

CAMBRIDGE HOUSING AUTHORITY

■ FISCAL YEAR 2013 ■ ANNUAL REPORT

APRIL 1, 2012 TO MARCH 31, 2013

Moving To Work

Submitted to HUD on October 15, 2014

JUNE 2013



Tamanna Syed, age 14
Colored pencil drawing

Cambridge Housing Authority's
Annual Art Contest Winner

TABLE OF CONTENTS

O N E	INTRODUCTION	7
	Voluntary Compliance Agreement	12
T W O	GENERAL HOUSING AUTHORITY OPERATING INFORMATION	
	Housing Stock Information	13
	Inventory Chart	13
	Leasing Information	14
	Waiting List Information	16
THREE	NON-MTW RELATED HOUSING AUTHORITY INFORMATION	
	Public Housing Management + Operations	19
	Affiliates	20
	Housing Choice Voucher Program	21
	Planning + Development	22
	Energy	26
	Resident Services	29
F O U R	LONG-TERM MTW PLAN	
	Long-Term MTW Plan	34
F I V E	PROPOSED MTW ACTIVITIES	
	Proposed MTW Activities	35
S I X	ONGOING MTW ACTIVITIES	
	Economic Mobility	36
	Fiscal Activities	36
	Housing Choice Voucher Activities	36
	Planning + Development Activities	38
	Public Housing Activities	39
SEVEN	SOURCES + USES OF FUNDING	
		40
E I G H T	ADMINISTRATIVE	46
	APPENDIX 1: Households Served Information	50
	APPENDIX 2: Waiting List Information	56
	APPENDIX 3: Resident Survey Results	64
	APPENDIX 4: Internet Accessibility Results	72
	APPENDIX 5: Ongoing MTW Activities	74
	APPENDIX 6: MTW Agreement Attachment D Requirements	88
	APPENDIX 7: Public Comments + Responses	92

INTRODUCTION

ANNUAL REPORT APRIL 1, 2012 TO MARCH 31, 2013

This Annual Report offers a detailed account of the activities of the Cambridge Housing Authority (CHA) as a participant in the Moving to Work (MTW) Deregulation Demonstration program during the agency's fiscal year 2013 (April 1, 2012 to March 31, 2013).

The Moving to Work program was created and signed into law as part of the Omnibus Consolidated Rescissions and Appropriations Act of 1996. The CHA has been a member of the program since inception. Of the nation's 3,400 public housing agencies, only 39 participate in MTW.

MTW grants agencies the regulatory flexibility necessary to develop, implement, and evaluate programs and policies that target the unique needs of their communities. Member agencies are guided by the program's three statutory objectives:

- To reduce cost and achieve greater efficiency;
- To give incentives for education and employment – particularly for families with children whose heads of households are either working, seeking work, or participating in job training, education or other programs that assist in obtaining employment and becoming economically self-sufficient; and
- To increase housing choice for low-income families.

The CHA has used the progressive regulatory reform afforded by MTW to improve the quality of life of its residents and voucher holders by providing supportive services, developing new public housing units, securing affordability of private rental units, and streamlining administrative policies. Most activities have also created efficiencies within the CHA's operating structure and resulted in cost savings.

Fiscal Year 2013 proved to be a most challenging year for public agencies across the nation, as Congress was unable to reach agreement on approaches to deficit reduction. The CHA was impacted by the mandatory cuts that resulted from the impasse, but the agency was able to maintain a balanced budget and continued to provide quality affordable housing to low-income families in Cambridge without interruption. This was due in large part to MTW. Amid difficult economic times, the CHA preserved over 160 affordable units in the City of Cambridge, completed \$37.8 million in modernization and renovation work, and continued to assist residents pursuing their employment and economic goals.

Throughout FY 2013, the CHA focused on embedding opportunities for personal and economic growth in its housing programs. To advance this aim, the CHA continued working with non-profit partners, experts in the fields of asset building and financial education.

