FY 2010

MTW ANNUAL PLAN

Celebrating 10 Years of Moving to Work!

Cambridge Housing Authority

January 2009

10th MTW Year commemoratory cover

Cambridge Housing Authority
675 Massachusetts Avenue, 2nd Floor
Cambridge, MA 02139

January 2009

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I. Introduction

The Cambridge Housing Authority is a proud participant in the Department of Housing and Urban Development's (HUD) groundbreaking Moving to Work Deregulation Demonstration (MTW). CHA was one of the first public housing agencies in the nation to apply for and receive MTW designation in 1999. CHA's fiscal year (FY) 2000 Annual Plan was the first under its MTW Agreement. This FY 2010 Plan is the Agency's tenth.

In 1999, CHA's first Plan stepped cautiously into the unexplored landscape of deregulation. At the time CHA wasn't sure how far afield it could go with regard to program, administrative and budgeting reforms. Was MTW going to be around for a while, or would it expire after our first five-year term? As the years went by Congress left MTW untouched and HUD twice renewed CHA's MTW Agreement. In recent years, feeling more confident in MTW's long-term prospects for survival, CHA began using its MTW flexibility more aggressively, particularly in the areas of program reform and capital planning.

In FY 2010 CHA plans on moving forward with a wide array of reforms, each of which is designed to meet MTW's congressionally defined goals. These goals are:

- To reduce cost and achieve greater cost effectiveness in federal expenditures;
- to give incentives to families with children whose heads of household are either working, seeking work, or participating in job training, educational or other programs that assist in obtaining employment and becoming economically self sufficient; and
- to increase housing choices for low income families.

CHA strives to meet these goals by designing and implementing policies that meet the specific affordable housing needs of the Cambridge community. MTW allows CHA to design local solutions to local challenges. During its participation in MTW, despite ever-declining federal support for affordable housing, CHA has used the demonstration's flexibility to expand the City's affordable housing stock, provide affordable housing to more households, streamline program administration, increase rental revenues and provide rich employment and training services to its residents and voucher holders.

A Matrix providing a summary of each CHA policy initiative (including outcomes) is available for review in Appendix 5 of this Plan. The Matrix illustrates the wide ranging policy and administrative reforms CHA has explored over the last decade, and includes past initiatives that have ended as well as our ongoing work.

Building on the successes (and lessons) of the past decade, CHA will concentrate its efforts on four major areas in FY 2010:

- Preservation – as described in the FY 2009 MTW Annual Plan, CHA will move ahead with its portfolio-wide (2,700 units) capital redevelopment and rehabilitation campaign, the Cambridge Public Housing Preservation Program.
- Program Innovations – in partnership with a local homeless services provider, CHA will launch a pilot self-sufficiency voucher program that will mark a significant departure in design and administration from the housing choice voucher program.
- Administrative Reform – CHA will complete implementation of the new MTW Admissions and Continued Occupancy Policy (ACOP) begun in FY 2009 and will complete and implement a new Administrative Plan for Leased Housing. Additionally, CHA is working on a new apartment lease for all of its state and federal public housing residents.
- Quality Control - CHA will expand the scope of its internal quality control operations to ensure maximum administrative efficiency, cost effectiveness and customer service.

CHA will rely heavily on the regulatory and fiscal flexibility MTW provides to complete its ambitious plans for the coming fiscal year. CHA's ability to think creatively about program reform and fungibility proved critical to the Agency's ability to thrive in the face of unprecedented federal disinvestment in recent years. Absent MTW, the Cambridge Housing Authority would not be able to provide its residents, voucher holders and community with the high quality housing and services they have come to expect.

Executive Summary: FY 2010 Major Initiatives

1: Heading Home Voucher program

In FY 2010 CHA plans to partner with Heading Home, Inc., a local homeless services provider, to create a new voucher program that couples housing assistance payments with long-term job training, education and mentoring programs for participating homeless families. With help from the Massachusetts Department of Transitional Assistance, Heading Home Inc. will collaborate with the State's Community College system and Parenting Resource Associates to provide families with training and education programs while CHA provides long-term housing subsidies.

As currently envisioned the housing assistance payment will begin at a very high level (perhaps 120% local fair market rent), with the subsidy declining as family circumstances improve. This pilot program would not include any term limits for participation; however participating families would need to remain income eligible and compliant with program rules to continue receiving housing subsidies. CHA hopes that if the program is successful, the agency will provide subsidies to seventy five formerly homeless families each year.

The pilot program may include a number of significant departures from the housing choice voucher program including:

- Housing assistance payments made directly to families;
- in line with past Family Self Sufficiency (FSS) efforts, a portion of each month's housing assistance payment going into an escrow account accessible to families upon completion of training programs or in cases of serious financial hardship;
- rents determined using gross income;
- no housing assistance contracts between owners and CHA;
- no interim rent recertifications; and
- no or standardized income deductions (except for heating fuel).

After several years of struggling with different approaches to creating a service-rich voucher program that offers families real hope for increased economic independence, CHA is excited by the potential of this partnership with Heading Home Inc.

2: State and Federal Redevelopment Contingency Plan, Housing Preservation Fund

As described in CHA's FY 2009 MTW Annual Plan, CHA is in the early stages of the Cambridge Public Housing Preservation Program, the Agency's ten year redevelopment campaign. In that time CHA plans to significantly rehabilitate or redevelop its entire state and federal public housing portfolio. A 2006 capital assessment study found that CHA's properties were in need of $228 million (hard and soft costs) in capital improvements in order to keep them in excellent condition and viable affordable housing resources in the future.

The global capital markets have nearly collapsed since the FY 2009 Plan was published, requiring CHA to consider alternative funding mechanisms to accomplish the necessary improvements to its portfolio. Previous funding models for the capital campaign included relying heavily on Low Income Housing Tax Credits (LIHTC), bond financing and other, private funding sources. Unfortunately, the collapse of the capital markets makes it very difficult to attract outside investors to development deals, and LIHTC values are plummeting.

The unforeseen breakdown in previously abundant capital resources requires CHA to examine other instruments for raising capital. If state and federal funds for public housing operations and capital programs 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. Operating revenues from project based units are typically higher than state or federal operating subsidies, and this increases the probability of attracting investors, particularly in troubled economic times. If CHA uses this option, some units, if not entire developments, may be transferred from CHA to CHA's affiliate non-profit development corporations in order to facilitate the conversion of between 400 and 782 units from public housing to project based units.

It is important to point out, however that as of this writing the United States Congress is considering an economic stimulus package that may include up to $5 billion for public housing

capital projects. If these funds are included in the final stimulus package, CHA expects that its share of the stimulus funds will reduce the total number of vouchers the Agency will need to use for the Cambridge Public Housing Preservation Program.

CHA will create a Housing Preservation Fund to provide the Agency the flexibility needed to inject housing choice voucher subsidies at the CHA owned developments. This fund may also be used to assist in the preservation of other subsidized Cambridge units. The primary criteria for CHA to use subsidy in this way is an immediate risk to the long-term viability of the existing housing for occupancy by low-income households.

If economic conditions require CHA to transition properties from public housing to non-profit owned, project based developments the transition will be made carefully and deliberately. CHA's decisions with regard to the redevelopment campaign are guided by principles detailed in CHA's FY 2008 MTW Annual Report, as established by the Board of Commissioners:

- Making all real estate decisions within the context of CHA's mission;
- encouraging active and meaningful resident and community participation throughout the planning and implementation process;
- ensuring the long-term physical and financial viability of CHA's existing public housing stock;
- protecting particularly vulnerable residents; and
- increasing the number of permanently affordable units for households earning less than 80% of area median income.

Additionally, CHA may set aside one year's worth of state operating funds from the FY 2009 MTW block grant to ensure adequate resources are available to the state properties in FY 2010 during the transition to a project based method of support for state public housing stock.

Should a transition of properties from CHA to CHA affiliated non-profits take place, CHA will carefully track changes in household demographics to ensure that CHA remains in

compliance with its MTW Agreement with regard to the number and types of households it serves.

3: Expansion of Quality Control Protocols

In FY 2008, CHA began developing quality control protocols to ensure that Rent Simplification rules were appropriately applied in public housing and federal leased housing programs. Protocols included file reviews to confirm correct income and rent determination. Additionally, the public housing resident survey was expanded in FY 2009 to provide residents more opportunities to comment on rent simplification.

In FY 2010 and 2011 CHA plans to extend Quality Control Protocols to every department. CHA will accomplish this by consolidating the responsibility for managing quality control reviews into one department and developing protocols for business functions not previously subject to quality control reviews such as; purchasing, accounting, grounds keeping and personnel. CHA believes that internal quality control reviews (conducted by a combination of staff and third party consultants) are essential to the agency's continued success both in terms of service delivery and operational efficiency.

4: Leased Housing Administrative Plan

In FY 2010 CHA will complete the development and implementation of the new Administrative Plan for Leased Housing begun in FY 2009. Using the same approachable style and format CHA used in the Moving to Work Admissions and Continued Occupancy Policy for Federal Public Housing (ACOP) in FY 2009, the new Administrative Plan is designed to be more readable and easily understood by staff, applicants, participants and other members of the Cambridge community.

The new Administrative Plan will include changes made to CHA's MTW voucher program under Rent Simplification in FY 2007 as well as some additional policy reforms rooted in CHA's commitment to simplicity, equity and administrative efficiency. Potential policy reforms are discussed in the Leased Housing chapter of this Plan.

CHA's goal is to better align the administrative aspects of the federal public housing and housing choice voucher programs.

5: New Management Software

In FY 2010 CHA will roll out new management software that has the capability of adhering to the program specific rules applicable to each federal and state program CHA administers. Of particular note is the new software's ability to conform to CHA's Rent Simplification rules in the federal public housing and MTW leased housing programs. The new software will make it easier for agency staff to comply with rent simplification income, recertification and rent determination policies; thereby reducing error rates and increasing administrative efficiency. Additionally the new software permits custom report designs, which will help CHA staff quickly and accurately gather and disseminate specific data types. The ability to dig deeper into agency data is essential to CHA's future quality control, reporting, and policy development goals.

6: Longitudinal Rent Simplification Impact Study

In FY 2007 CHA commissioned an outside firm to conduct a benchmarking study of Rent Simplification. The main thrust of the study was to examine the impact Rent Simplification was having on CHA's business systems; particularly the degree to which Rent Simplification was reducing staff time spent recertifying residents and voucher holders. As expected the study found that Rent Simplification was having the desired effect of reducing the frequency and length of recertification appointments in both the federal public housing and MTW voucher programs.

In FY 2008, the same firm used existing 50058 data to examine whether or not Rent Simplification was affecting residents' saving and earning habits. The conclusions were mixed and severely handicapped by the limitations of CHA's outdated management software, which was not designed for Rent Simplification, and therefore limited researchers' ability to effectively

measure whether or not (or how much) Rent Simplification was changing residents' economic choices.

CHA strongly believes that Rent Simplification's impact on residents' economic development warrants additional study. In FY 2010 CHA intends to contract an outside evaluator to conduct a ten year study of the program, with an emphasis on how its policy and administrative reforms are impacting residents' earning and savings habits. The ten year study will include the following elements:

- A statistically valid sampling of "rent simplified" households;
- a control group of "non-rent-simplified" households;
- a quantitative examination of rent burdens, gross and adjusted incomes and hardship waiver requests; and
- a qualitative examination of "rent simplified" residents including surveys and focus groups.

Based on CHA's own rent burden and hardship waiver request analyses, the agency sees signs that Rent Simplification is beginning to change the way residents think about earning and saving as well as their relationship with the housing authority. In Rent Simplification there may be ideas for broader, industry-wide rent reform. CHA hopes that a longitudinal examination of Rent Simplification may prove that hypothesis right.

Ongoing Initiatives

Each CHA Department has a number of initiatives continuing in FY 2010. A summary of ongoing initiatives is presented in each chapter of this Plan. A comprehensive list of ongoing and completed initiatives is available in the MTW Major Initiatives Summary in Appendix 5 of this Plan.

Future Vision – 2020 and Beyond

This Moving to Work Annual Plan celebrates CHA's tenth year of participation in what can only be described as one of the most successful experiments in national subsidized housing policy since the passing of the 1937 Housing Act. Leveraging the demonstration's flexibility, participating agencies across the country are developing new, vibrant affordable communities, creating rich resident service programs and leading the charge towards deep policy and administrative reforms; particularly in the areas of fungibility and rent reform. CHA is honored to be an active participant in the effort to demonstrate that locally designed affordable housing strategies are more efficient, innovative and effective than state or national, one-size-fits-all approaches.

As this Plan goes to print CHA is preparing to enter into an agreement with HUD that will extend CHA's MTW status for another ten years. While the new agreement is far from perfect, it will permit the agency to make long-term plans without fear that MTW will be pulled out from under us mid-stream. The Agency will be free to think about long-term reform, innovation and progress. So what will CHA, its properties, programs and residents look like a decade from now?

Properties: By FY 2020 the capital campaign will be nearly complete. CHA's portfolio will look vastly different than it does today.

- Older properties, even those to scale with their surrounding neighborhoods, will be redeveloped to enhance their appearance and consistency with the neighborhood aesthetic.
- Properties will take full advantage of energy efficiency and energy generation technologies. The properties will use less energy and have smaller carbon footprints. Staying warm in the winter and cool in the summer will be cheaper and less environmentally damaging. Photovoltaic panels and even wind turbines will be common sights at CHA and CHA affiliate owned properties.
- Properties will look modern, clean and inviting. Throughout the portfolio, new designs will eliminate outdated unit configurations. Underutilized open spaces of the past will be replaced with welcoming community and play spaces, clean lines and attractive architecture.

- Properties will include physical features and supportive services designed to better meet the needs of CHA's elderly and disabled residents. As detailed in the recently published "The Future of Public Housing" Policy Framework:

> *Most elderly residents in public housing prefer to age in non-institutional settings. Public housing will address this issue by incorporating the social and physical needs of seniors into its modernization plans and by looking for opportunities to enter partnerships with organizations that will create resident support programs for the elderly to enable them to age in their communities.*

CHA has already made strides in this area with the Elderly Services Plan and other supportive services for elderly and disabled residents. In the coming decade, CHA will continue to find ways to provide elderly and disabled residents with supportive services designed to increase their quality of life.

Program Reform: Over the next ten years CHA will use its MTW authority to explore further improvements in the areas of rent reform and special program design. As always, any new programs or reforms CHA proposes will be carefully vetted with residents, voucher holders, staff and the greater Cambridge community.

- CHA's rent, deduction and income determination policies in both the public housing and voucher programs will be further streamlined, and wherever possible, synched. The programs will be easier for staff and program participants to understand and less costly to administer.

- Wherever fiscally and administratively reasonable, program rules will be improved to provide residents and voucher holders stronger incentives to work, learn and save.

- CHA will administer several "boutique" programs, which like the Sponsor Based Voucher Program, take advantage of strategic partnerships to link housing subsidies with rich educational and training programs designed to serve very specific household types.

- CHA will put an emphasis on developing new programs that include strong economic development components in order to help move participants towards greater economic independence and decreased reliance on subsidized housing.

Residents and Voucher Holders: By increasing partnerships with local service providers, expanding its award winning resident services programs, fostering a strong resident government and helping close the digital divide, CHA's residents and voucher holders will be better prepared to face the economic challenges of the 21st century than they are today.

- The Alliance of Cambridge Tenants (the citywide resident/voucher holder organization) will be a strong ally in the Agency's efforts to secure private, state and federal funds for resident/voucher holder programs.
- The Work Force program will serve more adolescents in the public housing and voucher programs through expansion within CHA's developments and into the Cambridge Public School system.
- CHA will collaborate with other service providers to create a continuum of educational services for CHA assisted children, providing them (and their parents) with resources and support beginning in elementary school and following them through college.
- All CHA residents will have access to computers and computer literacy classes.
- Wireless, high speed internet access will be accessible for free to all public housing residents.

As CHA begins the long, steep climb towards realizing its vision for FY 2020, we recognize that the road ahead is a difficult one. There will be many barriers to overcome, but thanks to the freedom MTW provides, we are confident that with hard work, careful planning and support from our state, federal and local partners we can accomplish our goals. Our obligation to aid the low-income family, elderly and disabled households we serve demands nothing less of us. Looking back over the past decade we are proud of all we have accomplished. Looking ahead to the next ten years we are excited by the possibilities that another decade of MTW offers.

Voluntary Compliance Agreement Update

On September 27, 2007, CHA entered into a Voluntary Compliance Agreement (VCA) with HUD's Office of Fair Housing & Equal Opportunity. The agreement followed an extensive fair housing audit by HUD. HUD made no audit findings. However, the VCA included a number of steps that the CHA agreed to undertake:

- CHA agreed to create 42 additional UFAS-compliant units by December 2013, and to submit a plan of action within 90 days of the agreement. The first thirteen units are expected to be online by December 2009. CHA completed the first two units ahead of schedule in October 2007. The next ten units were scheduled to be online by December 2008 - but construction was delayed due to the relocation needs of ten special needs households. The work for the ten units is out to bid and will be completed by Summer 2009. The thirteenth unit in the current pipeline is being bid and will be completed by December 2009. The next milestone for the development of the 42 UFAS-compliant units is scheduled for December 2012.

- CHA, in accordance with the Agreement, adopted a new Reasonable Accommodation Policy on December 19, 2007. It has instituted the new process called for by the agreement, including use of a uniform set of forms and procedures, as well as a centralized record of accommodations and the result of the requests. Training of staff of the Operations Department was conducted on May 13, July 15, and August 19, 2008. Training of the staff of the Leasing Department took place on July 23, 2008.

- In FY 2010 CHA will finish revising all policies to include a statement informing program participants, employees, and potential applicants of CHA's duty to make reasonable accommodations and how to make a request.

- CHA adopted a Language Assistance Plan (LAP) (in accordance with Limited English Proficiency Guidance from HUD) on February 27, 2008. In accordance with the LAP, CHA is having key documents translated into Haitian Creole, Portuguese and Spanish; and is polling residents regarding language preferences. CHA is also notifying applicants and residents of their rights to interpretation and translation services in accordance with the plan.

In Recognition of 10 Years of MTW

CHA Board of Commissioners

Gerard J. Clark

Warren McManus

Jacqueline Adams

James G. Stockard Jr.

CHA Executive Director

Gregory P. Russ

CHA Executive Director Emeritus

Daniel J. Wuenschel

Current CHA Employees

Alvarez, Jose
Amarasinghe, Pranita
Antinoro, Charles
Aponte, Jose
Atewologun, Bolaji
Auterio, Theresa
Babin, Reginald
Baigorria, Luis
Balasuriya, Vanoji
Bayego, Nicosias
Beaton, Jane
Begron, Ferdinand
Berry, Mark
Bonacci, Salvatore
Braga, Kevin
Carasco-Smith, Diedre
Carfagno, Richard
Carillo, Gilbert
Carman, Amy
Carrasquillo, Edwin
Carvello, James
Cassama, John
Cassidy, Robert
Chiemruom, Sothea
Colbert, Thomas
Colon, Hector
Colon, Wilbert
Cook, Sarah
Cruz, Luis
Dannals, Maureen
Davies, Roxanne
Dennis, Zelda
DeOliveria, Dennis
Desrosiers, David
DiMambro, Joseph
Doss, Michael
Downing, Brenda
Downing, George
Drayton, Norman
Dumas, Terry
Edouard, Claire
Edwards, Carlos
Evora, Aristides
Ewall, William
Fajardo, Daisy
Ferraz, Eric
Ferrick, Dennis
Ferro, Martin
Frazier, Patrick
Gallant, Donna
Gannon, George
Gannon, Jeffrey
Gero, Christopher
Ghimire, Dhruba
Gooding, Jenepher
Gormley, Michael
Green, Earl
Hall, Anora
Hamparian-Hanley, Judith
Harriette, Tracey
Harrison, Natasha
Henley, Edward
Hernandez, Jose
Hight, Kenneth
Ho, Banku
Hobbs, Katherine
Hollis, Joyslyn
Hudson, Dorothy
Irizarry, Santos
Jenner, Karen
Johnston, Michael
Krupa, John
Lama, Budda
Latham, Clifton
Leipzig, Gloria
Lindamood, John
Lucerna, Juan
Lucey, Carolina
Lullanda, Joaquin
Lynch, Allison
MacPherson, Sean
Mahoney, Sean
Mali, Kambiz
Marshall, Faith
Martin, Samantha

Martinez-Benzan, Angelica
Mauras, Jose
McCants, Rayschelle
McDonald, Joseph
McPherson, Farita
Meehan, Joshua
Melanson, Gary
Miranda, Nancy
Mulford, Thomas
Neris, Francisco
Newkirk, Tawana
O'Donnell, John
Onikeku, Adeyemi
Ortiz, Jose
Ortiz, Luis
Pandya, Preeya
Pierce, Kevin
Pimentel, Rui
Price, Richard
Pun, Chandra
Puzyn, Anthony
Ramos, Reyita
Raposa, John
Richardson, Shawn
Rivera, Raymond
Roberts, Nioka
Rodrigues, James
Rodrigues, Rui
Roome, Belkis
Rowling, Monique
Ryan, Kenneth
Saint Germain, John
Saintfort, Michaelle
Sanford, Shirley
Schmidt, Nancy
Scrive, Catherine
Seaton, Leisa
Sheehan, Daniel
Sherlock, Michael
Simmons, William
Soares, John
Spagnuolo, Duane
Spear, Bryan
Stentiford, Sharon
Stephen, Naomie
Sullivan, Ann
Sullivan, Patrick Kyle
Swanger, Steven
Tamang, Pravin
Tamang, Prem
Tang, Yuen Ting
Tevlin, Sean
Thomas, Billye Ruth
Thomas, Glenis
Tierney, Nancy
Tommy, Kurt
Torres, Luis
Tran, Kenneth
Turner, Vinton
Uchman, Elka
Valentine, Melvina
Valentino, Paul
Vieira, Adelino
Washington, Russell
Webb, Lambert
Whalen, Joseph
White, Christopher
White, Tonya
Wilson, Tyrone
Wong, Daisy
Wright, Wale

"Although only a few may originate policy, we are all able to judge it."

