchers. ESG funds pay for salaries, overhead, maintenance and food. Last year the program was funded \$2,500, and the City intends to make a similar commitment in FY 2010.

- Phillips Brooks House also administers the Harvard Square Homeless Shelter, which is run by its Harvard University Student volunteers. The entirely volunteer run facility within University Lutheran church provides shelter to 5 women and 19 men each night through the winter months. It is the only such facility in Harvard Square. ESG funds around \$3,500 per year for non-salary operating costs. The City hopes to provide similar amounts for FY 2010 and beyond.
- The Cambridge YWCA was founded in 1891 to serve the needs of women and children in Cambridge and surrounding communities. The YWCA provides residence and shelter services for 99 women and 10 families. While many of its residents were formally homeless, the YWCA also has a specific shelter exclusively available to 9 homeless women and 10 families at any given time. For the last few years, ESG have funds operations costs for their family shelter. In FY 2009 the City provided \$5,000 in ESG funds. The City anticipates funding the YWCA at a similar level for their family shelter in FY 2010.

OBJECTIVE #2:

Provide quality day drop-in services to homeless youth in Cambridge

Number of Homeless Youth to be Served:

During fiscal year 2010, the City of Cambridge plans to award ESG funding to a homeless services provider(s) that will serve over 150 homeless youths.

Expected Resources

Federal Funds

McKinney ESG Funds
McKinney SHP Funds
SAMHSA Funds

State Funds

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

Local Funds

Private Fundraising
Harvard-Epworth Church

Strategies

Targeting Youth-Friendly Organizations Working with Homeless Youth: The same RFP will be circulated to homeless services providers in the area, followed by the decision making process described in Objective 1. Based on our working relationships with a number of youth-focused providers, we plan to fund the following organization and program:

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

Until FY2009, Youth on Fire had been awarded \$9,000 for operations costs, specifically for their rent. This was subsequently increased to \$12,000 in FY2009. The City intends to fund them somewhere between \$9,000 and \$12,000 for FY10, and hopes to fund them at a similar level in the next year.

OBJECTIVE #3:

Provide quality Emergency Shelter services to homeless men in Cambridge

Number of homeless men to be served:

During fiscal year 2010, the City of Cambridge intends to fund to homeless shelters that will serve a target of 2,120 homeless men.

Expected Resources

Federal Funds

McKinney ESG Funds

McKinney SHP Funds

Local Funds

City of Cambridge Tax Dollars

Private Fundraising

Volunteers

Strategies

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

- Bread & Jams is a process oriented non-profit run by formerly homeless for the homeless. Those currently homeless are key stakeholders in the organization, and participate in the decision making process. While in the passed, Bread & Jams' ESG funding was primarily used to support a van service for homeless individuals, for the last five years ESG has been used for their day drop-in shelter, which serves a majority (70%) male homeless population. In FY09, the agency merged with Eliot Community Human Services, Inc., and we anticipate continuing to fund the program at around \$10,000.
- The Salvation Army operates a shelter open year round for up to 940 homeless men from the Cambridge area. About \$7,500 in ESG funding is for utilities, enabling the shelter to be a more inviting place for clients so reading lights and importantly the heat could be left on during the day in the winter. In FY09, the Salvation Army was funded \$10,000.
- CASPAR's Emergency Service Center, as mentioned above, provides services to both homeless women and men who are active substance abusers and are thus ineligible for other shelter services. Approximately, 75% of clients are men. The

shelter has on-site primary health care four times a week. Due to increased demand, CASPAR continues operate at full capacity, providing 108 shelter beds a night. Their approximately \$18,000 in ESG funds awarded for FY10 will be used for non-salary operating costs. The shelter has targeted serving 750 homeless men in the coming year.

- As mentioned above, HomeStart's Homeless to Housing Services facility is a day drop-in facility providing space to deliver a range of services to homeless women and men including case management, housing search and connection to mainstream benefits and employment programs. Participants who come to this facility come from the streets, shelters, and transitional housing programs. HomeStart has targeted serving 600 women and men over the course The city intends to fund them \$9,000 for the coming fiscal year.

COMMUNITY DEVELOPMENT

Community Development

**Please also refer to the Community Development Table in the Needs.xls workbook.*

1. *Identify the jurisdiction's priority non-housing community development needs eligible for assistance by CDBG eligibility category specified in the Community Development Needs Table (formerly Table 2B), public facilities, public improvements, public services and economic development.*
2. *Identify specific long-term and short-term community development objectives (including economic development activities that create jobs), developed in accordance with the statutory goals described in section 24 CFR 91.1 and the primary objective of the CDBG program to provide decent housing and a suitable living environment and expand economic opportunities, principally for low- and moderate-income persons.*

**Note: Each specific objective developed to address a priority need, must be identified by number and contain proposed accomplishments, the time period (i.e., one, two, three, or more years), and annual program year numeric goals the jurisdiction hopes to achieve in quantitative terms, or in other measurable terms as identified and defined by the jurisdiction.*

Program Year 5 Action Plan Community Development response:

COMMUNITY PLANNING OBJECTIVES

Overall Planning Goals and Projects

Over the 5 year period from 2006 – 2010, the City, through the Community Planning Division of the Community Development Department will continue to refine and revise the long term overall goals and policies of it's Master Planning policy document "Towards a Sustainable Future", implement these policies through the corresponding zoning regulations which were developed during the Citywide Rezoning in 2000. Also included in the implementation of the long term implementation is the rezoning developed during the major planning policy initiatives of the Eastern Cambridge Rezoning of 2001 and the Concord Alewife Planning Study just now being submitted for consideration to the City Council after a year long public committee led process. These projects all share the same overall goals and policies of both "Towards a Sustainable Future" and the updated set of goals, which shaped the Citywide Rezoning. These Goals and Objectives are:

- Encourage a mix of uses to enhance vitality
- Promote transit-oriented development
- Facilitate residential use and affordable housing
- Encourage appropriate retail uses
- Work for the creation of new open space
- Lower allowed density and bulk for non-residential uses across the city
- Reduce traffic growth and traffic impacts
- Urge institutions to house their graduate students, develop in core campuses, and control parking
- Require design review and public input for large projects

The public planning process for each of these planning initiatives share similar framework of a committee process working intensively with staff and planning consultants on long term planning in the areas of traffic and transportation, land use and zoning, open space and urban design. Public input is solicited at public meetings throughout the process, supplemented by frequent mailings of newsletters and bulletins. In the past few years, this information has also been shared over the internet, and, in the case of the Citywide Rezoning, allowing for online prioritization of goals and objectives to supplement public meeting input.

Implementation and Refinement

Over the next 5 years the Community Planning Division will work to ensure that the overall planning and zoning for the City is consistent with these overall policies, making adjustments to the zoning to ensure that they are both operating and implemented in a way that the results are as consistently as possible with the goals and objectives in the context of the specific project. This involves careful work on a project by project basis, working with project proponents and the Planning Board as it takes public testimony, discusses specific issues, and deliberates on the project, and also may involve adjustments to the zoning from time to time. Such adjustments may require range of staff resources, from formal planning studies to small research projects – each with the focus on achieving outcomes on the ground from projects, which when responding to the zoning and associated design guidelines, result in projects which most consistently reflect the goals and objectives of not only the overall citywide objectives but the more finely grained area policies as well.

Planning For Aging

Over the past number of years there has been developing a growing interest group of older Cambridge residents who are advocating for city policies that would promote a safe, healthy and more independent life in their own homes in the future as they age. The Community Planning Division will work with city staff and the public on physical planning issues in light of both research and practice that have grown out of the last thirty years on planning for habitability across the human life cycle – a recognition that habitability requirements change over time and that there is no one static or single set of appropriate physical settings for people as they age. Issues of lifestyle, age, cultural appropriateness and health all interact with the physical environment and influence how it evolves. Planning for this set of issues has involved elements of research, public discussion, and formulation of recommendations so that Cambridge more fully serves its entire population. The expected outcomes may include recommendations concerning: zoning, including ; mix of uses, housing types, density, specialized services and uses; Development Guidelines, including project review and building materials and forms; Open Space, including design of parks/plazas, streets and sidewalks; transportation, and public process and communication.

Neighborhood Study Program

The Community Planning Division, through its Neighborhood Study program, seeks to preserve the character of the City's 13 neighborhoods by undertaking comprehensive planning efforts aimed at appropriate growth management – This program, through a year long committee process (a Neighborhood Study) or a series of public meetings (a Neighborhood Study Update) also seeks to strengthen communication among and between the City, its residents and the business community, improve the public's knowledge of critical planning issues, and provide a forum for the discussion of issues and suggestions for improvement.

OBJECTIVE #1

Provide Suitable Living Environment: Preserve and strengthen the Cambridge residential neighborhoods and their diverse population.

During Fiscal Years 2006 - 2010, the City of Cambridge through the Community Planning Division of the Community Development Department will provide information to the public on planning and zoning, provide staff support to the Planning Board as it considers Special Permit applications and zoning petitions. Will continue to work with neighborhood groups, residents, property owners, developers and other City departments and state agencies on urban design plans and proposed developments

The goals for fiscal year 2009 are to provide technical assistance to **6** staff members, create **60** GIS maps, **50** presentations, produce materials for **2** major projects and **2** planning initiatives, provide **700** residents and interested parties with technical assistance on planning and zoning, conduct **45** meetings with residents, neighborhood groups and interested parties, review **10** urban design and master plans, and assist in **12** meetings of the Planning Board.

Expected Resources:

- ***Federal Funds:***
Community Development Block Grant
- ***Local Funds:***
Property Taxes

Strategies:

Combination of Community Development Block Grant and Property Taxes

These funds will be used to cover the costs associated with staff, overhead and any consultant needed to prepare the following studies.

Neighborhood Study Updates

Continue updates on implementation of neighborhood studies working with residents, business representatives and property owners, to update past recommendations addressing land use, zoning, urban design, open space, transportation, housing and economic development. Continue 4 year cycle of updates to neighborhood studies, working with residents, business representatives and property owners to maintain current public input on current planning activities and future planned actions for workplan.

OBJECTIVE #2

Provide Suitable Living Environment: Enhance the quality of the City's parks, playgrounds and recreational environments.

During Fiscal Year 2009, the City of Cambridge through the Community Planning Division of the Community Development Department plans to provide design and construction oversight in the development and updating of the parks, playgrounds and recreational sites.

The goals for fiscal year 2009 are to provide technical assistance for **5** projects.

Expected Resources:

- ***Federal Funds:***
Community Development Block Grant
- ***Local Funds:***
Property Taxes

Strategies:

Combination of Community Development Block Grant and Property Taxes

These funds will be used to cover the costs associated with staff, overhead and any consultant needed to achieve the following.

Open Space/Playground Renovations

Complete construction on parks designated as priority parks working in the City's Open Space Committee with other City departments. Completed construction on Tobin School Playground, the new City park at Trolley Square and renovations of the recently acquired lot across from Costa Lopez Taylor Park. Completed design and initiated construction for play structure replacement at Cambridge Common. Completed design for play structure replacement at Clement Morgan Park. Initiate design of pocket park at Sennott Park.

OBJECTIVE #3

Create Economic Opportunities: Preserve and strengthen the City's fiscal base

During Fiscal Year 2009, the City of Cambridge through the Community Planning Division of the Community Development Department plans to provide high quality technical assistance to increase the quality and availability of planning-related information to staff members, the City, residents, property owners, business owners and developers.

The goals for fiscal year 2009 are to provide technical assistance to **6** staff members, create **60** GIS maps, **50** presentations, produce materials for **2** major projects and **2** planning initiatives, provide **700** residents and interested parties with technical assistance on planning and zoning, conduct **45** meetings with residents, neighborhood groups and interested parties, review **10** urban design and master plans, and assist in **12** meetings of the Planning Board.

Expected Resources:

- ***Federal Funds:***
Community Development Block Grant
- ***Local Funds:***
Property Taxes

Strategy:

Property Taxes

These funds will be used to cover the costs associated with staff, overhead and any consultant needed to perform the following.

Planning Board

Continue to staff and assist the Planning Board in its review of Special Permits for significant projects throughout the city. Research and develop appropriate amendments to the zoning ordinance. Continue to work with Planning Board, developers and residents on the implementation of zoning changes resulting from recent and anticipated planning efforts, including Citywide Rezoning, Eastern Cambridge Planning Study and Concord Alewife Planning Study, Prospect Street Planning Study, Binney Street Corridor Study.

ECONOMIC DEVELOPMENT DIVISION

Introduction & Overview

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

The City's Economic Development Policy, first developed in 1997, was most recently revised in 2004. Over that period, changes in various business sectors dramatically influenced the Cambridge economy. In addition, new information from the 2000 Census provided a more up-to-date picture of the community. These and other factors prompted a review of existing economic development policies, which helped frame the following economic development objectives.

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.

Small Business Development

EDD will continue to support the City's small businesses, especially women and minority-owned businesses, by assisting them with marketing, networking, business plan development, loan packaging and exposure to a broader range of resources. EDD will continue to partner with non-profit organizations and other contractors to provide pre-business and business training services for low and low-moderate income micro-enterprises and individuals and businesses located in the City's two NRS areas. Services will include workshops, classes, seminars, and individual business consultations. EDD will also continue to offer a financial literacy program to individuals in the NRS areas.

The goal for FY2010 is to assist **35** NRS businesses and residents and eligible Cambridge micro-enterprises will participate in one or more of these training activities. The long-term outcome projections estimate that **3-5** of the participants will start new ventures, and **6-8** participants will grow their existing operations.

Expected Resources:

Federal Funds:

Community Development Block Grant

Local Funds:

Property Taxes
Other

Combination of Community Development Block Grant and Property Taxes

These funds will be used to cover the costs associated with staff, overhead and any consultant needed to achieve the following:

Strategies:

Educational and Training Services

EDD will continue to sponsor services aimed at helping individuals and micro-enterprises start new businesses, enhance existing ones, or save for economically empowering objectives such as starting businesses. As in the past, residents and businesses of the NRS areas and low and low-moderate income micro-enterprises will be targeted to receive these services. In FY09, sponsored services included educational workshops on financial literacy and various business topics, entrepreneurial training, and individual consultations on specific issues related to business development. EDD believes that this combination of services and programs supports the goals of starting and growing businesses and plans to continue them for FY10.

Business Development Training

For FY010, the Division plans to sponsor business training through a combination of activities such as workshops, seminars, and one-on-one consulting. Workshops and seminars may cover various topics including steps to starting a business, record keeping for small businesses, marketing, and e-commerce. Consulting services in individual settings would allow participants the chance to talk to experts on issues specific to their particular needs.

Workshops to be offered in FY10:

Living on a Shoe String – a Financial Literacy Program

Description: Participants will receive basic financial information, including topics surrounding personal net worth, debt reduction, and budgeting. Participants will also discuss credit and savings issues related to achieving personal financial goals such as owning a home or starting a business. To provide additional perspective to Program Clients, the Sub-recipient shall arrange for special guest speakers, such as past Program clients, and bank representatives.

Enrollment Target: Will aim to serve 30 eligible residents.

Steps to Starting Your Own Business

Description: Participants will explore the risks and rewards of entrepreneurship and discuss industry trends, market research, business operations, and much more.

Participants walk away with worksheets, tips and tools to help get started in business.

Enrollment Target: Will aim to serve 30 eligible residents.

How to Obtain Financing for Your Business Description: Participants will learn about business finance basics and ways to access financing. They will receive information what lenders are looking for in a business loan request.

Enrollment Target: Will aim to serve 15 eligible residents/existing businesses.

Marketing 101 Workshop

Description: Participants will learn about the basics of marketing. Topics include: understanding the “art of selling”, how to develop marketing strategies, conducting research, branding and public relations. Portion of the workshop will highlight technology-based marketing such as e-marketing and web advertising.

Enrollment Target: Will aim to serve 15 eligible start-up/existing businesses.

Record Keeping Workshop for Small Businesses

Description: Participants will learn what records should be kept, accounting definitions, understanding accounting methods and bookkeeping systems and which are best for their business, how to set up a bookkeeping system, how to read basics of financial statements and how to choose an accountant/CPA.

Enrollment Target: Will aim to serve 10 eligible start-up/existing businesses.

Web Based Business Development Workshop

Description: Participants will discuss basic tools and knowledge to set up an internet-based business or how to expand their current business on the web. Topics include: selecting and registering a business domain, what is a web host and why it is necessary, how to receive online payments, the use of shopping carts and internet marketing.

Enrollment Target: Will aim to serve 10 eligible start-up/existing businesses.

Business Literacy Workshop

Description: Participants will discuss the importance of cash flow and financial management for a small business owner. The workshop will discuss cash flow management, small business investment and a brief tutorial on the QuickBooks accounting program.

Enrollment Target: Will aim to serve 10 eligible start-up/existing businesses.

Managing a Business in Hard Times

Description: Participants will learn to develop a leaner, more cost-effective and efficient business. Participants will discuss how to conserve cash, protect assets, reduce costs improve efficiencies and grow customer basis. Participants will receive worksheets, tips, and tools to get started.

Enrollment Target: Workshop will aim to enroll 10 eligible start-up/existing businesses.

Envisioning Your Business Idea

Description: Participants will be assisted in learning how to refine their business idea. The workshop will give participants the ability to clarify their business idea and determine whether it is viable in today’s market. Topics covered in the workshop include:

developing a mission statement, analyzing the strengths and weaknesses of a business idea, creating long and short term business goals and learning the basics of a business plan.

Enrollment Target: Will aim to enroll 10 eligible residents/start-up businesses.

Pricing Strategies Workshop

Description: Participants will discuss the importance of pricing for overall profitability. They will learn about the strengths and weakness of different pricing models and explore different pricing scenarios. Participants will also discuss cash flow issues and learn how to conduct breakeven analysis.

