

**MASSACHUSETTS
BAY
TRANSPORTATION
AUTHORITY**

Thomas P. Glynn
General Manager
Transportation Building
Ten Park Plaza
Boston, Massachusetts 02116

RECEIVED
90 NOV -2 AM 9:50
OFFICE OF THE CITY MANAGER

October 25, 1990

Mr. Robert W. Healy
City Manager
City of Cambridge
Cambridge, MA 02139

Dear Mr. Healy:

Arthur D. Little, Inc. has been under contract with the Authority since March 1990 to identify and characterize sources of odorous emissions within the Alewife Station complex. In their report they identified isopropyl sulfide as the principal compound associated with the complaint odor reported by employees at Alewife Station.

Having identified the source of the odor, the Authority has taken action to initiate a follow up investigation to quantify the health risks of the compound and of the water infiltrating the tunnel walls.

Previous environmental studies of the Alewife Station and tunnel areas did not identify the source of the odor. However, the reports did show low levels of contaminants in the drainage water. Our follow up investigation will address these concerns.

It should be mentioned that transit union officials (Local 589) and the Massachusetts Division of Occupational Hygiene (DOH) have been informed and involved in past and present environmental investigations at Alewife and will continue to be involved in our subsequent investigations.

I have attached a summary of A. D. Little's interim report prepared by our Chief System Safety Officer, Joseph Sisk. The summary highlights the specific areas of concern addressed in the report.

If you have any questions regarding the Authority's efforts in this matter, please contact Mr. Joseph W. Sisk, Chief System Safety Officer at 722-5135.

I will keep you informed on the findings of future reports.

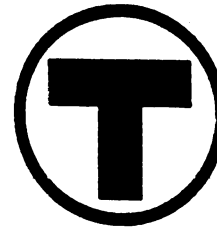
Sincerely,



Thomas P. Glynn
General Manager

TO: Randy Altshuler
Assistant Director for Operations

FROM: Joseph W. Sisk, Jr.
Chief System Safety Officer



**MASSACHUSETTS
BAY
TRANSPORTATION
AUTHORITY**

DATE: September 12, 1990

RE: MBTA Contract No. 001-038 - Alewife Odor Investigation

Arthur D. Little, Inc., has recently submitted its Interim Final Report pursuant to MBTA Contract No.001-038 - Alewife Station Environmental Odor Investigation. The findings of this investigation as outlined in this report are as follows:

- The odorous compound which is eliciting complaints at Alewife has been identified as Isopropyl Sulfide. This compound is present in both the water infiltrating the tunnel wall and that contained in the tunnel drainage system.
- A preliminary literature search and review of the properties, occurrence and health effects of isopropyl sulfide as performed by ADL indicates that the health affects of exposure to isopropyl sulfide are limited to irritation at high concentrations. The chemical, physical, and toxicological properties for isopropyl sulfide have not been thoroughly investigated, however.
- The isopropyl sulfide in the groundwater samples taken from sumps along the right of way at Alewife was determined to be in concentrations of up to 2 parts per billion (ppb) on the dates sampled. The concentration of isopropyl sulfide in air at Alewife therefore is also anticipated to be extremely low. ADL reports that the threshold for detection of isopropyl sulfide in air by the human nose for example, is between 0.5 and 2.0 ppb. Since permissible exposure limits for similar sulfur containing compounds are hundreds of times higher than the likely concentration of isopropyl sulfide in the air at Alewife, isopropyl sulfide is believed to constitute a "nuisance odor" as opposed to a health hazard.
- At the request of the Carmen's Union, a sample of tap water was collected from the lunchroom at the station, and analyzed for selective drinking water contaminants. All contaminants were reported below the Massachusetts Maximum Contaminant Levels (MCL) for drinking water except for Total Trihalomethanes. At 101.8 ppb, the level of Trihalomethanes deviated only minutely from the MCL of 100 ppb for the compounds in drinking water. Trihalomethanes are generated as a direct result of chlorination; chlorine is added to the water supply at several locations in the water supply system and is used to keep drinking water free from bacterial contamination. To alleviate any misgivings, it is recommended that the tap water be re-tested. It should be noted however, that bottled spring water is available to the employees.

Past studies at Alewife (reference Environmental Solutions, Haley and Aldrich, Water Chemicals, Goldberg-Zoino and Associates) have indicated the presence of other chemical agents in the groundwater and air at Alewife. Airborne concentrations of these other chemicals were found in extremely low levels (less than 1 ppm), are below standards for occupational exposures, and are not an exposure concern in terms of inhalation. Since these chemicals were identified in the groundwater however, skin absorption may be an exposure route of concern. Potential exposure however, can be effectively managed and minimized through the institution of a comprehensive maintenance program at the facility. This station maintenance program should include periodic (at least monthly) cleaning of the tunnel walls and right-of-way. Employees should be instructed to avoid skin contact with the groundwater or sludge infiltrating the tunnel. Should accidental contact with these substances occur, affected employees should wash their affected area.

To improve the working environment of employees at Alewife it may be possible to reduce the odor problem by instituting a number of additional remedial measures. These measures include: 1. periodic cleaning of the tunnel area (see above-referenced maintenance program); 2. covering the track drains along the right-of-way to prevent odors from escaping the drain system and permeating the air in the tunnel and alongside the station platform; and 3. provide additional ventilation in sufficient volume and pattern (e.g. make-up and exhaust) to eliminate stagnant air. While these actions may reduce levels of the odorous compound to the degree that irritation may be eliminated, it may be difficult to determine the amount of dilution ventilation required.

The enclosed Arthur D. Little Interim Report, dated September 11, 1990, may be submitted to the Carmen's Union for their review and comments.

cc: ATS
 MAD
 SMK



Joseph W. Sisk, Jr.



CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139
TEL. 498-9011

10

EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

November 19, 1990

To The Honorable, The City Council:

In response to Awaiting Report Item No. 65, regarding odorous emissions within the Alewife Station complex, attached is a report from Thomas Glynn, General Manager of the Massachusetts Bay Transportation Authority.