-Pericles

CHA Community Partners

ABT Associates
Academic and Professional Programs for the Americas, LASPAU at Harvard University
Alliance of Cambridge Tenants
Agenda for Children
All-Star Sandwich Bar
American Friends Service Committee
Bank of America
Boston College PULSE Program
Boston Community Capital
Boston Housing Authority
Boston Local Initiatives Support Corporation
Boston University Institute for Leading in a Dynamic Economy
Boys & Girls Club of Boston
Brookline Housing Authority
Burns Apts. Tenant Council
CAAS Frisoli Center Head Start
Cambridge Affordable Housing Trust
Cambridge and Somerville Legal Services
Cambridge Cares
Cambridge Cares About Aids
Cambridge Center for Families
Cambridge Child Care Resource Center
Cambridge Economic Opportunity Committee, Inc.
Cambridge Employment Program
Cambridge Energy Alliance
Cambridge Health Alliance
Cambridge Lead Safe Program
Cambridge Multi-Service Center
Cambridge Public Schools
Cambridge Savings Bank
Cambridge Trust Company
Cambridge YMCA
Cambridge YWCA
Camp, Dresser & McKee, Inc.
Career Source
CASCAP, Inc
Central Square Business Association
Child Care Resource Center
Citizens Housing and Planning Association
City of Cambridge
City of Cambridge Community Development Department
City of Cambridge Human Services Department
City of Cambridge Public Health Department
Community Action Agency of Somerville, CAAS-Head Start
Community Economic Development Assistance Corporation
Concilio Hispano
Corcoran Park Tenant Council
Council for Responsible Genetics
Council of Large Public Housing Authorities
Department of Housing and Communities and Development
East Cambridge Savings Bank
Elder Services Plan, Cambridge Health Alliance
Ethiopian Community Mutual Assistance Association
Federal Home Loan Bank
Harvard University Credit Union
Harvard University Department of African-American Studies
Harvard University Guttman Library
Harvard University Health Services
Harvard University J.F. Kennedy School of Government Financial Office
Harvard University Law School Computer Lab
Heading Home, Inc.
Homeowners Rehab, Inc.
Home-Start, Inc.
Housing Authority Insurance Group
Housing Research Foundation

Improv Boston
J. F. Kennedy Apts. Tenant Council
Jam'nastics, Inc.
Jefferson Park CAAS Head Start
Jefferson Park Tenant Council
Joint Center for Housing Studies at Harvard University
Just-a-Start Corporation
L.B. Johnson Apts. Tenant Council
Lesley University
Lincoln Way Tenant Council
Linnaean Street Tenant Council
Manning Apts. Tenant Council
Margaret Fuller House
Massachusetts Department of Mental Health
Massachusetts Department of Mental Retardation
Massachusetts Housing Investment Corporation
Massachusetts Housing Partnership
Massachusetts Institute of Technology Fabrication Lab
Massachusetts Institute of Technology Koch Institute
Mediation for Results
Menotomy Conservation
Metro-North Regional Employment Board
Middlesex County Boys and Girls Club
Millennium Pharmaceuticals, Inc.
Millers River Tenant Council
MMA Financial
National Equity Fund
Neville Communities, Inc.
New Bedford Housing Authority
New Communities, Inc.
Novartis
Office of Representative Michael E. Capuano
Petsi Pies
Public Housing Authorities Directors Association
Putnam Gardens Tenant Council
Putnam School Tenant Council
Roosevelt Towers Tenant Council
Russell Apts. Tenant Council
Simply Erin, Inc.
Solutions at Work, Transitional Assistance for the Homeless
Somerville-Cambridge Elder Services
Stella Bella Toys
Tags Hardware
Teddy's Shoes
Ten Thousand Villages
The Center for Families
The Community Art, Inc.
The Henry Buckner School
Transition House, Cambridge
Tutoring Plus of Cambridge, Inc.
U.S. Department of Housing and Urban Development
Vuk School of Groove
Walnut Street Center, Inc.
Washington Elms Tenant Council
Windsor St. Head Start
Woodrow Wilson Tenant Council

II. Agency Profile

Throughout its participation in MTW, CHA continues serving substantially the same number and mix of public and leased housing households as it would have absent the Demonstration. The tables below provide information on the agency's inventory, assisted households as well as households on the wait lists for housing assistance. Additional information about each of these indicators is available in Appendix 1 and 2 of this Plan.

Inventory

	Estimated Units 4/1/09	Projected Units 4/1/10	Total Assisted Base Year 1999
Public Housing*			
Federal PH Total	**1,900**	**1,900**	**1,958**
Elderly/Disabled	758	758	851
Family	1,095	1,095	1,104
JFK/HOPE VI	44	44	-
Non-Dwelling	3	3	3
State PH Total	**663**	**663**	**663**
Elderly/Disabled	334	334	334
Family	325	325	325
Non-Dwelling	4	4	4
Housing Choice Vouchers			
Federal Total**	**2,530**	**2,594**	**2,188**
MTW	2,014	2,050	1,304
Tenant-Based	*1,494*	*1,513*	1,181
Project-Based	*462*	*462*	123
Sponsor-Based	*58*	*75*	-
Non-MTW	516	544	884
State Total	**298**	**319**	**286**
MRVP	135	136	135
AHVP	28	48	25
Other State Assisted	135	135	126
Total Assisted †	**5,391**	**5,476**	**5,095**

*Excludes 5 SRO units that are part of one unit breakthrough at Jefferson Park.
**Includes Project-Based Vouchers at Affiliate Owned units
† Total assisted includes actual number of Housing Choice Vouchers to be issued, not the authorized amount.

	Estimated Units 4/1/09	Projected Units 4/1/10	Total Assisted Base Year 1999
Tax Credit LLCs			
Public Housing*	44	44	-
Project-Based Vouchers**	152	172	123
Other (No CHA subsidy)	18	18	-
Tax Credit LLCs Owned Total	**214**	**234**	**123**

*These 44 units are already counted in the 1,900 total Public Housing Units of the table above
**These units are included in the total Housing Choice Vouchers in the table above

All Programs Total	**5,409**	**5,494**	**5,095**

Households Served Demographics

Household Information	Federal Public Housing			Leased Housing			Total Both Programs
	Family	Elderly**	Total	Family	Elderly	Total	
# of Bedrooms							
Total Households	**1,082**	**685**	**1,767**	**1,503**	**498**	**2,001**	**3,768**
Studio	-	438	**438**	66	40	**106**	
1 Bedroom	151	244	**395**	474	299	**773**	
2 Bedroom	460	3	**463**	581	126	**707**	
3 Bedroom	373	0	**373**	335	29	**364**	
4+ Bedroom	98	0	**98**	47	4	**51**	
Race							
Total Households	**1,082**	**685**	**1,767**			**2,001**	**3,768**
Black	694	168	**862**			**911**	
Asian	37	17	**54**	**CHA does not have a separate program for families and seniors on its voucher program.**		**38**	
White	339	496	**835**			**1,036**	
American Indian	12	4	**16**			**14**	
Other	0	0	**0**			**2**	
Ethnicity							
Total Households	**1,082**	**685**	**1,767**			**2,001**	**3,768**
Hispanic	125	35	**160**			**206**	
Non-Hispanic	957	650	**1,607**			**1,795**	
Income							
Total Households	**1,082**	**685**	**1,767**			**2,001**	**3,768**
< 30% AMI	614	555	**1,169**			**1,356**	
30%-50% AMI	287	99	**386**			**447**	
50%-80% AMI	133	29	**162**			**182**	
> 80% AMI	48	2	**50**			**16**	

NOTE: numbers provided in this table represent **actual** data as of the time the FY10 MTW Plan was prepared for public comment and submission to HUD. Actual means that some units counted in the inventory are vacant due to regular turnover or modernization. CHA's end of the period data can be found on the MTW Annual Report submitted at the end of the current Fiscal Year.

Waiting List Demographics

Applicants Information	Public Housing			Leased Housing	
	Family	Elderly	Total		Total
# of Bedrooms**					
Total Applicants	**6,469**	**1,647**	**8,116**		
Studio	84	1,452	1,536	**CHA does not keep a Leased Housing waiting list by unit size**	
1 Bedroom	3,130	133	3,263		
2 Bedroom	2,172	60	2,232		
3 Bedroom	930	2	932		
4+ Bedroom	153	0	153		
Race					
Total Applicants	**6,469**	**1,647**	**8,116**	**6,743**	**6,743**
Black	3,235	521	3,756	3,454	
Asian	309	63	372	218	
White	2,843	1,033	3,876	2,920	
American Indian	64	27	91	79	
Other	18	3	21	72	
Ethnicity					
Total Applicants	**6,469**	**1,647**	**8,116**	**6,743**	**6,743**
Hispanic	1,391	170	1,561	1,443	
Non-Hispanic	5,070	1,474	6,544	5,244	
Unknown	8	3	11	56	
Income					
Total Applicants	**6,469**	**1,647**	**8,116**	**6,743**	**6,743**
< 30% AMI	5,345	1,485	6,830	5,656	
30%-50% AMI	888	124	1,012	897	
50%-80% AMI	183	25	208	145	
> 80% AMI	53	13	66	45	

* These numbers do not include 120 applicant households whose applications do not include household information.

** The total number of applicant households by bedroom size is slightly different than the other categories' due to some households appearing on more than one bedroom size category.

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III. Management and Operations

Public Housing Management

The maintenance and efficient management of CHA's public housing assets is at the forefront of CHA's daily operations. Stewardship of the public's brick and mortar infrastructure is a responsibility CHA staff takes with the upmost seriousness and pride.

The following chapter describes the Operations Department's goals for FY 2010. This chapter illustrates CHA's dedication to superb property management as well as the Agency's deep commitment to providing residents high quality affordable housing. Quantifiable evidence of CHA's high management standards is available in Appendix 3 of this Plan.

Occupancy and Rent Policies

As described in recent MTW Plans and Reports, CHA continues to use its Rent Simplification Program rules to determine income, deductions and rents in its federal public housing programs. CHA monitors rent burden and hardship request data to make sure that no Rent Simplification policies are adversely affecting federal public housing residents. This information is shared with the Board of Commissioners annually.

In addition, CHA's Board of Commissioners approved the new MTW Admissions and Continued Occupancy Policy (ACOP) in August 2008. The new ACOP, which goes into effect on February 1, 2009, makes significant changes to several areas of CHA's occupancy policies. Some noteworthy policy areas the new ACOP changed include:

- Preferences
- Emergency application criteria
- Eligibility and continued occupancy criteria
- Transfer policy
- Site based waitlists

A detailed summary of the MTW ACOP's policy choices will be included in CHA's FY 2009 MTW Annual Report in May 2009.

Administration of CHA's state public housing continues to be in compliance with state laws and regulations. FY 2010 will be the first full year in which elderly residents are recertified biennially, under a waiver CHA received from the Massachusetts Department of Housing and Community Development.

FY 2010 Initiatives

With the herculean task of creating and implementing the new MTW ACOP behind it, the Operations Department will turn its attention to streamlining procedures, improving customer service and decreasing vacancy rates in FY 2010. New initiatives for FY 2010 include:

New MTW Initiatives

- **Preferences:** In late FY 2009, early FY 2010, CHA will apply for a waiver from the Massachusetts Department of Housing and Community Development to align CHA's federal waiting list preferences with the state's. If the waiver is granted CHA will make appropriate revisions to the MTW ACOP as well as the Leased Housing Administrative Plan that is scheduled for completion in FY 2010. Changes to the preference structure will necessitate a mailing out to all non-preference applicants informing them that they are being repositioned on the waiting lists, per the new preferences.

- **CASCAP Set Aside Units:** In FY 2010, the CHA will make six units available to CASCAP, a local service provider, in the Agency's elderly/disabled housing stock. CASCAP will be the tenant of record and will sublet the units to Department of Mental Health clients. CHA will use its MTW authority to permit CASCAP clients to be placed in these set aside units regardless of their waitlist status. CASCAP will provide clients with supportive services to help them succeed as residents. The CASCAP clients will meet all criteria for public housing residency eligibility. CASCAP will provide CHA an occupancy charge for each unit.

- **Near Elderly**: With a new marketing campaign in place for CHA's senior developments, near elderly households (ages 58 and 59) will be integrated into CHA's site based

waiting lists based only on preference and date of application. Using CHA's MTW authority, elderly and near elderly applicants will be drawn from the waiting lists without distinction based on age.

New Non-MTW Initiatives

- **Procurement Quality Control System:** With the decentralization of the stockroom completed, the Operations Department will develop a quality control system to monitor ordering, supplies on-hand and usage. This will require the Department to establish new procurement procedures that will permit staff greater flexibility in purchasing materials and services. The new procedures will allow staff to complete purchases more quickly and efficiently.
- **Tenant Selection**: The Tenant Selection function moved into the Operations Department in early FY 2009. FY 2010 will see the adoption of a Tenant Selection Manual that will include standard procedures which reflect the new MTW ACOP policies, including the new waiting list preference policy.
- **Site Selection:** Site based waiting lists for small scattered sites will be revised based on the sites' geographic distribution within the City.

Ongoing Initiatives

Several initiatives begun in FY 2009 will continue in FY 2010. Ongoing initiatives for FY 2010 include:

Ongoing MTW Initiatives

- **Ceiling Rents:** As memorialized in the new MTW ACOP, each year CHA will apply HUD's Operating Cost Adjustment Factor (OCAF) to ceiling rents in all federal public housing developments.
- **New Lease:** CHA will continue developing a new lease, which it is hoped will be applicable to both the federal and state public housing programs.

- **Forms Revision:** By early FY 2010 new forms will be completed and in use by field staff. The new forms comply with the policies established in the MTW ACOP including; CHA's LEP, Reasonable Accommodation, VAWA and Hardship policies.

Ongoing Non-MTW Initiatives

- **Resident Orientation Package:** A new orientation packet is being developed that consists of a resident handbook outlining Agency policy and procedures as well as information specific to each site. The new orientation package will include information for residents about CHA's interim and biennial recertification, and Hardship policies.
- **Operations Manual:** CHA will complete the redesign of the Operations Manual in order to standardize management practices and incorporate changes reflected in the new ACOP.
- **Quality Control Protocols**: CHA will continue conducting regular quality control reviews of public housing resident files in order to confirm compliance with Rent Simplification policies. The quality control reports generated after each review includes quarterly profiles containing key indices for each development. The reports are used to measure performance and indicate when additional staff training is necessary.

Safety and Security

Security and safety surveys will continue to be completed at all sites. The survey results are analyzed to identify and address areas of particular concern to residents. Additionally, CHA will continue upgrading the security camera systems at the large family and elderly developments. In FY 2010 CHA expects to spend $44,000 on camera upgrades and a total of $205,750 on security and safety programs at its federal and state developments.

In FY 2010 CHA, in conjunction with the Cambridge Police Department, will begin a series of self-defense classes in the elderly developments. The classes will help elderly residents learn safe ways to respond to crimes such as purse snatching and pick pocketing. Also in FY 2010, the CHA and Cambridge Fire Department will provide fire awareness trainings at all CHA elderly developments to help residents keep safe in case of a fire emergency.

Nonprofit Housing Management

CHA's asset management team composed of members of the Agency's Operations, Planning and Development and Fiscal Departments, works in cooperation to manage the Agency's affiliate affordable housing assets. The team holds the affiliate properties' management and upkeep to the highest industry standards; ensuring the long-term viability of the assets while providing tenants with high quality affordable housing. The team's responsibilities include ensuring regulatory and fiduciary compliance with all applicable state, federal and financing rules and obligations.

CHA currently has four nonprofit 501 (c)(3) corporations:

	TOTAL CURRENT UNITS 11/08	TOTAL PROJECTED UNITS 4/1/10	TOTAL UNITS BASE YEAR 4/1/99
CHA AFFILIATES			
Cambridge Affordable Housing Corp.	59	59	3
Essex Street Management Inc.	22	22	0
Lancaster Street LLC	65	65	0
JFK LLC	69	69	0
TOTAL	**215**	**215**	**3**

FY 2010 Initiatives

New MTW Initiatives

- **195 Prospect Street:** In FY 2010 the management team will close on permanent financing for this property located just a few blocks from Cambridge's Central Square. A 'one-stop' funding application was submitted in October 2008. Permanent financing is expected to be secured by Summer 2009, at which time CHA will begin significant improvements to the property's exterior.

Ongoing Initiatives

Ongoing Non-MTW Initiatives

A number of initiatives begun in FY 2009 will continue in FY 2010. These initiatives include:

- **Needs Assessment:** The management team will complete a portfolio-wide capital needs assessment of CHA's condominiums.
- **Tax Relief:** Deed restriction reviews with an eye on eligibility for Real Estate tax exemptions and deductions will be completed.
- **Management Reviews:** The management team will continue their ongoing review of all management contracts to ensure competitive pricing and high performance.

IV. Local Leased Housing

Housing Choice Voucher Program

CHA continues to use its participation in the MTW Deregulation Demonstration to administer its leased housing programs with flexibility in order to maintain stable and affordable housing for low-income households in a fluctuating and at least in Cambridge, expensive real estate market.

CHA continues to use its MTW authority to design new voucher programs, innovative uses of subsidy and programmatic reforms to reduce costs, improve service delivery and meet the specific affordable housing needs of Cambridge's low-income family, elderly and disabled households.

Housing Choice Voucher Occupancy and Rent Policies

As described in recent MTW Plans and Reports, CHA is using Rent Simplification elements in its MTW voucher program. CHA closely monitors the number, cause and outcome of all Hardship Waiver requests submitted by MTW voucher holders affected by Rent Simplification. CHA staff reports its findings in this policy area to the CHA's Board of Commissioners annually.

CHA's Project Based and non-MTW vouchers continue to be administered in compliance with CHA's HUD approved Administrative Plan and prior year MTW Annual Plans. The state Alternative Housing Voucher (AHVP) and Massachusetts Rental Voucher Programs (MRVP) continue to be administered in compliance with all applicable state statutes and regulations. CHA is currently administering a total of six voucher programs:

Federal Voucher Programs	State Voucher Programs
MTW vouchers	Alternative housing voucher
Tenant based vouchers	Massachusetts rental vouchers
Project based vouchers	Single Room Occupancy
	Mod Rehab

Other	
Mainstream vouchers	Single Room Occupancy
Enhanced vouchers	Mod Rehab

In FY 2010 CHA plans to concentrate on further reforms in two areas – program administration and new program development. As always, CHA's new and ongoing initiatives are driven by the Agency's commitment to reducing the burden of running the voucher programs and finding new ways to meet our community's unique affordable housing needs.

FY 2010 Initiatives

In response to changing market conditions and the prospect of another ten years of MTW authority, CHA looks forward to using its MTW flexibility to push ahead with a number of new initiatives in 2010:

New MTW Initiatives

- **Heading Home Voucher Program:** As described in the Major Initiatives section of this Plan's Executive Summary, the Heading Home Voucher Program will be a unique program designed specifically for homeless households participating in Heading Home Inc.'s supportive services programs. Heading Home's programs are supported in part by the Massachusetts Department of Transitional Assistance. This experimental voucher program will begin with a modest number of families. CHA will carefully track participant outcomes before deciding to continue or expand the program.

- **Housing Preservation Fund (HPF):** As described in the Major Initiatives section of this Plan's Executive Summary, CHA will create a fund that will be used to retain and improve units in Cambridge reserved for low-income households. The HPF may be accessed to preserve or improve affordable units owned privately, by non-profits or by the CHA. HPV funds will carry special terms and conditions on recipient owners to ensure that funds are used to preserve or improve long-term affordable housing opportunities.