Specific accomplishments of FY 2013 include:

\$249,378

in administrative savings were captured through MTW initiatives.

\$37.8 million

was spent in construction projects.

\$1.1 million

of energy savings were captured at CHA public housing developments.

177

students participated in the Work Force Youth Development Program.

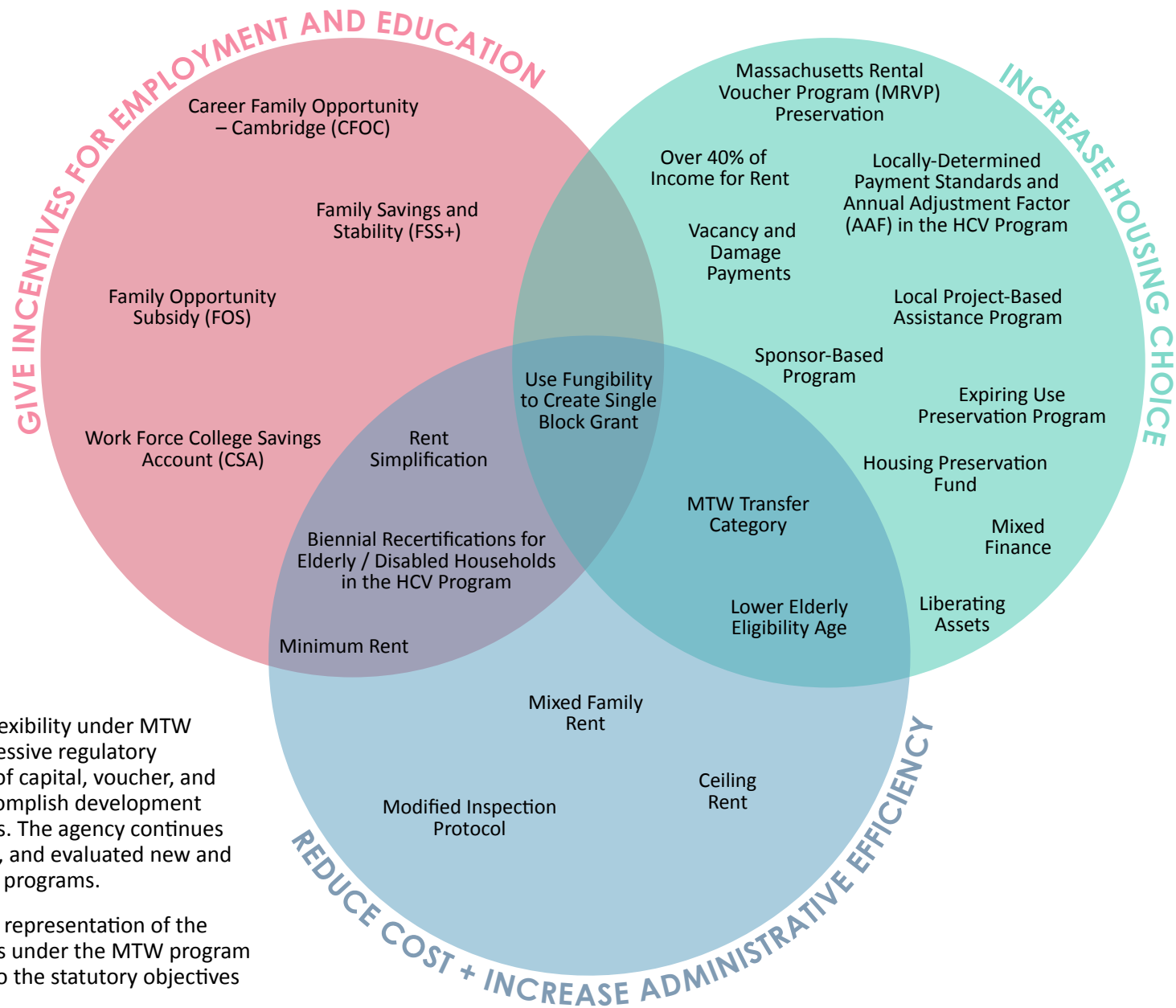
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individuals were enrolled in CHA's economic mobility programs.