Very truly yours,

Robert W. Healy
City Manager

RWH/mev
enclosure

Agenda # 10 S-1135

Awaiting Report Item Number 65, regarding odorous emissions with the Alewife Station complex.

In City Council,

November 19, 1990

Placed on file



CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139
TEL. 498-9011

EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

November 19, 1990

To The Honorable, The City Council:

Enclosed please find the City of Cambridge Single Room Occupancy Inventory and Preservation Plan, which I am transmitting for your information.

Very truly yours,

Robert W. Healy
City Manager

RWH/mev
enclosure



CITY OF CAMBRIDGE

COMMUNITY DEVELOPMENT DEPARTMENT

City Hall Annex - Inman & Broadway - Cambridge, Mass. 02139

498-9034

MEMORANDUM

TO: Robert W. Healy, City Manager

FROM: Michael H. Rosenberg, Assistant City Manager for Community Development

SUBJECT: City of Cambridge SRO Inventory and Preservation Plan

DATE: November 7, 1990

Enclosed for your information and for transmittal to City Council is the City of Cambridge Single Room Occupancy Inventory and Preservation Plan. This report was prepared by Margaret Drury, Community Development Department and Cynthia Griffin, Department of Human Services, in fulfillment of the requirements of Ch. 671 of the Acts of 1989.

The report contains several recommendations for coordination and clarification of City functions which relate to SROs. In addition, the report emphasizes the necessity of State involvement in the provision of resources to preserve SROs.

MHR:DMD:nb

CITY OF CAMBRIDGE
SINGLE ROOM OCCUPANCY UNITS
INVENTORY AND PRESERVATION PLAN

Community Development Department
Department of Human Services

CITY OF CAMBRIDGE
SRO REPORT

1. Introduction:

Under Ch. 671 of the Acts of 1989, the City of Cambridge is required to inventory existing single room occupancy dwelling units and to develop a plan, in light of the inventory, to preserve the existing stock. The inventory and plan must specify legal, financial, and other barriers to its implementation.

As a part of the planning process for fulfilling the City's requirements under this Act, the Cambridge Community Development Department and the Department of Human Services convened a meeting of persons interested in and involved in fields which are impacted by single room occupancy units and their occupants. Persons attending the meeting included SRO providers, affordable housing developers, social service providers, tenant advocates, and City officials involved in the licensing, inspection and rent-setting aspects of SROs. All persons who attended the meeting responded to questionnaires and participated in a discussion on the issue of defining and overcoming barriers to SRO preservation. The questionnaires have been reproduced in the appendix to this report. The responses to this survey form the basis for the discussion of barriers and the plan for preservation in this report.

With regard to the inventory of SROs, the information comes from the records of the Licensing Commission, the Rent Control Board and the Tax Assessors Office. Demographic information was assembled by the Department of Human Services. The Department of Human Services sent a demographic survey form to all owners of SROs contained on the License Commission List and the Rent Control Board list. A copy of the survey form appears in the appendix.

2. Barriers to SRO Preservation and Plan to Overcome:

At the outset, it is important to note that the City of Cambridge has already enacted a strong legal framework for the protection of existing single room occupancy units through the Rent Control Act, Ch. 36 of the Acts of 1976, and the Removal Permit Ordinance, Ord. 966, as amended. Most SROs in Cambridge are rent-controlled, and the Removal Permit Ordinance prohibits the removal of rent-controlled units from the market (removal includes leaving units vacant for more than 120 days without good cause) unless the Rent Control Board has granted a removal permit. In deciding whether to grant a permit, Ordinance 966, as amended, requires the

Board to consider the benefits to the persons protected by the Rent Control Act, any hardships on existing tenants, and any aggravation of the shortage or rental housing, especially for low and moderate income families and elderly persons. Thus the following discussion of barriers must be considered within the context of the significant protection that Cambridge has provided for SROs.

A. Coordination and Clarification of City Functions Which Relate to SROs.

(1) Zoning:

Due to the downzoning which has occurred in recent years (beginning in about 1960), SROs are no longer a permitted use in five of the nine types of residential zones. While SROs which have existed since before the downzoning are allowed to remain as a pre-existing non-conforming use, there is a great deal of conflicting information and misunderstanding about what the zoning rules actually prohibit, even among the city officials required to enforce the various city codes and regulations which affect SROs.

One major issue relates to whether SROs which are not now and may never have been licensed but which have existed as SROs since before the downzoning can now become licensed. When an SRO owner applies for a lodging house license, one of the first steps in the License Commission procedure is to request a report from Inspectional Services as to whether the property meets the relevant building, sanitary and zoning codes. If this is seen as a new application, Inspectional Services would typically report that a license cannot be granted because of the zoning code unless a variance is first obtained. However, if there has been continuous use of the property as an unlicensed rooming house since prior to the downzoning, under zoning law, a variance should not be necessary. Under the City of Cambridge's Removal Permit Ordinance, as well as the current State SRO Moratorium Law, an owner cannot be permitted to remove rent-controlled SRO units without first obtaining a removal permit, regardless of whether the SRO is licensed.

Recommendation: 1. Clarify for all concerned City Departments that current law allows an unlicensed lodging house which has continuously existed since before the downzoning that prohibits lodging houses to become licensed without a zoning variance. 2. Consider changing the zoning code to allow SRO use in all residential areas.

(2) Licensing:

SROs are licensed by the License Commission, and their licenses must be renewed every year. The relicensing process requires inspection by Inspectional Services to determine whether applicable building and sanitary code requirements are being met,

and also provides for the possibility of a hearing where neighbors may voice their concerns about the SRO. At the SRO preservation meeting, some discussion focused on whether the relicensing process provided an unwarranted veto to neighbors who just want to see a less dense use of the neighborhood and would object to the SRO use, no matter how well managed. However, there were no specific cases cited in which a license was denied because of neighborhood opposition.

There was a discussion of an instance in which the License Commission sought to preserve the SRO use of a poorly-managed building by requiring the owner to sell the building after repeated tenant complaints and Rent Control Board adjudications of tenant harassment by the landlord. Rather than revoking the owners's license to operate the rooming house, which would have just further reduced the dwindling supply of SRO units, the License Commission acted in a way that protected both the tenants and the SRO supply.