  CHA will negotiate the terms of the subsidy payments so that owners receive the minimum subsidy necessary to keep units affordable and in good condition. This innovative distribution of subsidy will allow CHA to broaden the scope and reach of its assistance to affordable housing owners and the low-income families they house.

New Non-MTW Initiatives

- **Rent Reasonableness Market Study:** The Cambridge Housing Authority will conduct a rental market study for Cambridge and other cities in which CHA voucher holders typically look for affordable rental units. Study results will be used to create a rental market database. This database will enable CHA to better determine reasonable rents for new units and existing units when owners request rent increases.

- **Direct HAP Deposits:** Effective April 1, 2009 all Housing Assistance Payments (HAPs) will be directly deposited into owners' checking or savings accounts. All participating owners have been informed of the coming direct deposit program and provided the requisite forms to facilitate the transition from paper checks to direct deposit.

Ongoing Initiatives

In FY 2010 CHA will continue advancing the ambitious new administrative, policy and programmatic reforms identified in prior MTW Annual Plans.

Ongoing MTW Initiatives

- **New Administrative Plan:** In FY 2010 CHA will complete the rewriting of its Leased Housing Administrative Plan began in FY 2009. As discussed in this Plan's Executive Summary, the new Administrative Plan will replicate the approachable look and feel of the MTW ACOP. The new Administrative Plan may also introduce a number of program reforms including:
    - Aligning the Leased Housing waiting list preferences with the state and federal public housing programs.
    - Aligning the administrative rules for PBA tenants with those used in the MTW Leased Housing Program.
    - Changing the review period for recertifications from one year to two, or even three years for elderly and disabled participants.
    - Changing the review period for recertifications from one to two years for households living in Project Based units.

- Aligning the medical and childcare deduction methods in the PBA and MTW Leased Housing Programs with those used in federal public housing.
- Instituting the MTW Transfer described in the Transfer Policy chapter of the MTW ACOP.
- Aligning eligibility and continued occupancy policies in the PBA and MTW Leased Housing Programs with the federal public housing policies including but not limited to: asset limits and restrictions on owning real estate.
- Changes in minimum rent and zero income rent determination policies.
- Replacing the mixed immigration eligibility status income determination methodology with the HUD approved mixed income rent determination formula used in CHA's federal public housing program.

⊕ **Sponsor-Based Voucher Program:** CHA will continue to administer the Sponsor-Based Leased Housing Program in FY 2010. Sponsor based vouchers are provided to "partner" service providers who use the vouchers to rent units throughout the City. The partnerships with these service providers enable CHA to assist hard to house individuals with affordable shelter, while they are receiving supportive services.

To date, CHA has fifty-eight sponsor-based units with nine separate service providers. In FY 2010, the CHA will assess the need to add additional vouchers to this program, as more providers are showing interest in participating in it. CHA projects having a maximum of seventy-five sponsor based vouchers in use by the close of FY 2010.

⊕ **State MRV Program Preservation/Conversion:** Once again in FY 2010 CHA will use MTW block grant funds to augment the state MRVP program, which could not succeed absent the additional resources. The MRVP Preservation/Conservation program allows CHA to make the payment standards in the state program equal to those in the federal program. The estimated cost to CHA in FY 2010 will be $54,000.

⊕ **Payment Standards:** CHA will adjust its payment standards to keep voucher rents competitive in the Cambridge market.

⊕ **Rent Increases:** CHA will use internal rent and rent reasonableness data to determine rent adjustment factors for participating owners.

- **Housing Quality Standards (HQS) Inspections:** CHA will continue to use its revised inspection protocol as described in the FY 2008 MTW Annual Report. Additionally, in FY 2010 CHA will reexamine the possibility of relying on third party inspection results in lieu of CHA HQS inspections.

- **Project Based Assistance Program:** CHA will continue implement or explore the following MTW reforms to its Project Based Assistance Program in FY 2010:
    - Waitlists: CHA may create a separate waitlist for applicants interested in renting PBA units. Similarly, CHA may allow PBA owners to maintain their own waiting lists of available apartments.
    - Expenditures: There are no minimum rehabilitation expenditure thresholds.
    - Contract Length: PBA contracts continue to be initiated and renewed for ten years, appropriations permitting.
    - Commitment Letters: CHA provides predevelopment commitment letters to qualified owners in order to assist them in leveraging additional funding sources. This is especially important in today's difficult fundraising environment.
    - Percentage of Project Based Units: CHA eliminated the restriction on the percentage of units leased in a building or project in cases when lifting the restriction does not adversely affect the neighborhood and is consistent with CHA's mission and affordable housing strategies.
    - Streamlined Application: Applicants for PBAs are not required to submit a previous participation certificate.
    - Locally Determined Eligibility Criteria: In some cases, unit types otherwise prohibited by HUD guidelines (but in accordance with the MTW Agreement) may be permitted into the PBA program.
    - Locally Determined Placement Eligibility: CHA may use locally developed criteria to determine eligibility for tenancy in a PBA. This includes, in some cases, permitting current public housing residents' tenancy in PBAs.

- **Owner Incentives:** CHA will use its MTW authority to continue offering the following incentives for owner participation in FY 2010:

- Damage Reimbursements: Provide damage payments to owners who agree to continue renting to voucher holders after a prior subsidized tenant causes damages in excess of the security deposit.
- Vacancy Payments: Vacancy payments up to 80% of one month's rent are made to owners who rent to a Leased Housing participant after an existing participant moves out of their unit.

⊕ **Forms Revisions:** After the implementation of the new Administrative Plan CHA will begin using new, streamlined forms for all voucher programs. The new forms will be easier to use and available in Spanish, Haitian Creole and Portuguese per CHA's Limited English Proficiency Policy.

Ongoing Non-MTW Initiatives

⊕ **Business System Optimization:** CHA will continue assessing internal operations to improve administrative practices and services for program participants.

⊕ **Voucher Expiration:** CHA will continue allowing voucher holders up to 120 days to find a qualified unit.

⊕ **Project Based Assistance Program:** Tenant based program participants living in units converting to PBAs may move from the PBA unit and be issued a replacement tenant-based voucher, when one becomes available.

⊕ **Owner Incentives:** CHA will continue offering the following initiatives designed to attract and retain owner participants in the housing choice voucher, AHVP and MRVP programs in FY 2010:

- Informational Newsletter: six times a year CHA mails newsletters to owners keeping them informed about significant regulatory or programmatic changes, owner resources and helpful tips.
- CHA Website: CHA's website includes a section for potential and current owners. The website is a one-stop for owners seeking information or documentation related to the voucher program.

- Mediation Services: Through a partnership with Mediation for Results, CHA provides owners and tenants with free or low-cost mediation services when tenant-owner conflicts arise.

Leasing Information

Data on the number and types of households currently being served (and anticipated to be served in FY 2010) by CHA's federal leased housing programs is presented in Agency Profile chapter of this Plan.

Deconcentration

CHA continues to monitor the distribution of vouchers by census tract. There are no discernable correlations between voucher holders and concentrations of poverty in Cambridge at this time. CHA has, and will periodically update, a scatter map of Cambridge that shows the location of every HCV supported unit in the city.

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V. Capital Plan Program

In order to stabilize and preserve CHA's Federal and State Public Housing assets, CHA continues working on a long-term, multi-pronged effort to protect or reposition the Agency's portfolio. As described in the Executive Summary of this Plan, the 2006 Capital Improvement Plan estimated that there are $228 million dollars in backlogged capital needs at CHA's state and federal developments. This equates to $86,789 per unit basis and presents CHA with a significant challenge in today's moribund capital markets.

As described in the Major Initiatives section of the Executive Summary and Leased Housing chapter of this Plan, CHA is preparing 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 investment. CHA's proposed Housing Preservation Fund (HPF) will be used to direct subsidies into the properties to increase operating income, improving their ability to take on debt, thereby ensuring their long-term viability and attractiveness to investors. How many vouchers will be moved into the properties? Current market conditions make it very difficult to provide an exact number, but estimates range between 400 and 782 vouchers. The need to use vouchers may be reduced if there is a significant increase in public housing capital funds as part of an economic stimulus package, or in the coming federal budget. CHA will continue to work with its Congressional delegation to secure additional funding for public housing capital funds in FY 2010 and beyond.

The table on the following page shows the possible breakdown of vouchers needed in case circumstances arise and CHA is required to place vouchers in its properties as described above.

Summary of Options for Voucher Usage

	# Units	Voucher Usage		
		Min	Med	Max
Developments				
Lincoln Way	60	8	37	60
Jackson Gardens	46	0	23	46
Millers River	301	64	90	117
Truman Apartments	60	8	13	19
Putnam School*	33	0	0	0
Putnam Gardens	122	0	0	3
Woodrow Wilson	69	0	0	0
Hingham/Inman	8	0	1	2
Fairmont Street	10	0	0	1
River Howard	32	0	0	0
Manning	199	68	90	113
116 Norfolk	37	9	13	18
J.F. Kennedy Apartments**	69	0	0	0
Roosevelt Towers - Low	124	0	0	0
Roosevelt Towers - Mid*	75	0	0	0
Willow Street	15	0	0	0
Washington Elms	175	0	24	38
Newtowne Court	268	0	0	0
Johnson Apartments	180	89	130	151
St. Pauls	21	0	0	0
Valentine Street	6	0	1	1
Burns Apartments	198	0	0	3
Garfield Street	8	0	0	0
Weaver Apartments	20	2	6	8
Linnaean Street	24	12	15	18
Corcoran Park	153	0	0	0
Jefferson Park (State)	109	109	109	109
Jefferson Park (Federal)	175	31	57	70
Jackson Street	10	0	1	1
Russell	51	0	0	4
TOTAL* **	**2,658**	**400**	**610**	**782**

**25 Section 8 units at JFK Apts are not included in CHA Public Housing Inventory on page 19

***Total Units does not include 38 scattered sites units

Potential Use Over Next 5 Years	**274**	**389**	**479**

Unlikely to Use Any Section 8	**41**	**103**	**150**

As the process of finalizing the agency-wide capital plan moves ahead, CHA is using its limited capital funds to stabilize properties by funding maintenance work related to ensuring the portfolio's safety, reserving comprehensive modernization projects to the smaller properties while simultaneously implementing energy and utility savings projects wherever possible.

In terms of new development activities, FY 2010 will be another difficult year. However, CHA will continue to identify and take advantage of opportunities to expand the supply of affordable housing through its nonprofit affiliate portfolios. Permanent financing will no longer be made available from the MTW Block Grant Fund, in order to devote these resources exclusively to preservation activities. However, on a case-by-case basis, bridge loans will be considered if the loans can be repaid on a schedule consistent with planned modernization and redevelopment efforts. Any properties acquired by CHA might also serve as relocation resources for use during capital construction.

In addition, CHA will pursue the use of its current and future Replacement Housing Factor funds and Public Housing operating subsidies remaining from Washington Elms and JFK Apartments to support new development and/or redevelopment activities. CHA and the City of Cambridge continue to work together to leverage and maximize other funding resources that are not totally dependent on the use of CHA funds. CHA will look for similar development opportunities in FY 2010, and will continue its efforts to develop the YWCA pool site, secure sites such as Porter Road and obtain permanent financing for 195 Prospect Street.

CHA will use available capital funds to proceed with the following modernization activities:

- **Building Integrity and Safety:** CHA's first priority will continue to be funding work items related to building integrity and safety. Work items such as masonry repair and refurbishment, emergency generator upgrades, fire protection, roof replacement, leaks or water issues would fall into this category. Completion of this work will stabilize the properties while more extensive capital improvements are planned and funds are raised. This work may require limited funding from the MTW Block Grant Fund for state public housing, such as the emergency generator project currently in construction at three state developments, and construction financing for Willow Street Homes, a state-aided Chapter 705 development.

- **Small Property Comprehensive Modernization:** CHA's second priority is funding required comprehensive modernization at the smaller properties, similar to the work recently

completed at River Howard Homes and soon to be underway at Willow Street Homes. For these smaller properties it is possible, despite diminished funding, to meet the capital needs of this segment of the portfolio.

- **Energy/Utility Savings:** Energy saving items, such as window replacements, water conservation, heating system upgrades or conversions, additional photovoltaic installations and the integration of green technologies, can address capital needs and save substantial dollars on the operating side.

CHA's specific Modernization and Redevelopment goals in FY 2010 are:

- Continue the agency-wide capital planning process of identifying a financing plan and schedule for completing the necessary capital improvement work at CHA's properties. An essential element of this work is the evaluation of various mixed finance approaches and options, and assessing the intrinsic trade-offs that come with each opportunity. The process of securing funding to implement the capital plan will continue in FY 2010 as opportunities present themselves.

- Continue stabilizing the physical integrity of state public housing portfolio, while a long term strategy is developed and implemented. The design work for the first phase of the state public housing stabilization initiative began in FY 2008. CHA expects the construction to be completed in FY 2010.

- Continue implementing the modernization projects sitting in the federal project pipeline, with the objective of finishing approximately $10 million in capital work during FY 2010 and establishing a pipeline for major revitalization of high priority state public housing developments. If federal stimulus funding becomes available, up to $50 million of additional new construction contracts may be in place by the end of FY 2010.

- Proceed with development plans to use the remaining Public Housing operating subsidies from Washington Elms and JFK Apartments (as anticipated through the MTW Agreement). CHA submitted a mixed finance proposal to HUD in August 2008, requesting approval to use these subsidies as a catalyst to redevelop the bulk of the units at Jackson Gardens and Lincoln Way. Design work for this effort is underway, so that CHA is poised to begin construction as soon as HUD approval is secured.

State Public Housing

A key element of CHA's planning efforts is the modernization and/or redevelopment of the state portfolio. As described elsewhere in this Plan, the 2006 Capital Improvement Plan identified $108 million in needed repairs or redevelopment of CHA's state-assisted portfolio. The Agency's seven hundred and ninety four unit state-assisted portfolio requires more than twice as many capital dollars as its federal portfolio.

CHA will continue working with the State in FY 2010 on short-term stabilization strategies and long term plans to address operational and capital funding. Major efforts in the state portfolio include:

Cambridge Public Housing Preservation Program – Phase 1: The concept for this major effort was initiated with the Massachusetts Department of Housing and Community Development (DHCD) in FY 2009 and is still in the formative stages. Phase 1 of the program includes financing for six public housing developments, five of which are currently state-assisted: Jefferson Park, Jackson Gardens, Lincoln Way, Manning Apartments and Willow Street Homes. This innovative program would require an allocation of $96 million in private activity bond cap from the Commonwealth of Massachusetts which would generate over $50 million in low income housing tax credits and leverage another $80 million from state, federal, local and private sources. If the Commonwealth allocates the bond cap to implement this program, its success will rely on CHA's ability to sell the bonds it issues and attract tax credit investors and private investment. Current market conditions could stymie or delay this effort.

Jefferson Park: A comprehensive investigation and master study evaluation of Jefferson Park is currently underway and will be completed in early FY 2010. The plan will determine if the four existing buildings will be rehabilitated or if new construction is more advantageous and cost effective. An A&E firm for the implementation phase of this effort is being procured, so that once the plan is finalized, construction can quickly begin. Jefferson Park is one of the five state developments included in Phase 1 of the Cambridge Public Housing Preservation Program.

Jackson Gardens and Lincoln Way Revitalization: Like Jefferson Park, funding for Jackson Gardens and Lincoln Way is included in Phase 1 of the Cambridge Public Housing Preservation Program. In addition, CHA submitted a mixed finance proposal to HUD in August 2008 to use federal operating subsides for the bulk of the units at both sites. An A&E firm was hired in

December and design will be underway during most of FY 2010 with the goal of a construction start before year's end.

Small Property Comprehensive Modernization: State funds are available to move ahead with the comprehensive modernization of Willow Street Homes, a fifteen-unit development located in Wellington Harrington. These units, constructed in 1976, require substantial upgrades to address building and system deficiencies. A construction contract was awarded in December 2008. CHA MTW funds coupled with a loan from a local bank will cover initial construction costs until funding anticipated from the Cambridge Public Housing Preservation Program becomes available.

Manning Apartments: The fifth and final state development to be financed through Phase 1 of the Cambridge Public Housing Preservation Program is the 199-unit Frank J. Manning Apartments. The scope of work will include upgrades to all building systems, a new, energy efficient building envelop as well as substantial energy-related improvements. CHA was awarded a $50,000 planning grant from the Massachusetts Housing Partnership in November 2008 to jumpstart this effort.

Immediate Capital Needs at Family and Elderly/Disabled Developments: Addressing the pressing capital needs (i.e. those that have been labeled "urgent" in the CHA's Capital Improvement Plan). The design phase for roofing and masonry repairs at Putnam School, Norfolk Street and Jackson Gardens began in September 2007 and will be in construction during FY 2010. The scope of work was expanded to include window replacement at Putnam School and Norfolk Street. Waterproofing at Manning Apartments as well as fire protection at Putnam School, and Norfolk Street are also in design. A fire protection upgrade at Russell Apartments will be completed in FY 2010.

In addition to the substantial financial resources required to implement the ambitious program, CHA will also have to "gear up" from a staffing perspective to handle the volume and complexity of the anticipated work. In addition to training for current Planning and Development staff, CHA is considering hiring additional staff and/or contracting a portion of the project management to outside firms/individuals. It is important to note that the progress made over the past year would not have been possible without the unique opportunity MTW gives CHA to access resources to support these important efforts. MTW's funding flexibility will be a critical tool as CHA moves ahead with its ambitious plans to upgrade and preserve these units.

Federal Public Housing

CHA uses MTW's block grant fungibility, retained resources from increased rental income, utility and administrative savings to fund an aggressive schedule of physical improvements in the Agency's conventional federal public housing portfolio. In addition to its capital program, the Agency's expanded extraordinary maintenance schedule allows the Agency to move forward on small-scale physical improvement efforts. CHA's ability to tap the MTW block grant permits CHA to provide increased resources for these important initiatives.

FY 2010 Proposed Capital Expenditures and Five Year Plan

Using funding for capital improvements allocated in previous fiscal years through the Capital Fund Program, as well as funds from the MTW Block Grant Fund, CHA projects that $7 million will be spent on construction in FY 2010. These work items, plus those scheduled to be funded in later years are identified in the Five-Year Capital Plan on page 45.

The following major improvements and construction expenditures are proposed in FY 2010:

Corcoran Park Window Replacement: Windows at Corcoran Park, installed between 1978 and 1980 are beyond the end of their useful lives. Plans call for these windows to be replaced with new fiberglass units with insulated glass. A construction contract was awarded in August 2008 and the windows are currently being fabricated. Installation will begin in Spring 2009.

Masonry Refurbishment at Various Locations: Extensive masonry and/or lintel deterioration persists at several CHA properties including Jefferson Park, Washington Elms, Newtowne Court and Truman Apartments. During FY 2010, CHA plans to complete additional refurbishment work at Washington Elms and other sites, as funding permits. The scope of work includes: repairing and re-pointing masonry, completing lintels replacement and applying a water-repellent sealant to address the conditions. The scope for additional needed repair is presently being identified, and a Summer 2009 bid opening is anticipated.

Washington Elms Bathroom Modernization: Bathrooms at Washington Elms require comprehensive modernization. Many bathrooms have ventilation problems, and deterioration caused by moisture accumulation. Many bathrooms have missing or broken toilet accessories, damaged or rusting fin tube radiation, some rusting door frames, damaged wall finishes at

bathroom wet walls, signs of mildew, and other symptoms of excessive moisture. Plumbing fixtures and fittings are over twenty years old, and nearing (or past) the end of their useful life. This work is currently in design.

D.F. Burns Elevator Rehab – Phase 2: The elevators at 50 Churchill building were fully renovated in FY 2009. Unfortunately, the 30 Churchill building has only one elevator, which cannot be out of service for an extended period of time to allow for required refurbishment. Options such as construction of a second exterior elevator or connecting by bridge the upper floors of the 50 and 30 Churchill buildings have proven infeasible or extremely expensive. CHA continues to work with an A&E firm to explore options to install an additional elevator so that residents will not have to be relocated during construction.

L.B. Johnson Apartments: Like the five state public housing developments discussed in the previous section, funding for Johnson Apartments is included in Phase 1 of the Cambridge Public Housing Preservation Program. CHA has had an A&E firm "on hold" for several years due to funding constraints. If funding becomes available, this contract will be re-activated, so that the building envelope can be insulated and fully water proofed. The scope of work will likely include some number of balcony enclosures and creation of "mini" one bedroom apartments, similar to the rehab that was completed at Burns Apartments several years ago.

Energy Improvements: CHA has set aside $250,000 to complete energy improvement activities at various sites and to implement new energy savings opportunities as they arise.