Enrollment Target: The workshop will aim to enroll 10 start-up/existing Cambridge businesses.

One-on-One Consulting Sessions

Description: Individual consultations between a Program Client and an experienced consultant arranged by the Sub-recipient. Each consulting session will focus on the client's specific business issues. Topics may include legal and financial issues, loan counseling, general strategy, marketing, public relations, business planning, operations, information technology, e-commerce, fashion and design, communications, negotiations, and career planning.

Enrollment Target: Eligible residents, start-ups and businesses owners will be targeted.

Women and Minority-Owned Businesses: SOWMBA (State Office of Minority and Women-Owned Business Assistance) As part of a long-term economic development strategy, the EDD will continue to work with SOMWBA to offer workshops in Cambridge to assist minority and women businesses to become state-certified vendors, enhancing their ability to do business with state and local governments and large businesses. It is anticipated that 8businesses will attend a workshop during fiscal year 2009 and that 25%-35% will become SOMWBA certified.

Cambridge Minority & Women-Owned Business Directory: The Economic Development Division publishes the "Minority & Women-Owned Business Directory" on-line that lists approximately 205 establishments. This Directory is updated on a quarterly basis. These businesses are owned and operated by women and minority entrepreneurs in Cambridge. The businesses are listed alphabetically and categorically. This Directory also contains listings of support services at the federal, state and local levels.. The Directory is available in a PDF format and may be easily downloaded.

**Objective #2:
Promote thriving commercial districts.**

Commercial District Revitalization

The City is composed of six commercial districts: Kendall Square/East Cambridge, Central Square, Cambridge Street/Inman Square, Harvard Square, Porter Square, and Fresh Pond. While each has its own character and appeal, all districts share common desirable elements: convenient shopping with a variety of desired goods and services for neighborhood residents, students and workers. The commercial districts each provide employment in retail establishments and office buildings.

EDD will continue its support of Cambridge retail businesses, especially income-eligible micro-enterprises and those located in the City's two Neighborhood Revitalization Strategy (NRS) areas by offering programs such as the Best Retail Practices Program, the Façade and Signage and Lighting Improvement Program and educational services, and by supporting businesses associations in commercial districts.

The goal for fiscal year 2010 is to provide **10** retailers with matching grants of up-to \$4,000 to improve and enhance their business, with an outcome in these hard financial times of approximately 20% showing an 8% increase in sales revenue and 8-10% hiring new employees; and to assist a total of **24** businesses with a 2 ½ hour workshop and in-store consultations, all of which will be NRS located or low and moderate-income micro-enterprises.

Expected Resources:

Federal Funds:

Community Development Block Grant

Local Funds:

Property Taxes

Other

Strategies:

Best Retail Practices: This program provides interior design and marketing assistance to Cambridge retailers to help them increase sales. It includes a free workshop geared to a larger group of retailers, followed by individual in-store consultations and a matching grant program that funds up to 80% of pre-approved store improvements or marketing costs, up to \$4,000 per business. This program will continue to be offered to income-eligible micro-enterprises and those retailers located within, and serving residents of, the NRS areas. The program has provided services to over 300 businesses, 168 of which received in-store consultations since the program began in fiscal year 2002, and 55

matching grants have been provided since fiscal year 2004, the first year of the grant program. The program has a track record of helping participants increase sales by an average of 12%, which EDD strives to maintain.

Façade, Signage, and Lighting Improvements: This program provides technical and financial assistance to Cambridge businesses interested in improving their commercial storefronts. Property and business owners can apply for matching grants of up to \$35,000 for pre-approved façade improvements. Matching grants of up to \$3,500 are also available for pre-approved signage and lighting improvements. This program is currently supported by tax dollars. During fiscal year 2010 it is anticipated that at least 13 additional businesses will improve their storefronts. Since fiscal year 2003, this program has provided design services to 137 businesses and property owners and helped finance 98 façade and signage and lighting improvement projects throughout the City.

Support to Business Associations: The Economic Development Division will continue to help independent neighborhood business associations by providing technical assistance for organizational development and by helping to attract and retain businesses to ensure the appropriate retail mix for each commercial district.

Objective #3:

Support efforts to sustain a diverse array of employment opportunities accessible to Cambridge workers

Workforce Development Assistance

The Economic Development Division will continue to support a broad range of job preparedness and economic empowerment programs for Cambridge residents. These programs will be targeted specifically to residents of the City's NRS areas.

The goal for FY2010 is to support **9** students (out of a class of 30) in Just-A-Start's Biomedical Careers Program

Financial Literacy Training

For FY10, EDD plans to sponsor financial literacy workshops that will teach Cambridge residents how to establish budgets, reduce debt, repair credit, and set financial saving goals. a business. Target participants are low-income Cambridge youth and adults living in the city's NRS areas.

For FY10, it is anticipated that **20** NRS residents will participate in these workshops. Of those participants, we expect that 50% will establish and follow a budget and repair credit to save for a life-changing opportunity.

Expected Resources:

Federal Funds:

Community Development Block Grant

Local Funds:

Property Taxes

Strategies:

Just-A-Start Biomedical Career Program: This free nine-month certificate program provides academic and lab instruction to Cambridge NRS residents to prepare them for entry-level biotech jobs such as lab technicians, manufacturing technicians and animal care technicians at local life science companies, universities, research institutions, clinical laboratories and hospitals. Upon completion, participants receive assistance in resume writing and job placement, with up to 75% placed in entry-level jobs.

Marketing Cambridge: Strong partnerships will continue to be nurtured among the City, the Office of Tourism, the Massachusetts Biotech Council, institutions of higher education, including Cambridge College, Harvard University, Lesley College and Massachusetts Institute of Technology, and Cambridge companies to promote the many advantages of doing business in Cambridge. These include a research and development hub with close proximity to hospitals and research centers; a highly educated, culturally rich and diverse community; excellent regional and local transit systems, the strong presence of venture capital in the metropolitan area; and a ready workforce. Attracting new big business to Cambridge usually brings new employment opportunities for its residents. To that end, EDD will research and develop Commercial District Data Sheets that will include information concerning the concentration of businesses types within each commercial district.

“Cambridge/Biotech: History in the Making”

In fiscal year 2007 and 2008, CDD/EDD distributed over 1,500 copies of its brochure, “Cambridge/Biotech: History in the Making”, to market the City to the life sciences industry. Over the past decade, biotech research has emerged as a most important focus for the City’s business community, and the City has emerged as one of the world’s major biotech centers. By participating in the world’s largest BIO Conference annually, Cambridge hopes to attract more businesses to join the current revolution doing genomic research, developing nano-technology and studying the brain. The expansion of these life science businesses will create many new job opportunities for Cambridge residents. Additionally, in FY10, EDD is redeveloping its current website to help the City market Cambridge as a great location for doing business.

Greens Jobs Training Initiative: In October 2008, the City initiated the Green Jobs Taskforce consisting of approximately 30 members of the Cambridge community, many of whom are experts in the green energy field. Partnering with various collaborators and training providers, the goal of the Taskforce is to develop a set of green jobs policies that will link training and employment opportunities to jobs in the green technology field. This initiative will also have a component that focuses on green entrepreneurship. In FY10, EDD will seek to train a minimum of 10 low-income Cambridge residents to acquire jobs in areas such as energy auditors and technicians, weatherization technicians, and green construction trades technicians.

**Objective #4:
Business Climate Support Services**

The following programs represent the activities of the Economic Development Division that are not related to HUD and CDBG objectives, yet demonstrate the range of services the Division provides for all aspects of economic development within the City.

Expected Resources:

Local Funds:

Property Taxes

Strategies:

Real Estate Data Collection and Site Search Assistance

EDD will continue to maintain current information on available commercial space and make the information available to any small or large businesses looking to move within or to the City.

Development Log: The City tracks large-scale residential and commercial development projects currently in the permitting or construction phases. The Log contains the name and location of each project, the developer, type of use, the amount of square footage and contact information and is published quarterly. The Log is published quarterly during the calendar year and is used by both City departments and stakeholders to track the progress of large developments.

Market Information: The City tracks information on current real estate trends, vacancy rates, and lease rates for commercial properties in Cambridge. Information is distributed, upon request.

Site Search Assistance: The City uses Costar, the real estate industry's information database, to track current commercial availability. The City makes this information available free of charge. Assistance is available to existing businesses and entrepreneurs seeking office, retail, industrial, or R&D space in Cambridge.

Maintain a Supportive Business Climate

EDD will continue to contact new, local businesses and distribute information to the Cambridge business community at-large regarding economic development services and programs available through the City. To facilitate better communication, EDD publishes a periodic electronic newsletter to keep the Cambridge business community informed about upcoming programs and services. EDD plans to continue this newsletter for FY09.

Streamlining Permitting Process: In order to provide a user-friendly regulatory environment for residents and businesses, EDD developed six guides to obtaining

common licenses and permits. Topics include how to obtain a permits for building construction, constructing curb cuts, fire safety, holding a special event, historic commission certificates and how to start a business in Cambridge. EDD has also published a guide to assist micro-enterprises on how to do business with the City. The guides are available on the City of Cambridge website and at the Community Development Department and in hard copy upon request.

PUBLIC SERVICE OBJECTIVES

The City of Cambridge Department of Human Services anticipates CDBG public services will be level funded for year 2010. Currently, the Department is conducting an Application for Renewal Funding for the FY2010 CDBG grant cycle, whereby existing recipients are invited to re-apply. The exact result of this process will not be available until late May. The narrative below takes into account both this ongoing renewal process and the city's ongoing working relationship with various community providers that have been CDBG recipients over the years.

OVERALL GOAL: TO IMPROVE THE OVERALL 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 to be Served:

With continuing funding from HUD in fiscal year 2010, the City of Cambridge anticipates providing services to over **2000** low and low-moderate income individuals through its 18 CDBG-funded public service grants. Based on the FY10 Renewal Applications to be submitted by community organizations, the following providers will seek funding to support programs targeting the low-moderate income population:

- Community-based development organizations such as Margaret Fuller Neighborhood House and East End House will continue to enhance the quality of lives of residents in Area IV and East Cambridge by providing essential community services such as: emergency food, senior services, school-age programs, and various social and educational opportunities.
- CASPAR will continue to work with homeless adults in recovery from substance abuse in securing alternative housing.
- Multi-linguistic Cambridge residents will continue to access mainstream community resources with the support of community providers such as: Massachusetts Alliance of Portuguese Speakers, Concilio Hispano, and the Ethiopian Community Mutual Assistance Association.
- Homebound elders and individuals with disabilities will continue to receive food delivered by the home-delivery programs of the organizations Food For Free and East End House.

Expected Resources

Community Development Block Grants:

Local Property Taxes:

Services:

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

- Develop/enhance new and existing social and educational programs, based on community needs;
- Provide information/referral, crisis intervention/prevention counseling and other support services to the Latino, Portuguese-speaking, and Ethiopian populations;
- Provide interpretation and translation services to the Latino, Ethiopian, and Portuguese-speaking population to promote access to community services;
- Operate emergency food pantries, which also deliver food to homebound individuals; and provide infant food/necessities to single mothers with infants;
- Coordinate a farmer's market program on sites at senior housing developments to facilitate access to food to isolated and frail elders;
- Deliver approximately 700,000 tons of fresh produce and canned goods to over 30 food assistance programs such as food pantries, meal programs, youth programs and shelters;
- Develop and implement individualized treatment plans;
- Provide ongoing case management and adjust treatment plans as needed;
- Conduct individual and group counseling sessions;
- Identify and support participants ready to transition into a more stable sober environment, such as independent living housing, halfway housing, and/or sober shelters; and
- Recruit, train, and provide 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 to be Served:

With continuing funding from HUD in fiscal year 2010, the City of Cambridge anticipates providing supportive services to approximately **300** elders and individuals with disabilities through a variety of public service grants. Based on the FY10 Renewal Applications to be submitted by community organizations, the following providers will be seeking funding to support programs targeting the low-moderate income population:

- SCM Community Transportation will provide transportation services to elders and persons with disabilities.
- HouseWorks will keep senior citizens and persons with disabilities from being evicted or displaced by providing in-home heavy chore services.

Expected Resources

Community Development Block Grants:
Local Property Taxes:

Services:

Through a combination of Community Development Block Grants and Property Taxes, the Department of Human Service Programs anticipates contracting with local non-profit community providers who work with senior citizens and persons with disabilities to provide the following:

- Medical transportation and nutritional shopping trips to seniors and persons with disabilities to promote access to essential community services; and
- Eviction prevention and displacement of elders and persons with disabilities by providing extensive cleaning services and reorganization of their homes; and provide intervention support services to reduce resistance and interference from clients with the provision of these services.

Objective #3:

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

During fiscal year 2010, the City of Cambridge anticipates providing vital support services to approximately **60** low-moderate income individuals, families and their children through a variety of public service grants. With continuing funding from HUD, low-moderate income Cambridge residents, at risk of becoming homeless, will continue to access these essential community services. Based on the FY10 Renewal Applications to be submitted by community organizations, the following provider will seek funding to support a program to target low-income population facing eviction proceedings:

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

Expected Resources

Community Development Block Grants:
Local Property Taxes:

Services:

Through a combination of a Community Development Block Grant and Property Taxes, the Department of Human Service Programs anticipates contracting 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; and
- Recruitment, training, and ongoing supervision of volunteer attorneys on landlord/tenant law, trial/administrative practice, and public/subsidized housing issues.

Objective #4:

To offer age-appropriate services to disadvantaged and underserved youths.

With continuing funding from HUD in fiscal year 2010, the City of Cambridge anticipates that it will provide supportive services to approximately **200** low and low-moderate income youths through a variety of public service grants. Based on the FY10 Renewal Applications to be submitted by community organizations, the following providers will seek funding to support programs targeting low-moderate income youths and their families:

- Youth with emotional/behavioral difficulties will continue to access a summer camp coordinated by Cambridge Camping; and
- The Guidance Center will continue to support youth and their families by providing bilingual/bicultural early intervention services to families with infants.

Expected Resources

Community Development Block Grants:

Local Property Taxes:

Services:

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

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

Objective #5:

To create or support domestic violence and abuse prevention and treatment for adults and youth.

Number of Households to be Served:

With continuing funding from HUD in fiscal year 2010, the City of Cambridge anticipates providing domestic violence-related services to approximately **75** low-moderate income adults and children through a variety of public service grants. Based on the FY10 Renewal Applications to be received from community organizations, the following providers will be seeking funding to support domestic violence-related programs:

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

Expected Resources

Community Development Block Grants:

Local Property Taxes:

Services:

Through a combination of Community Development Block Grants and Property Taxes, the Department of Human Service Programs anticipates contracting with local non-profit community organizations to provide the creation or support of domestic violence and abuse prevention and treatment for adults and youth that include the following:

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

Objective #6:

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

With continuing funding from HUD in fiscal year 2010, the City of Cambridge anticipates providing essential employment programs to approximately **250** low-moderate income Cambridge youth and young adults through a variety of public service grants.

Based on the FY10 Renewal Applications to be received from community organizations, the following providers will seek funding to support programs targeting low-moderate income population:

- Cambridge Housing Authority will continue to provide an after-school literacy, life skills and employment program for youth residing in public housing developments;
- Just-A-Start Corporation will continue to offer job development and employment programs to disadvantaged high school students and out-of-school youth; and
- The Young People's Project will provide training in math literacy and meaningful employment opportunities that enrich high school teens and encourage them to be invested in their communities.

Expected Resources

Community Development Block Grants
Local Property Taxes

Services:

Through a combination of Community Development Block Grants and Property Taxes, the Department of Human Service Programs anticipates contracting 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, MCAS prep classes, 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; and
- Outreach to the community and to the local private industry to support employment services to youth in Cambridge.

Anti-Poverty Strategy

Describe the actions that will take place during the next year to reduce the number of poverty level families.

Anti-Poverty Strategy

The City of Cambridge will continue its efforts to reduce the number of families and individuals living in poverty over the next 5 years. The City will focus primarily on supporting programs that raise household incomes and stabilize housing situations. It also supports the McKinney grant for which the Department of Human Service Programs will apply annually, in hopes of receiving the maximum amount available to Cambridge to support the development of affordable housing that help homeless persons make the transition to permanent housing and independent living.

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

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

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

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

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

Non-Homeless Special Needs Housing

Non-homeless Special Needs (91.220 (c) and (e))

**Please also refer to the Non-homeless Special Needs Table in the Needs.xls workbook.*

- 1. Describe the priorities and specific objectives the jurisdiction hopes to achieve for the period covered by the Action Plan.*
- 2. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by this Action Plan.*

SPECIAL POPULATIONS

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

Supportive Housing Development Program

In FY2010 in addition to strongly supporting non-profit agencies in their applications for federal and state funds to develop additional housing with appropriate services for low-income persons with special needs, Cambridge will target low-interest loans and construction loans to fund gaps in the capital costs of developing supportive housing.

Support for other entities

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

Leveraging plans and matching requirements

Cambridge intends to continue its work to leverage state, local and private funds to support activities in this area. Funds leveraged tend to be committed on a site-by-site basis, but generally include the Cambridge Affordable Housing Trust, funds provided by

Cambridge Banks Housing Associates (a consortium of local banks), local lenders and other sources. Some of these funds have matching requirements. For example, the Shelter Plus Care Program requires that federal rental subsidies be matched dollar-for-dollar with state and local service commitments.