Of growing concern to the License Commission is the increasing number of licensed lodging house owners who choose not to renew their licenses each year. Neither the License Commission nor Inspectional Services know whether these owners have ceased renting rooms to tenants. If the units are rent-controlled, as most lodging house units are, they are subject to rent control laws, as well as the present SRO moratorium, which provide that the units cannot be removed from the rental market unless the Rent Control Board grants a removal permit. However, since a lodging house license is required to operate the lodging house, and since the License Commission, with its relicensing requirements and accompanying inspection requirements, may be the agency with which the owner has had the most regulatory contact, there may be an erroneous perception by the owners that by merely not renewing their license, they can remove the rooms from SRO use.

Finally, it should be noted that other SRO preservation advocates¹ have remarked that SRO housing is the only form of rental housing on the market that is required to be licensed. This requirement arises from the historical view of lodging housing as hotels for transients. These advocates have recommended that licenses not be required to operate lodging houses. They believe that licensing forces providers and owners to spend unnecessary money and staff time on obtaining licenses, and that if regular inspections are necessary, they need not be tied to licensing.

Recommendations: 1. Investigate all nonrenewals of licenses to determine the reasons for nonrenewal and whether the owners are

¹See "The Case for Preserving and Creating Single Room Occupancy Housing in Massachusetts," a report by Citizens' Housing and Planning Association and the Coalition to Preserve SRO Buildings, September, 1990.

still renting SRO units. Inform owners of their continuing obligation to rent under rent control laws even if their license has not been renewed. 3. Consider whether licensing/re-licensing requirements and procedures can and should be modified or simplified.

(3) Coordination of City Requirements; the "One Stop Shop:"

Several providers noted the difficulties SRO owners encounter in trying to understand and fulfill the requirements of the different City agencies which regulate some aspect of SROs. In addition, satisfactory methods to harmonize various and sometimes apparently contradictory laws and regulations are not always understood by City employees who have a clear understanding of the requirements of their agencies and, not surprisingly, a much hazier perspective on the requirements of other agencies. Providers and advocates also listed needs for technical assistance and information about the social services that many SRO occupants need and information about the availability of physical rehabilitation for the buildings.

Recommendations: Designate one City agency as the contact point for SRO providers. That agency can work with the SRO provider to ensure compliance with all City regulations pertaining to SROs. In addition, that agency can maintain resource information for technical assistance available to SRO owners and occupants through other agencies and sources. That agency should facilitate and/or implement some of the types of networking and low-cost technical assistance projects suggested at the June 21, 1990 SRO meeting, for example, networking of private, small SRO providers with resources for support services, development of a management assistance package which includes a human services component, establishing a dispute resolution system tailored to SRO owners/tenants, and creating an ongoing committee/advisory group to be focused on SROs.

B. Need for Resources.

While the City of Cambridge can and should take the steps recommended above to help preserve existing SROs, it is clear that if SROs are to be preserved, additional resources are essential. Many respondents to the Cambridge survey cited the need for funds for rehabilitation of the physical structure. Not only is there a difficulty in obtaining conventional financing for rehab to SROs, the rent increases that would result from passing on the cost of the rehab to the tenants would make the units unavailable to lower income people who need this housing. Many of the occupants of SROs require supportive services, which adds an additional operating expense. If SROs are to be preserved as housing affordable to lower income tenants, there must be capital subsidies for the rehab work and rental assistance to lower income tenants to subsidize the

operating costs. These subsidies must include amounts targeted for the necessary supportive services. Given the amount of subsidy needed, it is clear that if SROs are to be preserved, the State must be involved in the provision of resources.

3. Inventory of SRO units²

A. Licensed Lodging Houses

1. Number in Cambridge	
1990	33
1987	52
1985	No information
1982	64
2. Number of units	
1990	500
1987	617
1985	No information
1982	707
3. Number planned for demolition	0
4. Planned for renovation:	2 buildings, 34 units

One twelve-unit lodging house, which is currently vacant, is seeking removal permits from the Rent Control Board to reduce to 10 units. Another twenty-four unit SRO is undergoing renovations.

5. Number vacant: Three known, may be others.

²This report does not contain information about the categories of housing classified as "group residences" under the State Building Code, 780 CMR 424 Group residences, which are defined by the Building Code as premises licensed by or operated by an agency of the Commonwealth of Massachusetts or subdivision thereof, as special residences for those who are capable of self-preservation in group residences. While group residences will be subject to rent control unless they qualify for exemption from rent control through such factors as having Section 8 subsidies for their tenants, they do not need to be licensed by the License Commission. No municipal agency keeps an updated list of group residences.

6. Number with owners actively seeking to cease the business of operating a lodging house: 7

7. Average weekly rent: No information available

B: Unlicensed lodging houses or other SRO units

1. Number of buildings 41

2. Number of units: 506

3. Number planned for demolition: 0

4. Planned for renovation (permits applied for or issued): No information

C: Rent-Controlled Rooming Houses. Most of the licensed lodging houses are also rent-controlled. Of 33 licensed lodging houses, with 500 units, 27 lodging houses, with a total of 307 units, are rent-controlled. The average monthly rent for a rent-controlled rooming house unit is \$202 per month, or \$47 per week.

4. Demographic Information about SRO Occupants:

A. Demographic information was collected by the Cambridge Department of Human Services (DHS). DHS sent out 78 surveys to rooming house owners. They received information back on 18 lodging houses, mostly from owners of smaller lodging houses of five to fifteen rooms.

This information is set forth below. However, based on information collected by DHS in earlier studies and on interviews with some of the providers of supportive housing, the City believes that the responses to the demographic survey do not accurately reflect the dimensions of the need for supportive housing. Information collected by DHS in an earlier study, "An Outline of Supportive Housing Needs in Cambridge," May, 1987 indicates that characteristics of residents of SRO housing significantly overlap those of homeless persons and that the homeless population has significant unmet needs for supportive housing. Types of supportive housing needed include housing for mentally ill adults, alcoholics and drug abusers, mentally retarded persons, ex-offenders, battered women and adolescents. Therefore, while the demographic information from the 23% of SRO owners who responded to the survey is informative and delineates a need for SRO housing as low cost units for full-time employed individuals, it forms only a partial picture of the population in need of SRO housing.