Five-Year Capital Plan - Projected Expenditure by CHA Fiscal Year - Large Capital Projects

	Scope of Work	Total Construction	Estimate Completion Date	FY10	FY11	FY12	FY13	FY14
Federal Sites								
Corcoran Park	Window Replacement	$1,787,500	Jun-08	$1,787,500				
Millers River	Reocuppancy Modernization	$175,000	Dec-08	$175,000				
Burns	Phase 2 Elevator Repairs/Bldg Connector	$1,000,000	Sep-08	$750,000	$250,000			
Various	Masonry Refurbishment	$3,000,000	On-going	$1,000,000	$500,000	$500,000	$500,000	$500,000
Various	Energy Updates	$750,000	On-going	$205,000	$250,000	$250,000		
Washington Elms	Bathroom Modernization	$4,500,000	Mar-11	$1,675,000	$2,500,000			
UDIC	Comp Mod	$2,340,000	Jun-08	$936,000	$1,229,000	$175,000		
Johnson	Exterior Refurbishment	$4,506,699*	Sep-11	$788,350	$3,200,000	$453,349		
Millers River	Exterior Refurbishment	$6,483,234*	Dec-08		$3,265,000	$3,218,234		
Millers River	New Elevator	$3,025,000	Dec-08		$1,210,000	$1,815,000		
Washington Elms	Fire Protection	$175,000	Dec-08			$175,000		
Millers River	Kitchen/Bath/Comp	$18,400,000***	Dec-08			$7,360,000	$7,360,000	$3,680,000
Johnson	Kitchen/Bath/Comp	$12,750,000***	Dec-08			$5,100,000	$5,100,000	$2,550,000
Jefferson Park	Bathroom Modernization	$4,500,000	Mar-08				$2,250,000	$2,250,000
Various	Elevator Modernization	$750,000	On-going		$250,000	$250,000	$250,000	
Various	Site Improvements	$1,500,000	On-going		$500,000	$500,000	$500,000	$250,000
Various	Heat Plant Mod	$2,400,000	On-going			$1,200,000	$1,200,000	
Federal Sites Total		**$68,612,433**		**$7,316,850**	**$13,154,000**	**$20,996,583**	**$17,160,000**	**$9,230,000**
State Sites								
Woodrow Wilson	Selective Modernization	$159,900	Dec-09	$159,900				
Jefferson Park	Revitalization*	$25,615,000	Jun-13			$5,692,222	$17,076,667	$2,846,111
Lincoln Way	Revitalization*	$13,470,000	Mar-12	$1,443,214	$5,772,857	$6,253,929		
Jackson Gardens	Building Envelope Upgrades	$865,200	Dec-09	$865,200				
Jackson Gardens	Revitalization*	$9,426,000	Mar-12	$673,286	$4,039,714	$4,713,000		
Willow Street	Comprehensive Modernization	$2,862,700	Mar-10	$2,200,000	$662,700			
Manning	Handicapped Access Upgrade**	$320,000	Mar-10	$320,000				
Manning	Waterproofing	$840,900	Jun-10	$714,808	$126,092			
Manning	Comprehensive Moderdinzation*	$15,920,000	Sep-12		$5,306,667	$9,097,143	$1,516,190	
116 Norfolk	Building Envelope Upgrades	$1,529,000	Jun-10	$1,000,000	$529,000			
116 Norfolk	Fire Safety	$346,100	Mar-10	$346,100				
Putnam School	Building Envelope Upgrades	$979,800	Jun-10	$979,800				
Russell	Fire Safety	$348,900	Mar-10	$348,900				
State Sites Total		**$72,683,500**		**$9,051,208**	**$16,437,030**	**$25,756,294**	**$18,592,857**	**$2,846,111**

*CHA will need to leverage or raise additional capital funds to complete this work.

**CHA is allocating as permitted by its MTW agreement funds from its MTW Block Grant to complete handicapped accessibility upgrades specified in its VCA.

***Additional funding in the amount of $22.9 million to be leveraged from other sources.

Capital Plan - Projected Expenditure FY 2010 - Small Capital Projects

	FY10
Federal Sites	
Washington Elms, Washington St.	$104,000
Corcoran Park, Richdale, Centre St.	$55,083
Putnam Gardens, Fairmont St. River Howard, Center St.	$118,500
Newtowne Court	$151,000
Truman	$25,700
Burns, Weaver Apts	$289,000
Millers River	$305,800
LB Johnson, Valentine St.	$144,360
Jefferson Park, Jackson St., Wittemore	$51,000
Garfield, Seagrave Ave. Columbus St.	$8,000
Roosevelt Towers, 226 Norfolk St., Roberts Rd	$14,500
Federal Sites Total	**$1,266,943**
State Sites	
Woodrow Wilson Court	$23,000
Jefferson Park	$21,000
Lincoln Way	$42,500
Jackson Gardens	$23,000
Manning Apts	$193,600
Norfolk Street	$0
Linnaean Street	$45,000
Russell Apts	$6,000
Ware St/Mass Ave Condos	$0
St. Pauls	$0
Willow Street Homes	$13,000
Hampshire/Concord/Hancock/Trowbridge street Condos	$1,500
Cambridgeport Commons Condos	$0
Inman/Hingham Street	$8,700
State Sites Total	**$377,300**
State Public Housing/Section 8	
Roosevelt Towers	$89,346
Putnam School	$48,000
NC Sites Total	**$137,346**

Total Capital Spending - FY 2010

	Federal	State	Other*	Total
Large Capital				
Uses				
Construction	7,316,850**	9,051,170	-	**16,368,020**
Soft/Predev. Costs	2,978,331	3,000,491		**5,978,822**
Predev./Admin. Costs	-	-	402,991	**402,991**
Total Uses	**$10,295,181**	**$12,051,661**	**$402,991**	**$22,749,833**
Sources				
CFP	7,789,899			**7,789,899**
State MOD		4,414,670		**4,414,670**
Block Grant	2,505,282	4,668,000	311,215	**7,484,497**
Other Funds		2,968,991		**2,968,991**
COCC Reserve			91,776	**91,776**
Total Sources	**$10,295,181**	**$12,051,661**	**$402,991**	**$22,749,833**
Small Capital				
Uses	1,266,943	514,646	-	**1,781,589**
Total Uses	**$1,266,943**	**$514,646**	**-**	**$1,781,589**
Sources				
Block Grant	1,266,943	377,300		**1,644,243**
Property Reserves		133,948		**133,948**
Operating Profit		3,398		**3,398**
Total Sources	**$1,266,943**	**$514,646**	**$0**	**$1,781,589**
Total Capital Spending	**$11,562,124**	**$12,566,307**	**$402,991**	**$24,531,422**

*Includes predevelopment costs for affiliates, administrative costs & a burdened salary.

**The Federal five year Capital Plan totals $68.6 Million for construction; $7.3 Million is projected for FY10.

New Development Opportunities

Leveraging MTW's fungibility, CHA has an opportunity to conduct development activities in new and creative ways. This fungibility provides CHA with full flexibility to move funds among the traditional funding categories and use them to acquire new properties and begin new construction, as well as rehabilitate existing affordable housing. To date, MTW flexibility has allowed CHA to raise over $75.8 million to acquire and rehabilitate three hundred and twenty six (this number includes the one hundred and eighty three units at Neville Place and Neville Center) units of affordable housing.

Another important factor making this level of development activity possible is that under the MTW agreement, CHA is not required to secure HUD approval prior to conducting development activities. This important waiver allows CHA to respond quickly to acquisition opportunities in the highly competitive and expensive Cambridge market when they present themselves.

As public funding for the Agency's current housing stock continues shrinking, CHA is facing increasing competition in the high cost Cambridge market. CHA, through its affiliates, will continue pursuing creative and aggressive ways to expand housing choices for families with limited resources in FY 2010. CHA's plans for potential new development in FY 2010 are described in the following section.

Multi-Family Acquisition Program

Through the multi-family acquisition program (MAP), CHA acquires buildings, units within larger buildings, or buildable sites. When the financing structure includes low-income housing tax credits, historical tax credits and/or tax-exempt bond financing, the purchaser is typically a non-profit affiliate of CHA or a limited liability corporation, rather than the Agency itself. Funding sources for new development often include funds from MTW block grant as well as conventional debt financing from private banks, grants from the Commonwealth of Massachusetts, the Federal Home Loan Bank, Lead-Safe Cambridge and the City of Cambridge's Affordable Housing Trust Fund, low interest and/or deferred loans from the Massachusetts Housing Partnership, tax-exempt bonds, low-income housing tax credits and historic tax credits.

During FY 2010, CHA will continue the implementation phase of two ongoing development efforts through its affiliate organizations, as summarized below:

- **195-203 Prospect Street:** One of CHA's affiliates acquired these two properties for conversion to affordable housing, as the first step in a multi-year development effort. CAHC, the CHA's affiliate owner, submitted a "One Stop" funding application to DHCD on October 2008 which, if funded would provide permanent financing for the 20-unit 195 Prospect Street building. CHA is working with Just-a-Start Corporation to convert the single-family home at 203 Prospect into an affordable homeownership opportunity.

- **YWCA Pool Site:** CAHC has an option for a 99 year ground lease for the YWCA Pool Site located in Central Square to redevelop the site into forty-two units of affordable rental housing. Preliminary design and financial analysis work has been initiated and a "One Stop" application is pending with DHCD. A Comprehensive Permit was approved by the Cambridge Board of Zoning Appeals in July 2008, but it was subsequently appealed by an abutter. This has caused a significant delay.

Development opportunities are unpredictable, with opportunities for purchasing or developing units becoming scarcer and more expensive every year. Each project requires specific levels of capital and different financing arrangements. Given these difficulties and the amount of staff and financial resources it takes to generate new units, CHA will continue pursuing development opportunities on a more modest scale in FY 2010, looking for opportunities from vacant lots to multi-family buildings and/or groups of units within larger buildings.

Condominium Acquisition Program

In an ongoing effort to acquire additional affordable units in Cambridge's expensive housing market, CHA and its nonprofit affiliate, CAHC, created the Condominium Acquisition Program (CAP). CAP's goal is to acquire scattered-site condominiums, thereby providing additional affordable housing units without the complexity of purchasing and rehabilitating entire buildings, or undertaking new construction projects. The CAP scattered-site acquisition approach has the added benefit of preventing concentrations of affordable units in one site.

CAHC uses brokers, newspaper advertisements, notices of foreclosure sales, and outreach to current HCV property owners to identify potential units to purchase. Conventional debt financing typically covers at least fifty percent of the purchase price, with other sources brought onboard to fill in the remaining financing gap. If a desired unit is occupied, the residents must be a HCV voucher participant or HCV income-eligible family for CAHC to consider purchasing it. If the unit is vacant, CHA supplies an HCV voucher under its project-based assistance program.

CAHC will continue obtaining financing for this successful program from the Cambridge Affordable Housing Trust, Massachusetts Housing Partnership and the Department of Housing and Community Development in FY 2010. The goal of this recapitalized (and reinvigorated) program is to purchase an additional 10 to 15 condominium units between FY 2010 and FY 2011.

VI. Resident Services and Economic Development

In addition to providing safe, high quality affordable housing, CHA offers residents and voucher holders a broad selection of supportive services and economic development resources. Many of CHA's resident programs are offered in partnership with local service organizations. These community partnerships minimize cost, enhance leveraging, avoid duplication of services, and help create successful results.

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 two-pronged approach to resident services – family and elderly - enables CHA to plan and implement services tailored to each population's specific recreational, social and educational needs.

Exploring New Resident Services Options

FY 2010 Initiatives

During FY 2010 CHA will pursue the following initiatives:

- **Alliance of Cambridge Tenants:** 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, named the Alliance of Cambridge Tenants (ACT), by the end of FY 2009. That process is well underway. By-laws have been drafted, and an election procedure developed.

  By the end of FY 2009, Cambridge public housing residents and voucher holders will elect a thirty eight member Board to ACT. CHA will provide office space to ACT at Jackson Gardens, near Central Square. During FY 2010, CHA and ACT will develop and execute a Memorandum of Understanding (MOU) formalizing their relationship. CHA looks forward to a long and productive association with ACT in the years ahead.

- **Work Force Alumni Support:** In the winter of 2008, the CHA contracted with Edgemere Consulting to conduct a study of Work Force alumni who had graduated during the last 10 years. The study confirmed anecdotal data indicating that while The Work Force has been successful in helping 85% of participating students to matriculate in 2- and 4-year colleges, only 36% completed their course of study because of: insufficient financial aid; family and/or personal issues; and/or insufficient one-on-one assistance from the school.

  In response, in FY 2010, the CHA will develop and implement a program of supports for Work Force alumni, which will assist them to complete the post-secondary education programs in which they have enrolled. The program will entail some or all of the following elements: development of an interactive Work Force Web site; development of workshops and support groups for alumni; the utilization of alumni in preparing current Work Force participants for college; the provision of case management services.

- **Financial Literacy & Microfinance Partnership Program:** Beginning in FY 2010 CHA will explore options for partnering with local nonprofits with experience in multi-lingual financial literacy and microfinance programs to provide residents and voucher holders with training and resources designed to help their economic development. Many CHA assisted households' economic advancement is restricted by their limited English proficiency and poor or no credit. CHA will look for ways to tap into existing nonprofits' knowledge and infrastructure in this area. Some local non-profits involved with financial literacy and microfinance programs include ACCION USA, the Cambridge Microfinance Initiative and SCORE Boston.

Ongoing Initiatives

- **Resident Services Line Item in the State Budget:** In January, 2007, CHA organized fourteen of the state's largest Public Housing Authorities (PHAs) to urge their state legislators and the Governor to create a line item for resident services in the state's FY 2008 budget. The request was for a line item that would appropriate $6.5 million to the state's largest PHAs for education and employment services to encourage resident economic self-sufficiency. While not included in the final FY 2008 state budget, amendments supporting the line item were co-sponsored by twenty-three legislators and received warmly in both the House and Senate. Encouraged by this initial effort,

CHA and its PHA allies, dubbed the Supportive Services Working Group, continued its efforts to establish the statewide program in FY 2009.

The group successfully garnered support from the Massachusetts Department of Housing and Community Development, which sought to have the Governor include a Supportive Services line item in his budget. In the end, fiscal constraints prevented the inclusion of the line item in either the Governor's or the Legislature's budget. Fiscal realities make it unlikely that the Working Group will be able to succeed in getting a similar line item in the state's FY 2010 budget, but the Supportive Services Working Group will continue to meet through FY 2010 and intends to seek inclusion of a line item for resident services in the state's FY 2011 budget.

- **Expansion of The Work Force Program:** For twenty-four years, CHA has operated a youth development program that provides services to more than one hundred and twenty 8th – 12th grade students annually. Over the past decade, 99% of Work Force graduates successfully completed high school and over 85% have matriculated in 2- or 4-year colleges. Further, 91% of Work Force graduates are working or in school and 66% of graduates are no longer living in subsidized public housing. During FY 2009, CHA explored the potential of expanding this award-winning program in several potential directions and one has shown sufficient promise to warrant further pursuit in FY 2010.

  CHA will work towards opening a fourth Work Force program site in the city's one public high school (there are three sites currently, located in CHA's largest family developments) to serve approximately forty additional students, many or most of whom could be leased housing tenants. While high school officials have responded positively to the idea, any substantive discussions will need to be delayed until the 2009–10 academic year because the school is currently undergoing substantial renovations. The earliest a Work Force site could be opened in the high school will be September, 2010. The second major issue CHA will need to tackle is the potential for funding a fourth site. Because the current fiscal climate is so volatile, it is hard to predict whether funding will be available for program expansion. Funding possibilities, including the use of MTW Block Grant funds, will be explored in FY 2010.

- **Childcare and Healthcare Services for Families:** CHA's youth programs tackle the needs of each segment of the youth population, beginning with infants, continuing through the start of young adulthood at college. The following is a list of existing programs that CHA is continuing in FY 2010, funding permitted:

- WIC (Women, Infants & Children) Nutrition Programs;
- Head Start programs at Jefferson Park, Roosevelt Towers, and Washington Elms/Newtowne Court;
- The youth recreation and educational program at Corcoran Park provided through the West Cambridge Youth Center; and
- The Recreational Activities Program at the Washington Elms/Newtowne Court Windsor Street Community Building, an after-school and summer activity program provided through a contract with the Boy's and Girl's Clubs.

CHA is committed to contributing resources to ensure the health of its residents, and works to guarantee the availability of healthcare as a foundation of the Agency's holistic approach to resident services. CHA continues building partnerships with local healthcare organizations that provide low or no-cost services to CHA residents in order to help make sure that residents have access to the preventative healthcare they need. Once again in FY 2010, on-site outpatient healthcare services will be available at two centrally located health clinics:

- Windsor Street, serving Washington Elms/Newtowne Court area; and
- Jefferson Park, serving both public housing residents and the broader North Cambridge community.

⊕ **Youth Development Services - The Work Force:** The Work Force, CHA's award-winning youth development program, works with public housing adolescents from eighth to twelfth grades. This highly successful program will be continued in FY 2010. Services include:

- After-school life skills classes;
- "Try-out" jobs with area employers who serve as worksite mentor/supervisors;
- Tracking school attendance/performance;
- Staffed, computer-equipped homework help centers and tutoring services;
- College prep activities (college tours, SAT prep, guidance on application process and financial aid options, etc.);

- Scholarship program—every participant matriculating at two or four year college receives a Work Force scholarship; and
- Youth Literacy Initiative - developed in collaboration with, and partially funded by the local school district, it includes: literacy-building activities embedded in the five-year curriculum, a summer literacy camp, MCAS (Massachusetts Comprehensive Assessment System) English and Math preparation courses, and creation of onsite reading libraries and reading program.

The Work Force will serve one hundred and thirty-five students in the coming year and each one will participate in the Literacy Initiative. CHA anticipates that once again in FY 2010 at least 90% of enrolled high school seniors will graduate, and that within six months of graduation, 80% of those graduates will enroll in post-secondary education and 10% will be gainfully employed.

Economic Development and Related Educational Services

CHA will continue providing a collection of innovative programs that assist residents in their efforts to attain economic literacy, stability, and self-sufficiency. Continuing ROSS funding cuts and recent (and anticipated) further cuts in state and philanthropic funding sources once again threaten the Agency's ability to provide economic development services to adults and adolescents.

While CHA hopes to maintain its current level of services in FY 2010 and to seek state and private philanthropic funding in order to do so, the success of fundraising efforts will determine whether CHA is meets its fiscal, programmatic, and outcome goals for FY 2010.

Adult Employment and Education

In addition to the programs already discussed, CHA administers many other successful initiatives that assist adults expand their educational and vocational skills. In FY 2010 CHA will continue operating the following programs:

- **The Cambridge Housing Authority Resident Training (CHART) Program:** Outlined in the FY 2008 MTW Annual Plan, and first implemented in January, 2007, with $25,000 from the City of Cambridge Community Development Department, $15,000 from the Jacobs

Foundation, $10,000 from the Whittaker Foundation and $50,000 in MTW Block Grant funds, the CHART program provides scholarships of up to $5,000 to adults. The scholarships support awardees' participation in job training in high-demand industries. The program is operated in partnership with the Metro North Regional Employment Board and the Cambridge Employment Program. Seven scholarships have been awarded since the program's inception in 2007.

- **Gateways Adult Literacy:** This CHA program provides English proficiency (ESOL) and language-enhanced computer literacy classes. CHA plans to serve one hundred adults through this program in FY 2010.

- **Community Computer Centers:** These two resource/training centers offer the following classes to over two hundred residents annually: 1) introductory and intermediate computer instruction; 2) ESOL literacy instruction; and 3) after-school Homework Help for teens enrolled in The Work Force.

- **Bridge-to-College Program (BTC):** Operated in collaboration with the Cambridge Community Learning Center, BTC provides individual counseling and classroom instruction to ten high school graduates and GED-holders who are not academically prepared for college level coursework. Thanks to a commitment from a private foundation, CHA developed a scholarship program that assists (mostly working) adult graduates of the BTC program to complete their college education despite the significant financial and logistical difficulties inherent in doing so. Every BTC graduate who matriculates at, and remains enrolled in two- or four-year colleges receives a $1,000 scholarship.

Elder Resident Services

As outlined in the recently published "Future of Public Housing" Policy Framework, the majority of elderly public housing residents prefer aging in place to moving to institutional residences. In order to accommodate the needs of this growing population, CHA is striving to incorporate the social and physical needs of its elderly residents into the daily operations at the senior developments.

CHA's approach to elder services emphasizes partnerships with the region's extensive network of highly qualified, local service agencies and programs. CHA's Service Coordinators identify these resources and make them available to seniors through collaborations, networks, and referrals. Existing Elder services that will continue in FY 2010 include:

- The Supportive Living Program offered to two hundred low-income elders at Manning Apartments, a state-assisted senior development. The Supportive Living Program provides elder residents with homemaking services, shopping, meal-preparation, and case-management services for no cost or on an income based sliding fee scale.