Service Delivery and Management

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

2. See the Resources and Homeless Objectives sections of this Plan.

Housing Opportunities for People with AIDS

**Please also refer to the HOPWA Table in the Needs.xls workbook.*

- 1. Provide a Brief description of the organization, the area of service, the name of the program contacts, and a broad overview of the range/ type of housing activities to be done during the next year.*
 - 2. Report on the actions taken during the year that addressed the special needs of persons who are not homeless but require supportive housing, and assistance for persons who are homeless.*
 - 3. Evaluate the progress in meeting its specific objective of providing affordable housing, including a comparison of actual outputs and outcomes to proposed goals and progress made on the other planned actions indicated in the strategic and action plans. The evaluation can address any related program adjustments or future plans.*
 - 4. Report on annual HOPWA output goals for the number of households assisted during the year in: (1) short-term rent, mortgage and utility payments to avoid homelessness; (2) rental assistance programs; and (3) in housing facilities, such as community residences and SRO dwellings, where funds are used to develop and/or operate these facilities. Include any assessment of client outcomes for achieving housing stability, reduced risks of homelessness and improved access to care.*
 - 5. Report on the use of committed leveraging from other public and private resources that helped to address needs identified in the plan.*
 - 6. Provide an analysis of the extent to which HOPWA funds were distributed among different categories of housing needs consistent with the geographic distribution plans identified in its approved Consolidated Plan.*
 - 7. Describe any barriers (including non-regulatory) encountered, actions in response to barriers, and recommendations for program improvement.*
 - 8. Please describe the expected trends facing the community in meeting the needs of persons living with HIV/AIDS and provide additional information regarding the administration of services to people with HIV/AIDS.*
 - 9. Please note any evaluations, studies or other assessments that will be conducted on the local HOPWA program during the next year.*
-

N/A

Specific HOPWA Objectives

Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the Action Plan.

N/A



Other Narratives

Include any Action Plan information that was not covered by a narrative in any other section.

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 NRS 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%
TOTALS		25,972,546	14,114,573	54.3%	29,803	16,681	55.97%

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 year 2010 are as follows:

- ◆ **Retail Best Practices Program**
- ◆ **Empowerment Through Financial Literacy**
- ◆ **Bio-Medical Training Program**
- ◆ **Affordable Housing Stabilization through HIP / RAP**
- ◆ **Earned Income Tax Credit / Food Stamp awareness initiative through the Human Services Department**

NRS Programs	FY2010 Anticipated	5 Year Goal
Economic Development		
Retail Best Practices	10	30
Educational & Training Services	55	195
BioMed	9	15 to 20
Affordable Housing		
Stabilization through HIP	6	30
<i>figures are aggregate for NRS East and NRS West</i>		

Economic Development Initiatives

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.

Small Business Development

EDD will continue to support the City's small businesses, especially women and minority-owned businesses, by assisting them with marketing, networking, business plan development, loan packaging and exposure to a broader range of resources. EDD will continue to partner with non-profit organizations and other contractors to provide pre-business and business training services for low and low-moderate income micro-enterprises and individuals and businesses located in the City's two NRS areas. Services will include workshops, classes, seminars, and individual business consultations. EDD will also continue to offer a financial literacy program to individuals in the NRS areas.

The goal for FY2010 is to assist **35** NRS businesses and residents and eligible Cambridge micro-enterprises will participate in one or more of these training activities. The long-term outcome projections estimate that **3-5** of the participants will start new ventures, and **6-8** participants will grow their existing operations.

Expected Resources:

Federal Funds:

Community Development Block Grant

Local Funds:

Property Taxes

Other

Combination of Community Development Block Grant and Property Taxes

These funds will be used to cover the costs associated with staff, overhead and any consultant needed to achieve the following:

Strategies:

Educational and Training Services

EDD will continue to sponsor services aimed at helping individuals and micro-enterprises start new businesses, enhance existing ones, or save for economically empowering objectives such as starting businesses. As in the past, residents and businesses of the NRS areas and low and low-moderate income micro-enterprises will be targeted to receive these services. In FY09, sponsored services included educational workshops on financial literacy and various business topics, entrepreneurial training, and individual consultations on specific issues related to business development. EDD believes that this

combination of services and programs supports the goals of starting and growing businesses and plans to continue them for FY10.

Business Development Training

For FY010, the Division plans to sponsor business training through a combination of activities such as workshops, seminars, and one-on-one consulting. Workshops and seminars may cover various topics including steps to starting a business, record keeping for small businesses, marketing, and e-commerce. Consulting services in individual settings would allow participants the chance to talk to experts on issues specific to their particular needs.

Workshops to be offered in FY10:

Living on a Shoe String – a Financial Literacy Program

Description: Participants will receive basic financial information, including topics surrounding personal net worth, debt reduction, and budgeting. Participants will also discuss credit and savings issues related to achieving personal financial goals such as owning a home or starting a business. To provide additional perspective to Program Clients, the Sub-recipient shall arrange for special guest speakers, such as past Program clients, and bank representatives.

Enrollment Target: Will aim to serve 30 eligible residents.

Steps to Starting Your Own Business

Description: Participants will explore the risks and rewards of entrepreneurship and discuss industry trends, market research, business operations, and much more. Participants walk away with worksheets, tips and tools to help get started in business.

Enrollment Target: Will aim to serve 30 eligible residents.

How to Obtain Financing for Your Business

Description: Participants will learn about business finance basics and ways to access financing. They will receive information what lenders are looking for in a business loan request.

Enrollment Target: Will aim to serve 15 eligible residents/existing businesses.

Marketing 101 Workshop

Description: Participants will learn about the basics of marketing. Topics include: understanding the “art of selling”, how to develop marketing strategies, conducting research, branding and public relations. Portion of the workshop will highlight technology-based marketing such as e-marketing and web advertising.

Enrollment Target: Will aim to serve 15 eligible start-up/existing businesses.

Record Keeping Workshop for Small Businesses

Description: Participants will learn what records should be kept, accounting definitions, understanding accounting methods and bookkeeping systems and which are best for their business, how to set up a bookkeeping system, how to read basics of financial statements and how to choose an accountant/CPA.

Enrollment Target: Will aim to serve 10 eligible start-up/existing businesses.

Web Based Business Development Workshop

Description: Participants will discuss basic tools and knowledge to set up an internet-based business or how to expand their current business on the web. Topics include: selecting and registering a business domain, what is a web host and why it is necessary, how to receive online payments, the use of shopping carts and internet marketing.

Enrollment Target: Will aim to serve 10 eligible start-up/existing businesses.

Business Literacy Workshop

Description: Participants will discuss the importance of cash flow and financial management for a small business owner. The workshop will discuss cash flow management, small business investment and a brief tutorial on the QuickBooks accounting program.

Enrollment Target: Will aim to serve 10 eligible start-up/existing businesses.

Managing a Business in Hard Times

Description: Participants will learn to develop a leaner, more cost-effective and efficient business. Participants will discuss how to conserve cash, protect assets, reduce costs improve efficiencies and grow customer basis. Participants will receive worksheets, tips, and tools to get started.

Enrollment Target: Workshop will aim to enroll 10 eligible start-up/existing businesses.

Envisioning Your Business Idea

Description: Participants will be assisted in learning how to refine their business idea. The workshop will give participants the ability to clarify their business idea and determine whether it is viable in today's market. Topics covered in the workshop include: developing a mission statement, analyzing the strengths and weaknesses of a business idea, creating long and short term business goals and learning the basics of a business plan.

Enrollment Target: Will aim to enroll 10 eligible residents/start-up businesses.

Pricing Strategies Workshop

Description: Participants will discuss the importance of pricing for overall profitability. They will learn about the strengths and weakness of different pricing models and explore different pricing scenarios. Participants will also discuss cash flow issues and learn how to conduct breakeven analysis.

Enrollment Target: The workshop will aim to enroll 10 start-up/existing Cambridge businesses.

One-on-One Consulting Sessions

Description: Individual consultations between a Program Client and an experienced consultant arranged by the Sub-recipient. Each consulting session will focus on the client's specific business issues. Topics may include legal and financial issues, loan counseling, general strategy, marketing, public relations, business planning, operations, information technology, e-commerce, fashion and design, communications, negotiations, and career planning.

Enrollment Target: Eligible residents, start-ups and businesses owners will be targeted.

Women and Minority-Owned Businesses: SOWMBA (State Office of Minority and Women-Owned Business Assistance) As part of a long-term economic development strategy, the EDD will continue to work with SOMWBA to offer workshops in Cambridge to assist minority and women businesses to become state-certified vendors, enhancing their ability to do business with state and local governments and large businesses. It is anticipated that 8 businesses will attend a workshop during fiscal year 2009 and that 25%-35% will become SOMWBA certified.

Cambridge Minority & Women-Owned Business Directory: The Economic Development Division publishes the "Minority & Women-Owned Business Directory" on-line that lists approximately 205 establishments. This Directory is updated on a quarterly basis. These businesses are owned and operated by women and minority entrepreneurs in Cambridge. The businesses are listed alphabetically and categorically. This Directory also contains listings of support services at the federal, state and local levels.. The Directory is available in a PDF format and may be easily downloaded.

**Objective #2:
Promote thriving commercial districts.**

EDD will continue its support of Cambridge retail businesses, especially income-eligible micro-enterprises and those located in the City's two Neighborhood Revitalization Strategy (NRS) areas via the Best Retail Practices Program.

The goal for fiscal year 2010 is to provide **10** retailers with matching grants of up-to \$5,000 to improve and enhance their business, with an outcome in these hard financial times of approximately 20% showing an 8% increase in sales revenue and 8-10% hiring new employees; and to assist a total of **24** businesses with a 2 ½ hour workshop and in-store consultations, all of which will be NRS located or low and moderate-income micro-enterprises.

Expected Resources:

Federal Funds:

Community Development Block Grant

Local Funds:

Property Taxes

Other

Strategies:

Best Retail Practices: This program provides interior design and marketing assistance to Cambridge retailers to help them increase sales. It includes a free workshop geared to a larger group of retailers, followed by individual in-store consultations and a matching grant program that funds up to 80% of pre-approved store improvements or marketing costs, up to \$5,000 per business. This program will continue to be offered to income-eligible micro-enterprises and those retailers located within, and serving residents of, the NRS areas. The program has provided services to over 300 businesses, 168 of which received in-store consultations since the program began in fiscal year 2002, and 55 matching grants have been provided since fiscal year 2004, the first year of the grant program. The program has a track record of helping participants increase sales by an average of 12%, which EDD strives to maintain.

Objective #3:

Support efforts to sustain a diverse array of employment opportunities accessible to Cambridge workers

Workforce Development Assistance

The Economic Development Division will continue to support a broad range of job preparedness and economic empowerment programs for Cambridge residents. These programs will be targeted specifically to residents of the City's NRS areas.

The goal for FY2010 is to support **9** students (out of a class of 30) in Just-A-Start's Biomedical Careers Program

Financial Literacy Training

For FY10, EDD plans to sponsor financial literacy workshops that will teach Cambridge residents how to establish budgets, reduce debt, repair credit, and set financial saving goals. a business. Target participants are low-income Cambridge youth and adults living in the city's NRS areas.

For FY10, it is anticipated that **20** NRS residents will participate in these workshops. Of those participants, we expect that 50% will establish and follow a budget and repair credit to save for a life-changing opportunity.

Expected Resources:

Federal Funds:

Community Development Block Grant

Local Funds:

Property Taxes

Strategies:

Just-A-Start Biomedical Career Program: This free nine-month certificate program provides academic and lab instruction to Cambridge NRS residents to prepare them for entry-level biotech jobs such as lab technicians, manufacturing technicians and animal care technicians at local life science companies, universities, research institutions, clinical laboratories and hospitals. Upon completion, participants receive assistance in resume writing and job placement, with up to 75% placed in entry-level jobs.

Affordable Housing Objectives

Objective:

Continue to stabilize owner-occupied one-to-four family buildings owned by very low, low and moderate-income households.

Number of Households to be Served:

Over the Five-Year Strategy Period, the City of Cambridge will seek to stabilize **30 homeownership and rental units** in the NRS East through the rehabilitation of one-to-four family owner occupied buildings in the Neighborhood Revitalization Strategy Area through its Home Improvement Program (HIP) to be contracted out through existing housing non-profits such as Just-A-Start and HRI. In FY2010, the City will seek to rehabilitate **6** of these units. Such development activity will be influenced by factors beyond the City's control, such as market conditions. The majority of HIP funds are used city-wide to assist owners with annual incomes between 50-80% of area median income. The NRS, however, will allow HIP to expend funds on residents who earn between 80-120% of area median income so as to stabilize and maintain the city's economic diversity and prevent middle-income flight. Units for residents who earn between 80-120% of area median income may not exceed 49% of the total units serviced in the NRS area. To maintain the socio-economic diversity of Cambridge, assistance is limited to households that meet CDBG income requirements. Multi-family properties must be the primary residence of the owner who is receiving assistance. (Note: these goals are based on the Community Development Department's annual production goals)

Expected Resources:

Federal Funds

Community Development Block Grant
HUD Lead Clearance Testing Grants
Lead-Based Paint and Hazard Reduction Program

State Funds

Massachusetts Housing Finance Agency MHFA "Get the Lead Out" Program

Local Funds

Private Lenders: East Cambridge Savings Bank

Strategies:

Community Development Block Grant Program: The City of Cambridge is an entitlement City that annually receives a direct allocation of CDBG funds that can be used to fund a variety of activities that includes economic development, design and construction oversight of parks, playground renovations, housing services, and housing

development. The majority of the City's CDBG funds are used for housing development activities and services. Housing development activities include acquisition, rehabilitation, and new construction of affordable housing by non-profit housing development agencies in Cambridge. CDBG funds are also used to fund a variety of housing services and activities, including case management, tenant and landlord mediation services, homelessness prevention and other services for the homeless.

Home Improvement Program: Cambridge's Home Improvement Program (HIP) gives technical assistance and reduced rate loans to low-income owners of one-to-four family buildings. Funded primarily through CDBG and revolving loans, the program is operated by two agencies, Just-A-Start Corporation, and Homeowner's Rehab Inc., under contract with the Community Development Department.

Lead-Safe Cambridge: The City of Cambridge received funds under this program in July 1994. These funds resulted in the deleading of 221 affordable housing units. The City received an additional grant in 1997 and de-leaded another 108 units. In 1999, the City received a third grant under which another 135 affordable units were completed by October 2002. Since 1994, over 600 units have been de-leaded.

Rehabilitation Assistance Program: The Rehabilitation Assistance Program (RAP) is funded via CDBG and private sources. The program provides training and education for youth rehab and deleading crews, which provide labor for the Home Improvement Program and labor at public housing sites.

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%
TOTALS		13,396,991	7,159,608	53.4%	10,718	5,985	55.84%

Low/Moderate Income Residents Served: 55.84%

Residential Land Area Served: 53.4%

Area Businesses

A walking survey was conducted by the City to physically count the number of micro-enterprises located along the main commercial corridor of the proposed NRS –West, Massachusetts Avenue. The survey counted businesses on both sides of the street between Russell Street to the south to the Arlington town line to the north. The total number of micro-enterprises is 56. The surveyors interviewed 10% of these businesses, 2 restaurant owners, a florist, a coffee and donut shop, a grocery and liquor market and a garden center, none of which had participated in the City’s Economic Development programs. The surveyors explained the existing programs offered to micro-enterprises, and all expressed a strong interest in participating in them the future, if the proposed NRS – West is approved.

Low Income Housing Residents

There are three low-income housing residences in the proposed NRS – West, Jefferson Park, 402 Rindge Avenue and the Fresh Pond Apartments and Bristol Arms, housing approximately 994 households. The City contacted Tenant Council members and owners of these housing complexes to introduce them to the existing programs Economic Development offers to NRS residents. All expressed strong interest in the programs for their respective resident populations, especially in the Making Your Money Work, financial literacy program for which they said there is a strong need.

Assessment

The proposed NRS – West is an area of the City that has been somewhat under-served until recently. The businesses and residents, for the most part, have been non-participatory in the economic development programs offered by the City.

The City now has housing and infrastructure plans for the area that will provided leveraged benefits. These include the Mass./Cameron Ave./Trolley Square project for which permits have been granted for 40 units of new residential housing, all of which will be affordable and road improvements to the Mass. Ave. corridor.

Based on the community consultations held in the area with businesses and residents, there is a very strong interest on the part of the business and resident communities in bringing Economic Development programs to the area. All thought that having the area designated as an NRS area would bring benefits to their community that would help grow the businesses and bring job and career opportunities to the residents.

Overall Goals and Objectives For Cambridge's NRS West:

While the City has two NRS areas it runs the same exact programs in both areas and considers the goals and achievements on an aggregate basis, therefore all strategies, resources and expectations listed for the NRS East are the same for the NRS West.

APPENDIX A

Attached here is the introduction and overview of Cambridge Housing Authority's "Moving to Work" Annual Plan for FY 2009. For the entire plan, please visit:

<http://www.cambridge-housing.org/chaweb.nsf>

APPENDIX B

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>

Information on The American Recovery and Reinvestment Act of 2009

<http://www.recovery.gov/>

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/>

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	10	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Production of new units		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rehabilitation of existing units	10	<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"/>
Total Sec. 215 Rental Goals	10	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ANNUAL AFFORDABLE OWNER HOUSING GOALS (SEC. 215)					
Acquisition of existing units	24	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Production of new units		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rehabilitation of existing units		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Homebuyer Assistance	24	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Total Sec. 215 Owner Goals	24	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ANNUAL AFFORDABLE HOUSING GOALS (SEC. 215)					
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"/>
Total Sec. 215 Affordable Housing		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ANNUAL HOUSING GOALS					
Annual Rental Housing Goal	10	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Annual Owner Housing Goal	24	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Total Annual Housing Goal	34	<input checked="" type="checkbox"/>	<input checked="" 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.