B. Summary of Responses to Demographic Survey

1. Number of Rooms: 234

2. Number of Tenants: 195
3. How long have the present residents lived in the building?
- | | |
|-----------|--------------------|
| <u>11</u> | less than 3 months |
| <u>44</u> | 4 months to 1 year |
| <u>36</u> | 1 year to 3 years |
| <u>38</u> | 3 years to 5 years |
| <u>56</u> | more than 5 years |
4. Number of your current residents who are:
- | | | | |
|------------|------|-----------|--------|
| <u>144</u> | male | <u>61</u> | female |
|------------|------|-----------|--------|
5. Age of current residents:
- | | | | |
|-----------|----------------------|-----------|----------------------|
| <u>2</u> | - under 20 years old | <u>57</u> | - 21 to 30 years old |
| <u>79</u> | - 31 to 40 years old | <u>18</u> | - 41 to 50 years old |
| <u>16</u> | - 51 to 60 years old | <u>17</u> | - 61 years or older |
6. Number of your current residents who are:
- | | | | |
|-----|----------|----|-------|
| 127 | white | 13 | Black |
| 3 | Hispanic | 40 | Asian |
| 9 | Other | | |
7. In the owners' opinion, number of residents who fit the following categories:
- | | |
|-----|-------------------------------------|
| 13 | are retired |
| 110 | are employed full-time |
| 25 | are employed part-time |
| 11 | are unemployed |
| 8 | have problems with mental illness |
| 6 | have problems with alcoholism |
| 17 | receive SSI |
| 3 | receive other federal public income |
| 2 | receive state public assistance |

A P P E N D I X

NAME: Ronald Lahti

EMPLOYMENT: Cambridge Family YMCA

EXPERIENCE WITH SROs:

The YMCA has operated a 136 room SRO facility in Central Square for approximately 100 years.

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

1. Funding for rehabilitations, expansion
2. Lack (or perception of a lack) of support and human services for SRO residents.

SUGGESTIONS FOR OVERCOMING THESE BARRIERS:

1. Broad outreach and education, networking of private, small SRO providers with resources for support services by human service providers.

NAME: Paul Baxter

EMPLOYMENT: Cambridge-Somerville Area DMH

EXPERIENCE WITH SROs:

3 yrs. Resident Services Coordinator
Boston Aging Concerns
Managed 71 SRO units @ 3 sites in Boston

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

Physical deterioration and the high cost of management

SUGGESTIONS FOR OVERCOMING THESE BARRIERS:

Increased subsidies
Technical assistance on management
Increased availability of social services

NAME: Vali Buland

EMPLOYMENT: Cambridge & Somerville Legal Services, Inc.

EXPERIENCE WITH SROs:

Primarily representing tenants facing displacement

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

Owners deciding that there are more profitable uses for the property

SUGGESTIONS FOR OVERCOMING THESE BARRIERS:

Strategies for preserving SRO's which include ways to make them more profitable without increasing rents

NAME: Peter Daly

EMPLOYMENT: Homeowner's Rehab, Inc.

EXPERIENCE WITH SROs:

Attempts to convert vacant 3 family to SRO unable due to neighborhood and regulatory issues
Currently giving financial and technical assistance to preserve an SRO

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

Zoning
Conditions
Financing
Affordability
Management
Owner/Tenant relations

SUGGESTIONS FOR OVERCOMING THESE BARRIERS:

Resources

NAME: Helen Siciliano

EMPLOYMENT: Cambridge YWCA

EXPERIENCE WITH SROs:

Director of Residence - Worked in Residence for 6 years+ - 107
SRO's for women

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

Finance, Zoning

Not enough community support, need all supportive services that are
available

NAME: David J. Alves

EMPLOYMENT: Cambridge Family YMCA

EXPERIENCE WITH SROs:

Director of YMCA Residence Program consisting of 136 rooms.
Capital development and design of SRO's

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

1. Cost of operation/maintenance
2. Conditions of building
3. Support services
4. Management

SUGGESTIONS FOR OVERCOMING THESE BARRIERS:

Subsidize units/tap local and state funds.
City restoration of existing units.
Mental, emotional, financial support services

NAME: Peter Shapiro

EMPLOYMENT: Landlord Counselor Just A Start

EXPERIENCE WITH SROs:

I regularly speak with owners of SRO's who have conflicts with their tenants.

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

Clearly the capital needs are critical especially if the rents are low and the mortgage is high. (The mortgage may be more the landlord's responsibility). I see the management as critical especially with the low rent SRO's. We hear a lot at the meetings about this.

SUGGESTIONS FOR OVERCOMING THESE BARRIERS:

For management; attaching a human services component or particular tenants' onto the management assistance package for landlords. Also, build in a dispute resolution system for landlords and tenants so they can attempt collaborative problem solving before disputes escalate. Also, provide technical assistance to landlords in maintaining physical properties. I would be interested to elaborate more and to work further on these.

NAME: Stephanie Ackert, Dir. of Planning & Development

EMPLOYMENT: Dept. of Human Service Programs, City of Cambridge

EXPERIENCE WITH SROs:

Staff at Multi Service Center place homeless clients in SROs, and provide continuing supportive services

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

- Economic infeasibility/deteriorating housing stock
- Personal problems of many of the residents are overwhelming for the landlords

SUGGESTIONS FOR OVERCOMING THESE BARRIERS:

Operating and renovation subsidies; implement a "one-stop shop" for information and City permits, etc. Refine supportive services.