  Prepared meals are available seven days a week and staff is available 24 hours a day to assist residents with basic services. These services are available as a result of the partnership with the State of Massachusetts Executive Office of Elder Affairs and Cambridge Somerville Elder Services;

- In FY 2008, a new Supportive Living Program was established at Millers River Apartments in collaboration with Somerville Cambridge Elder Services. Case management services and activities are offered to all residents of the building and are comparable in scope with the Supportive Living Program at Manning Apartments;

- CHA maintains a partnership with the Cambridge Health Alliance Elder Service Plan (a PACE program, "Program for All Inclusive Care for the Elderly") to provide on-site staffing 24/7 in a congregate facility at the Putnam School Apartments, which is comprised of three, three-bedroom apartments. The ESP program at Putnam School Apartments was so successful that CHA expanded the program to Millers River Apartments and Lyndon B. Johnson Apartments (LBJ).

  The program at Millers River came online near the close of FY 2008, with sixteen Elderly Services Program clients and by early FY 2009 LBJ came online with twenty ESP clients. Program services for those residents include medical care, recreational activities, housekeeping, case management, and meals in one location.

ESP Participants:

Millers River	16 residents + 2 offices
L.B. Johnson	20 residents + 2 offices
Putnam School	9 residents

- Four full-time and one part-time Service Coordinator, through a contract with local non-profit service provider CASCAP, conduct needs assessments, providing case management, and making medical and social service referrals for over six hundred elders in four of CHA's federal developments.

- CHA hired a part-time service coordinator in FY 2009 who will continue to focus on activities and case management at a large family complex with over seventy elderly and disabled residents who need supportive services and increased socialization opportunities.

- Daily hot meals are offered in developments that feature kitchen-equipped community rooms. Otherwise, the Meals on Wheels program delivers to individual households upon request.

- CHA serves the recreational needs of its elderly residents in partnership with the City's Department of Human Services through the North Cambridge Senior Center, an on-site facility housed at the Russell Elderly development;

- CHA provides translation services for Haitian Creole residents at LBJ, JFK, Millers River and Burns Apartments. Bilingual French Creole speaking staff provides translation services to residents needing assistance with management, maintenance requests and service coordination.

- CHA provides ESL classes at three elder developments: LBJ, Manning and Millers River Apartments.

VII. Financial Information

For the FY 2010 budget, CHA will continue to implement a property-based budget system. Using HUD guidance, CHA collects management fees as well as other fees-for-service that are charged to different programs and properties. During the FY 2010 plan year, CHA will aggressively focus on the portfolio's capital needs. Using MTW fungibility, CHA has committed to spend $7,484,497 of its block grant funds on large modernization projects and $1,644,243 on small capital projects. A detailed description of the large modernization projects is given in the Capital Program chapter of this Plan. This fiscal year CHA is project basing the capital projects and tracking them by property. This will bring CHA further in compliance with property based management rules. CHA believes that it is well positioned for the changes that are occurring nationwide in the way the public housing program is operated. MTW has given CHA the freedom to use our flexibility to make these changes very rapidly.

Moving To Work

	Federal Public Housing*	MTW Housing Choice Vouchers**	Capital Fund***	Total MTW Funds
Sources				
Operating Receipts	8,477,367	115,000		**8,592,367**
Subsidy Earned	8,356,095	29,147,904	7,789,899	**45,293,898**
Total Sources	**$16,833,462**	**$29,262,904**	**$7,789,899**	**$53,886,265**
Uses				
Administrative	3,923,691	1,625,039	467,643	**6,016,373**
Tenant Services	469,273	72,052		**541,325**
Maintenance Labor	2,146,690			**2,146,690**
Materials/Supplies, Contract Costs	3,427,625			**3,427,625**
Protective Services	81,648			**81,648**
General Expenses	2,279,548	203,654	167,016	**2,650,218**
Rent Payments	0	23,001,000		**23001000**
Utilities	4,799,822			**4,799,822**
Extraordinary Maintenance/Non-Routine	125,043			**125,043**
Total operating Expenses	17,253,340	24,901,745	634,659	**$42,789,744**
Capital Improvements	1,141,900		9,660,522	**10,802,422**
Total Expenses	**18,395,240**	**24,901,745**	**10,295,181**	**53,592,166**
Net Income (Deficit)	**($1,561,778)**	**$4,361,159**	**($2,505,282)**	**$294,099**

*Subsidy prorated at 87%, pending receipt of final funding notice

** Subsidy prorated at 97%

***Multiple years of CFP funds are used in FY10

Under MTW, CHA receives public housing operating subsidy and leased housing program subsidy based on a formula established by the 1999 MTW agreement. CHA also receives an annual amount of Federal Capital Fund budget authority, determined by formula, as well as ROSS, Shelter Plus Care, and Service Coordinator grants. In addition, CHA receives limited State operating subsidies, small amounts of State Capital Funds, and MRVP funding. However, CHA was denied a $400,000 ROSS grant that was expected to fund its Resident Services Computer Lab. CHA may have to use its block grant fund to keep the computer labs up and running in FY 2010. In the sources and uses chart above, the amount of monies in the grant programs are represented in terms of actual monies CHA expects to receive, based on current projections, not the budget authority it has.

Modernization funds are separated out as distinct from Special Maintenance Projects and Small Capital Projects, although all represent categories of fixed-asset improvements. Under MTW, modernization funds (Capital Fund Program) are drawn down as expended, so the total amount of funding used in a given year can exceed that year's grant award amount. As explained in the Capital Program chapter, CHA is planning on spending $7,789,899 of its Capital Fund Program (CFP) funding during the FY2010.

	Non-MTW Vouchers*	Tenant Services**	Total Other Federal Funds
Sources			
Operating Receipts	161,653	-	161,653
Subsidy Earned/Grants	6,231,555	1,050,239	7,281,794
Total Sources	**$6,393,208**	**$1,050,239**	**$7,443,447**
Uses			
Administrative	405,131	436,587	841,718
Tenant Services	18,343	452,115	470,458
General	53,609	161,537	215,146
Rent Payments	5,821,085	-	5,821,085
Total Expenses	**$6,298,168**	**$1,050,239**	**$7,348,407**
Net Income (Deficit)	**$95,040**	**$0**	**$95,040**

*Certain Non-MTW vouchers are prorated at 95%

**ROSS Grants plus local and foundation monies

	State Public Housing	MRVP	State Capital Fund	Other	Total State Funds
Sources					
Operating Receipts	2,935,781				**2,935,781**
Subsidy Earned	1,583,383	1,387,000	7,383,661	1,371,656	**11,725,700**
Total Sources	**$4,519,164**	**$1,387,000**	**$7,383,661**	**$1,371,656**	**$14,661,481**
Uses					
Administrative	1,458,839	156,063	247,449	249,526	**2,111,877**
Tenant Services	57,862	6,920		7,026	**71,808**
Maintenance Labor	484,304			133,778	**618,082**
Materials/Supplies, Contract Costs	1,212,576			340,862	**1,553,438**
Protective Services	25,708			5,314	**31,022**
General Expenses	362,070	19,558	89,444	285,275	**756,347**
Rent Payments		1,315,000			**1,315,000**
Utilities	1,622,067			336,900	**1,958,967**
Extraordinary Maintenance /Non-Routine	19,100			11,000	**30,100**
Total Operating Expenses	**$5,242,526**	**$1,497,541**	**$336,893**	**$1,369,681**	**$8,446,641**
Capital Improvements	358,200		11,714,768	$126,346	**12,199,314**
Total Expenses	**$5,600,726**	**$1,497,541**	**$12,051,661**	**$1,496,027**	**$20,645,955**
Net Income (Deficit)	**($1,081,562)**	**($110,541)**	**($4,668,000)**	**($124,371)**	**($5,984,474)**

For several years, CHA has included financial information for its State programs. The state programs continue to run at deficits largely because the State Public Housing Program continues to be subjected to chronic under-funding. In Fiscal Year 2010, state funding levels are not expected to increase despite the fact that the cost of running the state program has. Using the flexibility afforded by MTW, CHA may use the MTW Fund to make up these deficits, but only if the State refuses to provide the requested level of operating subsidy. CHA recognizes that this is a short-term fix, and that MTW support, if provided, cannot be sustained over a long period of time. CHA continues to petition the State for adequate funding and explore other financing arrangements (tax credits, bonds, etc.) to allow these properties to operate without a deficit.

Central Office Cost Center

In compliance with HUD's Operating Rule mandate, CHA has established the Central Office Cost Center (COCC) in order to manage and track central office overhead costs. This is the fourth year of identifying and maintaining a separate COCC. The COCC is supported by various fees (both fixed and fees-for-service) that it charges to CHA programs in order to fund their portion of overhead costs. The following table shows COCC property management group activity. The overhead costs directly associated with the capital fund and housing choice voucher programs are not reflected under the COCC. These costs are budgeted under their respective programs, as they are program specific costs.

	FY 2010
Sources	
Total Management Fees	$1,895,410
Fee-for-Service	$3,989,904
Total Sources	**$5,885,314**
Uses	
Salaries	$2,535,735
Benefits	$1,217,787
Central Maintenance Labor	$881,917
Administrative Contracts	$24,250
Office Rent	$199,529
Other Admin. OH	$1,023,380
Total Expenses	**$5,882,598**
Net Income (Deficit)	**$2,716**

The COCC includes a Central Maintenance crew that provides services to the properties for a fee. The Central Maintenance crew consists of the skilled trades, and overnight and weekend response staff who are utilized through out the portfolio. Legal and waitlist services will also be provided on a fee basis. For the second year in a row CHA has managed to maintain a very small profit.

Block Grant Fund

The Block Grant Fund has been active now for several years. CHA has found the Block Grant Fund to be a useful tool to show and account for MTW activities, as well as illustrating CHA's use of MTW fungibility. If CHA income projections prove conservative and there are additional available funds, new projects may also be funded by the Block Grant Fund.

	FY 2010
ESTIMATED BEGINNING CASH-4/1/2009	**$5,505,808**
Sources of Cash	
Willow street	$750,000
191/203 Prospect	$700,000
Trans-MTW HCV	$4,361,159
Interest Income	$110,000
Total Sources	**$5,921,159**
Total Cash	**$11,426,967**
Uses of Cash	
Operating Transfers	
Transfers to FED LIPH	$294,834
Transfers to State LIPH	$704,262
Transfers to MRVP	$110,541
Transfers to P&D -Admin Expenses *	$311,216
Subtotal	**$1,420,853**
Capital Expenditures	
Operations ** Federal	$1,266,943
Operations ** State	$377,300
P & D * Federal	$2,505,282
P & D * State	$4,668,000
Subtotal	**$8,817,525**
Block Grant projects	
Voucher simplification	$50,000
Building Fund	$1,000,000
Other Energy projects/Consulting	$50,000
Subtotal	**$1,100,000**
Total Uses	**$11,338,378**
3/31/10 Estimated Balance	**$88,589**

* Total P &D Capital needs $7,484,498

** Total Operations need funded through the reserves $1,644,243

MTW Estimated Operating Reserves

The anticipated consolidated available reserve as of March 31, 2008 is projected to be $8,013,932. This is the reserve from both the MTW Housing Choice Voucher and federal public housing programs. This represents a reasonable and prudent level of operating reserve for these programs, especially given uncertainty over available funding. In accordance with the Operating Fund Rule, the operating reserves will again be distributed to the properties at the end of FY 2009. Listed below are the reserves assigned to the properties. It is based on the new grouping established by CHA under the Operating Rule provision.

	Reserves
Properties	
Washington Elms	$361,814
Corcoran Park	$282,910
Putnam Gardens	$289,285
Newtowne Court	$511,384
Truman Apts.	$105,124
Burns Apts.	$299,722
Millers River	$406,747
L.B. Johnson	$290,362
Jefferson Park	$369,586
Garfield	$21,096
Roosevelt Towers	$291,922
Windsor Court (Non-dwelling)	$14,970
Subtotal	**$3,244,922**
MTW Housing Choice Vouchers	$4,769,010
Subtotal	**$4,769,010**
Total Reserves	**$8,013,932**

MTW FY 2010

Annual Plan

APPENDICES

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Appendix 1

Households Served Demographic Information

1.1a Households Served by Development - Federal PH - Race: November 2008*

	RACE										TOTAL
	American Indian		Black		Asian		White		Other		
Family Developments											
Washington Elms	3	2%	106	61%	6	3%	59	34%	0	0%	**174**
Corcoran Park	4	3%	94	62%	3	2%	50	33%	0	0%	**151**
Putnam Gardens	1	1%	84	71%	3	3%	31	26%	0	0%	**119**
Newtowne Court	2	1%	164	62%	12	5%	86	33%	0	0%	**264**
UDIC	0	0%	15	58%	1	4%	10	38%	0	0%	**26**
River Howard	0	0%	17	53%	2	6%	13	41%	0	0%	**32**
Jefferson Park	1	1%	126	74%	5	3%	39	23%	0	0%	**171**
Scattered Sites	0	0%	7	54%	1	8%	5	38%	0	0%	**13**
Garfield Street	0	0%	6	75%	0	0%	2	25%	0	0%	**8**
Roosevelt Towers	1	1%	75	60%	4	3%	44	35%	0	0%	**124**
Family Total	**12**	**1%**	**694**	**64%**	**37**	**3%**	**339**	**31%**	**0**	**0%**	**1,082**
Elderly/Disabled Devs											
H. S Truman Apts.	0	0%	11	19%	2	3%	45	78%	0	0%	**58**
Daniel F. Burns	2	1%	43	22%	8	4%	139	72%	0	0%	**192**
Millers River	0	0%	52	20%	6	2%	202	78%	0	0%	**260**
Lyndon B. Johnson	2	1%	55	35%	1	1%	98	63%	0	0%	**156**
Robert S. Weaver	0	0%	7	37%	0	0%	12	63%	0	0%	**19**
Elderly/Disabled Total	**4**	**1%**	**168**	**25%**	**17**	**2%**	**496**	**72%**	**0**	**0%**	**685**
TOTAL	**16**	**1%**	**862**	**49%**	**54**	**3%**	**835**	**47%**	**0**	**0%**	**1,767**

*Excludes J.F. Kennedy Apts., CHA's HOPE VI program.

1.1b Households Served by Development - Federal PH - Ethnicity: November 2008*

	Ethnicity				TOTAL
	Hispanic		Non-Hispanic		
Family Developments					
Washington Elms	30	17%	144	83%	**174**
Corcoran Park	9	6%	142	94%	**151**
Putnam Gardens	8	7%	111	93%	**119**
Newtowne Court	35	13%	229	87%	**264**
UDIC	2	8%	24	92%	**26**
River Howard	4	13%	28	88%	**32**
Jefferson Park	12	7%	159	93%	**171**
Scattered Sites	1	8%	12	92%	**13**
Garfield Street	0	0%	8	100%	**8**
Roosevelt Towers	24	19%	100	81%	**124**
Family Total	**125**	**12%**	**957**	**88%**	**1,082**
Elderly/Disabled Devs					
H. S Truman Apts.	0	0%	58	100%	**58**
Daniel F. Burns	11	6%	181	94%	**192**
Millers River	16	6%	244	94%	**260**
Lyndon B. Johnson	8	5%	148	95%	**156**
Robert S. Weaver	0	0%	19	100%	**19**
Elderly/Disabled Total	**35**	**5%**	**650**	**95%**	**685**
TOTAL	**160**	**9%**	**1,607**	**91%**	**1,767**

*Excludes J.F. Kennedy Apts., CHA's HOPE VI program.

1.2 Households Served - Federal Family and Elderly/Disabled Developments - Income Profile (by AMI): November 2008*

	INCOME RANGES								TOTAL
	0-30% of AMI		30-50% of AMI		50-80% of AMI		> 80% of AMI**		
Family Developments									
Washington Elms	94	54%	47	27%	23	13%	10	6%	**174**
Corcoran Park	79	52%	41	27%	27	18%	4	3%	**151**
Putnam Gardens	71	60%	33	28%	10	8%	5	4%	**119**
Newtowne Court	156	59%	72	27%	29	11%	7	3%	**264**
UDIC	20	77%	4	15%	2	8%	0	0%	**26**
River Howard	24	75%	5	16%	3	9%	0	0%	**32**
Jefferson Park	98	57%	40	23%	22	13%	11	6%	**171**
Scattered Sites	8	62%	1	8%	2	15%	2	15%	**13**
Garfield Street	4	50%	3	38%	0	0%	1	13%	**8**
Roosevelt Towers	60	48%	41	33%	15	12%	8	6%	**124**
Family Total	**614**	**57%**	**287**	**27%**	**133**	**12%**	**48**	**4%**	**1,082**
Elderly/Disabled Devs									
H. S Truman Apts.	48	83%	7	12%	3	5%	0	0%	**58**
Daniel F. Burns	145	76%	36	19%	10	5%	1	1%	**192**
Millers River	221	85%	33	13%	6	2%	0	0%	**260**
Lyndon B. Johnson	128	82%	19	12%	8	5%	1	1%	**156**
Robert S. Weaver	13	68%	4	21%	2	11%	0	0%	**19**
Elderly/Disabled Total	**555**	**81%**	**99**	**14%**	**29**	**4%**	**2**	**0%**	**685**
TOTAL	**1,169**	**66%**	**386**	**22%**	**162**	**9%**	**50**	**3%**	**1,767**

*Excludes J.F. Kennedy Apts., CHA's HOPE VI program.

**The households listed as over 80% of AMI were below 80% at the time they received assistance, and thus were eligible for public housing.

1.3 Households Served - State PH and Voucher - Unit Size Profile: November 2008

	BEDROOM SIZE					TOTAL UNITS
	Studio	1BR	2BR	3BR	4+BR	
State Public Housing						
State Family	7	53	151	91	4	**306**
State Elderly	51	256	12	1	0	**320**
State P.H. Subtotal	**58**	**309**	**163**	**92**	**4**	**626**
State Voucher						
State Voucher Subtotal	**72**	**52**	**28**	**24**	**8**	**184**
TOTAL	**130**	**361**	**191**	**116**	**12**	**810**

1.4 Total Households Served - Federal and State PH - Unit Size Profile: November 2008

	TOTAL UNITS					TOTAL UNITS
	Studio	1BR	2BR	3BR	4 + BR	
Federal PH	440	394	463	373	97	**1,767**
StatePH	58	309	163	92	4	**626**
TOTAL	**498**	**703**	**626**	**465**	**101**	**2,393**

1.5 FY 2008 Area Median Income (AMI) Limits by Household Size: 2/2008

HOUSEHOLD SIZE	30% of AMI	40% of AMI	50% of AMI Very -Low	80% of AMI Low-Income
1	$18,030	$24,040	$30,050	$46,300
2	$20,580	$27,440	$34,300	$52,950
3	$23,160	$30,880	$38,600	$59,550
4	$25,740	$37,752	$42,900	$66,150
5	$27,810	$40,788	$46,350	$71,450
6	$29,850	$43,780	$49,750	$76,750
7	$31,920	$46,816	$53,200	$82,050
8	$33,990	$49,852	$56,650	$87,350

Appendix 2

Waiting List Demographic Information

2.1a Waiting List by Site - Federal and State PH - Race November 2008

	RACE										TOTAL
	American Indian		Black		Asian		White		Other		
Federal Sites											
Washington Elms	8	1%	441	55%	62	8%	289	36%	2	0%	**802**
Corcoran Park	5	1%	308	60%	22	4%	176	34%	0	0%	**511**
Putnam Gardens	5	1%	363	63%	39	7%	168	29%	3	1%	**578**
Newtowne Court	7	1%	452	53%	74	9%	313	37%	3	0%	**849**
UDIC*	6	1%	247	57%	24	6%	154	36%	2	0%	**433**
River Howard Homes	6	2%	202	57%	18	5%	123	35%	3	1%	**352**
Jefferson Park	10	2%	381	58%	60	9%	207	31%	0	0%	**658**
Scattered Sites	-	-	-	-	-	-	-	-	-	-	**-**
Garfield Street	4	1%	193	55%	18	5%	134	38%	1	0%	**350**
Roosevelt Towers	8	1%	441	52%	56	7%	348	41%	3	0%	**856**
H.S. Truman Apartments	2	3%	15	23%	5	8%	42	66%	0	0%	**64**
Burns Apartments	1	1%	20	25%	4	5%	55	69%	0	0%	**80**
Miller's River	2	1%	60	32%	8	4%	119	63%	0	0%	**189**
L.B. Johnson	0	0%	45	35%	7	6%	75	59%	0	0%	**127**
Weaver Apartments	1	3%	12	33%	2	6%	21	58%	0	0%	**36**
Fed Family First Available	40	1%	2,206	48%	176	4%	2,209	48%	11	0%	**4,642**
Fed Eld/Dis First Available	23	2%	410	32%	34	3%	794	63%	3	0%	**1,264**
Federal Subtotal	**128**	**1%**	**5,796**	**49%**	**609**	**5%**	**5,227**	**44%**	**31**	**0%**	**11,791**
State Sites											
Woodrow Wilson	6	2%	196	56%	18	5%	130	37%	0	0%	**350**
Lincoln Way	4	2%	129	62%	9	4%	66	32%	0	0%	**208**
Jackson Gardens	9	1%	390	54%	65	9%	260	36%	4	1%	**728**
Willow Street	4	2%	133	53%	11	4%	100	40%	1	0%	**249**
Manning	4	2%	56	28%	31	15%	110	55%	0	0%	**201**
Linnaen Street	1	1%	18	20%	10	11%	62	68%	0	0%	**91**
Russell Apartments	2	1%	46	29%	9	6%	101	64%	0	0%	**158**
Putnam School	1	1%	37	32%	3	3%	74	64%	0	0%	**115**
State Family First Available	46	1%	2,412	44%	191	4%	2,766	51%	11	0%	**5,426**
State Eld/Dis First Available	31	2%	492	33%	38	3%	927	62%	3	0%	**1,491**
State Subtotal	**108**	**1%**	**3,909**	**43%**	**385**	**4%**	**4,596**	**51%**	**19**	**0%**	**9,017**
TOTAL**	**236**	**1%**	**9,705**	**47%**	**994**	**5%**	**9,823**	**47%**	**50**	**0%**	**20,808**

*UDIC sites include Jackson Street, Fairmont Street, and Valentine Street

**This total number on all site-based waiting lists differs from the total number of applicants on the Federal Waiting List shown on Chapter II because applicants may choose to be placed on up to three site-based waiting lists and because this table includes site-based waiting lists for state developments.