130

privately owned units retained their affordability status through the Expiring Use Preservation Program.





The CHA has used its flexibility under MTW as a platform for progressive regulatory reform and fungibility of capital, voucher, and operating funds to accomplish development and programming goals. The agency continues to develop, implement, and evaluate new and innovative policies and programs.

This diagram is a visual representation of the CHA’s various initiatives under the MTW program and how these relate to the statutory objectives stated above.

PRESERVATION OF AFFORDABLE HOUSING

The CHA completed the conversion of 130 enhanced vouchers to the project-based portfolio as part of the Expiring Use Preservation Program. Securing the affordability of these privately owned units for at least 15 more years. An additional 32 privately owned units were also preserved as part of CHA’s partnership with the City’s Housing Trust Fund.

SUPPORTING OPPORTUNITIES ACHIEVING RESULTS (SOAR)

Mobility Center at CHA’s Central Office

In partnership with Crittenton Women’s Union and Heading Home, Inc., the CHA established a ‘Mobility Center’ to provide mentoring and referral services. The Center is housed within the agency’s central office, providing easy access for residents and voucher holders. A trained mobility mentor offers one-on-one consultations that include referrals to relevant service providers. Interested individuals may continue to work with the Mobility Mentor to set either short- or long-term goals, and to create clear plans for successful achievement. As those goals are met, participants are eligible for monetary incentives. The Center may also refer participants to one of the CHA’s more intensive economic mobility programs, the Family Opportunity Subsidy (FOS) or the Career Family Opportunity – Cambridge (CFOC).

FAMILY SAVINGS AND STABILITY (FSS+) PROGRAM

The CHA launched a new economic mobility program in FY 2013. The Family Savings and Stability Plus (FSS+) Program is modeled on HUD’s Family Self-Sufficiency Program (FSS). The CHA has partnered with Compass Working Capital to tailor the program for Cambridge voucher holders using MTW regulatory flexibility to modified certain components of the HUD program, such as eliminating income limits from the escrow calculation. The program began in October 2012 and currently 37 voucher holders are enrolled.

REVISED FAMILY OPPORTUNITY SUBSIDY (FOS) PROGRAM

In FY 2013, the CHA’s Family Opportunity Subsidy (FOS) program underwent a comprehensive review process. Working together with co-administrator, Heading Home, Inc. and with support from Crittenton Women’s Union (CWU), the CHA revised key elements of the program using on feedback from participants and administrators, and preliminary outcome data. During this process, new program admissions were suspended. The CHA and Heading Home expect to resume active recruitment in FY 2014.

HEALTHY AIR INITIATIVE

In FY 2013, the CHA undertook and completed preliminary steps for creating a smoke-free public

80

homeless individuals, disabled individuals, and victims of domestic violence were housed through the Sponsor-Based Voucher Program.

5,378

households were housed through CHA’s public housing and housing choice voucher programs, with assistance provided to

approximately
10,878
individuals.

2,918

new applications were processed and added to CHA’s waiting list.

277

new admissions were processed into various housing programs.



housing community. A resident survey was provided to all residents. Approximately 80% of respondents indicated a desire to live in a smoke-free housing environment. The CHA convened a working group of residents to draw from survey results and best practices in other communities to draft an official Healthy Air Policy that is expected to receive approval from the Board of Commissioners in FY 2014.

LEGISLATION

Throughout this fiscal year, the CHA continued its engagement with federal and state policies affecting public housing by participating in the public dialogue on a wide range of important issues. The CHA maintained regular contact with its Congressional delegation, participated in the Massachusetts Governor's Commission on Public Housing Sustainability and Reform, engaged with national industry organizations, and continued to refine its own perspective on approaches to delivery of services and development of partnerships with other organizations.