NAME: Brad Day

EMPLOYMENT: CASCAP

EXPERIENCE WITH SROs:

12 years experience in development and management of SRO housing for (2) non-profit agencies

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

1. Cost of SRO real estate operation per unit versus what SRO users can afford
2. Cost of or access to supportive human services necessary for many lodging house users

SUGGESTIONS FOR OVERCOMING THESE BARRIERS:

- Secure more forms of rental and/or capital subsidies
- Lobby for fair tax package to support human services

NAME: Neil Rohr

EMPLOYMENT: CEOC Tenant Services

EXPERIENCE WITH SROs:

1. Assistance to rooming house tenants facing eviction, rent increases, code violations, need for other financial assistance,...
2. Involved with cases at Rent Control - removal permit ordinance

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

1. Need for an ongoing committee/advisory group to be focussed on SRO's: advocating for, monitoring, interacting with City agencies, etc.
2. Financial resources
3. Owner's desire to get properties removed from Rent Control and building neglect.

NAME: Michael J. Nicoloro Jr.

EMPLOYMENT: City of Cambridge Inspectional Services

EXPERIENCE WITH SROs:

Inspector for 15 years

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

Present condition

SUGGESTIONS FOR OVERCOMING THESE BARRIERS:

Some type of support to owners

NAME: Marcia Hannon

EMPLOYMENT: CHA

EXPERIENCE WITH SROs:

Smaller owners are unable to provide social services/maintain property at a level that attracts more stable tenants, often they are not reinvesting money into the property and expect then to sell property at an inflated price since it is generating an artificially high cash flow. New owners are then faced with problems of high acquisition and rehab costs and possibly difficult existing tenants. Financing is difficult, to obtain and timing rehab timelines that are commensurate with subsidy deadlines.

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

1. Zoning vs. Building Dept. resolutions
2. Creation of transitional housing and other ways of dealing with tenants who decompensate and need more supportive services

NAME: Richard V. Scali

EMPLOYMENT: License Commission

EXPERIENCE WITH SROs:

Licensing at City Hall of 40+ lodging houses

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

- Departmental interaction - when is lodging house off list?
- Renewals - got to court or not, if do, not renew? could be closed down
- Lodging house empty

NAME: Ann M. Arata

EMPLOYMENT: Director, Leasing & Occupancy, CHA

EXPERIENCE WITH SROs:

- One successful SRO house of 11 units on Williams St. - developed and subsidized;
- 79 SRO units at YWCA - subsidies and tenant certification;
- Development of small (8-20) managed developments putting together packages for SROs;

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

Economic problems in making a go of a development with management costs and services;

SUGGESTIONS FOR OVERCOMING THESE BARRIERS:

Develop resources particularly of management and service provision;

NAME: Charlie Allen

EMPLOYMENT: Carpenter

EXPERIENCE WITH SROs:

Own 27 Williams St. an 11 unit state subsidized SRO

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

Lack of rent subsidies

Lack of "Ombudsmen like" technical assistance

Lack of unified City policy concerning zoning use, Rent Control policy, licensing, etc.

NAME: Pat Cantor

EMPLOYMENT: Rent Control

EXPERIENCE WITH SROs:

Enforcement of removal permit ordinance

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

Zoning

Failure to rent vacant rooms

NAME: Terry Morris

EMPLOYMENT: Rent Control Board

EXPERIENCE WITH SROs:

Administration of Rent Control

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

Zoning restrictions
Economic pressures



CITY OF CAMBRIDGE
COMMUNITY DEVELOPMENT DEPARTMENT
City Hall Annex - Inman & Broadway - Cambridge, Mass. 02139

498-9034

M E M O R A N D U M

TO: Robert W. Healy, City Manager

FROM: Michael H. Rosenberg, Assistant City
Manager for Community Development

SUBJECT: City of Cambridge SRO Inventory and Preservation Plan

DATE: November 7, 1990

Enclosed for your information and for transmittal to City Council is the City of Cambridge Single Room Occupancy Inventory and Preservation Plan. This report was prepared by Margaret Drury, Community Development Department and Cynthia Griffin, Department of Human Services, in fulfillment of the requirements of Ch. 671 of the Acts of 1989.

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MHR:DMD:nb

CITY OF CAMBRIDGE
SINGLE ROOM OCCUPANCY UNITS
INVENTORY AND PRESERVATION PLAN

Community Development Department
Department of Human Services

CITY OF CAMBRIDGE
SRO REPORT

1. Introduction:

Under Ch. 671 of the Acts of 1989, the City of Cambridge is required to inventory existing single room occupancy dwelling units and to develop a plan, in light of the inventory, to preserve the existing stock. The inventory and plan must specify legal, financial, and other barriers to its implementation.

As a part of the planning process for fulfilling the City's requirements under this Act, the Cambridge Community Development Department and the Department of Human Services convened a meeting of persons interested in and involved in fields which are impacted by single room occupancy units and their occupants. Persons attending the meeting included SRO providers, affordable housing developers, social service providers, tenant advocates, and City officials involved in the licensing, inspection and rent-setting aspects of SROs. All persons who attended the meeting responded to questionnaires and participated in a discussion on the issue of defining and overcoming barriers to SRO preservation. The questionnaires have been reproduced in the appendix to this report. The responses to this survey form the basis for the discussion of barriers and the plan for preservation in this report.

With regard to the inventory of SROs, the information comes from the records of the Licensing Commission, the Rent Control Board and the Tax Assessors Office. Demographic information was assembled by the Department of Human Services. The Department of Human Services sent a demographic survey form to all owners of SROs contained on the License Commission List and the Rent Control Board list. A copy of the survey form appears in the appendix.

2. Barriers to SRO Preservation and Plan to Overcome:

At the outset, it is important to note that the City of Cambridge has already enacted a strong legal framework for the protection of existing single room occupancy units through the Rent Control Act, Ch. 36 of the Acts of 1976, and the Removal Permit Ordinance, Ord. 966, as amended. Most SROs in Cambridge are rent-controlled, and the Removal Permit Ordinance prohibits the removal of rent-controlled units from the market (removal includes leaving units vacant for more than 120 days without good cause) unless the Rent Control Board has granted a removal permit. In deciding whether to grant a permit, Ordinance 966, as amended, requires the

Board to consider the benefits to the persons protected by the Rent Control Act, any hardships on existing tenants, and any aggravation of the shortage or rental housing, especially for low and moderate income families and elderly persons. Thus the following discussion of barriers must be considered within the context of the significant protection that Cambridge has provided for SROs.