Housing Needs Table			Grantee: City of Cambridge, Massachusetts													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.																%					#	
			3-5 Year Quantities																% of Goal	%					%
			Current % of Households	Current Number of Households	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														100%						
			y Housing Problems	48.5	241	12	17	12	13	12	19	12			49	####					0				
			With An	46.5	231										0	####									
			Cost Burden > 30%	10.3	51										0	####									
			NUMBER OF HOUSEHOLDS	100%	1,236																				
			y Housing Problems	49.6	613											0	####								
		With An	40.2	497											0	####									
		Cost Burden > 30%	4.9	60											0	####									
		NUMBER OF HOUSEHOLDS	100%	152																					
		y Housing Problems	67.1	102											0	####									
		With An	21.1	32											0	####									
		Cost Burden > 30%	6.6	10											0	####									
	NUMBER OF HOUSEHOLDS	100%	2,332																						
	y Housing Problems	74	1,725	133	183	133	81	110	93	110			357	####											
	With An	70.2	1,637											0	####										
	Cost Burden > 30%	13.6	317											0	####										
	NUMBER OF HOUSEHOLDS	100%	387																						
	y Housing Problems	39	151											0	####										
	With An	39	151											0	####										
	Cost Burden > 30%	23.8	92											0	####										
	NUMBER OF HOUSEHOLDS	100%	237																						
	y Housing Problems	63.7	151											0	####										
	With An	63.7	151											0	####										
	Cost Burden > 30%	41.8	99											0	####										
NUMBER OF HOUSEHOLDS	100%	44																							
y Housing Problems	50	22											0	####											
With An	40.9	18											0	####											
Cost Burden > 30%	9.1	4											0	####											
NUMBER OF HOUSEHOLDS	100%	322																							
y Housing Problems	51.9	167	65	112	65	42	65	26	65			50	180	####											
With An	48.8	157											0	####											
Cost Burden > 30%	15.5	50											0	####											
Total Any Housing Problem					210	312	210	136	187	138	187	0	162	0	0	586			Total Disabled	0					
Total 215 Renter															0			Tot. Elderly	2350		Total Lead Hazard	0			
Total 215 Owner															0			Tot. Sm. Related	6972		Total Renters	24325			
Total 215					0	0	0	0	0	0	0	0	0	0	0	0		Tot. Lg. Related	1264		Total Owners	4487			

Project Name: Administration								
Description:	IDIS Project #: 2006-2010/1 UOG Code: MA250396 CAMBRIDGE							
Administrative staff costs to administer and manage the HUD 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								
Location:	Priority Need Category							
344 Broadway	Select one: Planning/Administration ▼							
Explanation:								
Expected Completion Date:	Thru the administration and managing of the HUD grants, the City invests in providing decent housing, suitable living environments and economic opportunities							
6/30/2007								
Objective Category								
<input type="radio"/> Decent Housing								
<input checked="" type="radio"/> Suitable Living Environment								
<input type="radio"/> Economic Opportunity								
Outcome Categories	Specific Objectives							
<input checked="" type="checkbox"/> Availability/Accessibility	1 Improve the services for low/mod income persons ▼							
<input type="checkbox"/> Affordability	2, _____ ▼							
<input checked="" type="checkbox"/> Sustainability	3, _____ ▼							
Project-level Accomplishments	01 People ▼	Proposed	n.a.		01 People ▼	Proposed	n.a.	
		Underway				Underway		
	05-06 Activity	Complete			08-09 Activity	Complete		
	01 People ▼	Proposed	n.a.		01 People ▼	Proposed	n.a.	
		Underway				Underway		
	06-07 Activity	Complete			09-10 Activity	Complete		
	01 People ▼	Proposed	n.a.		Accompl. Type: ▼	Proposed		
		Underway				Underway		
	07-08 Activity	Complete				Complete		
Proposed Outcome	Performance Measure	Actual Outcome						
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 ▼				
Program Year 1	CDBG ▼	Proposed Amt.	\$279,978		Other ▼	Proposed Amt.	\$400,000	
		Actual Amount	\$320,337			Actual Amount	\$400,000	
	HOME ▼	Proposed Amt.	\$118,027			Fund Source: ▼	Proposed Amt.	
		Actual Amount					Actual Amount	
	01 People ▼	Proposed Units	n.a.			Accompl. Type: ▼	Proposed Units	
		Actual Units					Actual Units	
	Accompl. Type: ▼	Proposed Units				Accompl. Type: ▼	Proposed Units	
		Actual Units					Actual Units	

Program Year 2	CDBG	Proposed Amt.	\$284,419		ESG	Proposed Amt.	\$6,951
		Actual Amount	\$96,452			Actual Amount	\$6,951
	HOME	Proposed Amt.	\$107,645		Other	Proposed Amt.	\$458,585
		Actual Amount	\$107,645			Actual Amount	\$458,585
	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.	\$295,045		ESG	Proposed Amt.	\$6,951
		Actual Amount	\$313,809			Actual Amount	\$7,043
	HOME	Proposed Amt.	\$107,747		Other	Proposed Amt.	\$50,667
		Actual Amount	\$98,147			Actual Amount	\$50,667
	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 4	CDBG	Proposed Amt.	\$227,871		ESG	Proposed Amt.	\$7,049
		Actual Amount				Actual Amount	
	HOME	Proposed Amt.	\$102,347		Other	Proposed Amt.	\$63,871
		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.	\$297,167		ESG	Proposed Amt.	
		Actual Amount				Actual Amount	
	HOME	Proposed Amt.	\$102,260		Other	Proposed Amt.	\$69,852
		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	

Project Name: Community Planning							
Description:	IDIS Project #: 2006-2010/2 UOG Code: 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							
Location: 344 Broadway	Priority Need Category Select one: Planning/Administration ▼ Explanation:						
Expected Completion Date: 6/30/2007	With the services of the planning staff, the City invests in decent housing, suitable living environments and economic opportunities						
Objective Category <input type="radio"/> Decent Housing <input checked="" type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	Specific Objectives						
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, ▼						
Project-level Accomplishments	01 People ▼	Proposed	n.a.		01 People ▼	Proposed	n.a.
		Underway				Underway	
	05-06 Activity	Complete			08-09 Activity	Complete	
	01 People ▼	Proposed	n.a.		01 People ▼	Proposed	n.a.
		Underway				Underway	
	06-07 Activity	Complete			09-10 Activity	Complete	
	01 People ▼	Proposed	n.a.		Accompl. Type: ▼	Proposed	
		Underway				Underway	
	07-08 Activity	Complete				Complete	
Proposed Outcome	Performance Measure	Actual Outcome					
N.A.	N.A.	N.A.					
20 Planning 570.205 ▼				Matrix Codes ▼			
Matrix Codes ▼				Matrix Codes ▼			
Matrix Codes ▼				Matrix Codes ▼			
Program Year 1	CDBG ▼	Proposed Amt.	\$274,871		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$275,749			Actual Amount	
	Other ▼	Proposed Amt.	\$512,095		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$512,095			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 2	CDBG	Proposed Amt.	\$282,028	Fund Source:	Proposed Amt.	
		Actual Amount	\$250,912		Actual Amount	
	Other	Proposed Amt.	\$738,660	Fund Source:	Proposed Amt.	
		Actual Amount	\$738,660		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.	\$291,306	Fund Source:	Proposed Amt.	
		Actual Amount	\$226,248		Actual Amount	
	Other	Proposed Amt.	\$801,286	Fund Source:	Proposed Amt.	
		Actual Amount	\$869,706		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.	\$309,200	Fund Source:	Proposed Amt.	
		Actual Amount			Actual Amount	
	Other	Proposed Amt.	\$628,451	Fund Source:	Proposed Amt.	
		Actual Amount			Actual Amount	
	Accompl. Type:	Proposed Units	n.a.	Accompl. Type:	Proposed Units	
		Actual Units			Actual Units	
	Accompl. Type:	Proposed Units		Accompl. Type:	Proposed Units	
		Actual Units			Actual Units	
Program Year 5	CDBG	Proposed Amt.	\$329,950	Fund Source:	Proposed Amt.	
		Actual Amount			Actual Amount	
	Other	Proposed Amt.	\$999,450	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	

Project Name: Community Planning/Pub. Fac. Project Delivery						
Description:	IDIS Project #: 2006-2010/4 UOG Code: MA250396 CAMBRIDGE					
Covers staff cost for design, community process and construction oversight of eligible parks, playgrounds and recreational sites						
Location: Citywide	Priority Need Category Select one: Public Facilities ▼ Explanation:					
Expected Completion Date: 6/30/2007	Activity received no funding for FY10					
Objective Category <input type="radio"/> Decent Housing <input checked="" type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	Specific Objectives					
Outcome Categories <input checked="" 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, ▼					
Project-level Accomplishments	11 Public Facilities ▼ 05-06 Activity	Proposed n.a. Underway Complete		11 Public Facilities ▼ 08-09 Activity	Proposed n.a. Underway Complete	
	11 Public Facilities ▼ 06-07 Activity	Proposed n.a. Underway Complete		11 Public Facilities ▼ 09-10 Activity	Proposed n.a. Underway Complete	
	11 Public Facilities ▼ 07-08 Activity	Proposed n.a. Underway Complete		Accompl. Type: ▼	Proposed Underway Complete	
	Proposed Outcome		Performance Measure		Actual Outcome	
	N.A.		N.A.		N.A.	
	03F Parks, Recreational Facilities 570.201(c) ▼			Matrix Codes ▼		
	Matrix Codes ▼			Matrix Codes ▼		
	Matrix Codes ▼			Matrix Codes ▼		
	Program Year 1	CDBG ▼	Proposed Amt. \$38,966 Actual Amount \$39,963		Fund Source: ▼	Proposed Amt. Actual Amount
		Fund Source: ▼	Proposed Amt. Actual Amount		Fund Source: ▼	Proposed Amt. Actual Amount
		11 Public Facilities: ▼	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.	\$40,287		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$44,184			Actual Amount	
	Other ▼	Proposed Amt.	\$60,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$56,000			Actual Amount	
	11 Public Facilities ▼	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.	\$52,270		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$49,243			Actual Amount	
	Other ▼	Proposed Amt.	\$52,270		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$55,270			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.	\$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	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.	\$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	n.a.		Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type: ▼	Proposed Units			Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	

Project Name: Affordable Housing Delivery						
Description:	IDIS Project #: 2006-2010/3 UOG Code: MA250396 CAMBRIDGE					
Delivery costs associated with the oversight of preserving, rehabbing and creating affordable rental and homeownership housing units						
Location: 344 Broadway	Priority Need Category Select one: Other ▼ Explanation:					
Expected Completion Date: 6/30/2007	Soft delivery costs are targeted to produce decent housing thru the Home Improvement Program, Affordable Housing Development Program and Inclusionary Housing					
Objective Category <input checked="" type="radio"/> Decent Housing <input type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	Specific Objectives					
Outcome Categories <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 ▼					
Project-level Accomplishments	10 Housing Units ▼ 05-06 Activity	Proposed n.a. Underway Complete		10 Housing Units ▼ 08-09 Activity	Proposed n.a. Underway Complete	
	10 Housing Units ▼ 06-07 Activity	Proposed n.a. Underway 182 Complete 34		10 Housing Units ▼ 09-10 Activity	Proposed n.a. Underway Complete	
	10 Housing Units ▼ 07-08 Activity	Proposed n.a. Underway Complete		Accompl. Type: ▼	Proposed Underway Complete	
	Proposed Outcome		Performance Measure		Actual Outcome	
	N.A.		N.A.		N.A.	
	14H Rehabilitation Administration 570.202 ▼			Matrix Codes ▼		
	Matrix Codes ▼			Matrix Codes ▼		
	Matrix Codes ▼			Matrix Codes ▼		
	Program Year 1	CDBG ▼	Proposed Amt. \$406,547 Actual Amount \$361,068		Fund Source: ▼	Proposed Amt. Actual Amount
		Other ▼	Proposed Amt. \$926,465 Actual Amount \$926,465		Fund Source: ▼	Proposed Amt. Actual Amount
		Accompl. Type: ▼	Proposed Units n.a. Actual Units n.a.		Accompl. Type: ▼	Proposed Units Actual Units
		Accompl. Type: ▼	Proposed Units Actual Units		Accompl. Type: ▼	Proposed Units Actual Units

Program Year 2	CDBG	Proposed Amt.	\$422,814		Fund Source:	Proposed Amt.	
		Actual Amount	\$371,648			Actual Amount	
	Other	Proposed Amt.	\$482,900		Fund Source:	Proposed Amt.	
		Actual Amount	\$482,900			Actual Amount	
	10 Housing Units	Proposed Units	n.a.		Accompl. Type:	Proposed Units	
		Actual Units	34			Actual Units	
	Accompl. Type:	Proposed Units		Accompl. Type:	Proposed Units		
		Actual Units			Actual Units		
Program Year 3	CDBG	Proposed Amt.	\$422,050		Other	Proposed Amt.	\$56,049
		Actual Amount	\$481,133			Actual Amount	\$705,009
	HOME	Proposed Amt.	\$18,261		Fund Source:	Proposed Amt.	
		Actual Amount	\$0			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	CDBG	Proposed Amt.	\$610,107		Other	Proposed Amt.	\$63,871
		Actual Amount				Actual Amount	
	HOME	Proposed Amt.	\$81,368		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.	\$469,598		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	Other	Proposed Amt.	\$453,565		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		

Project Name: Affordable Housing/JAS Home Improvement Program (HIP)								
Description:	IDIS Project #: 2006-2010/5 UOG Code: MA250396 CAMBRIDGE							
Nonprofit delivery costs and low interest rehab loans for income eligible owners of structures containing 1-4 housing units.								
Location:	Priority Need Category							
Citywide	Select one: Rental Housing ▼ Explanation:							
Expected Completion Date:	Thru this program affordable units are preserved, quality of units are improved and neighborhoods are stabilized							
6/30/2007	Objective #4							
Objective Category <input checked="" type="radio"/> Decent Housing <input type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	Specific Objectives							
Outcome Categories <input type="checkbox"/> Availability/Accessibility <input checked="" type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	1 Improve the quality of affordable rental housing ▼ 2 ▼ 3 ▼							
Project-level Accomplishments	10 Housing Units ▼	Proposed	40		10 Housing Units ▼	Proposed	40	
		Underway	20			Underway		
	05-06 Activity	Complete	58		08-09 Activity	Complete		
	10 Housing Units ▼	Proposed	40		10 Housing Units ▼	Proposed	30	
		Underway	19			Underway		
	06-07 Activity	Complete	34		09-10 Activity	Complete		
	10 Housing Units ▼	Proposed	40		Accompl. Type: ▼	Proposed		
		Underway	29			Underway		
	07-08 Activity	Complete	35			Complete		
	Proposed Outcome		Performance Measure		Actual Outcome			
	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 ▼				
Program Year 1	CDBG ▼	Proposed Amt.	\$355,000		Fund Source: ▼	Proposed Amt.		
		Actual Amount	\$1,592,999			Actual Amount		
	Other ▼	Proposed Amt.	\$300,000		Fund Source: ▼	Proposed Amt.		
		Actual Amount	\$800,000			Actual Amount		
	10 Housing Units ▼	Proposed Units	40		10 Housing Units ▼	Proposed Units		
		Actual Units	58			Actual Units		
	Accompl. Type: ▼	Proposed Units			10 Housing Units ▼	Proposed Units		
		Actual Units				Actual Units		

Program Year 2	CDBG ▼	Proposed Amt.	\$465,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$465,000			Actual Amount	
	Other ▼	Proposed Amt.	\$650,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$1,240,400			Actual Amount	
	10 Housing Units ▼	Proposed Units	40		10 Housing Units ▼	Proposed Units	
		Actual Units	34			Actual Units	
	10 Housing Units ▼	Proposed Units		10 Housing Units ▼	Proposed Units		
		Actual Units			Actual Units		
Program Year 3	CDBG ▼	Proposed Amt.	\$465,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$802,131			Actual Amount	
	Other ▼	Proposed Amt.	\$1,390,750		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$323,690			Actual Amount	
	10 Housing Units ▼	Proposed Units	40		10 Housing Units ▼	Proposed Units	
		Actual Units	35			Actual Units	
	10 Housing Units ▼	Proposed Units		10 Housing Units ▼	Proposed Units		
		Actual Units			Actual Units		
Program Year 4	CDBG ▼	Proposed Amt.	\$465,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount				Actual Amount	
	Other ▼	Proposed Amt.	\$650,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount				Actual Amount	
	10 Housing Units ▼	Proposed Units	40		Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type: ▼	Proposed Units		Accompl. Type: ▼	Proposed Units		
		Actual Units			Actual Units		
Program Year 5	CDBG ▼	Proposed Amt.	\$465,000		Other ▼	Proposed Amt.	\$200,000
		Actual Amount				Actual Amount	
	Other ▼	Proposed Amt.	\$410,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount				Actual Amount	
	10 Housing Units ▼	Proposed Units	30		Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type: ▼	Proposed Units		Accompl. Type: ▼	Proposed Units		
		Actual Units			Actual Units		