2.1b Waiting List by Site - Federal and State PH - Ethnicity: November 2008

	Ethnicity				TOTAL
	Hispanic		Non-Hispanic		
Federal Sites					
Washington Elms	177	22%	625	78%	**802**
Corcoran Park	86	17%	425	83%	**511**
Putnam Gardens	92	16%	486	84%	**578**
Newtowne Court	183	22%	666	78%	**849**
UDIC*	65	15%	368	85%	**433**
River Howard Homes	67	19%	285	81%	**352**
Jefferson Park	128	19%	530	81%	**658**
Scattered Sites	-	-	-	-	**-**
Garfield Street	82	23%	268	77%	**350**
Roosevelt Towers	191	22%	665	78%	**856**
H.S. Truman Apartments	7	11%	57	89%	**64**
Burns Apartments	5	6%	75	94%	**80**
Miller's River	16	8%	173	92%	**189**
L.B. Johnson	9	7%	118	93%	**127**
Weaver Apartments	4	11%	32	89%	**36**
Fed Family First Available	1,038	22%	3,604	78%	**4,642**
Fed Eld/Dis First Available	140	11%	1,124	89%	**1,264**
Federal Subtotal	**2,290**	**19%**	**9,501**	**81%**	**11,791**
State Sites					
Woodrow Wilson	47	13%	303	87%	**350**
Lincoln Way	27	13%	181	87%	**208**
Jackson Gardens	154	21%	574	79%	**728**
Willow Street	47	19%	202	81%	**249**
Manning	15	7%	186	93%	**201**
Linnaen Street	5	5%	86	95%	**91**
Russell Apartments	13	8%	145	92%	**158**
Putnam School	18	16%	97	84%	**115**
State Family First Available	1,309	24%	4,117	76%	**5,426**
State Eld/Dis First Available	170	11%	1,321	89%	**1,491**
State Subtotal	**1,805**	**20%**	**7,212**	**80%**	**9,017**
TOTAL**	**4,095**	**20%**	**16,713**	**80%**	**20,808**

*UDIC sites include Jackson Street, Fairmont Street, and Valentine Street

**This total number on all site-based waiting lists differs from the total number of applicants on the Federal Waiting List shown in Chapter II because applicants may choose to be placed on up to three site-based waiting lists and also because this table includes site-based waiting lists for state developments.

2.2a Waiting Lists by site - Cambridge Residents - Federal and State PH - Race: November 2008

	RACE										TOTAL
	American Indian		Black		Asian		White		Other		
Federal Sites											
Washington Elms	2	1%	88	56%	10	6%	55	35%	1	1%	**156**
Corcoran Park	0	0%	64	65%	4	4%	30	31%	0	0%	**98**
Putnam Gardens	1	1%	89	62%	8	6%	44	31%	2	1%	**144**
Newtowne Court	1	1%	114	58%	9	5%	71	36%	2	1%	**197**
UDIC*	1	1%	50	55%	6	7%	34	37%	0	0%	**91**
River Howard Homes	2	2%	51	53%	6	6%	37	38%	1	1%	**97**
Jefferson Park	1	1%	80	64%	5	4%	39	31%	0	0%	**125**
Scattered Sites	-	-	-	-	-	-	-	-	-	-	**-**
Garfield Street	0	0%	36	52%	3	4%	29	42%	1	1%	**69**
Roosevelt Towers	2	1%	114	51%	12	5%	94	42%	2	1%	**224**
H.S. Truman Apartments	1	5%	4	20%	1	5%	14	70%	0	0%	**20**
Burns Apartments	1	5%	5	25%	0	0%	14	70%	0	0%	**20**
Miller's River	1	4%	4	17%	0	0%	19	79%	0	0%	**24**
L.B. Johnson	0	0%	5	28%	0	0%	13	72%	0	0%	**18**
Weaver Apartments	0	0%	4	40%	1	10%	5	50%	0	0%	**10**
Fed Family First Available	8	1%	475	45%	30	3%	546	51%	4	0%	**1,063**
Fed Eld/Dis First Available	3	1%	62	29%	2	1%	145	68%	0	0%	**212**
Federal Subtotal	**24**	**1%**	**1,245**	**48%**	**97**	**4%**	**1,189**	**46%**	**13**	**1%**	**2,568**
State Sites											
Woodrow Wilson	2	1%	101	52%	12	6%	80	41%	0	0%	**195**
Lincoln Way	1	1%	76	67%	6	5%	30	27%	0	0%	**113**
Jackson Gardens	4	1%	156	48%	39	12%	124	38%	4	1%	**327**
Willow Street	1	1%	65	52%	6	5%	53	42%	1	1%	**126**
Manning	3	3%	35	30%	12	10%	67	57%	0	0%	**117**
Linnaen Street	1	2%	13	21%	7	11%	40	66%	0	0%	**61**
Russell Apartments	1	1%	20	22%	6	6%	66	71%	0	0%	**93**
Putnam School	1	1%	24	34%	0	0%	45	64%	0	0%	**70**
State Family First Available	14	1%	841	50%	63	4%	757	45%	6	0%	**1,681**
State Eld/Dis First Available	11	2%	186	33%	13	2%	347	62%	0	0%	**557**
State Subtotal	**39**	**1%**	**1,517**	**45%**	**164**	**5%**	**1,609**	**48%**	**11**	**0%**	**3,340**
TOTAL**	**63**	**1%**	**2,762**	**47%**	**261**	**4%**	**2,798**	**47%**	**24**	**0%**	**5,908**

*UDIC sites include Jackson Street, Fairmont Street, Valentine Street and Garfield Street.

**This total number on all site-based waiting lists differs from the total number of applicants shown in table 2.1a and 2.1b because this table represents the total number of Cambridge Residents only.

2.2b Waiting Lists by site - Cambridge Residents - Federal and State PH - Ethnicity: November 2008

	Ethnicity				TOTAL
	Hispanic		Non-Hispanic		
Federal Sites					
Washington Elms	28	18%	128	82%	**156**
Corcoran Park	10	10%	88	90%	**98**
Putnam Gardens	16	11%	128	89%	**144**
Newtowne Court	35	18%	162	82%	**197**
UDIC*	8	9%	83	91%	**91**
River Howard Homes	16	16%	81	84%	**97**
Jefferson Park	16	13%	109	87%	**125**
Scattered Sites	-	-	-	-	**-**
Garfield Street	7	10%	62	90%	**69**
Roosevelt Towers	42	19%	182	81%	**224**
H.S. Truman Apartments	1	5%	19	95%	**20**
Burns Apartments	1	5%	19	95%	**20**
Miller's River	3	13%	21	88%	**24**
L.B. Johnson	1	6%	17	94%	**18**
Weaver Apartments	3	30%	7	70%	**10**
Fed Family First Available	137	13%	926	87%	**1,063**
Fed Eld/Dis First Available	25	12%	187	88%	**212**
Federal Subtotal	**349**	**14%**	**2,219**	**86%**	**2,568**
State Sites					
Woodrow Wilson	21	11%	174	89%	**195**
Lincoln Way	8	7%	105	93%	**113**
Jackson Gardens	50	15%	277	85%	**327**
Willow Street	19	15%	107	85%	**126**
Manning	11	9%	106	91%	**117**
Linnaen Street	4	7%	57	93%	**61**
Russell Apartments	9	10%	84	90%	**93**
Putnam School	11	16%	59	84%	**70**
State Family First Available	208	12%	1,473	88%	**1,681**
State Eld/Dis First Available	56	10%	501	90%	**557**
State Subtotal	**397**	**12%**	**2,943**	**88%**	**3,340**
TOTAL**	**746**	**13%**	**5,162**	**87%**	**5,908**

*UDIC sites include Jackson Street, Fairmont Street, Valentine Street and Garfield Street.

**This total number on all site-based waiting lists differs from the total number of applicants shown in table 2.1a and 2.1b because this table represents the total number of Cambridge Residents only.

2.3 Waiting List - State PH- Unit Size Profile: November 2008

	BEDROOM SIZE										TOTAL
	Studio		1BR		2BR		3BR		4+BR		UNITS
State Public Housing											
State Family	98	2%	2,904	46%	2,192	35%	1,002	16%	136	2%	**6,332**
State Elderly	1,590	87%	162	9%	77	4%	4	0%	0	0%	**1,833**
State P.H. Subtotal	**1,688**	**21%**	**3,066**	**38%**	**2,269**	**28%**	**1,006**	**12%**	**136**	**2%**	**8,165**
State Voucher	**CHA no longer mantains a separate state voucher waitlist.**										
TOTAL											**8,165**

Appendix 3

CHA MTW Housing Inventory Information

3.1 Number of MTW units in Inventory – Comparison between units in base year FY99 to units estimated at start of FY10

	BEDROOM SIZE										TOTAL UNITS	
	Studio		1BR		2BR		3BR		4+BR			
	Apr-99	Apr-09	Apr-99	Apr-09	Apr-99	Apr-09	Apr-99	Apr-09	Apr-99	Apr-09	Apr-99	Apr-09
Public Housing												
Federal Family	0	0	151	151	460	467	383	379	101	98	**1,095**	**1,095**
Federal Elderly*	546	501	217	254	3	3	0	0	0	0	**766**	**758**
J.F. Kennedy/ HOPE VI	20	0	63	44	0	0	0	0	0	0	**83**	**44**
P.H. Subtotal	**566**	**501**	**431**	**449**	**463**	**470**	**383**	**379**	**101**	**98**	**1,944**	**1,897**
Housing Choice*												
H.C.V. Units	**72**	**110**	**449**	**777**	**591**	**715**	**231**	**365**	**39**	**47**	**1,382**	**2,014**
TOTAL	**638**	**611**	**880**	**1,226**	**1,054**	**1,185**	**614**	**744**	**140**	**145**	**3,326**	**3,911**

*Excludes J.F. Kennedy Apts., the CHA's HOPE VI program; currently 44 public housing units owned by JFK Apartments LLC.

**The chart reflects only MTW units at the beginning of the Demonstration. Not included in MTW are: Section 8 Moderate Rehabilitation Units; the Shelter Plus Care Program; developments with funding sources outside the Demonstration's scope, including Roosevelt Towers Mid-Rise building (mid-rise only) ; "sticky voucher" Section 8 subsidies at 929 House; two hundred Section 8 Vouchers for persons with disabilities (which may be rolled into the Demonstration at a future date) that are related to the CHA's elderly allocation plan; and the CHA's HOPE VI elderly redevelopment grant for Kennedy Apartments.

3.2 Projected Number of Units in Inventory (MTW Units) at the end FY 10 (3/31/10)

	Start FY 10 (Estimated)	BEDROOM SIZE					End of FY 10 TOTAL
		Studio	1BR	2BR	3BR	4+BR	
Public Housing							
Family	1,095	0	151	467	379	98	**1,095**
Elderly	758	501	254	3	0	0	**758**
J.F. Kennedy/ HOPE VI	44	-	44	-	-	-	**44**
P.H. Subtotal	**1,897**	**501**	**449**	**470**	**379**	**98**	**1,897**
H.C.V. Units							
H.C.V. Units	**2,014**	**127**	**794**	**732**	**382**	**65**	**2,100**
TOTAL	**3,911**	**628**	**1,243**	**1,202**	**761**	**163**	**3,997**

3.3 Occupancy Levels, Federal PH : November 2008*

	FY 2009 YTD		FY 2010 EXPECTED	
	Gross %	Adjusted %**	Gross %	Adjusted %
Federal Sites				
Washington Elms**	98.10%	98.66%	98.00%	**TBD**
Corcoran Park**	98.66%	99.31%	98.00%	**TBD**
Putnam Gardens	95.93%	96.74%	97.00%	**TBD**
Newtowne Court	92.77%	93.15%	98.00%	**TBD**
Jackson Street	94.15%	94.15%	95.00%	**TBD**
Fairmont Street	94.15%	94.15%	97.00%	**TBD**
Valentine Street	94.15%	94.15%	98.00%	**TBD**
River Howard	100.00%	100.00%	97.00%	**TBD**
Jefferson Park	95.05%	95.87%	95.00%	**TBD**
Scattered Sites	98.70%	98.70%	98.00%	**TBD**
Garfield Street	99.06%	99.06%	92.00%	**TBD**
Roosevelt Towers	99.67%	99.67%	98.00%	**TBD**
Truman Apts.	86.93%	86.93%	97.00%	**TBD**
Burns Apts.	95.75%	95.75%	97.00%	**TBD**
Millers River**	84.35%	89.36%	93.00%	**TBD**
L.B. Johnson**	69.58%	77.70%	97.00%	**TBD**
Weaver	98.40%	98.40%	97.00%	**TBD**
TOTAL	**93.85%**	**94.81%**	**96.59%**	**TBD**

*Excludes J.F. Kennedy Apts., CHA's HOPE VI program. Includes however 5 SRO units that are part of one unit breakthrough at Jefferson Park.
** Adjusted for modernization activities
Note: the calculation of occupancy levels is made using a gross count of units that excludes non-dwelling units. These include office space and special use units, totaling 3 office spaces, 9 special use units.

3.4 Rent Collection Levels, Federal PH : November 2008*

	FY 2009 YTD ACTUAL	FY 2010 EXPECTED
Federal Sites		
Washington Elms	99.98%	98%
Corcoran Park	99.98%	98%
Putnam Gardens	99.98%	98%
Newtowne Court	99.99%	98%
UDIC**	99.99%	98%
River Howard	99.99%	98%
Jefferson Park	99.98%	98%
Scattered Sites	99.99%	98%
Garfield Street	100.00%	98%
Roosevelt Towers	99.98%	98%
Truman Apts.	99.99%	98%
Burns Apts.	99.99%	98%
Millers River	99.99%	98%
L.B. Johnson	99.99%	98%
Weaver	100.00%	98%
TOTAL	**100%**	**98%**

* This chart calculates the total rent billed for FY 2009 divided by the current balance not including prepays or other credits. Excludes J.F. Kennedy Apts., CHA's HOPE VI program.**UDIC Sites includes Jackson St., Fairmont St., and Valentine St.

3.5 Work Order Response, Federal PH : November 2008*

	FY 2009 YTD		FY 2010 EXPECTED	
	Emergency	Non-Emergency	Emergency	Non-Emergency
	% Completed Under 24Hrs.	Average Days to Complete	% Completed Under 24Hrs.	Average Days to Complete
Federal Sites				
Washington Elms	100%	6.00	100%	7.00
Corcoran Park	100%	1.00	100%	7.00
Putnam Gardens	100%	5.50	100%	7.00
Newtowne Court	100%	6.50	100%	7.00
River Howard	100%	2.90	100%	7.00
Jefferson Park	100%	3.37	100%	7.00
Roosevelt Towers	100%	5.60	100%	7.00
Scattered Sites	100%	5.80	100%	7.00
Truman Apts.	100%	2.50	100%	7.00
Burns Apts.	100%	2.40	100%	7.00
Millers River	100%	1.10	100%	7.00
L.B. Johnson	100%	1.00	100%	7.00
weaver	100%	3.10	100%	7.00

* Excludes J.F. Kennedy Apts., the CHA's HOPE VI program.

3.6 Inspections, Federal PH*

	CALENDAR 2008YTD		FY 10 EXPECTED	
	% Inspected	% Passing UPCS	% Inspected	% Passing UPCS
Federal Sites				
Washington Elms	100%	100%	100%	100%
Corcoran Park	100%	100%	100%	100%
Putnam Gardens	100%	100%	100%	100%
Newtowne Court	100%	100%	100%	100%
Jackson Street	100%	100%	100%	100%
Fairmont Street	100%	100%	100%	100%
Valentine Street	100%	100%	100%	100%
River Howard**	100%	100%	100%	100%
Jefferson Park	100%	100%	100%	100%
Scattered Sites	100%	100%	100%	100%
Garfield Street	100%	100%	100%	100%
Roosevelt Towers	100%	100%	100%	100%
Truman Apts.	100%	100%	100%	100%
Millers River**	100%	100%	100%	100%
L.B. Johnson**	100%	100%	100%	100%
weaver	100%	100%	100%	100%
TOTAL	**100%**	**100%**	**100%**	**100%**

*Excludes J.F. Kennedy Apts., CHA's HOPE VI program.

3.7 Housing Choice Voucher Program – Inspection Levels

Group Type	FY 2010 Units Inspected - Estimated	Percent Passing HQS
Project-Based	60	100%
Group 1	108	100%
Group 2	512	100%

NOTE: CHA's inspection protocols were revised in FY 08. A full description of CHA'S MTW inspection protocols can be found in the Leased Housing Program Chapter of the FY 08 MTW Annual Report.

Appendix 4

Public Comments

C= Comment, R=Response

Public Process & Participation:

C: *One commenter urged CHA to return to the past practice of including a schedule of opportunities for public input into proposed policy changes, new programs and other major initiatives in the MTW Annual Plan.*

R: CHA agrees to include such a schedule in future MTW Plans. CHA has asked HUD to include this schedule in the Agency's Restated and Amended MTW Agreement to memorialize CHA's long-term commitment to meaningful public participation.

C: *One commenter stressed that public input, particularly with regards to the Administrative Plan for Leased Housing, should be solicited from applicants and organizations representing applicants in addition to current residents and voucher holders*.

R: CHA publishes notices of all public meetings in the Legal Notices section of the *Cambridge Chronicle*, at all large public housing sites and online on CHA's website, www.cambridge-housing.org. CHA believes it is reasonable to expect applicants and/or organizations working with applicants to periodically visit CHA's website or look in the *Chronicle* to see if CHA has any public meetings planned. With regard to working groups organized by CHA to discuss proposed policies or programmatic reforms, the Agency will be mindful of this comment when considering whom to invite. As described later, CHA will hold one working group meeting to discuss proposed changes to the Administrative Plan.

C: *Several commenters complemented CHA on its public outreach efforts concerning the Cambridge Public Housing Preservation Program and encouraged CHA to engage in similarly expansive public dialogue in other policy areas.*

R: CHA appreciates the positive feedback. Planning and Development staff has worked hard to make sure that the Cambridge community is fully informed about the possible redevelopment strategies CHA may pursue. CHA will continue to engage the community around this and other policy matters.

C: *One commenter complimented CHA for the open public dialogue, but requested that CHA do more to keep outside agencies and service providers informed about CHA's eligibility and preference policies.*

R: CHA has recently created multi-lingual, one page hand outs explaining CHA's wait list and emergency policies, the status of the various waitlists and a waitlist status inquiry form; all of which are designed to make the application process more transparent and easy to understand. CHA is also nearing completion of its new website, which will make it easier for anyone, including outside agencies and service providers, to understand and navigate CHA's application and wait list policies and procedures.

Administrative Plan

C: *One commenter asked if there would be opportunity for public input into the new Administrative Plan for Leased Housing*.

R: In its FY 09 MTW Annual Plan, CHA committed to one working group meeting to discuss the Administrative Plan. While CHA is not obligated to have any public dialogue related to the Administrative Plan, CHA committed to do so and plans to honor that commitment.

C: *Many commenters urged CHA not to align the medical and childcare deduction in the HCV program with those used in federal public housing*.