A. Coordination and Clarification of City Functions Which Relate to SROs.

(1) Zoning:

Due to the downzoning which has occurred in recent years (beginning in about 1960), SROs are no longer a permitted use in five of the nine types of residential zones. While SROs which have existed since before the downzoning are allowed to remain as a pre-existing non-conforming use, there is a great deal of conflicting information and misunderstanding about what the zoning rules actually prohibit, even among the city officials required to enforce the various city codes and regulations which affect SROs.

One major issue relates to whether SROs which are not now and may never have been licensed but which have existed as SROs since before the downzoning can now become licensed. When an SRO owner applies for a lodging house license, one of the first steps in the License Commission procedure is to request a report from Inspectional Services as to whether the property meets the relevant building, sanitary and zoning codes. If this is seen as a new application, Inspectional Services would typically report that a license cannot be granted because of the zoning code unless a variance is first obtained. However, if there has been continuous use of the property as an unlicensed rooming house since prior to the downzoning, under zoning law, a variance should not be necessary. Under the City of Cambridge's Removal Permit Ordinance, as well as the current State SRO Moratorium Law, an owner cannot be permitted to remove rent-controlled SRO units without first obtaining a removal permit, regardless of whether the SRO is licensed.

Recommendation: 1. Clarify for all concerned City Departments that current law allows an unlicensed lodging house which has continuously existed since before the downzoning that prohibits lodging houses to become licensed without a zoning variance. 2. Consider changing the zoning code to allow SRO use in all residential areas.

(2) Licensing:

SROs are licensed by the License Commission, and their licenses must be renewed every year. The relicensing process requires inspection by Inspectional Services to determine whether applicable building and sanitary code requirements are being met,

and also provides for the possibility of a hearing where neighbors may voice their concerns about the SRO. At the SRO preservation meeting, some discussion focused on whether the relicensing process provided an unwarranted veto to neighbors who just want to see a less dense use of the neighborhood and would object to the SRO use, no matter how well managed. However, there were no specific cases cited in which a license was denied because of neighborhood opposition.

There was a discussion of an instance in which the License Commission sought to preserve the SRO use of a poorly-managed building by requiring the owner to sell the building after repeated tenant complaints and Rent Control Board adjudications of tenant harassment by the landlord. Rather than revoking the owners's license to operate the rooming house, which would have just further reduced the dwindling supply of SRO units, the License Commission acted in a way that protected both the tenants and the SRO supply.

Of growing concern to the License Commission is the increasing number of licensed lodging house owners who choose not to renew their licenses each year. Neither the License Commission nor Inspectional Services know whether these owners have ceased renting rooms to tenants. If the units are rent-controlled, as most lodging house units are, they are subject to rent control laws, as well as the present SRO moratorium, which provide that the units cannot be removed from the rental market unless the Rent Control Board grants a removal permit. However, since a lodging house license is required to operate the lodging house, and since the License Commission, with its relicensing requirements and accompanying inspection requirements, may be the agency with which the owner has had the most regulatory contact, there may be an erroneous perception by the owners that by merely not renewing their license, they can remove the rooms from SRO use.

Finally, it should be noted that other SRO preservation advocates¹ have remarked that SRO housing is the only form of rental housing on the market that is required to be licensed. This requirement arises from the historical view of lodging housing as hotels for transients. These advocates have recommended that licenses not be required to operate lodging houses. They believe that licensing forces providers and owners to spend unnecessary money and staff time on obtaining licenses, and that if regular inspections are necessary, they need not be tied to licensing.

Recommendations: 1. Investigate all nonrenewals of licenses to determine the reasons for nonrenewal and whether the owners are

¹See "The Case for Preserving and Creating Single Room Occupancy Housing in Massachusetts," a report by Citizens' Housing and Planning Association and the Coalition to Preserve SRO Buildings, September, 1990.

still renting SRO units. Inform owners of their continuing obligation to rent under rent control laws even if their license has not been renewed. 3. Consider whether licensing/re-licensing requirements and procedures can and should be modified or simplified.

(3) Coordination of City Requirements; the "One Stop Shop:"

Several providers noted the difficulties SRO owners encounter in trying to understand and fulfill the requirements of the different City agencies which regulate some aspect of SROs. In addition, satisfactory methods to harmonize various and sometimes apparently contradictory laws and regulations are not always understood by City employees who have a clear understanding of the requirements of their agencies and, not surprisingly, a much hazier perspective on the requirements of other agencies. Providers and advocates also listed needs for technical assistance and information about the social services that many SRO occupants need and information about the availability of physical rehabilitation for the buildings.

Recommendations: Designate one City agency as the contact point for SRO providers. That agency can work with the SRO provider to ensure compliance with all City regulations pertaining to SROs. In addition, that agency can maintain resource information for technical assistance available to SRO owners and occupants through other agencies and sources. That agency should facilitate and/or implement some of the types of networking and low-cost technical assistance projects suggested at the June 21, 1990 SRO meeting, for example, networking of private, small SRO providers with resources for support services, development of a management assistance package which includes a human services component, establishing a dispute resolution system tailored to SRO owners/tenants, and creating an ongoing committee/advisory group to be focused on SROs.

B. Need for Resources.

While the City of Cambridge can and should take the steps recommended above to help preserve existing SROs, it is clear that if SROs are to be preserved, additional resources are essential. Many respondents to the Cambridge survey cited the need for funds for rehabilitation of the physical structure. Not only is there a difficulty in obtaining conventional financing for rehab to SROs, the rent increases that would result from passing on the cost of the rehab to the tenants would make the units unavailable to lower income people who need this housing. Many of the occupants of SROs require supportive services, which adds an additional operating expense. If SROs are to be preserved as housing affordable to lower income tenants, there must be capital subsidies for the rehab work and rental assistance to lower income tenants to subsidize the

operating costs. These subsidies must include amounts targeted for the necessary supportive services. Given the amount of subsidy needed, it is clear that if SROs are to be preserved, the State must be involved in the provision of resources.