Project Name: Affordable Housing/HRI Home Improvement Program (HIP)								
Description:	IDIS Project #: 2006-2010/6 UOG Code: MA250396 CAMBRIDGE							
Nonprofit delivery costs and low interest rehab loans to income eligible owners of structures with 1-4 housing units								
Location:	Priority Need Category							
Citywide	Select one: Rental Housing ▼							
Explanation:								
Expected Completion Date:	Thru this program affordable units are preserved, quality of units are improved and neighborhoods are stabilized Objective #4							
6/30/2007								
Objective Category								
<input checked="" type="radio"/> Decent Housing								
<input type="radio"/> Suitable Living Environment								
<input type="radio"/> Economic Opportunity								
Outcome Categories	Specific Objectives							
<input type="checkbox"/> Availability/Accessibility	1 Improve the quality of affordable rental housing ▼							
<input checked="" type="checkbox"/> Affordability	2, ▼							
<input checked="" type="checkbox"/> Sustainability	3, ▼							
Project-level Accomplishments	10 Housing Units ▼	Proposed	10		10 Housing Units ▼	Proposed	10	
	05-06 Activity	Underway	6		08-09 Activity	Underway		
		Complete	9			Complete		
		10 Housing Units ▼	Proposed	10			10 Housing Units ▼	Proposed
	06-07 Activity	Underway	3		09-10 Activity	Underway		
		Complete	16			Complete		
		10 Housing Units ▼	Proposed	10			Accompl. Type: ▼	Proposed
	07-08 Activity	Underway	25			Underway		
		Complete	9			Complete		
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 ▼				
Program Year 1	CDBG ▼	Proposed Amt.	\$172,440		Fund Source: ▼	Proposed Amt.		
		Actual Amount	\$398,567			Actual Amount		
	Fund Source: ▼	Proposed Amt.	\$0		Fund Source: ▼	Proposed Amt.		
		Actual Amount	\$163,795			Actual Amount		
	10 Housing Units ▼	Proposed Units	10		Accompl. Type: ▼	Proposed Units		
		Actual Units	9			Actual Units		
	Accompl. Type: ▼	Proposed Units			Accompl. Type: ▼	Proposed Units		
		Actual Units				Actual Units		

Program Year 2	CDBG	Proposed Amt.	\$172,440		Fund Source:	Proposed Amt.	
		Actual Amount	\$129,200			Actual Amount	
	Other	Proposed Amt.	\$188,000		Fund Source:	Proposed Amt.	
		Actual Amount	\$112,126			Actual Amount	
	10 Housing Units	Proposed Units	10		Accompl. Type:	Proposed Units	
		Actual Units	16			Actual Units	
	Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
Program Year 3	CDBG	Proposed Amt.	\$172,440		Fund Source:	Proposed Amt.	
		Actual Amount	\$241,013			Actual Amount	
	Other	Proposed Amt.	\$297,000		Fund Source:	Proposed Amt.	
		Actual Amount	\$466,448			Actual Amount	
	10 Housing Units	Proposed Units	10		Accompl. Type:	Proposed Units	
		Actual Units	9			Actual Units	
	Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
Program Year 4	CDBG	Proposed Amt.	\$172,440		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	Other	Proposed Amt.	\$303,000		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	10 Housing Units	Proposed Units	10		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.	\$172,440		Other	Proposed Amt.	\$50,000
		Actual Amount				Actual Amount	
	Other	Proposed Amt.	\$360,000		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	04 Households	Proposed Units	10		Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	

Project Name: Affordable Housing Development/JAS								
Description:	IDIS Project #: 2006-2010/7 UOG Code: 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								
Location:	Priority Need Category							
Citywide	Select one: <input type="text" value="Other"/>							
Expected Completion Date:	Explanation:							
6/30/2007	Program designed to preserve rental housing, enhance access for income eligible renters, create new affordable rental and homeownership units for income eligible households							
Objective Category <input checked="" type="radio"/> Decent Housing <input type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	Objective #1 and #2							
Outcome Categories <input checked="" type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	Specific Objectives 1 Increase the supply of affordable rental housing 2 Increase the availability of affordable owner housing 3 Improve access to affordable owner housing							
Project-level Accomplishments	10 Housing Units	Proposed	20		10 Housing Units	Proposed	15	
	05-06 Activity	Underway	47		08-09 Activity	Underway		
		Complete	71			Complete		
		10 Housing Units	Proposed	13			10 Housing Units	Proposed
	06-07 Activity	Underway	110		09-10 Activity	Underway		
		Complete	21			Complete		
		10 Housing Units	Proposed	17			Accompl. Type:	Proposed
	07-08 Activity	Underway	72			Underway		
		Complete	22			Complete		

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
14B Rehab; Multi-Unit Residential 570.202		14G Acquisition - for Rehabilitation 570.202
14A Rehab; Single-Unit Residential 570.202		13 Direct Homeownership Assistance 570.201(n)
14H Rehabilitation Administration 570.202		Matrix Codes

Program Year 1	CDBG	Proposed Amt.	\$64,143	Other	Proposed Amt.	\$12,165,000	
		Actual Amount	\$703,644		Actual Amount	\$5,005,248	
	HOME	Proposed Amt.	\$88,521		Fund Source:	Proposed Amt.	
		Actual Amount	\$830,875		Actual Amount		
	04 Households	Proposed Units	20		Accompl. Type:	Proposed Units	
		Actual Units	71		Actual Units		
	Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
		Actual Units			Actual Units		

Program Year 2	CDBG ▼	Proposed Amt.	\$50,000		Other ▼	Proposed Amt.	\$8,828,143
		Actual Amount	\$50,000			Actual Amount	\$6,167,588
	HOME ▼	Proposed Amt.	\$80,958		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$84,425			Actual Amount	
	10 Housing Units ▼	Proposed Units	13		Accompl. Type: ▼	Proposed Units	
		Actual Units	21			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.	\$13,860,761
		Actual Amount	\$130,000			Actual Amount	\$4,029,324
	HOME ▼	Proposed Amt.	\$85,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$85,000			Actual Amount	
	04 Households ▼	Proposed Units	17		Accompl. Type: ▼	Proposed Units	
		Actual Units	22			Actual Units	
	Accompl. Type: ▼	Proposed Units			Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	
Program Year 4	CDBG ▼	Proposed Amt.	\$41,000		Other ▼	Proposed Amt.	\$5,013,000
		Actual Amount				Actual Amount	
	HOME ▼	Proposed Amt.	\$85,000		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.	\$66,000		Fund Source: ▼	Proposed Amt.	\$10,865,000
		Actual Amount				Actual Amount	
	HOME ▼	Proposed Amt.	\$85,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount				Actual Amount	
	04 Households ▼	Proposed Units	10		Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type: ▼	Proposed Units			Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	

Project Name: Affordable Housing Development/HRI								
Description:	IDIS Project #: 2006-2010/8 UOG Code: 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								
Location:	Priority Need Category							
Citywide	Select one: <input type="text" value="Other"/>							
Expected Completion Date:	Explanation:							
6/30/2007	Program designed to preserve rental housing, enhance access for income eligible renters, create new affordable rental and homeownership units for income eligible households							
Objective Category <input checked="" type="radio"/> Decent Housing <input type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	Objectives #1 and #2							
Outcome Categories <input checked="" type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	Specific Objectives 1 Increase the supply of affordable rental housing 2 Increase the availability of affordable owner housing 3 Improve the quality of owner housing							
Project-level Accomplishments	10 Housing Units	Proposed	20		10 Housing Units	Proposed	15	
	05-06 Activity	Underway	36		08-09 Activity	Underway		
		Complete	68			Complete		
		10 Housing Units	Proposed	13			10 Housing Units	Proposed
	06-07 Activity	Underway	79		09-10 Activity	Underway		
		Complete	17			Complete		
		10 Housing Units	Proposed	18			Accompl. Type:	Proposed
	07-08 Activity	Underway	32			Underway		
		Complete	50			Complete		

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

Program Year 1	CDBG	Proposed Amt.	\$245,724	Other	Proposed Amt.	\$20,605,389	
		Actual Amount	\$668,396		Actual Amount	\$10,000,000	
	HOME	Proposed Amt.	\$88,521		Fund Source:	Proposed Amt.	
		Actual Amount	\$88,521		Actual Amount		
	10 Housing Units	Proposed Units	20		Accompl. Type:	Proposed Units	
		Actual Units	68		Actual Units		
	Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
		Actual Units			Actual Units		

Program Year 2	CDBG	Proposed Amt.	\$130,000		Other	Proposed Amt.	\$14,836,428
		Actual Amount	\$130,000			Actual Amount	\$14,836,428
	HOME	Proposed Amt.	\$80,959		Fund Source:	Proposed Amt.	
		Actual Amount	\$80,959			Actual Amount	
	10 Housing Units	Proposed Units	13		Accompl. Type:	Proposed Units	
		Actual Units	17			Actual Units	
	Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
Program Year 3	CDBG	Proposed Amt.	\$130,000		Other	Proposed Amt.	\$4,280,000
		Actual Amount	\$130,000			Actual Amount	\$1,178,023
	HOME	Proposed Amt.	\$85,000		Fund Source:	Proposed Amt.	
		Actual Amount	\$85,000			Actual Amount	
	10 Housing Units	Proposed Units	18		Accompl. Type:	Proposed Units	
		Actual Units	50			Actual Units	
	Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
Program Year 4	CDBG	Proposed Amt.	\$115,000		Other	Proposed Amt.	\$4,140,000
		Actual Amount				Actual Amount	
	HOME	Proposed Amt.	\$85,000		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.	\$84,537		Other	Proposed Amt.	\$16,990,000
		Actual Amount				Actual Amount	
	HOME	Proposed Amt.	\$85,000		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	04 Households	Proposed Units	40		Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	

Project Name: Affordable Housing Development/Camb. Neigh. Apart. Hsg. Services							
Description:	IDIS Project #: 2006-2010/9 UOG Code: 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							
Location:	Priority Need Category						
Citywide	Select one: <input type="text" value="Other"/>						
Explanation:							
Expected Completion Date:	Thru the CNAHS program and the Expiring Use program, the City has invested in the commitment to providing decent housing for income eligible households						
6/30/2007	Objective #3						
Objective Category <input checked="" type="radio"/> Decent Housing <input type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	Specific Objectives						
Outcome Categories <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						
Project-level Accomplishments	10 Housing Units	Proposed	15		10 Housing Units	Proposed	15
	05-06 Activity	Underway	19		08-09 Activity	Underway	
		Complete	32			Complete	
		10 Housing Units	Proposed	15		10 Housing Units	Proposed
	06-07 Activity	Underway	36		09-10 Activity	Underway	
		Complete	24			Complete	
		10 Housing Units	Proposed	15		Accompl. Type:	Proposed
	07-08 Activity	Underway	35			Underway	
		Complete	2			Complete	

Proposed Outcome	Performance Measure	Actual Outcome
Availability and accessibility to decent housing	Number of affordable units Tenants at 60% AMI or below	affordable units units for tenants at 60% AMI or below

14B Rehab; Multi-Unit Residential 570.202	Matrix Codes
14H Rehabilitation Administration 570.202	Matrix Codes
Matrix Codes	Matrix Codes

Program Year 1	CDBG	Proposed Amt.	\$254,288	Fund Source:	Proposed Amt.	
		Actual Amount	\$115,610		Actual Amount	
	Other	Proposed Amt.	\$140,000	Fund Source:	Proposed Amt.	
		Actual Amount	\$150,000		Actual Amount	
	10 Housing Units	Proposed Units	15	Accompl. Type:	Proposed Units	
		Actual Units	32		Actual Units	
	Accompl. Type:	Proposed Units		Accompl. Type:	Proposed Units	
		Actual Units			Actual Units	

Program Year 2	CDBG ▼	Proposed Amt.	\$155,650		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$115,610			Actual Amount	
	Other ▼	Proposed Amt.	\$1,000,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$1,000,000			Actual Amount	
	10 Housing Units ▼	Proposed Units	15		Accompl. Type: ▼	Proposed Units	
		Actual Units	24			Actual Units	
	Accompl. Type: ▼	Proposed Units			Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	
Program Year 3	CDBG ▼	Proposed Amt.	\$155,650		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$155,650			Actual Amount	
	Other ▼	Proposed Amt.	\$925,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$268,099			Actual Amount	
	10 Housing Units ▼	Proposed Units	15		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.	\$155,650		Fund Source: ▼	Proposed Amt.	
		Actual Amount				Actual Amount	
	Other ▼	Proposed Amt.	\$820,000		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.	\$155,650		Fund Source: ▼	Proposed Amt.	
		Actual Amount				Actual Amount	
	Other ▼	Proposed Amt.	\$590,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount				Actual Amount	
	04 Households ▼	Proposed Units	10		Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type: ▼	Proposed Units			Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	

Project Name: Affordable Housing Development/JAS/Rehab. Assistance Program (RAP)						
Description:	IDIS Project #: 2006-2010/10 UOG Code: 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						
Location:	Priority Need Category					
Citywide and the NRS	Select one: Other ▼					
Explanation:						
Expected Completion Date:	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					
6/30/2007						
Objective Category						
<input checked="" type="radio"/> Decent Housing						
<input type="radio"/> Suitable Living Environment						
<input type="radio"/> Economic Opportunity						
Outcome Categories	Specific Objectives					
<input type="checkbox"/> Availability/Accessibility	1 Improve the quality of affordable rental housing ▼					
<input checked="" type="checkbox"/> Affordability	2 Improve the quality of owner housing ▼					
<input type="checkbox"/> Sustainability	3 ▼					
Project-level Accomplishments	10 Housing Units ▼	Proposed 20		01 People ▼	Proposed 125	
		Underway 13			Underway 0	
	05-06 Activity	Complete 56		05-06 Activity	Complete 175	
	10 Housing Units ▼	Proposed 25		01 People ▼	Proposed 150	
		Underway 8			Underway 0	
	06-07 Activity	Complete 12		06-07 Activity	Complete 155	
	10 Housing Units ▼	Proposed 45		01 People ▼	Proposed 375	
		Underway 3			Underway 0	
	08-10 Activities	Complete 52		08-10 Activities	Complete 182	
	Proposed Outcome		Performance Measure		Actual Outcome	
	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 ▼			
Program Year 1	CDBG ▼	Proposed Amt. \$350,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount \$264,434			Actual Amount	
	Other ▼	Proposed Amt. \$1,572,520		Fund Source: ▼	Proposed Amt.	
		Actual Amount \$1,354,118			Actual Amount	
	10 Housing Units ▼	Proposed Units 20		Accompl. Type: ▼	Proposed Units	
		Actual Units 56			Actual Units	
	01 People ▼	Proposed Units 125		Accompl. Type: ▼	Proposed Units	
		Actual Units 175			Actual Units	

Program Year 2	CDBG ▼	Proposed Amt.	\$350,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$371,067			Actual Amount	
	Other ▼	Proposed Amt.	\$1,095,959		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$1,095,959			Actual Amount	
	10 Housing Units ▼	Proposed Units	25		Accompl. Type: ▼	Proposed Units	
		Actual Units	12			Actual Units	
	01 People ▼	Proposed Units	150		Accompl. Type: ▼	Proposed Units	
		Actual Units	155			Actual Units	
Program Year 3	CDBG ▼	Proposed Amt.	\$350,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$350,000			Actual Amount	
	Other ▼	Proposed Amt.	\$1,295,829		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$1,755,703			Actual Amount	
	10 Housing Units ▼	Proposed Units	20		Accompl. Type: ▼	Proposed Units	
		Actual Units	52			Actual Units	
	01 People ▼	Proposed Units	125		Accompl. Type: ▼	Proposed Units	
		Actual Units	182			Actual Units	
Program Year 4	Fund Source: ▼	Proposed Amt.	\$370,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount				Actual Amount	
	Fund Source: ▼	Proposed Amt.	\$1,295,829		Fund Source: ▼	Proposed Amt.	
		Actual Amount				Actual Amount	
	10 Housing Units ▼	Proposed Units	15		Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	
	01 People ▼	Proposed Units	125		Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	
Program Year 5	CDBG ▼	Proposed Amt.	\$350,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount				Actual Amount	
	Other ▼	Proposed Amt.	\$1,418,018		Fund Source: ▼	Proposed Amt.	
		Actual Amount				Actual Amount	
	10 Housing Units ▼	Proposed Units	10		Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	
	01 People ▼	Proposed Units	125		Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	

Project Name: Affordable Housing Development/Historic Paint Grants							
Description:	IDIS Project #: 2006-2010/11 UOG Code: 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.							
Location:	Priority Need Category						
Citywide	Select one: Other ▼						
Explanation:							
Expected Completion Date:	Program designed to help nonprofits and income eligible households have accessibility to historically accurate designs and paint						
6/30/2007							
Objective Category							
<input checked="" type="radio"/> Decent Housing							
<input type="radio"/> Suitable Living Environment							
<input type="radio"/> Economic Opportunity							
Outcome Categories	Specific Objectives						
<input checked="" 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 _____ ▼						
Project-level Accomplishments	10 Housing Units ▼	Proposed 8		10 Housing Units ▼	Proposed 8		
		Underway 0			Underway 0		
	05-06 Activity	Complete 8		08-09 Activity	Complete 0		
	10 Housing Units ▼	Proposed 8		10 Housing Units ▼	Proposed 8		
		Underway 0			Underway 0		
	06-07 Activity	Complete 8		09-10 Activity	Complete 0		
	10 Housing Units ▼	Proposed 8		Accompl. Type: ▼	Proposed 0		
		Underway 8			Underway 0		
	07-08Activity	Complete 4			Complete 0		
Proposed Outcome	Performance Measure	Actual Outcome					
Accessibility for decent housing	Number of affordable units	8 affordable units all units worked on in conjunction with the HIP and/or Aff. Hsg. Dev. Programs. These units will be counted					
16A Residential Historic Preservation 570.202(d) ▼		Matrix Codes ▼					
Matrix Codes ▼		Matrix Codes ▼					
Matrix Codes ▼		Matrix Codes ▼					
Program Year 1	CDBG ▼	Proposed Amt.	\$20,000	Fund Source: ▼	Proposed Amt.		
		Actual Amount	\$41,780		Actual Amount		
	Other ▼	Proposed Amt.	\$500,000		Proposed Amt.		
		Actual Amount	\$500,000		Actual Amount		
	10 Housing Units ▼	Proposed Units	8		Accompl. Type: ▼	Proposed Units	
		Actual Units	8			Actual Units	
	10 Housing Units ▼	Proposed Units			Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	