R: CHA will conduct a thorough impact analysis to see how actual voucher households would be affected by such a transition before proposing to align the deductions in the two programs. While some commenters shared anecdotes about residents in federal public housing being adversely impacted by the deduction schedule implemented with Rent Simplification in early 2006, CHA's own analyses do not support this assertion. Further, there have only been eleven hardship applications since Rent Simplification was implemented, which in CHA's view provides further evidence that households are not being adversely affected by Rent Simplification's innovative reform to HUD's unnecessarily complex deduction methodology. Regardless, any significant change in the deduction determination policy would not diminish participants' ability to apply for a hardship rent or have a rent increase cap applied as part of a transition to a revised deduction policy.

C: *Several commenters suggested that CHA's deduction schedule does not take into account the rising cost of health care, or changes in costs from one year to the next.*

R: CHA agrees that the health care landscape is changing rapidly, particularly in Massachusetts, where universal health care is not only available, but mandatory. 96% of Massachusetts's citizens are insured, ranking the Commonwealth first in the nation in percentage of insured residents. CHA will consider revisiting the deduction schedule to better align it with the premiums and co-pays voucher holders and residents (the majority of whom are extremely low-income and therefore eligible for the state's very low and no cost program) actually pay.

C: *One commenter urged CHA not to switch from annual to biennial recertifications in the HCV program*.

R: CHA will consider lengthening the time between recertifications, specifically for elderly or disabled participants who receive the majority of their incomes from fixed sources such as SSI or pensions. This is significantly similar to language included in the Section Eight Voucher Reform Act of 2008, which passed the House of Representatives in 2008, but was not taken up in the Senate.

If CHA moved ahead with this reform, it is unlikely that elderly or disabled participants would lose the ability to come to CHA for interim recertifications without limit.

C: *One commenter said that participants were hesitant to apply for hardship rents because the process is humiliating*.

R: CHA's hardship policy does not require the hardship applicant to attend the committee meeting where her/his application is considered. Typically, applicants provide the same, or even less information during the hardship application process than they do for a regular (annual or biennial) recertification.

C: *Several commenters opposed aligning preference and emergency categories for the voucher program for those used in the federal public housing program. Reasons for opposition to this initiative were duplicative of comments received during the public comment period on the new Admissions and Continued Occupancy Policy for federal public housing. They include but are not limited to: the exclusion of individuals living in subsidized housing in Cambridge from the resident preference (but not from being placed on another program's waiting list), the exclusion of domestic violence victims; persons who lost their housing through no fault of their own but not through summary process; and households with incomes greater than 60% of area median income from the emergency criteria.*

R: CHA responded at length to these concerns during the ACOP public process. CHA feels strongly that the preferences for all programs should be aligned. Aligning the preferences makes it easier for applicants to understand the process and for CHA to administer the waiting lists.

C: *One commenter opposed CHA's initiative to seek a waiver from the state to align the federal and state waitlist preferences*.

R: CHA understands the concerns in this area. CHA will continue to reach out to the community to find a workable set of preference that aligns preferences for all state and federal programs.

For reasons discussed in the previous response and discussed at length during discussions around the ACOP, CHA believes strongly that the preferences should be aligned.

Heading Home Program

C: *Four commenters asked if there would be opportunity for local service providers and housing advocates to participate in the development of the Heading Home Program*.

R: The Heading Home Program is being designed in collaboration with several local and regional service providers in conjunction with a grant from the Massachusetts Department of Transitional Assistance. In addition to a planning group that includes homeless service providers, educators, case workers and subsidized housing administrators; the program will be subject to a formal evaluation conducted independently of program designers, participants or administrators. This evaluation will use a statistically valid sample, will be longitudinal and will include a control group.

While CHA understands why commenters want to be involved in program development, a relatively small program is being designed, and will be implemented in an extraordinarily controlled fashion, with CHA's voice only one in a group of careful, experienced and thoughtful service providers. CHA will discuss an informal vetting process with its partners. If the group is willing and the program design is far enough along, CHA will set up an informal meeting with interested parties.

Further, should ideas come out of the Heading Home Program that CHA believes are replicable in a program of its own, such as the Opportunity Voucher Program discussed in previous Annual Plans, or the HCV program more broadly, CHA would certainly bring those ideas to the community for discussion and consideration before seriously considering implementation.

C: *Four commenters expressed concerns about the use of subsidy in the Heading Home Program. The commenters worry that the possible use of shallow, declining or expiring subsidies in the Heading Home Program would jeopardize participating households' ability to remain*

housed. Further, commenters worried that the implementation of shallow, declining or expiring subsidies may lead to similar programmatic changes in the broader voucher program.

R: CHA appreciates this comment but wants to assure the commenters that, as described in the previous response, the Heading Home Program is being designed in cooperation with a number of experienced homeless service providers who, like CHA, are committed to ending, not promulgating homelessness. CHA has never - and would never - design a program without a hardship provision for struggling participants. In fact, CHA's Moving to Work Agreement requires it to develop a hardship policy anytime it makes changes to rent structures.

Resident Advisory Board:

C: *Several commenters complimented CHA on the role it is playing to help facilitate the creation of a Resident Advisory Board.*

R: CHA believes that a strong resident/participant organization will be a long-term benefit to the Agency, and the community.

C: *Two commenters asked that CHA reword the section of the Plan that described the relationship between the Resident Advisory Board, named Alliance of Cambridge Tenants (ACT), to more accurately reflect the nature of the relationship. One commenter provided CHA with suggested language*.

R: Upon review, CHA agrees that the language in the draft Plan, unintentionally, mischaracterized the relationship between ACT and CHA. CHA rewrote the section, integrating the language supplied by the commenter.

Project Based Voucher Waitlist:

C: *One commenter questioned CHA's rationale for allowing owners of Project Based units to maintain their own wait lists, and how those lists would interact with CHA's.*

R: Applicants would be required to be on both CHA and the owner's wait lists to be considered for a unit. This would prevent owners from being able to "cherry pick" applicants.

Housing Preservation Fund & the Cambridge Public Housing Preservation Program:

C: *Two commenters urged CHA to make redeveloped units available to higher income (40 – 60% AMI (in a 1:3 ratio) if it meant project basing fewer vouchers*.

R: As described at length in the Major Initiatives and Capital chapters of this Plan, there are too many variables at play currently to say precisely the number of vouchers that CHA will need to project base in order for the Agency to meet its $228 million capital needs. Preliminary analysis of the commenter's recommended ratio does not raise sufficient capital to keep the properties viable. CHA will continue to keep the community informed about financing choices as it moves closer to the construction phase of the Cambridge Public Housing Preservation Program.

C: *One commenter urged CHA not to house more, higher income households in order to secure financing for the Cambridge Public Housing Preservation Program. This commenter preferred CHA make as many units as possible available to extremely low-income households.*

R: Please see previous response.

C: *One commenter asked what would happen to residents who had to leave their units during construction.*

R: Depending on the scope of the work, residents would either be moved within their current building, to a unit in another public housing development, or to a market unit in Cambridge using a temporary housing choice voucher. Regardless, all displaced lease or program compliant residents maintain the right to return to their homes.

C: *One commenter asked if the use of funds from the Housing Preservation Fund to stabilize at risk affordable housing would diminish the number of vouchers available in Cambridge.*

R: CHA is not yet sure how, or whether, that fund would in fact be used to support affordable housing units not included in CHA's, or a CHA affiliate non-profit's portfolio. CHA currently has more vouchers in use than in any time in its history. If CHA were to tap the Housing Preservation Fund, there would be no net loss of households served.

Language Assistance:

C: One commenter asked CHA to explain in more detail the steps it has taken in implementing the Limited English Proficiency Policy and Language Assistance Plan.

R: CHA will provide greater details in this policy area in the FY 2009 MTW Annual Report.

Note:

In addition to the comments described above, CHA received many comments related to the Restated and Amended Moving to Work Agreement, which was in public comment period at the same time as this Plan. Comments received on the MTW Agreement, and CHA's responses, are available in the What's New section of CHA's website: www.cambridge-housing.org.

Appendix 5

MTW Major Initiatives Summary

The following matrix tracks each MTW initiative CHA has developed, beginning with the Agency's first MTW Annual Plan in FY 2000. The matrix briefly describes each initiative, the year it was implemented, and its outcomes whenever possible. This matrix is updated annually.

Major Initiatives Summary - November, 2008 -

Key: (PH = Public Housing, LLH = Local Leased Housing Program (HCV))

#	MTW Year Proposed	Program	Initiative	Uses MTW Authority	Metric(s)	Baseline (Plan Year)	Outcome (Through FY 2008)	Status
1.	All	PH and LLH	Increase number of households served	Yes	# occupied households	3,052	3,635	Active
2.	All	PH and LLH	Expand supply of permanently affordable housing	Yes	a. # new affordable units acquired or built b. Non-HUD funds leveraged c. MTW funds used	a.0 b.0 c.0	a.326 b. $63.8m c. $11.9m	Active - covers all development initiatives presented in this chart
3.	All	Development	Expand supply of affordable housing through acquisition of condominiums	Yes	a. # of new condo units acquired or built b. Non-HUD funds leveraged c. MTW funds used	a. 0 b.0 c.0	a.65 b. $13.2m c. $6m	Active, the funds associated with this initiative are included in the total for #2 above.
4.	All	All areas	Use fungibility to create single block grant	Yes	Projects/ initiatives funded through block grant	See this matrix	See this matrix	Active
5.	FY 2000	Development	Create senior assisted living/skilled nursing and nursing home facilities at Neville Manor	Yes	a. # of new units/bed built or rehabbed b. Total dollars leveraged: TDC c. Non-HUD dollars leveraged: services	a. 0 b.0	a. 183 b. $102m c. $1.2 M annually for assisted living program	CHA served as the developer for the assisted living facility. Development activity completed and fully occupied
6.	FY 2000	Development	Revitalize JFK Apartments	No	a. # of units rehabilitated b. Non-HUD dollars leveraged c. HUD funds used	a. 0 b. 0 c. 0	a. 83 b. $15.9m c. $8.59m	HOPE VI- Development activity completed and building is fully occupied and all replacement condos purchased and occupied.

#	MTW Year Proposed	Program	Initiative	Uses MTW Authority	Metric(s)	Baseline (Plan Year)	Outcome (Through FY 2008)	Status
7.	All	Development	Develop and implement locally determined Total Development Cost policies	Yes	Not applicable. Other than the HOPE VI at JFK no public housing development activity has occurred that has required TDC.	NA	NA	Pending, possible application of MTW authority as CHA engages in 10-year Capital Planning effort.
8.	FY 2000	PH	Focus modernization efforts on senior housing stock	No	# of senior units rehabilitated	0	140, however much of the rehab work was done to bring declining units back online, rather than truly "modernize"	Active. Is a focus in our ongoing 10-year Capital Planning process. Modernization needs require substantial additional resources above CFP.
9.	FY 2000	PH	Allow development choice for applicants	No	#HH on wait lists by site	Not tracked - did not have site-based waiting lists.	11,186 site choices made as of Q4 FY 2008- (includes multiple sites selected by individual households)	Active
10.	FY 2000	PH	Profile targeting to increase working households at family sites	No	% of households at each family site earning >50% of AMI	12% of all family household incomes exceed 50% of AMI	11.8% as of Q4 FY 2008	Active/Modified in 2002 to change placement ratios; suspended in 2006 and 2007.
11.	FY 2000	PH	Rent Policy: Continue pre-MTW rent policy revisions: -Exclude 25% of wage income for household members between ages 18-25 -Exclude 15% of wage income for all other adults -Exclude 100% of first year wage income for WtW residents; 2nd year, reduce rent increase by 50%	No	a. # of households receiving 25% exclusion b. # of households receiving 15% exclusion c. # of households receiving 100% and 50% WtW exclusions	NA	a-c. 52 households had some type of wage exclusion. Data only available for FY05 and not tracked specifically by exclusion type.	Replaced with Rent Simplification in FY 2006. Also see related initiatives #14 and #15.
12.	FY 2000	PH	Rent Policy: Implement ceiling rents indexed to HUD AAF	Yes	a. # of households on ceiling rent b. Ceiling rent income as % of all rental income	a.NA b.NA	a. 163 households at ceiling rent in as of Q4 FY08 b. approximately 20% of monthly rental income comes from ceiling rent households	Active

#	MTW Year Proposed	Program	Initiative	Uses MTW Authority	Metric(s)	Baseline (Plan Year)	Outcome (Through FY 2008)	Status
13.	FY 2000	PH	Rent Policy: Expand eligibility for tuition deduction for post-secondary education	Yes	# of household members enrolled in post-secondary education courses	No data available	NA (see status)	Replaced with Rent Simplification in FY 2006
14.	FY 2000	PH and LLH	Rent Policy: Exclude 100% of first year wage income for SSI, SSM, EAEDC and Veteran's Disability recipients	Yes	# of household members that transitioned from SSI, SSM, EAEDC and/or Veteran's Disability to wage income in PH program	NA	305 in FY 05 in PH Not tracked in LLH	Active in LLH. Replaced by Rent Simplification in Federal PH
15.	FY 2000	PH	Rent Policy: Exclude 25% of wage income for seniors	Yes	a. # of senior households with wage income b. Total wage income for seniors	a.NA b.NA	a. 23 in FY 05 b. $259,303 in FY 05	Replaced with Rent Simplification in FY 2006
16.	FY 2000	PH	Implement 2 year recertifications for elderly and disabled on SS, SSI	Yes	# HHs with biennial recerts	NA	NA	Not implemented as originally conceived. Replaced in FY06 under Rent Simplification
17.	FY 2000	LLH	Rent Policy: Exclude 100% of first year wage income for WtW residents; 2nd year, reduce rent increase by 50%	Yes	a. # of households with working members b. # of households receiving WtW income exclusions	NA	a.1,055 b. Computer system unable to track	Active in LLH Replaced by Rent Simplification in Federal PH
18.	FY 2000	LLH	Implement vacancy and damage payments	Yes	Amount paid	0	$78,766 since FY02	Active
19.	FY 2001	PH	Eligibility: Lower eligible senior age from 62 to 60	No	# of families on waiting list in this category	NA	43 in FY08	Approved and active in FY 2008
20.	FY 2001	LLH	Use MTW resources to augment State MRVP leasing program	Yes	MTW funds used to augment State program	NA	$521,404 from FY01 through FY08	Active

#	MTW Year Proposed	Program	Initiative	Uses MTW Authority	Metric(s)	Baseline (Plan Year)	Outcome (Through FY 2008)	Status
21.	FY 2001	LLH	Implement local Project Based leasing program	Yes	a. # of PB units leased b. % of PBAs as % of total MTW vouchers	NA	a.464 b.24%	Active
22.	FY 2001	Development	Request for regulatory relief for Mixed Finance	Yes	HUD approval received	NA	NA	Has not yet been required. CHA is completing a 10-year Capital Planning Process, which will likely result in a number of mixed financed projects.
23.	FY 2001	Development	Request for regulatory relief for Procurement regulations (filed sub-	Yes	Pre emption required	NA	NA	Not approved by HUD, CHA could really use this regulatory relief.
24.	FY 2001	PH	Implement Project Based Budgeting	No	Project based budgets established	NA	Managers are developing and using budgets.	Active, and further refined by Operating Fund rule requirements.
25.	FY 2001	LLH	Implement new Tenant Preservation Program to preserve in-place tenancies	No	# of in-place leases signed	1,238	1,644	Program ended in FY03
26.	FY 2001	LLH	Implement special purpose set aside for LLH	No	# of special purpose units leased	NA	10	TBD, but see # 55 below, sponsor-based vouchers.
27.	FY 2001	Development	Acquisition and rehabilitation of 65-unit Lancaster	Yes	a. # of new units built or rehabbed b. Non-HUD dollars leveraged: c. MTW funds used	a.NA b.NA c. NA	a.65 b. $17.43m c. $4.12m	Active Project Development completed and now under management. Fully occupied and included in #2 above.
28.	FY 2001	Development	Acquisition and rehabilitation of 6-unit Ashton Place	Yes	a. # of new units built or rehabbed b. Non-HUD dollars leveraged c. MTW funds used	a. NA b.NA	a. 6 b. $986,728 c. $1,290,345	Active Project Development completed and now under management. Fully occupied and included in #2 above.

#	MTW Year Proposed	Program	Initiative	Uses MTW Authority	Metric(s)	Baseline (Plan Year)	Outcome (Through FY 2008)	Status
29.	FY 2001	Development	Acquisition, demolition and new construction of 6-unit property (through CAHC)	Yes	a. # of new units built or rehabbed b. Non-HUD dollars leveraged c. MTW funds used	NA	a. 6 b. $1.07m c. $1.05m	Active Project Development completed and now under management. Fully occupied and included in #2 above.
30.	FY 2002	PH and LLH	Develop Accreditation Pilot Program	No		NA	NA	Included as major initiative in FY08 and FY 09 Plan
31.	FY 2002	LLH	Bonus payments for new leases and multi-year leases	Yes	# of multi-year leases executed	1	0	Terminated due to lack of owner interest
32.	FY 2002	PH	Implement ESCo at Millers River, MTW allows us to be our own ESCo	Yes	Savings	NA	70% reduction in electricity consumption	Completed
33.	FY 2002	PH/TS	Redesign and integration of FSS and EDSS programs	Yes				Completed
34.	FY 2002	PH	Request for exemption from Community Service requirements	Yes	Policy in place.	NA	Request for exemption declined by HUD	No change in policy. Residents self-certify
35.	FY 2002	PH	Request for exemption from Pet Policy requirements	Yes	Policy in place.	NA	Request granted	Active/policy in place
36.	FY 2002	LLH	Preserve leased housing units through implementation of locally determined AAFs and 120% exception rents	Yes	a. % of units remaining in LLH program b. # of leases at 120% c. # HH TTP > 30%	a.NA b. Close to 100% new lease-ups at 120% in base year. Exception rents at or exceeding 120% were necessary to preserve tenancies at the end of Rent Control. c. Data not available for base year	a.NA b. Statistically negligible number of rents at or exceeding 120% of FMR. Rental market has softened in recent years making 120% exception rents unnecessary. CHA retains the right to use higher payment standards, but current rental market does not typically necessitate use of payment standards greater than 100% of FMR for new lease-ups. c. 167 (25% are households with zero income) in Q3 FY08. 68% of households paying more than 30% of monthly income towards rent are in the MTW program, 32% have non-MTW vouchers.	