3. Inventory of SRO units²

A. Licensed Lodging Houses

1. Number in Cambridge	
1990	33
1987	52
1985	No information
1982	64
2. Number of units	
1990	500
1987	617
1985	No information
1982	707
3. Number planned for demolition	0
4. Planned for renovation:	2 buildings, 34 units

One twelve-unit lodging house, which is currently vacant, is seeking removal permits from the Rent Control Board to reduce to 10 units. Another twenty-four unit SRO is undergoing renovations.

5. Number vacant: Three known, may be others.

²This report does not contain information about the categories of housing classified as "group residences" under the State Building Code, 780 CMR 424 Group residences, which are defined by the Building Code as premises licensed by or operated by an agency of the Commonwealth of Massachusetts or subdivision thereof, as special residences for those who are capable of self-preservation in group residences. While group residences will be subject to rent control unless they qualify for exemption from rent control through such factors as having Section 8 subsidies for their tenants, they do not need to be licensed by the License Commission. No municipal agency keeps an updated list of group residences.

6. Number with owners actively seeking to cease the business of operating a lodging house: 7

7. Average weekly rent: No information available

B: Unlicensed lodging houses or other SRO units

1. Number of buildings 41

2. Number of units: 506

3. Number planned for demolition: 0

4. Planned for renovation (permits applied for or issued): No information

C: Rent-Controlled Rooming Houses. Most of the licensed lodging houses are also rent-controlled. Of 33 licensed lodging houses, with 500 units, 27 lodging houses, with a total of 307 units, are rent-controlled. The average monthly rent for a rent-controlled rooming house unit is \$202 per month, or \$47 per week.

4. Demographic Information about SRO Occupants:

A. Demographic information was collected by the Cambridge Department of Human Services (DHS). DHS sent out 78 surveys to rooming house owners. They received information back on 18 lodging houses, mostly from owners of smaller lodging houses of five to fifteen rooms.

This information is set forth below. However, based on information collected by DHS in earlier studies and on interviews with some of the providers of supportive housing, the City believes that the responses to the demographic survey do not accurately reflect the dimensions of the need for supportive housing. Information collected by DHS in an earlier study, "An Outline of Supportive Housing Needs in Cambridge," May, 1987 indicates that characteristics of residents of SRO housing significantly overlap those of homeless persons and that the homeless population has significant unmet needs for supportive housing. Types of supportive housing needed include housing for mentally ill adults, alcoholics and drug abusers, mentally retarded persons, ex-offenders, battered women and adolescents. Therefore, while the demographic information from the 23% of SRO owners who responded to the survey is informative and delineates a need for SRO housing as low cost units for full-time employed individuals, it forms only a partial picture of the population in need of SRO housing.

B. Summary of Responses to Demographic Survey

1. Number of Rooms: 234

2. Number of Tenants: 195
3. How long have the present residents lived in the building?
- | | |
|-----------|--------------------|
| <u>11</u> | less than 3 months |
| <u>44</u> | 4 months to 1 year |
| <u>36</u> | 1 year to 3 years |
| <u>38</u> | 3 years to 5 years |
| <u>56</u> | more than 5 years |
4. Number of your current residents who are:
- | | | | |
|------------|------|-----------|--------|
| <u>144</u> | male | <u>61</u> | female |
|------------|------|-----------|--------|
5. Age of current residents:
- | | | | |
|-----------|----------------------|-----------|----------------------|
| <u>2</u> | - under 20 years old | <u>57</u> | - 21 to 30 years old |
| <u>79</u> | - 31 to 40 years old | <u>18</u> | - 41 to 50 years old |
| <u>16</u> | - 51 to 60 years old | <u>17</u> | - 61 years or older |
6. Number of your current residents who are:
- | | | | |
|-----|----------|----|-------|
| 127 | white | 13 | Black |
| 3 | Hispanic | 40 | Asian |
| 9 | Other | | |
7. In the owners' opinion, number of residents who fit the following categories:
- | | |
|-----|-------------------------------------|
| 13 | are retired |
| 110 | are employed full-time |
| 25 | are employed part-time |
| 11 | are unemployed |
| 8 | have problems with mental illness |
| 6 | have problems with alcoholism |
| 17 | receive SSI |
| 3 | receive other federal public income |
| 2 | receive state public assistance |

A P P E N D I X

NAME: Ronald Lahti

EMPLOYMENT: Cambridge Family YMCA

EXPERIENCE WITH SROs:

The YMCA has operated a 136 room SRO facility in Central Square for approximately 100 years.

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

1. Funding for rehabilitations, expansion
2. Lack (or perception of a lack) of support and human services for SRO residents.

SUGGESTIONS FOR OVERCOMING THESE BARRIERS:

1. Broad outreach and education, networking of private, small SRO providers with resources for support services by human service providers.

NAME: Paul Baxter

EMPLOYMENT: Cambridge-Somerville Area DMH

EXPERIENCE WITH SROs:

3 yrs. Resident Services Coordinator
Boston Aging Concerns
Managed 71 SRO units @ 3 sites in Boston

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

Physical deterioration and the high cost of management

SUGGESTIONS FOR OVERCOMING THESE BARRIERS:

Increased subsidies
Technical assistance on management
Increased availability of social services

NAME: Vali Buland

EMPLOYMENT: Cambridge & Somerville Legal Services, Inc.

EXPERIENCE WITH SROs:

Primarily representing tenants facing displacement

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

Owners deciding that there are more profitable uses for the property

SUGGESTIONS FOR OVERCOMING THESE BARRIERS:

Strategies for preserving SRO's which include ways to make them more profitable without increasing rents

NAME: Peter Daly

EMPLOYMENT: Homeowner's Rehab, Inc.