Program Year 2	CDBG ▼	Proposed Amt.	\$20,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$0			Actual Amount	
	Other ▼	Proposed Amt.	\$400,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$0			Actual Amount	
	10 Housing Units ▼	Proposed Units	8		Accompl. Type: ▼	Proposed Units	
		Actual Units	8			Actual Units	
	10 Housing Units ▼	Proposed Units		Accompl. Type: ▼	Proposed Units		
		Actual Units			Actual Units		
Program Year 3	CDBG ▼	Proposed Amt.	\$20,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$0			Actual Amount	
	Other ▼	Proposed Amt.	\$500,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$0			Actual Amount	
	10 Housing Units ▼	Proposed Units	8		Accompl. Type: ▼	Proposed Units	
		Actual Units	8			Actual Units	
	10 Housing Units ▼	Proposed Units		Accompl. Type: ▼	Proposed Units		
		Actual Units			Actual Units		
Program Year 4	CDBG ▼	Proposed Amt.	\$16,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount				Actual Amount	
	Other ▼	Proposed Amt.	\$300,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount				Actual Amount	
	10 Housing Units ▼	Proposed Units	6		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.	\$8,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount				Actual Amount	
	Other ▼	Proposed Amt.	\$300,000		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		

Project Name: Affordable Housing Development/Historic Paint Project Delivery							
Description:	IDIS Project #: 2006-2010/12 UOG Code: 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.							
Location: Citywide	Priority Need Category Select one: Other ▼						
Expected Completion Date: 6/30/2007	Explanation: 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	Specific Objectives						
Outcome Categories <input checked="" 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						
Project-level Accomplishments	Accompl. Type: ▼	Proposed	n.a.		Accompl. Type: ▼	Proposed	n.a.
		Underway				Underway	
	05-06 Activity	Complete			08-09 Activity	Complete	
	Accompl. Type: ▼	Proposed	n.a.		Accompl. Type: ▼	Proposed	n.a.
		Underway				Underway	
	06-07 Activity	Complete			09-10 Activity	Complete	
	Accompl. Type: ▼	Proposed	n.a.		Accompl. Type: ▼	Proposed	
		Underway				Underway	
	07-08 Activity	Complete				Complete	
Proposed Outcome	Performance Measure	Actual Outcome					
N.A.	N.A.	N.A.					
16A Residential Historic Preservation 570.202(d) ▼				Matrix Codes ▼			
Matrix Codes ▼				Matrix Codes ▼			
Matrix Codes ▼				Matrix Codes ▼			
Program Year 1	CDBG ▼	Proposed Amt.	\$5,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$5,000			Actual Amount	
	Other ▼	Proposed Amt.	\$75,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$75,000			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 2	CDBG ▼	Proposed Amt.	\$5,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$5,000			Actual Amount	
	Other ▼	Proposed Amt.	\$80,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$80,000			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.	\$80,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$80,000			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 4	CDBG ▼	Proposed Amt.	\$5,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount				Actual Amount	
	Other ▼	Proposed Amt.	\$90,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount				Actual Amount	
	Accompl. Type: ▼	Proposed Units	n.a.		Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type: ▼	Proposed Units			Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	
Program Year 5	CDBG ▼	Proposed Amt.	\$5,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount				Actual Amount	
	Other ▼	Proposed Amt.	\$93,000		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	

Project Name: Affordable Housing Development/New Project Development								
Description:	IDIS Project #: 2006-2010/13 UOG Code: 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.								
Location: Citywide	Priority Need Category Select one: Other ▼							
Expected Completion Date: 6/30/2007	Explanation: 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.							
Objective Category <input checked="" type="radio"/> Decent Housing <input type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	Specific Objectives							
Outcome Categories <input checked="" 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. ▼							
Project-level Accomplishments	Accompl. Type: ▼	Proposed	n.a.		Accompl. Type: ▼	Proposed	n.a.	
		Underway				Underway		
	05-06 Activity	Complete			08-09 Activity	Complete		
	Accompl. Type: ▼	Proposed	0		Accompl. Type: ▼	Proposed	n.a.	
		Underway	2			Underway		
	06-07 Activity	Complete	0		09-10 Activity	Complete		
	Accompl. Type: ▼	Proposed			Accompl. Type: ▼	Proposed		
		Underway				Underway		
	07-08 Activity	Complete				Complete		
	Proposed Outcome		Performance Measure		Actual Outcome			
	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 ▼				
Program Year 1	CDBG ▼	Proposed Amt.	\$104,447	Other ▼	Proposed Amt.	\$8,000,000		
		Actual Amount	\$1,052,672		Actual Amount	\$3,000,000		
	HOME ▼	Proposed Amt.	\$854,735		Fund Source: ▼	Proposed Amt.		
		Actual Amount	\$500,000			Actual Amount		
	10 Housing Units ▼	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 2	CDBG ▼	Proposed Amt.	\$8,193		Other ▼	Proposed Amt.	\$15,000,000
		Actual Amount	\$129,202			Actual Amount	
	HOME ▼	Proposed Amt.	\$809,890		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$500,000			Actual Amount	
	10 Housing Units ▼	Proposed Units	n.a.		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.	\$8,193		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$0			Actual Amount	
	HOME ▼	Proposed Amt.	\$809,102		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$653,648			Actual Amount	
	10 Housing Units ▼	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.	\$0		Fund Source: ▼	Proposed Amt.	
		Actual Amount				Actual Amount	
	HOME ▼	Proposed Amt.	\$764,940		Fund Source: ▼	Proposed Amt.	
		Actual Amount				Actual Amount	
	10 Housing Units ▼	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.	\$85,491		Other ▼	Proposed Amt.	\$7,200,000
		Actual Amount				Actual Amount	
	HOME ▼	Proposed Amt.	\$888,333		Fund Source: ▼	Proposed Amt.	
		Actual Amount				Actual Amount	
	10 Housing Units ▼	Proposed Units	0		Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type: ▼	Proposed Units			Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	

Project Name: Economic Development/Entrepreneurial Services							
Description:	IDIS Project #: 2006-2010/14 UOG Code: 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.							
Location: Citywide/NRS	Priority Need Category Select one: Economic Development ▼						
Expected Completion Date: 6/30/2007	Explanation: Microenterprise program: Various Business Development Training/Workshops and Best Retail Practices. Objectives #1 & #2						
Objective Category <input type="radio"/> Decent Housing <input type="radio"/> Suitable Living Environment <input checked="" type="radio"/> Economic Opportunity	Specific Objectives						
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, ▼						
Project-level Accomplishments	08 Businesses ▼	Proposed	60		08 Businesses ▼	Proposed	59
		Underway	0			Underway	
	05-06 Activity	Complete	73		08-09 Activity	Complete	
	08 Businesses ▼	Proposed	54		08 Businesses ▼	Proposed	59
		Underway	0			Underway	
	06-07 Activity	Complete	99		09-10 Activity	Complete	
	08 Businesses ▼	Proposed	76		Accompl. Type: ▼	Proposed	
		Underway	0			Underway	
	07-08 Activity	Complete	130			Complete	
Proposed Outcome	Performance Measure	Actual Outcome					
Accessibility and affordability for creating economic opportunities	Increase in business sales ventures or operations growth	New	business experience increase sales micros receiving services				
18C Micro-Enterprise Assistance ▼	Matrix Codes ▼						
05H Employment Training 570.201(e) ▼	Matrix Codes ▼						
Matrix Codes ▼	Matrix Codes ▼						
Program Year 1	CDBG ▼	Proposed Amt.	\$100,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$100,000			Actual Amount	
	Other ▼	Proposed Amt.	\$268,886		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$268,886			Actual Amount	
	08 Businesses ▼	Proposed Units	60		Accompl. Type: ▼	Proposed Units	
		Actual Units	73			Actual Units	
	Accompl. Type: ▼	Proposed Units			Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	

Program Year 2	CDBG	Proposed Amt.	\$100,000	Fund Source:	Proposed Amt.	
		Actual Amount	\$96,564		Actual Amount	
	Other	Proposed Amt.	\$300,000	Fund Source:	Proposed Amt.	
		Actual Amount	\$300,000		Actual Amount	
	08 Businesses	Proposed Units	54	Accompl. Type:	Proposed Units	
		Actual Units	99		Actual Units	
	Accompl. Type:	Proposed Units		Accompl. Type:	Proposed Units	
		Actual Units			Actual Units	
Program Year 3	CDBG	Proposed Amt.	\$100,000	Fund Source:	Proposed Amt.	
		Actual Amount	\$120,036		Actual Amount	
	Other	Proposed Amt.	\$209,070	Fund Source:	Proposed Amt.	
		Actual Amount	\$622,583		Actual Amount	
	08 Businesses	Proposed Units	76	Accompl. Type:	Proposed Units	
		Actual Units	130		Actual Units	
	Accompl. Type:	Proposed Units		Accompl. Type:	Proposed Units	
		Actual Units			Actual Units	
Program Year 4	CDBG	Proposed Amt.	\$90,000	Fund Source:	Proposed Amt.	
		Actual Amount			Actual Amount	
	Other	Proposed Amt.	\$265,000	Fund Source:	Proposed Amt.	
		Actual Amount			Actual Amount	
	Accompl. Type:	Proposed Units	59	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.	\$72,000	Fund Source:	Proposed Amt.	
		Actual Amount			Actual Amount	
	Other	Proposed Amt.	\$535,480	Fund Source:	Proposed Amt.	
		Actual Amount			Actual Amount	
	08 Businesses	Proposed Units	59	Accompl. Type:	Proposed Units	
		Actual Units			Actual Units	
	Accompl. Type:	Proposed Units		Accompl. Type:	Proposed Units	
		Actual Units			Actual Units	

Project Name: Economic Development/Training							
Description:	IDIS Project #: 2006-2010/15 UOG Code: MA250396 CAMBRIDGE						
Funding of workshops aimed at training low-income individuals living in the NRS area to manage their finances and set financial goals. Funding will be targeted towards economic empowerment programs for in-come eligible residents of the NRS area.							
Location:	Priority Need Category						
Neighborhood Revitalization Strategy Areas	Select one: Public Services ▼						
Explanation:							
Expected Completion Date: (mm/dd/yyyy)	Workshop programs thru Center for Women's Enterprise entitled Financial Literacy. Training programs thru Just A Start's BioMedical/Chemical Waste Management; and a new initiative entitled "Green Jobs" training						
Objective Category <input type="radio"/> Decent Housing <input type="radio"/> Suitable Living Environment <input checked="" type="radio"/> Economic Opportunity	Specific Objectives						
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, ▼						
Project-level Accomplishments	01 People ▼	Proposed	42		01 People ▼	Proposed	42
		Underway	22			Underway	
	05-06 Activity	Complete	73		08-09 Activity	Complete	
	01 People ▼	Proposed	54		01 People ▼	Proposed	39
		Underway	3			Underway	
	06-07 Activity	Complete	48		09-10 Activity	Complete	
	01 People ▼	Proposed	47		Accompl. Type: ▼	Proposed	
		Underway	0			Underway	
	07-08 Activity	Complete	51			Complete	
Proposed Outcome	Performance Measure	Actual Outcome					
Sustaining a suitable living environment	# of LM people receiving training; # of people placed in jobs	LM people received training people placed in biomed. jobs					
05 Public Services (General) 570.201(e) ▼				Matrix Codes ▼			
05H Employment Training 570.201(e) ▼				Matrix Codes ▼			
Matrix Codes ▼				Matrix Codes ▼			
Program Year 1	CDBG ▼	Proposed Amt.	\$143,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$151,636			Actual Amount	
	Other ▼	Proposed Amt.	\$748,643		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$748,643			Actual Amount	
	01 People ▼	Proposed Units	42		Accompl. Type: ▼	Proposed Units	
		Actual Units	42			Actual Units	
	Accompl. Type: ▼	Proposed Units			Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	

Program Year 2	CDBG	Proposed Amt.	\$143,000		Fund Source:	Proposed Amt.	
		Actual Amount	\$115,568			Actual Amount	
	Other	Proposed Amt.	\$630,700		Fund Source:	Proposed Amt.	
		Actual Amount	\$630,700			Actual Amount	
	01 People	Proposed Units	40		Accompl. Type:	Proposed Units	
		Actual Units	48			Actual Units	
	Accompl. Type:	Proposed Units		Accompl. Type:	Proposed Units		
		Actual Units			Actual Units		
Program Year 3	CDBG	Proposed Amt.	\$143,000		Fund Source:	Proposed Amt.	
		Actual Amount	\$116,560			Actual Amount	
	Other	Proposed Amt.	\$300,850		Fund Source:	Proposed Amt.	
		Actual Amount	\$383,078			Actual Amount	
	Accompl. Type:	Proposed Units	47		Accompl. Type:	Proposed Units	
		Actual Units	51			Actual Units	
	Accompl. Type:	Proposed Units		Accompl. Type:	Proposed Units		
		Actual Units			Actual Units		
Program Year 4	CDBG	Proposed Amt.	\$128,000		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	Other	Proposed Amt.	\$356,560		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	01 People	Proposed Units	42		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.	\$157,221		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	Other	Proposed Amt.	\$10,000		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	01 People	Proposed Units	39		Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type:	Proposed Units		Accompl. Type:	Proposed Units		
		Actual Units			Actual Units		

Project Name: Public Facilities/New Project Funds						
Description:	IDIS Project #: 2006-2010/16 UOG Code: 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						
Location: 344 Broadway	Priority Need Category Select one: Public Facilities ▼ Explanation:					
Expected Completion Date: (mm/dd/yyyy)	Not Funded					
Objective Category <input checked="" type="radio"/> Decent Housing <input type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	Specific Objectives					
Outcome Categories <input checked="" type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input checked="" type="checkbox"/> Sustainability	1 Improve quality / increase quantity of neighborhood facilities for low-income persons ▼ 2, ▼ 3, ▼					
Project-level Accomplishments	11 Public Facilities ▼	Proposed 2		11 Public Facilities ▼	Proposed n.a.	
	05-06 Activity	Underway 1		08-09 Activity	Underway	
		Complete 1			Complete	
	11 Public Facilities ▼	Proposed 0		11 Public Facilities ▼	Proposed n.a.	
	06-07 Activity	Underway 1		09-10 Activity	Underway	
		Complete 1			Complete	
	11 Public Facilities ▼	Proposed 0		Accompl. Type: ▼	Proposed	
	07-08 Activity	Underway 0			Underway	
		Complete 1			Complete	
	Proposed Outcome		Performance Measure		Actual Outcome	
	Accessibiity to a facility		Number of low-mod persons with access to park		3,201 income eligible people having access to Gore Street Park.	
	03F Parks, Recreational Facilities 570.201(c) ▼			Matrix Codes ▼		
Matrix Codes ▼			Matrix Codes ▼			
Matrix Codes ▼			Matrix Codes ▼			
Program Year 1	CDBG ▼	Proposed Amt.	\$95,090	Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$431,752		Actual Amount	
	Other ▼	Proposed Amt.	\$450,000	Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$450,000		Actual Amount	
	11 Public Facilitie: ▼	Proposed Units	2	Accompl. Type: ▼	Proposed Units	
		Actual Units	1		Actual Units	
	Accompl. Type: ▼	Proposed Units		Accompl. Type: ▼	Proposed Units	
		Actual Units			Actual Units	

Program Year 2	CDBG ▼	Proposed Amt.	\$95,090		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$158,280			Actual Amount	
	Other ▼	Proposed Amt.	\$0		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$0			Actual Amount	
	Accompl. Type: ▼	Proposed Units	0		Accompl. Type: ▼	Proposed Units	
		Actual Units	1			Actual Units	
	Accompl. Type: ▼	Proposed Units			Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	
Program Year 3	CDBG ▼	Proposed Amt.	\$63,867		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$34,848			Actual Amount	
	Other ▼	Proposed Amt.			Fund Source: ▼	Proposed Amt.	
		Actual Amount				Actual Amount	
	11 Public Facilities ▼	Proposed Units	0		Accompl. Type: ▼	Proposed Units	
		Actual Units	1			Actual Units	
	Accompl. Type: ▼	Proposed Units			Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	
Program Year 4	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	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.	\$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	n.a.		Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type: ▼	Proposed Units			Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	

Project Name: Public Services/General							
Description:	IDIS Project #: 2006-2010/17 UOG Code: MA250396 CAMBRIDGE						
Funding of a broad range of services and opportunities for families and individuals							
Location: Citywide	Priority Need Category Select one: Public Services ▼						
Explanation:							
Expected Completion Date: 6/30/2007	Various programs to promote healthy and viable living environments for income eligible households						
Objective Category <input type="radio"/> Decent Housing <input checked="" type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	Specific Objectives 1, Improve the services for low/mod income persons ▼ 2, ▼ 3, ▼						
Outcome Categories <input checked="" type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input type="checkbox"/> Sustainability							
Project-level Accomplishments	01 People ▼	Proposed	3,200		01 People ▼	Proposed	2000
		Underway	0			Underway	
	05-06 Activity	Complete	6,841		08-09 Activity	Complete	
	01 People ▼	Proposed	3,200		01 People ▼	Proposed	2000
		Underway	3,267			Underway	
	06-07 Activity	Complete	205		09-10 Activity	Complete	
	01 People ▼	Proposed	3,200		Accompl. Type: ▼	Proposed	
		Underway	435			Underway	
	07-08 Activity	Complete	6,341			Complete	
Proposed Outcome	Performance Measure	Actual Outcome					
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 ▼			
Program Year 1	CDBG ▼	Proposed Amt.	\$320,536		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$303,116			Actual Amount	
	Other ▼	Proposed Amt.	\$1,657,757		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$1,657,757			Actual Amount	
	01 People ▼	Proposed Units	3200		Accompl. Type: ▼	Proposed Units	
		Actual Units	6841			Actual Units	
	Accompl. Type: ▼	Proposed Units			Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	