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

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

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

Public Housing Consolidation/Regionalization

In the spring of 2012, Governor Deval Patrick convened the Governor's Commission on Public Housing Sustainability and Reform. The CHA played a leadership role in drawing together representatives from several public housing authorities, through participation in the Public Housing Committee of the Commonwealth Housing Task Force. The CHA drafted position papers, re-organization charts, and other materials that encouraged important discussions that contributed to the Commission's efforts.

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

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

New Approaches to Accountability and Finance

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

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

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

MTW Agencies Summit

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

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

The CHA played a major role in the planning and overall leadership of the summit, leading discussions in several working groups in preparation for the summit and following up on the next steps after the Chicago event. The CHA also consistently reviewed and commented on HUD MTW directives, such as the "Baseline" notice that revised the methodology for calculation of an important component of MTW compliance. The CHA provided leadership in working with 10 other MTW agencies on a letter submitted to HUD requesting revisions to the notice.

Waiver Proposal

The CHA worked with ten non-MTW agencies to develop a matrix of proposed "waiver packages" that HUD could approve, simplifying

the waiver process and allowing for more regulatory flexibility even without MTW authorization. This initiative becomes even more valuable in light of the subsequent sequester and appropriations shortfalls. The CHA has advocated for a continuum of regulatory relief, that includes waivers, Rental Assistance Demonstration (RAD), and MTW, in combination or separately.



VOLUNTARY COMPLIANCE AGREEMENT

The CHA continues to work towards the completion of its Voluntary Compliance Agreement with HUD’s Office of Fair Housing and Equal Opportunity. The CHA is on track to complete twenty-five wheelchair accessible units in its public housing portfolio by the end of calendar year 2013. Due to funding constraints, construction of the remaining seventeen units has been delayed until the end of calendar year 2014.

VCA COMPLIANCE – UNITS ADDED				
PLANNED UNITS	COMPLETED UNITS	PLANNED DATE	COMPLETED DATE	STATUS
2	2		03 / 2008	Units completed at Lyndon B. Johnson Apartments
5	5		12 / 2008	Units completed at Frank J. Manning Apartments
5	5		05 / 2010	Units completed at Frank J. Manning Apartments
1	1		03 / 2010	Unit completed at Willow Street Homes
3	3		11 / 2011	Units completed at Jackson Gardens
1	1		02 / 2012	Unit completed at Lyndon B. Johnson Apartments
4	4		03 / 2012	Units completed at Lyndon B. Johnson Apartments
3	1	08 / 2013	04 / 2012	Units under construction at Lincoln Way
6		12 / 2013		Units in design phase at Daniel F. Burns Apartments
2		12 / 2014		Units in design phase at Daniel F. Burns Apartments
9		12 / 2014		Units in design phase at Millers River Apartments
42	22			

GENERAL HOUSING AUTHORITY OPERATING INFORMATION

HOUSING STOCK INFORMATION

The following table provides details on the CHA's Public Housing and Housing Choice Voucher stock through the close of FY 2013 (March 31, 2013).