EXPERIENCE WITH SROs:

Attempts to convert vacant 3 family to SRO unable due to neighborhood and regulatory issues
Currently giving financial and technical assistance to preserve an SRO

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

Zoning
Conditions
Financing
Affordability
Management
Owner/Tenant relations

SUGGESTIONS FOR OVERCOMING THESE BARRIERS:

Resources

NAME: Helen Siciliano

EMPLOYMENT: Cambridge YWCA

EXPERIENCE WITH SROs:

Director of Residence - Worked in Residence for 6 years+ - 107
SRO's for women

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

Finance, Zoning

Not enough community support, need all supportive services that are
available

NAME: David J. Alves

EMPLOYMENT: Cambridge Family YMCA

EXPERIENCE WITH SROs:

Director of YMCA Residence Program consisting of 136 rooms.
Capital development and design of SRO's

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

1. Cost of operation/maintenance
2. Conditions of building
3. Support services
4. Management

SUGGESTIONS FOR OVERCOMING THESE BARRIERS:

Subsidize units/tap local and state funds.
City restoration of existing units.
Mental, emotional, financial support services

NAME: Peter Shapiro

EMPLOYMENT: Landlord Counselor Just A Start

EXPERIENCE WITH SROs:

I regularly speak with owners of SRO's who have conflicts with their tenants.

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

Clearly the capital needs are critical especially if the rents are low and the mortgage is high. (The mortgage may be more the landlord's responsibility). I see the management as critical especially with the low rent SRO's. We hear a lot at the meetings about this.

SUGGESTIONS FOR OVERCOMING THESE BARRIERS:

For management; attaching a human services component or particular tenants' onto the management assistance package for landlords. Also, build in a dispute resolution system for landlords and tenants so they can attempt collaborative problem solving before disputes escalate. Also, provide technical assistance to landlords in maintaining physical properties. I would be interested to elaborate more and to work further on these.

NAME: Stephanie Ackert, Dir. of Planning & Development

EMPLOYMENT: Dept. of Human Service Programs, City of Cambridge

EXPERIENCE WITH SROs:

Staff at Multi Service Center place homeless clients in SROs, and provide continuing supportive services

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

- Economic infeasibility/deteriorating housing stock
- Personal problems of many of the residents are overwhelming for the landlords

SUGGESTIONS FOR OVERCOMING THESE BARRIERS:

Operating and renovation subsidies; implement a "one-stop shop" for information and City permits, etc. Refine supportive services.

NAME: Brad Day

EMPLOYMENT: CASCAP

EXPERIENCE WITH SROs:

12 years experience in development and management of SRO housing for (2) non-profit agencies

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

1. Cost of SRO real estate operation per unit versus what SRO users can afford
2. Cost of or access to supportive human services necessary for many lodging house users

SUGGESTIONS FOR OVERCOMING THESE BARRIERS:

- Secure more forms of rental and/or capital subsidies
- Lobby for fair tax package to support human services

NAME: Neil Rohr

EMPLOYMENT: CEOC Tenant Services

EXPERIENCE WITH SROs:

1. Assistance to rooming house tenants facing eviction, rent increases, code violations, need for other financial assistance,...
2. Involved with cases at Rent Control - removal permit ordinance

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

1. Need for an ongoing committee/advisory group to be focussed on SRO's: advocating for, monitoring, interacting with City agencies, etc.
2. Financial resources
3. Owner's desire to get properties removed from Rent Control and building neglect.

NAME: Michael J. Nicoloro Jr.

EMPLOYMENT: City of Cambridge Inspectional Services

EXPERIENCE WITH SROs:

Inspector for 15 years

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

Present condition

SUGGESTIONS FOR OVERCOMING THESE BARRIERS:

Some type of support to owners

NAME: Marcia Hannon

EMPLOYMENT: CHA

EXPERIENCE WITH SROs:

Smaller owners are unable to provide social services/maintain property at a level that attracts more stable tenants, often they are not reinvesting money into the property and expect then to sell property at an inflated price since it is generating an artificially high cash flow. New owners are then faced with problems of high acquisition and rehab costs and possibly difficult existing tenants. Financing is difficult, to obtain and timing rehab timelines that are commensurate with subsidy deadlines.

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

1. Zoning vs. Building Dept. resolutions
2. Creation of transitional housing and other ways of dealing with tenants who decompensate and need more supportive services

NAME: Richard V. Scali

EMPLOYMENT: License Commission

EXPERIENCE WITH SROs:

Licensing at City Hall of 40+ lodging houses

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

- Departmental interaction - when is lodging house off list?
- Renewals - got to court or not, if do, not renew? could be closed down
- Lodging house empty

NAME: Ann M. Arata

EMPLOYMENT: Director, Leasing & Occupancy, CHA

EXPERIENCE WITH SROs:

- One successful SRO house of 11 units on Williams St. - developed and subsidized;
- 79 SRO units at YWCA - subsidies and tenant certification;
- Development of small (8-20) managed developments putting together packages for SROs;

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

Economic problems in making a go of a development with management costs and services;

SUGGESTIONS FOR OVERCOMING THESE BARRIERS:

Develop resources particularly of management and service provision;

NAME: Charlie Allen

EMPLOYMENT: Carpenter

EXPERIENCE WITH SROs:

Own 27 Williams St. an 11 unit state subsidized SRO

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

Lack of rent subsidies

Lack of "Ombudsmen like" technical assistance

Lack of unified City policy concerning zoning use, Rent Control policy, licensing, etc.

NAME: Pat Cantor

EMPLOYMENT: Rent Control

EXPERIENCE WITH SROs:

Enforcement of removal permit ordinance

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

Zoning

Failure to rent vacant rooms

NAME: Terry Morris

EMPLOYMENT: Rent Control Board

EXPERIENCE WITH SROs:

Administration of Rent Control

SIGNIFICANT BARRIERS TO PRESERVATION OF EXISTING SROs:

Zoning restrictions
Economic pressures

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CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139
TEL. 498-9011

EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

November 19, 1990

To The Honorable, The City Council:

Enclosed please find the City of Cambridge Single Room Occupancy Inventory and Preservation Plan, which I am transmitting for your information.

Very truly yours,

A handwritten signature in cursive script, appearing to read "Robert W. Healy", written over a horizontal line.

Robert W. Healy
City Manager

RWH/mev
enclosure

Agenda # 11 8-1136

City of Cambridge Single Room
Occupancy Inventory and Preservation
Plan.

In City Council,

November 19, 1990

*Referred to the Housing
& Community Development
Committee*