Program Year 2	CDBG	▼	Proposed Amt.	\$284,922		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$281,767					Actual Amount	
	Other	▼	Proposed Amt.	\$2,820,350		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$2,820,350					Actual Amount	
	01 People	▼	Proposed Units	3200		Accompl. Type:	▼	Proposed Units		
			Actual Units	205					Actual Units	
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units						Actual Units	
Program Year 3	CDBG	▼	Proposed Amt.	\$319,922		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$317,502					Actual Amount	
	Other	▼	Proposed Amt.	\$389,950		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$389,950					Actual Amount	
	01 People	▼	Proposed Units	2400		Accompl. Type:	▼	Proposed Units		
			Actual Units	6344					Actual Units	
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units						Actual Units	
Program Year 4	CDBG	▼	Proposed Amt.	\$281,791		Fund Source:	▼	Proposed Amt.		
			Actual Amount						Actual Amount	
	Other	▼	Proposed Amt.	\$385,901		Fund Source:	▼	Proposed Amt.		
			Actual Amount						Actual Amount	
	Accompl. Type:	▼	Proposed Units	2000		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.	\$271,779		Fund Source:	▼	Proposed Amt.		
			Actual Amount						Actual Amount	
	Other	▼	Proposed Amt.	\$300,000		Fund Source:	▼	Proposed Amt.		
			Actual Amount						Actual Amount	
	01 People	▼	Proposed Units	2000		Accompl. Type:	▼	Proposed Units		
			Actual Units						Actual Units	
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units						Actual Units	

Project Name: Public Services/Seniors							
Description:	IDIS Project #: 2006-2010/18 UOG Code: MA250396 CAMBRIDGE						
12							
Location: Citywide	Priority Need Category Select one: Public Services ▼						
Explanation:							
Expected Completion Date: 6/30/2007	Various programs designed to help seniors and persons with disabilities to maintain a healthy and positive living environment.						
Objective Category <input type="radio"/> Decent Housing <input checked="" type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	Specific Objectives						
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, ▼						
Project-level Accomplishments	01 People ▼	Proposed 300		01 People ▼	Proposed 300		
	05-06 Activity	Underway 0		08-09 Activity	Underway		
		Complete 301			Complete		
	01 People ▼	Proposed 250		01 People ▼	Proposed 300		
	06-07 Activity	Underway 262		09-10 Activity	Underway		
		Complete 0			Complete		
	01 People ▼	Proposed 250		Accompl. Type: ▼	Proposed		
	07-08 Activity	Underway 0			Underway		
		Complete 531			Complete		
Proposed Outcome	Performance Measure	Actual Outcome					
Sustain a suitable living environment	Seniors with access to the services	0 senior with access to service					
05A Senior Services 570.201(e) ▼	Matrix Codes ▼						
05B Handicapped Services 570.201(e) ▼	Matrix Codes ▼						
Matrix Codes ▼	Matrix Codes ▼						
Program Year 1	CDBG ▼	Proposed Amt.	\$38,926	Fund Source: ▼	Proposed Amt.		
		Actual Amount	\$37,545		Actual Amount		
	Fund Source: ▼	Proposed Amt.			Fund Source: ▼	Proposed Amt.	
		Actual Amount				Actual Amount	
	01 People ▼	Proposed Units	300		Accompl. Type: ▼	Proposed Units	
		Actual Units	301			Actual Units	
	Accompl. Type: ▼	Proposed Units			Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	

Program Year 2	CDBG	Proposed Amt.	\$25,000		Fund Source:	Proposed Amt.	
		Actual Amount	\$28,714			Actual Amount	
	Other	Proposed Amt.	\$260,340		Fund Source:	Proposed Amt.	
		Actual Amount	\$260,340			Actual Amount	
	01 People	Proposed Units	250		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.	\$25,000		Fund Source:	Proposed Amt.	
		Actual Amount	\$25,360			Actual Amount	
	Other	Proposed Amt.	\$72,697		Fund Source:	Proposed Amt.	
		Actual Amount	\$72,697			Actual Amount	
	01 People	Proposed Units	300		Accompl. Type:	Proposed Units	
		Actual Units	531			Actual Units	
	Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
Program Year 4	CDBG	Proposed Amt.	\$25,000		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	Other	Proposed Amt.	\$72,325		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	Accompl. Type:	Proposed Units	300		Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
Program Year 5	CDBG	Proposed Amt.	\$25,000		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	Other	Proposed Amt.	\$72,000		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	01 People	Proposed Units	300		Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	

Project Name: Public Services/Legal					
Description:	IDIS Project #: 2006-2010/19 UOG Code: 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					
Location: Citywide	Priority Need Category Select one: Public Services ▼ Explanation:				
Expected Completion Date: 6/30/2007	Various legal and counseling providers to ensure that low-mod households maintain a healthy and positive living environment.				
Objective Category <input type="radio"/> Decent Housing <input checked="" type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	Specific Objectives				
Outcome Categories <input type="checkbox"/> Availability/Accessibility <input checked="" type="checkbox"/> Affordability <input checked="" type="checkbox"/> Sustainability	1, Improve the services for low/mod income persons ▼ 2, ▼ 3, ▼				
Project-level Accomplishments	01 People ▼	Proposed 65		01 People ▼	Proposed 60
	05-06 Activity	Underway 0		08-09 Activity	Underway
		Complete 61			Complete
	01 People ▼	Proposed 65		01 People ▼	Proposed 60
	06-07 Activity	Underway 72		09-10 Activity	Underway
		Complete 0			Complete
	01 People ▼	Proposed 60		Accompl. Type: ▼	Proposed
	07-08 Activity	Underway 0			Underway
		Complete 232			Complete
Proposed Outcome	Performance Measure	Actual Outcome			
Sustain a suitable living environment	Tenants with access to the services	0 tenants with access to service			
05C Legal Services 570.201(E) ▼			Matrix Codes ▼		
Matrix Codes ▼			Matrix Codes ▼		
Matrix Codes ▼			Matrix Codes ▼		
Program Year 1	CDBG ▼	Proposed Amt. \$59,202		Fund Source: ▼	Proposed Amt.
		Actual Amount \$19,991			Actual Amount
	Fund Source: ▼	Proposed Amt. \$0		Fund Source: ▼	Proposed Amt.
		Actual Amount			Actual Amount
	01 People ▼	Proposed Units 60		Accompl. Type: ▼	Proposed Units
		Actual Units 61			Actual Units
	Accompl. Type: ▼	Proposed Units		Accompl. Type: ▼	Proposed Units
		Actual Units			Actual Units

Program Year 2	CDBG	Proposed Amt.	\$20,000	##	Fund Source:	Proposed Amt.	
		Actual Amount	\$20,059			Actual Amount	
	Other	Proposed Amt.	\$216,950		Fund Source:	Proposed Amt.	
		Actual Amount	\$216			Actual Amount	
	01 People	Proposed Units	60		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.	\$40,000		Fund Source:	Proposed Amt.	
		Actual Amount	\$59,950			Actual Amount	
	Other	Proposed Amt.	\$198,435		Fund Source:	Proposed Amt.	
		Actual Amount	\$198,435			Actual Amount	
	01 People	Proposed Units	60		Accompl. Type:	Proposed Units	
		Actual Units	232			Actual Units	
	Accompl. Type:	Proposed Units		Accompl. Type:	Proposed Units		
		Actual Units			Actual Units		
Program Year 4	CDBG	Proposed Amt.	\$40,000		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	Other	Proposed Amt.	\$236,425		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	Accompl. Type:	Proposed Units	60		Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type:	Proposed Units		Accompl. Type:	Proposed Units		
		Actual Units			Actual Units		
Program Year 5	CDBG	Proposed Amt.	\$40,000		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	Other	Proposed Amt.	\$200,000		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	01 People	Proposed Units	60		Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type:	Proposed Units		Accompl. Type:	Proposed Units		
		Actual Units			Actual Units		

Project Name: Public Services/Youth					
Description:	IDIS Project #: 2006-2010/20 UOG Code: 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.					
Location: Citywide	Priority Need Category Select one: Public Services ▼ Explanation:				
Expected Completion Date: 6/30/2007	Various services for youths to ensure that these clients can sustain a suitable living environment				
Objective Category <input type="radio"/> Decent Housing <input checked="" type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	Specific Objectives				
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, ▼				
Project-level Accomplishments	01 People ▼	Proposed 250		01 People ▼	Proposed 200
		Underway 0			Underway
	05-06 Activity	Complete 281		08-09 Activity	Complete
	01 People ▼	Proposed 200		01 People ▼	Proposed 200
		Underway 373			Underway
	06-07 Activity	Complete 17		09-10 Activity	Complete
	01 People ▼	Proposed 200		Accompl. Type: ▼	Proposed
		Underway 132			Underway
	07-08 Activity	Complete 261			Complete
Proposed Outcome	Performance Measure	Actual Outcome			
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 ▼		
Program Year 1	CDBG ▼	Proposed Amt. \$59,202		Fund Source: ▼	Proposed Amt.
		Actual Amount \$69,375			Actual Amount
	Other ▼	Proposed Amt. \$205,000		Fund Source: ▼	Proposed Amt.
		Actual Amount \$200,000			Actual Amount
	01 People ▼	Proposed Units 250		Accompl. Type: ▼	Proposed Units
		Actual Units 281			Actual Units
	Accompl. Type: ▼	Proposed Units		Accompl. Type: ▼	Proposed Units
		Actual Units			Actual Units

Program Year 2	CDBG	Proposed Amt.	\$70,000		Fund Source:	Proposed Amt.	
		Actual Amount	\$70,872			Actual Amount	
	Other	Proposed Amt.	\$694,240		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	01 People	Proposed Units	200		Accompl. Type:	Proposed Units	
		Actual Units	17			Actual Units	
	Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
Program Year 3	CDBG	Proposed Amt.	\$50,000		Fund Source:	Proposed Amt.	
		Actual Amount	\$56,628			Actual Amount	
	Other	Proposed Amt.	\$751,979		Fund Source:	Proposed Amt.	
		Actual Amount	\$751,979			Actual Amount	
	01 People	Proposed Units	200		Accompl. Type:	Proposed Units	
		Actual Units	261			Actual Units	
	Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
Program Year 4	CDBG	Proposed Amt.	\$50,000		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	Other	Proposed Amt.	\$405,300		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	Accompl. Type:	Proposed Units	200		Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
Program Year 5	CDBG	Proposed Amt.	\$35,000		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	Other	Proposed Amt.	\$400,000		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	01 People	Proposed Units	200		Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	

Project Name: Public Services/Battered and Abused Spouse						
Description:	IDIS Project #: 2006-2010/21 UOG Code: 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.						
Location: Citywide	Priority Need Category Select one: Public Services ▼ Explanation:					
Expected Completion Date: 6/30/2007	Various services provided to battered and abused individuals to ensure a healthy, safe and suitable living environment					
Objective Category <input type="radio"/> Decent Housing <input checked="" type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	Specific Objectives					
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 ▼					
Project-level Accomplishments	01 People ▼ 05-06 Activity	Proposed 250 Underway 0 Complete 153	01 People ▼ 08-09 Activity	Proposed 75 Underway Complete		
	01 People ▼ 06-07 Activity	Proposed 145 Underway 40 Complete 47	01 People ▼ 09-10 Activity	Proposed 75 Underway Complete		
	01 People ▼ 07-08 Activity	Proposed 75 Underway 0 Complete 40	Accompl. Type: ▼	Proposed Underway Complete		
	Proposed Outcome		Performance Measure		Actual Outcome	
	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 ▼			
	Program Year 1	CDBG ▼	Proposed Amt. \$58,714 Actual Amount \$52,136	Fund Source: ▼	Proposed Amt. Actual Amount	
Other ▼		Proposed Amt. \$62,000 Actual Amount \$62,000	Fund Source: ▼	Proposed Amt. Actual Amount		
01 People ▼		Proposed Units 250 Actual Units 153	Accompl. Type: ▼	Proposed Units Actual Units		
Accompl. Type: ▼		Proposed Units Actual Units	Accompl. Type: ▼	Proposed Units Actual Units		

Program Year 2	CDBG	Proposed Amt.	\$35,000		Fund Source:	Proposed Amt.	
		Actual Amount	\$37,167			Actual Amount	
	Other	Proposed Amt.	\$216,950		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	01 People	Proposed Units	145		Accompl. Type:	Proposed Units	
		Actual Units	47			Actual Units	
	Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
Program Year 3	CDBG	Proposed Amt.	\$15,000		Fund Source:	Proposed Amt.	
		Actual Amount	\$4,935			Actual Amount	
	Other	Proposed Amt.	\$6,164		Fund Source:	Proposed Amt.	
		Actual Amount	\$6,164			Actual Amount	
	Accompl. Type:	Proposed Units	75		Accompl. Type:	Proposed Units	
		Actual Units	40			Actual Units	
	Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
Program Year 4	CDBG	Proposed Amt.	\$15,000		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	Other	Proposed Amt.	\$8,730		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	Accompl. Type:	Proposed Units	75		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.	\$15,000		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	Other	Proposed Amt.	\$6,000		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	01 People	Proposed Units	75		Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	

Project Name: Public Service/Employment Training					
Description:	IDIS Project #: 2006-2010/22 UOG Code: 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.					
Location: Citywide	Priority Need Category Select one: Public Services ▼ Explanation:				
Expected Completion Date: 6/30/2007	Various employment services targeting youth and young adults in order to sustain a healthy and suitable living environment.				
Objective Category <input type="radio"/> Decent Housing <input checked="" type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	Specific Objectives				
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, ▼				
Project-level Accomplishments	01 People ▼	Proposed 250		01 People ▼	Proposed 250
	05-06 Activity	Underway 0		08-09 Activity	Underway
		Complete 265			Complete
	01 People ▼	Proposed 275		01 People ▼	Proposed 250
	06-07 Activity	Underway 19		09-10 Activity	Underway
		Complete 111			Complete
	01 People ▼	Proposed 250		Accompl. Type: ▼	Proposed
	07-08 Activity	Underway 0			Underway
		Complete 217			Complete
Proposed Outcome	Performance Measure	Actual Outcome			
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 ▼		
Program Year 1	CDBG ▼	Proposed Amt. \$57,421		Fund Source: ▼	Proposed Amt.
		Actual Amount \$57,588			Actual Amount
	Other ▼	Proposed Amt. \$2,574,414		Fund Source: ▼	Proposed Amt.
		Actual Amount \$2,500,000			Actual Amount
	01 People ▼	Proposed Units 250		Accompl. Type: ▼	Proposed Units
		Actual Units 265			Actual Units
	Accompl. Type: ▼	Proposed Units		Accompl. Type: ▼	Proposed Units
		Actual Units			Actual Units

Program Year 2	CDBG	Proposed Amt.	\$38,500		Fund Source:	Proposed Amt.	
		Actual Amount	\$38,500			Actual Amount	
	Other	Proposed Amt.	\$1,600,000		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	01 People	Proposed Units	275		Accompl. Type:	Proposed Units	
		Actual Units	19			Actual Units	
	Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
Program Year 3	CDBG	Proposed Amt.	\$58,500		Fund Source:	Proposed Amt.	
		Actual Amount	\$53,500			Actual Amount	
	Other	Proposed Amt.	\$1,217,600		Fund Source:	Proposed Amt.	
		Actual Amount	\$1,217,600			Actual Amount	
	Accompl. Type:	Proposed Units	250		Accompl. Type:	Proposed Units	
		Actual Units	217			Actual Units	
	Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
Program Year 4	CDBG	Proposed Amt.	\$58,500		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	Other	Proposed Amt.	\$421,654		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	Accompl. Type:	Proposed Units	250		Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
Program Year 5	CDBG	Proposed Amt.	\$73,500		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	Other	Proposed Amt.	\$500,000		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	01 People	Proposed Units	250		Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	

Project Name: Public Services/Substance Abuse							
Description:	IDIS Project #: 2006-2010/23 UOG Code: MA250396 CAMBRIDGE						
Funding of services targeting families and individuals suffering from substance abuse							
Location: Citywide	Priority Need Category Select one: Public Services ▼						
Explanation:							
Expected Completion Date: (mm/dd/yyyy)	Not Funded						
Objective Category <input type="radio"/> Decent Housing <input checked="" type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	Specific Objectives						
Outcome Categories <input checked="" type="checkbox"/> Availability/Accessibility <input checked="" type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	1 Improve the services for low/mod income persons ▼ 2, ▼ 3, ▼						
Project-level Accomplishments	01 People ▼	Proposed	100		01 People ▼	Proposed	n.a.
		Underway	0			Underway	
	05-06 Activity	Complete	221		08-09 Activity	Complete	
	01 People ▼	Proposed	n.a.		01 People ▼	Proposed	n.a.
		Underway				Underway	
	06-07 Activity	Complete			09-10 Activity	Complete	
	01 People ▼	Proposed	n.a.		Accompl. Type: ▼	Proposed	
		Underway				Underway	
	07-08 Activity	Complete				Complete	
Proposed Outcome	Performance Measure	Actual Outcome					
Sustain a suitable living environment	People with new or improved access to the services	221 people with access to service					
05F Substance Abuse Services 570.201(e) ▼				Matrix Codes ▼			
Matrix Codes ▼				Matrix Codes ▼			
Matrix Codes ▼				Matrix Codes ▼			
Program Year 1	CDBG ▼	Proposed Amt.	\$30,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$29,553			Actual Amount	
	Other ▼	Proposed Amt.	\$600,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount	\$600,000			Actual Amount	
	01 People ▼	Proposed Units	100		Accompl. Type: ▼	Proposed Units	
		Actual Units	221			Actual Units	
	Accompl. Type: ▼	Proposed Units			Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	