#	MTW Year Proposed	Program	Initiative	Uses MTW Authority	Metric(s)	Baseline (Plan Year)	Outcome (Through FY 2008)	Status
37.	FY 2003	Development	Acquisition and rehabilitation of Woodbridge Street into transitional housing	Yes	a. project completed b. # of new units/ beds	a. yes b.9	a.NA b.NA	Completely occupied and included in #2 above.
38.	FY 2005	Development	Acquisition and preservation of 6-unit condo at 866 Massachusetts Avenue (through CACH)	Yes	a. # of affordable units preserved b. Non-HUD dollars leveraged: c. MTW $	a.NA b.NA c.NA	a. 6 b. $1.7m c. $626,379	Completed
39.	FY 2005	Development	Acquisition of 21 units at 195 and 203 Prospect (through CACH)	Yes	a. # of affordable units preserved b. Non-HUD dollars leveraged c. MTW funds used	a.NA b.NA c.NA	a.21 b. $4.51m c. $2.22m	Pending final financing
40.	FY 2006	Development	Development of 10-unit pilot homeownership program	Yes	a. # of homeownership units created b. Non-HUD dollars leveraged	a.NA b.NA	NA	Study completed. Determined unfeasible b/c of $113K and $142K, depending on unit size, even with S8 homeownership $$, also see #45 below.
41.	FY 2006	PH and LLH	Design and implement rent simplification initiatives including 2-year recertifications	Yes	a. # of households with employment income b. Time/cost of completing recertifications	a.NA b.NA	a. PH: 41% in FY04; 43% in FY05 and FY06; and 44% in FY07 b. LLH: 43% in FY04; 42% in FY05 and FY06; and 40% in FY07. See benchmarking study in FY07 Report Appendix 4	Active
42.	FY 2006	PH and LLH	Design and implement Benchmarking Study	No	Recertification time and # of recerts in Rent Simplified programs vs. non-Rent Simplified	Designed and implemented	See benchmarking study in FY07 MTW Report Appendix 4 for data/results	Active

#	MTW Year Proposed	Program	Initiative	Uses MTW Authority	Metric(s)	Baseline (Plan Year)	Outcome (Through FY 2008)	Status
43.	FY 2006	PH	Establish service trust fund or endowment	Yes	Non-HUD dollars leveraged: social services	NA	NA	Not feasible at this time, initiative dropped.
44.	FY 2006	Development	Continue enhanced capital programs on existing Public Housing sites New development projects as detailed in #s 2 and 3 of this chart	No	a. # of years of additional useful life for existing PH units b. # of newly acquired or built affordable units c. Non-HUD dollars leveraged	a. NA b. NA c. NA	a. CHA spent $43m on capital improvements in PH since FY 2000. b.326 c. $63.8m	CHA continues to use its MTW funding and regulatory flexibility to rehabilitate its PH sites and acquire and develop new units in its affiliate development program.
45.	FY 2006	Development	Develop new small-scale affordable homeownership program	Yes	# of homeownership units created		Given Cambridge housing market, not financially feasible for PH residents.	Dropped from future Plans.
46.	FY 2006	Development	Implement new business ventures	Yes	Revenue generated to support CHA's core functions	NA	NA	Researching opportunities for reuse of central stockroom as commercial rental.
47.	FY 2006	Development	Implement dislocated worker housing programs	No	# of units leased, built for dislocated workers	NA	NA	Initiative dropped.
48.	FY 2006	LLH	Rent Stabilization	Yes	# of HH's receiving rent stabilization	Designed and implemented	117	Ended Sept 06
49.	FY 2007	LLH	Redesign of the LLH program including review of alternative subsidy approaches	Yes				Expanded on in 08 Plan, planning has started but program model still in design stage. Also see #56 below.
51.	FY 2007	LLH	Implement revised project based vouchers (up to 40 vouchers) in cooperative effort with the City's Housing Trust Fund.	Yes	# of PBAs issued	NA	2 RFPs were approved but are still on development stage	Active

#	MTW Year Proposed	Program	Initiative	Uses MTW Authority	Metric(s)	Baseline (Plan Year)	Outcome (Through FY 2008)	Status
52.	FY 2007	PH	Ongoing implementation of asset management and Operating Fund.	No	# AMPs	NA	12 AMPs established.	Implementation of Asset-based management continues
53.	FY 2007	PH	Implement a five-year energy plan	No	Plan Implemented	NA	NA	In process of designing RFP for energy grade audit. Will be developed over course of FY08.
54.	FY 2007	PH and LLH	Streamline ACOP, Lease and Admin Plan including identification of non-applicable regulations	Yes	a. ACOP b. Admin Plan c. ID non-applicable regs	NA	a. Nearing completion b. In process c.. Ongoing	Approved by the Board of Commissioners in FY 09 Currently in second draft
55.	FY 2008	LLH	Implement sponsor based program (up to 40 vouchers)	Yes	Number of vouchers issued to date		49 sponsor-based vouchers issued. (10 special units)	Active
56.	FY 2008	Development	Complete capital needs planning process using PNA results	No	Capital Improvement Plan completed-	NA	Complete	Ten year planning/financing pending public process starting in October 2007 at community and site levels.

#	MTW Year Proposed	Program	Initiative	Uses MTW Authority	Metric(s)	Baseline (Plan Year)	Outcome (Through FY 2008)	Status
57.	FY 2008	All areas	Enhance focus on outcome measurements	No	a. Identify measurement areas/metrics b. Initiate measurements	a. Error rate in Rent Determination is one area identified in Plan Year. Data collected for the initial Benchmarking study is available to further examine impact of Rent Simplification b. Quality Control audits began in PH. Additional/different Rent Simplification outcomes are being measured using existing data	a. QC audit methodology for PH rent determination was developed in FY07. b. Quality control audits in PH began in FY07. 80 PH resident files were audited in FY07. 76 extra PH files were audited in FY08	Funding permitting, CHA hopes to benchmark and measure quantifiable outcomes for applicable future MTW initiatives, when feasible.
58.	FY 2008	Development	Acquisition of 8-unit at 22 Lopez Avenue for permanent supportive housing for chronic homeless individuals	Yes	a. # of permanent housing units for homeless b. Non-HUD leveraged funds c. MTW funds used (Bridge Loan)	NA	a. 7 b. $1.74m c. $525,000	Completed and occupied. Included in #2 above.
59.	FY 2008	PH and LLH	Develop follow-up support for continuing education among graduates of the Work Force program	Yes	To be determined, but might include, @ minimum: # served #who complete 2 or 4 year college programs	NA	NA	Planning started

#	MTW Year Proposed	Program	Initiative	Uses MTW Authority	Metric(s)	Baseline (Plan Year)	Outcome (Through FY 2008)	Status
60.	FY 2008	PH and LLH	Begin planning of alternative voucher pilot program	Yes	a. Program design b. Outcome measurements established	a. Planning underway. Too early to provide adequate detail. b. Designing benchmarks and outcome metrics is an integral part of new program design.		Planning started.
61.	FY 2009	PH	Lower eligible senior age from 60 to 58	Yes	# of HHs on waiting list in this category	NA	296 households are currently on the waiting list with head of households between 58 and 59 years old.	
62.	FY 2009	PH	Mixed family rent formula for families with mixed immigration status	Yes	a. # of HHs paying mixed rents	NA	NA	To be implemented in January 2009

Appendix 6

CHA Board Authorizations

PHA Board Resolution
Approving Operating Budget

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing -
Real Estate Assessment Center (PIH-REAC)

OMB No. 2577-0026
(exp. 10/31/2009)

Public reporting burden for this collection of information is estimated to average **10 minutes per response**, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. This agency may not collect this information, and you are not required to complete this form, unless it displays a currently valid OMB control number.

This information is required by Section 6(c)(4) of the U.S. Housing Act of 1937. The information is the operating budget for the low-income public housing program and provides a summary of the proposed/budgeted receipts and expenditures, approval of budgeted receipts and expenditures, and justification of certain specified amounts. HUD reviews the information to determine if the operating plan adopted by the public housing agency (PHA) and the amounts are reasonable, and that the PHA is in compliance with procedures prescribed by HUD. Responses are required to obtain benefits. This information does not lend itself to confidentiality.

PHA Name: Cambridge Housing Authority PHA Code: MA00300109

PHA Fiscal Year Beginning: April 1, 2009 Board Resolution Number: _____

Acting on behalf of the Board of Commissioners of the above-named PHA as its Chairperson, I make the following certifications and agreement to the Department of Housing and Urban Development (HUD) regarding the Board's approval of (check one or more as applicable):

		DATE
☒	Operating Budget approved by Board resolution on:	01/14/2009
☐	Operating Budget submitted to HUD, if applicable, on:	
☐	Operating Budget revision approved by Board resolution on:	
☐	Operating Budget revision submitted to HUD, if applicable, on:	

I certify on behalf of the above-named PHA that:

1. All statutory and regulatory requirements have been met;
2. The PHA has sufficient operating reserves to meet the working capital needs of its developments;
3. Proposed budget expenditure are necessary in the efficient and economical operation of the housing for the purpose of serving low-income residents;
4. The budget indicates a source of funds adequate to cover all proposed expenditures;
5. The PHA will comply with the wage rate requirement under 24 CFR 968.110(c) and (f); and
6. The PHA will comply with the requirements for access to records and audits under 24 CFR 968.110(i).

I hereby certify that all the information stated within, as well as any information provided in the accompaniment herewith, if applicable, is true and accurate.

Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012.31, U.S.C. 3729 and 3802)

Print Board Chairperson's Name:	Signature:	Date:
Warren R. McManus	Warren R. McManus	01/14/2009

Previous editions are obsolete

form HUD-**52574** (08/2005)

C. Approval No. 2577-0157 (Exp. 3/31/2010)

Certification of Payments to Influence Federal Transactions

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing

Applicant Name

Cambridge Housing Authority

Program/Activity Receiving Federal Grant Funding

MA-003-001-09D

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an 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.

(2) 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 an 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, the undersigned shall complete and submit Standard Form-LLL, Disclosure Form to Report Lobbying, in accordance with its instructions.

(3) The undersigned shall require that the language of this 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.

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.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.

Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official	Title
Gregory Russ	Executive Director

Signature	Date (mm/dd/yyyy)
Gregory P Russ	1/22/09

Previous edition is obsolete

form HUD 50071 (3/98)
ref. Handboooks 7417.1, 7475.13, 7485.1, & 7485.3

APPLICATION FOR FEDERAL ASSISTANCE

OMB Approval No. 0348-0043

2. DATE SUBMITTED: January 22, 2009		Applicant Identifier
3. DATE RECEIVED BY STATE		State Application Identifier
4. DATE RECEIVED BY FEDERAL AGENCY		Federal Identifier

1. TYPE OF SUBMISSION:

Application	Preapplication
☐ Construction	☐ Construction
☑ Non-Construction	☐ Non-Construction

5. APPLICANT INFORMATION

Legal Name: Cambridge Housing Authority

Organizational Unit:

Address *(give city, county, State, and zip code)*: 675, Massachusetts Avenue, Cambridge, MA 02139

Name and telephone number of person to be contacted on matters involving this application *(give area code)*: Pranita Amarasinghe (617)-520-6217

6. EMPLOYER IDENTIFICATION NUMBER *(EIN)*: 04 — 6002081

7. TYPE OF APPLICANT: *(enter appropriate letter in box)* ☐

A. State
B. County
C. Municipal
D. Township
E. Interstate
F. Intermunicipal
G. Special District
H. Independent School Dist.
I. State Controlled Institution of Higher Learning
J. Private University
K. Indian Tribe
L. Individual
M. Profit Organization
N. Other (Specify) Public Housing

8. TYPE OF APPLICATION:

☑ New ☐ Continuation ☐ Revision

If Revision, enter appropriate letter(s) in box(es) ☐ ☐

A. Increase Award B. Decrease Award C. Increase Duration
D. Decrease Duration Other*(specify)*:

9. NAME OF FEDERAL AGENCY:

10. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER: ☐☐ — ☐☐☐

TITLE:

11. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT:

12. AREAS AFFECTED BY PROJECT *(Cities, Counties, States, etc.)*:

13. PROPOSED PROJECT

Start Date	Ending Date
1/1/09	1/1/10

14. CONGRESSIONAL DISTRICTS OF:

a. Applicant: MA - 8th

b. Project: MA - 8th

15. ESTIMATED FUNDING:

a. Federal	$ 10,590,021.00
b. Applicant	$ .00
c. State	$ .00
d. Local	$ .00
e. Other	$ .00
f. Program Income	$ .00
g. TOTAL	$ 10,590,021.00

16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS?

a. YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON:

DATE _____

b. No. ☐ PROGRAM IS NOT COVERED BY E. O. 12372
☐ OR PROGRAM HAS NOT BEEN SELECTED BY STATE FOR REVIEW

17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT?

☐ Yes **If "Yes," attach an explanation.** ☐ No

18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.

a. Type Name of Authorized Representative	b. Title	c. Telephone Number
Gregory Russ	Executive Director	(617) 520-6229
d. Signature of Authorized Representative: Gregory P. Russ		e. Date Signed: 1-22-09

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Standard Form 424 (Rev. 7-97)
Prescribed by OMB Circular A-102

EXTRACT OF THE MINUTES OF THE REGULAR MEETING OF THE BOARD OF COMMISSIONERS OF THE CAMBRIDGE HOUSING AUTHORITY WEDNESDAY, JANUARY 14, 2009 5:30 p.m.

MEMBERS PRESENT:	WARREN R. MCMANUS, CHAIRPERSON JAMES G. STOCKARD, JR., VICE-CHAIRPERSON GERARD J. CLARK, TREASURER
MEMBERS ABSENT:	JACQUELINE F. ADAMS, ASSISTANT TREASURER
ALSO PRESENT:	GREGORY RUSS, EXECUTIVE DIRECTOR TRACEY HARRIETTE, RECORDING SECRETARY

AGENCY-WIDE FY2010 BUDGET

MOTION A: Mr. Stockard moved that the Board of Commissioners approve the FY2010 Budget for the federally assisted housing program MA003-001-9D- the Federal Consolidated Conventional Public Housing Program, and that the Executive Director be and hereby is, authorized to make any technical changes and submit any necessary supporting documents and certifications. Mr. Clark seconded the motion, which upon being put to vote, was passed unanimously.

Gregory Russ, Executive Director

Attest Tracey Harriette
Seal

EXTRACT OF THE MINUTES OF THE REGULAR MEETING OF THE BOARD OF COMMISSIONERS OF THE CAMBRIDGE HOUSING AUTHORITY WEDNESDAY, JANUARY 14, 2009 5:30 p.m.

MEMBERS PRESENT:	WARREN R. MCMANUS, CHAIRPERSON JAMES G. STOCKARD, JR., VICE-CHAIRPERSON GERARD J. CLARK, TREASURER
MEMBERS ABSENT:	JACQUELINE F. ADAMS, ASSISTANT TREASURER
ALSO PRESENT:	GREGORY RUSS, EXECUTIVE DIRECTOR TRACEY HARRIETTE, RECORDING SECRETARY

AGENCY-WIDE FY2010 BUDGET

MOTION B: Mr. Stockard moved that the Board of Commissioners approve the FY2010 Budget for the federally assisted leased housing programs (MTW Vouchers, Non-MTW Vouchers, Mainstream, MR4, MR5, MR6, MR7), and that the Executive Director be and hereby is, authorized to make any technical changes and submit any necessary supporting documents and certifications. Mr. Clark seconded the motion, which upon being put to vote, was passed unanimously.

Gregory Russ, Executive Director

Attest Tracey Harriette
Seal

EXTRACT OF THE MINUTES OF THE REGULAR MEETING OF THE BOARD OF COMMISSIONERS OF THE CAMBRIDGE HOUSING AUTHORITY WEDNESDAY, JANUARY 14, 2009 5:30 p.m.

MEMBERS PRESENT:	WARREN R. MCMANUS, CHAIRPERSON JAMES G. STOCKARD, JR., VICE-CHAIRPERSON GERARD J. CLARK, TREASURER
MEMBERS ABSENT:	JACQUELINE F. ADAMS, ASSISTANT TREASURER
ALSO PRESENT:	GREGORY RUSS, EXECUTIVE DIRECTOR TRACEY HARRIETTE, RECORDING SECRETARY

AGENCY-WIDE FY2010 BUDGET

MOTION H: Mr. Stockard moved that the Board of Commissioners grant the Executive Director the authority to make any Technical Corrections and to make other changes to the budget pursuant on the memo from Pranita Amarasinghe to Greg Russ dated January 9, 2009 including adjustments to the Federal Programs that reflect funding levels determined by Congress. Mr. Clark seconded the motion, which upon being put to vote, was passed unanimously.

Gregory Russ, Executive Director

Attest Tracey Harriette
Seal

GENERAL CERTIFICATE

I, Gregory Russ, do hereby certify as follows:

1. I am the duly appointed, qualified and acting Secretary of the Cambridge Housing Authority (herein called the "Local Authority"). In such capacity, I am custodian of its records and am familiar with its organization, membership and activities.

2. The proper and current corporate title of the Local Agency is the Cambridge Housing Authority.

3. The Local Authority was duly created, pursuant to the authority of the Constitution and statutes of the Commonwealth of Massachusetts General Laws, Chapter 121B, and was duly organized on the ninth day of December, 1935; and since the date of its organization, the Local Agency has continued to exist without interruption in the performance of its public corporate purposes.

4. The names and dates of the election or appointment, and the dates of the beginning of the Local Agency and of its principal officer are as follows:

NAMEAND OFFICERS	DATE OF APPOINTMENT OR ELECTION	DATE OF COMMENCEMENT OF TERM	DATE OF EXPIRATION OF TERM
James G. Stockard, Jr.			
Member	01-21-1974	10-17-2003	11-11-2008
Chairperson	01-14-2009		01-13-2010
Gerard J. Clark			
Member	03-14-1974	04-01-2004	05-06-2009
Vice-Chairperson	01-14-2009		01-13-2010
Warren R. McManus			
Member	09-12-1982	10-10-2007	09-30-2011
Assistant Treasurer	01-14-2009		01-13-2010
Jacqueline F. Adams			
Member	04-26-1995	10-01-2007	10-01-2012
Treasurer	01-14-2009		01-13-2010

5. Each of the above-mentioned officers required to do so has duly taken and filed his/her oath of office and each of them legally required to give bond or undertaking has filed such bond or undertaking in form and amount as required to give bond and is otherwise duly qualified to act in the official capacity above designated, and each is the acting officer holding the respective office or offices stated beside his/her name.

6. None of the above-mentioned officers is ineligible to hold or be disqualified from holding under the provisions of applicable law, the respective office, specified above, which he/she holds.

7. None of the above-named Members is an officer or employee of the City of Cambridge.

8. Since June 30, 1972, there have been no changes in or amendments to the Chapter, by-laws, ordinance, resolutions, or proceedings of the Local Agency, with respect to:

(a) The time and place of and other provisions concerning regular meetings of the Local Agency and the business which may be taken up at such meetings;

(b) The provisions concerning the calling and holding of special meetings of the Local Agency and the business which may be taken up at such meetings;

(c) The requirements concerning a quorum;

(d) The manner in which the charter or by-laws of the Local Agency may be amended;

(e) The requirements regarding the introduction, passage, adoption, approval, and publication of resolutions, ordinances, or other measures, relating to the approval and execution of contracts and the authorization, award, execution, or issuance of bonds, notes or other obligations of the Local Agency;

(f) The officers required to sign, countersign, or attest contracts, bonds, notes, or other obligations of the Local Agency;

(g) The officer of the Local Agency; or

(h) The seal of the Local Agency;

except as follows:

NONE

9. The seal impressed below, opposite my signature, is the duly adopted, proper and official corporate seal of the Local Agency.

IN WITNESS WHEREOF, I have hereunto set my hand and the duly adopted official seal of the local agency, this 22nd day of January 2009.

Gregory Russ, Secretary

(Seal)

CERTIFICATE OR RECORDING OFFICER

I, Gregory Russ, the duly appointed qualified and acting Secretary of the Cambridge Housing Authority, do hereby certify that the attached extract from the Minutes of the Special Meeting of the Board of Commissioners of the Cambridge Housing Authority held on January 21, 2009, is a true and correct copy of the original on file and of record insofar as they relate to the matters set forth in the attached extract and is a true and correct copy of a motion adopted at such meeting and on file and of record.

IN TESTIMONY WHEREOF, I have hereunto set my hand and seal of said Cambridge Housing Authority, this 22nd day of January 2009.

Gregory Russ, Secretary

(Seal)

EXTRACT OF THE MINUTES OF THE SPECIAL MEETING OF THE BOARD OF COMMISSIONERS OF THE CAMBRIDGE HOUSING AUTHORITY WEDNESDAY, JANUARY 21, 2009 5:30 p.m.

MEMBERS PRESENT:	GERARD J. CLARK, VICE-CHAIRPERSON JACQUELINE F. ADAMS, TREASURER WARREN R. MCMANUS, ASSISTANT TREASURER
MEMBERS ABSENT:	JAMES G. STOCKARD, JR., CHAIRPERSON
ALSO PRESENT:	GREGORY RUSS, EXECUTIVE DIRECTOR SAMANTHA MARTIN, RECORDING SECRETARY

FY10 MTW ANNUAL PLAN

MOTION: Ms. Adams moved that the Executive Director is authorized to submit to the U.S Department of Housing and Urban Development (HUD) the FY10 MTW (Moving To Work) Annual Plan, all certifications and HUD forms, all necessary documentation and submission for the receipt of operating, Housing Choice Voucher and Capital Fund Program funds, any technical corrections including budget revisions updated with the latest information available at the time of actual submission, and make the following certifications and agreements with HUD in connection with the submission of the Plan and implementation thereof:

1. The PHA held a public hearing on January 7, 2009 for review of the FY10 MTW Plan.
2. The PHA has received and responded to both public and written comments offered during the required comment period.
3. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
4. In relation to Development Choice:
   - CHA will submit the required data in a timely manner (as specified in PIH Notice 99-2); and
   - The PHA provides for review of its site-based waiting list policy to determine if it is consistent with civil rights laws and certifications, as specified in 24 CFR Part 903.7.
5. In relation to program reforms, the CHA certifies that:
   - The PHA Board approves of these policies and has approved the required analysis of the impact of such policies specified in Article I, Section I of the MTW Agreement; and
   - The PHA is in compliance with all provisions of that section.
6. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
7. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
8. The PHA will comply with the requirements of Section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low- or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
9. The PHA will submit with the Plan a certification with regard to a drug free workplace required by CFR Part 24, Subpart F.
10. The PHA has submitted with the Plan a certification with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part,

and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.

11. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
12. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
13. The PHA will provide HUD or the responsible entity any documentation that the Department needs to carry out its review under the National Environmental Policy Act and other related authorities. In accordance with 24 CFR Part 58.
14. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
15. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
16. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
17. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments).
18. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and the MTW Agreement executed by the PHA and HUD and will use funds made available under the Capital Fund, Operating Fund and HCV tenant-based assistance only for activities that are allowable under applicable regulations as modified by the MTW Agreement and included in its Plan.

Mr. McManus seconded the motion, which upon being put to vote, was passed unanimously.

Gregory Russ, Executive Director

Attest Tracey Hamilton
Seal

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