Program Year 2	Fund Source: ▼	Proposed Amt.	n.a.	Fund Source: ▼	Proposed Amt.	
		Actual Amount			Actual Amount	
	Fund Source: ▼	Proposed Amt.		Fund Source: ▼	Proposed Amt.	
		Actual Amount			Actual Amount	
	Accompl. Type: ▼	Proposed Units	n.a.	Accompl. Type: ▼	Proposed Units	
		Actual Units			Actual Units	
	Accompl. Type: ▼	Proposed Units		Accompl. Type: ▼	Proposed Units	
		Actual Units			Actual Units	
Program Year 3	Fund Source: ▼	Proposed Amt.	n.a.	Fund Source: ▼	Proposed Amt.	
		Actual Amount			Actual Amount	
	Fund Source: ▼	Proposed Amt.	n.a.	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 4	Fund Source: ▼	Proposed Amt.	n.a.	Fund Source: ▼	Proposed Amt.	
		Actual Amount			Actual Amount	
	Fund Source: ▼	Proposed Amt.	n.a.	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	Fund Source: ▼	Proposed Amt.	n.a.	Fund Source: ▼	Proposed Amt.	
		Actual Amount			Actual Amount	
	Fund Source: ▼	Proposed Amt.		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	

Project Name: Contingency Funds				
Description:	IDIS Project #: 2006-2010/24 UOG Code: 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.				
Location: Citywide	Priority Need Category Select one: Other ▼			
Expected Completion Date: 6/30/2007	Not Funded			
Objective Category <input type="radio"/> Decent Housing <input type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	Specific Objectives 1, _____ ▼ 2, _____ ▼ 3, _____ ▼			
Outcome Categories <input type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input type="checkbox"/> Sustainability				
Project-level Accomplishments	Accompl. Type: ▼ Proposed n.a.	Accompl. Type: ▼ Proposed n.a.		
	05-06 Activity Underway	08-09 Activity Underway		
	05-06 Activity Complete	08-09 Activity Complete		
	Accompl. Type: ▼ Proposed n.a.	Accompl. Type: ▼ Proposed n.a.		
	06-07 Activity Underway	09-10 Activity Underway		
	06-07 Activity Complete	09-10 Activity Complete		
	Accompl. Type: ▼ Proposed n.a.	Accompl. Type: ▼ Proposed		
	07-08 Activity Underway	Underway		
	07-08 Activity Complete	Complete		
Proposed Outcome N.A.	Performance Measure N.A.	Actual Outcome N.A.		
Matrix Codes ▼	Matrix Codes ▼	Matrix Codes ▼		
Matrix Codes ▼	Matrix Codes ▼	Matrix Codes ▼		
Matrix Codes ▼	Matrix Codes ▼	Matrix Codes ▼		
Program Year 1	CDBG ▼	Proposed Amt. \$68,823	Fund Source: ▼	Proposed Amt.
		Actual Amount \$0		Actual Amount
	Fund Source: ▼	Proposed Amt.	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 2	CDBG	Proposed Amt.	\$68,800	Fund Source:	Proposed Amt.	
		Actual Amount			Actual Amount	
	Fund Source:	Proposed Amt.		Fund Source:	Proposed Amt.	
		Actual Amount			Actual Amount	
	Accompl. Type:	Proposed Units	n.a.	Accompl. Type:	Proposed Units	
		Actual Units			Actual Units	
	Accompl. Type:	Proposed Units		Accompl. Type:	Proposed Units	
		Actual Units			Actual Units	
Program Year 3	Fund Source:	Proposed Amt.	\$68,800	Fund Source:	Proposed Amt.	
		Actual Amount	\$0		Actual Amount	
	Other	Proposed Amt.		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 4	Fund Source:	Proposed Amt.	n.a.	Fund Source:	Proposed Amt.	
		Actual Amount			Actual Amount	
	Fund Source:	Proposed Amt.		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	Fund Source:	Proposed Amt.	n.a.	Fund Source:	Proposed Amt.	
		Actual Amount			Actual Amount	
	Fund Source:	Proposed Amt.		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	

Project Name: Emergency Shelter Projects							
Description:	IDIS Project #: 2007-25 UOG Code: MA250396 CAMBRIDGE						
Funding for homeless shelters to provide various services needed by homeless men, women and families							
Location: Citywide; 51 Inman Street	Priority Need Category Select one: Homeless/HIV/AIDS ▼						
Explanation:							
Expected Completion Date: 6/30/2007	With these funds it is hoped that the City can ease the burdens that face Cambridge's homeless population						
Objective Category <input checked="" type="radio"/> Decent Housing <input type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	Specific Objectives						
Outcome Categories <input checked="" type="checkbox"/> Availability/Accessibility <input checked="" type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	1, Improve the services for low/mod income persons ▼ 2, ▼ 3, ▼						
Project-level Accomplishments	01 People ▼	Proposed	3204		01 People ▼	Proposed	3250
		Underway				Underway	
	05-06 Activity	Complete			08-09 Activity	Complete	
	01 People ▼	Proposed	3250		01 People ▼	Proposed	3265
		Underway				Underway	
	06-07 Activity	Complete			09-10 Activity	Complete	
	01 People ▼	Proposed	3250		Accompl. Type: ▼	Proposed	
		Underway	0			Underway	
	07-08 Activity	Complete	4075			Complete	
Proposed Outcome	Performance Measure		Actual Outcome				
Improve accessability to shelters	Number of person served Number of youths						
31K Facility based housing - operations ▼				Matrix Codes ▼			
Matrix Codes ▼				Matrix Codes ▼			
Matrix Codes ▼				Matrix Codes ▼			
Program Year 1	ESG ▼	Proposed Amt.	\$139,616		Fund Source: ▼	Proposed Amt.	
		Actual Amount				Actual Amount	
	Other ▼	Proposed Amt.	\$436,505		Fund Source: ▼	Proposed Amt.	
		Actual Amount				Actual Amount	
	01 People ▼	Proposed Units	3204		Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type: ▼	Proposed Units			Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	

Program Year 2	ESG	▼	Proposed Amt.	\$139,018		Fund Source:	▼	Proposed Amt.		
			Actual Amount						Actual Amount	
	Other	▼	Proposed Amt.	\$755,976		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	01 People	▼	Proposed Units	3250		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.	\$140,870		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$144,511				Actual Amount		
	Other	▼	Proposed Amt.	\$767,791		Fund Source:	▼	Proposed Amt.		
			Actual Amount	\$770,000				Actual Amount		
	Accompl. Type:	▼	Proposed Units	3250		Accompl. Type:	▼	Proposed Units		
			Actual Units	4078				Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
Program Year 4	ESG	▼	Proposed Amt.	\$140,972		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	Other	▼	Proposed Amt.	\$1,197,536		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	01 People	▼	Proposed Units	3250		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.	\$139,593		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	Other	▼	Proposed Amt.	\$600,000		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	01 People	▼	Proposed Units	3265		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	
DH-1 Availability/Accessibility of Decent Housing								
DH-1 (1)	Specific Objective: #1 To create 225 new affordable rental units targeted for very low, low and moderate-income households.	Source of Funds #1: CDBG	Performance Indicator #1: Number of units affordable	2005	45	154	342%	
		Source of Funds #2: HOME		2006	45	38	84%	
		Source of Funds #3: State		2007	45	50	111%	
				2008	45		0%	
			2009	40		0%		
		MULTI-YEAR GOAL					242	#DIV/0!
		Source of Funds #4: Local	Performance Indicator #2: Number of units to be Energy Star certified	2005	20	29	145%	
		Source of Funds #5: NonProfit/Owner		2006	20	21	105%	
		Source of Funds #6: Other		2007	15	32	213%	
				2008	15		0%	
		2009		5		0%		
	MULTI-YEAR GOAL					82	#DIV/0!	
	Specific Annual Objective: 40 new affordable rental units. Programs to meet this goal: Nonprofit Affordable Housing Development Programs, Inclusionary Zoning and Historic Grants Program	Source of Funds #1	Performance Indicator #3: Number of units with affordability of 50+ years	2005	45	96	213%	
		Source of Funds #2		2006	45	38	84%	
				2007	45	50	111%	
				2008	45		0%	
Source of Funds #3		2009		40		0%		
MULTI-YEAR GOAL					184	#DIV/0!		



SF 424

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

SF 424

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

Date Submitted: May 22, 2009	B-09-MC-05-0005	Type of Submission	
Date Received by state	State Identifier	Application	Pre-application
Date Received by HUD		<input checked="" type="checkbox"/> Construction	<input type="checkbox"/> Construction
			<input type="checkbox"/> Non Construction
Applicant Information			
City of Cambridge, Massachusetts		MA250396 Cambridge	
Community Development Department		76584341: 076584341 DUNS	
344 Broadway		City of Cambridge, Massachusetts	
Cambridge	Massachusetts	Community Development Department	
02139	Country U.S.A.	CDBG/HOME Management	
Employer Identification Number (EIN):		Middlesex	
46-0001383		07-01-09	
Specify Other Type if necessary:			
Local Government: City		Specify Other Type	
Program Funding		U.S. Department of Housing and Urban Development	
Catalogue of Federal Domestic Assistance Numbers; Descriptive Title of Applicant Project(s); Areas Affected by Project(s) (cities, Counties, localities etc.); Estimated Funding			
Community Development Block Grant		14.218 Entitlement Grant	
CDBG Project Titles: Admin/Planning; Affordable Housing; Economic Development; Public Services; Pub. Facilities		Description of Areas Affected by CDBG Project(s): Admin/Planning, Housing, Public Services are Citywide; Economic Development and Pub. Facilities are low/mod areas or NRS	
\$CDBG Grant Amount: \$3,178,333	\$Additional HUD Grant(s) Leveraged	Describe	
	\$-0-		
\$Additional Federal Funds Leveraged: \$1,138,862	\$Additional State Funds Leveraged: \$3,295,828		
\$Locally Leveraged Funds: \$810,00	\$Grantee Funds Leveraged: \$-0-		
\$Anticipated Program Income: \$250,000	Other (Describe): \$887,500 non-profits, \$1,580,000 Lending Inst.		
Total Funds Leveraged for CDBG-based Project(s):		\$7,7,962,190	
<hr/>			
Home Investment Partnerships Program		14.239 HOME	
HOME Project Titles: Administration, CHDO Reserves and Individual CHDO Project Construction		Description of Areas Affected by HOME Project(s) Citywide	
	\$Additional HUD Grant(s) Leveraged	Describe	
	\$-0-		
	\$Additional State Funds Leveraged: \$8,187,528		

	\$Grantee Funds Leveraged	\$ -0-
	Other (Describe):	
Total Funds Leveraged for HOME-based Project(s): \$14,987,528		

Housing Opportunities for People with AIDS		14.241 HOPWA
HOPWA Project Titles		Description of Areas Affected by HOPWA Project(s)
	\$Additional HUD Grant(s) Leveraged	Describe
	\$Additional State Funds Leveraged	
	\$Grantee Funds Leveraged	
	Other (Describe)	
Total Funds Leveraged for HOPWA-based Project(s)		

Emergency Shelter Grants Program		14.231 ESG
		Description of Areas Affected by ESG Project(s): Citywide
\$ESG Grant Amount: \$139,593	\$Additional HUD Grant(s) Leveraged	Describe
	\$ -0-	
	\$Additional State Funds Leveraged: \$200,767	
	\$Grantee Funds Leveraged \$ -0-	
	Other (Describe): \$185,354 Private Foundations	
Total Funds Leveraged for ESG-based Project(s) \$818,641		

Congressional Districts of:		Is application subject to review by state Executive Order 12372 Process?	
	Project Districts: 8 th		
Is the applicant delinquent on any federal debt? If "Yes" please include an additional document explaining the situation.			This application was made available to the state EO 12372 process for review on DATE:
		X	Program is not covered by EO 12372
		<input type="checkbox"/> N/A	Program has not been selected by the state for review

Person to be contacted regarding this application		
Janet	L..	Cudmore-Boswell
CDBG/HOME Manager	617-349-4600	617-349-4669
jcudmore@cambridgema.gov	www.cambridgema.gov/~cdd	Robert Keller
Signature of Authorized Representative: Robert W. Healy, City Manager		Date Signed



CPMP Non-State Grantee Certifications

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

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

NON-STATE GOVERNMENT CERTIFICATIONS

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

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

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

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

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

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

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

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

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

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

May 19, 2009

Signature/Authorized Official

Date

Robert W. Healy

Name

City Manager

Title

Cambridge City Hall
795 Massachusetts Avenue

Address

Cambridge, MA. 02139

City/State/Zip

617-349-4300

Telephone Number

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

Specific CDBG Certifications

The Entitlement Community certifies that:

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

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

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

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

11. Maximum Feasible Priority - With respect to activities expected to be assisted with CDBG funds, it certifies that it has developed its Action Plan so as to give maximum feasible priority to activities which benefit low and moderate income families or aid in the prevention or elimination of slums or blight. The Action Plan may also include activities which the grantee certifies are designed to meet other community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community, and other financial resources are not available);
12. Overall Benefit - The aggregate use of CDBG funds including section 108 guaranteed loans during program year(s) 2009, 2010, 2011, (a period specified by the grantee consisting of one, two, or three specific consecutive program years), shall principally benefit persons of low and moderate income in a manner that ensures that at least 70 percent of the amount is expended for activities that benefit such persons during the designated period;
13. Special Assessments - It will not attempt to recover any capital costs of public improvements assisted with CDBG funds including Section 108 loan guaranteed funds by assessing any amount against properties owned and occupied by persons of low and moderate income, including any fee charged or assessment made as a condition of obtaining access to such public improvements.

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

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

Excessive Force -- It has adopted and is enforcing:

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

Jurisdiction

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

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

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

<hr/>	<div style="border: 1px solid black; padding: 2px;">May 19, 2009</div>
Signature/Authorized Official	Date
<div style="border: 1px solid black; padding: 2px;">Robert W. Healy</div>	
Name	
<div style="border: 1px solid black; padding: 2px;">City Manager</div>	
Title	
<div style="border: 1px solid black; padding: 2px;">Cambridge City Hall 795 Massachusetts Avenue</div>	Address
<div style="border: 1px solid black; padding: 2px;">Cambridge, MA. 02139</div>	
City/State/Zip	
<div style="border: 1px solid black; padding: 2px;">617-349-4300</div>	
Telephone Number	

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

**OPTIONAL CERTIFICATION
CDBG**

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

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

May 19, 2009

Signature/Authorized Official

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Specific HOME Certifications

The HOME participating jurisdiction certifies that:

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

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

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

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

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HOPWA Certifications

The HOPWA grantee certifies that:

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

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

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

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

ESG Certifications

I, Robert W. Healy, Chief Executive Officer of **Error! Not a valid link.**, certify that the local government will ensure the provision of the matching supplemental funds required by the regulation at 24 *CFR* 576.51. I have attached to this certification a description of the sources and amounts of such supplemental funds.

I further certify that the local government will comply with:

1. The requirements of 24 *CFR* 576.53 concerning the continued use of buildings for which Emergency Shelter Grants are used for rehabilitation or conversion of buildings for use as emergency shelters for the homeless; or when funds are used solely for operating costs or essential services.
2. The building standards requirement of 24 *CFR* 576.55.
3. The requirements of 24 *CFR* 576.56, concerning assurances on services and other assistance to the homeless.
4. The requirements of 24 *CFR* 576.57, other appropriate provisions of 24 *CFR* Part 576, and other applicable federal laws concerning nondiscrimination and equal opportunity.
5. The requirements of 24 *CFR* 576.59(b) concerning the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970.
6. The requirement of 24 *CFR* 576.59 concerning minimizing the displacement of persons as a result of a project assisted with these funds.
7. The requirements of 24 *CFR* Part 24 concerning the Drug Free Workplace Act of 1988.
8. The requirements of 24 *CFR* 576.56(a) and 576.65(b) that grantees develop and implement procedures to ensure the confidentiality of records pertaining to any individual provided family violence prevention or treatment services under any project assisted with ESG funds and that the address or location of any family violence shelter project will not be made public, except with written authorization of the person or persons responsible for the operation of such shelter.
9. The requirement that recipients involve themselves, to the maximum extent practicable and where appropriate, homeless individuals and families in policymaking, renovating, maintaining, and operating facilities assisted under the ESG program, and in providing services for occupants of these facilities as provided by 24 *CFR* 76.56.
10. The requirements of 24 *CFR* 576.57(e) dealing with the provisions of, and regulations and procedures applicable with respect to the environmental review responsibilities under the National Environmental Policy Act of 1969 and related

authorities as specified in 24 *CFR* Part 58.

11. The requirements of 24 *CFR* 576.21(a)(4) providing that the funding of homeless prevention activities for families that have received eviction notices or notices of termination of utility services will meet the requirements that: (A) the inability of the family to make the required payments must be the result of a sudden reduction in income; (B) the assistance must be necessary to avoid eviction of the family or termination of the services to the family; (C) there must be a reasonable prospect that the family will be able to resume payments within a reasonable period of time; and (D) the assistance must not supplant funding for preexisting homeless prevention activities from any other source.
12. The new requirement of the McKinney-Vento Act (42 *USC* 11362) to develop and implement, to the maximum extent practicable and where appropriate, policies and protocols for the discharge of persons from publicly funded institutions or systems of care (such as health care facilities, foster care or other youth facilities, or correction programs and institutions) in order to prevent such discharge from immediately resulting in homelessness for such persons. I further understand that state and local governments are primarily responsible for the care of these individuals, and that ESG funds are not to be used to assist such persons in place of state and local resources.
13. HUD's standards for participation in a local Homeless Management Information System (HMIS) and the collection and reporting of client-level information.

I further certify that the submission of a completed and approved Consolidated Plan with its certifications, which act as the application for an Emergency Shelter Grant, is authorized under state and/or local law, and that the local government possesses legal authority to carry out grant activities in accordance with the applicable laws and regulations of the U. S. Department of Housing and Urban Development.

May 19, 2009

Signature/Authorized Official

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APPENDIX TO CERTIFICATIONS

Instructions Concerning Lobbying and Drug-Free Workplace Requirements

Lobbying Certification

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

Drug-Free Workplace Certification

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

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

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

Jurisdiction

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

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

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

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

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