FY 2013 UNIT AND VOUCHER INVENTORY CHART – ALL PROGRAMS

	HUD Approved Baseline	Authorized as 3/31/13	Units in Place as 3/31/2013	HH served as 3/31/2013	Explanatory Notes
FEDERAL PUBLIC HOUSING					
Elderly / Disabled		1,090	1,083	1,060	
Family		1,280	1,280	1,265	
JFK (HOPE VI)		44	44	44	
Non-Dwelling			6	6	
FEDERAL MTW PH	2,208	2,414	2,413	2,375	<i>Vacancies due to maintenance and turnover.</i>
FEDERAL VOUCHERS					
MTW Tenant Based		2,398	1,441	1,374	<i>All vouchers are issued, some are in search phase and not leased.</i>
MTW Project Based			852	736	<i>The CHA maintains a pool of 'backup' vouchers for each expiring use property under contract.</i>
MTW Sponsor Based			60	59	
MTW FOS			45	18	<i>Admissions were suspended during program revision.</i>
FEDERAL MTW HCV	2,199	2,398	2,398	2,187	
Non-MTW ⁴		560	560	499	
ALL FEDERAL HCV		2,958	2,958	2,686	
ALL FEDERAL ASSISTED		2,658	2,694	2,601	
STATE PUBLIC HOUSING					
Elderly / Disabled		-	0	0	
Family		108	145	100	
Non-Dwelling		1	1	1	
STATE PH		109	146	101	
Other State Assisted ²		135	135	125	<i>33 units at Lincoln Way under construction. Several units at Jefferson Park offline due to leaks and mold. Other vacancies due to turnover.</i>
STATE VOUCHERS					
MRVP		98	98	81	
AHVP		53	53	52	
STATE VOUCHERS		151	151	133	
ALL STATE ASSISTED		3,109	3,109	2,819	
TOTAL ASSISTED		5,767	5,803	5,420	
Other (No CHA subsidy)		-	39	39	
ALL PROGRAMS TOTAL		5,767	5,842	5,459	



UNITS ADDED TO THE PORTFOLIO

In FY 2013, the CHA continued with the federalization of most of its State Public Housing units that began in FY 2011 by 37 units to the Federal portfolio as Phase I of Lincoln Way was completed. The second phase of construction at Lincoln Way will convert 23 more units from State to Federal by the fall 2013.

UNITS ADDED TO THE PORTFOLIO				
	UNITS IN PROPERTY	UNITS ADDED	BR SIZES	ACCESSIBLE
Lincoln Way	70	37 30 PH + 7 PBA	1, 2, 3 BRs	Y
TOTAL	70	37		

No significant capital expenditures (exceeding 30% of total capital expenditures) using HUD funding occurred. In addition, no units were removed from the public housing inventory during the fiscal year.

EXPANDING PROJECT-BASED ASSISTANCE (PBA)

The CHA successfully added vouchers to its Project-Based portfolio in FY 2013. Vouchers were used for development of units at Lincoln Way, enhanced vouchers converted to Project-Based as part of efforts

PROJECT-BASED SUBSIDIES AWARDED IN FY 2013				
	TOTAL AWARDED	BR SIZES	ACCESSIBLE	
CHA Public Housing Preservation Fund				
Lincoln Way	7	3 BRs	Y	
Expiring Use Preservation Program				
Cambridge Court	98	0 BRs	Y	
Norstin Buildings	32	1, 2 BRs	N	
Cooperation with City's Housing Trust Fund				
Putnam Green	32	1, 2, 3 BRs	Y	
TOTAL	169			

to preserve expiring use properties, and vouchers allocated to units developed with support the City of Cambridge's Housing Trust Fund. The following table provides details on the various Project-Based subsidies awarded in FY 2013.

The CHA had anticipated entering into a Housing Assistance Payment (HAP) contract with Temple Place for 42 Project-Based units. However, this contract was not finalized in FY 2013 due to high construction costs proposed by bidding vendors. As a result, the project was rebid and CHA expects to break ground in FY 2014. More information on this project can be found on page 21.

LEASING INFORMATION

The tables on the following pages provide details on the units leased during FY 2013. The tables are organized by program.

PUBLIC HOUSING PROGRAM

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

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

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

- Established new unit preparation checklist for vacant units to be

used by all maintenance staff.

- Set unit turnaround goals for maintenance and leasing staff (seven days to make unit ready and show to potential residents, and 21 days for a complete unit turnaround), as part of continuing efforts to reduce turnaround time.
- Created and mailed new marketing materials in order to confirm applicants' continued interest in public housing. Materials feature pictures of properties with anticipated vacancies and encourage applicants to tour development in advance of receiving a unit offer.

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

HOUSING CHOICE VOUCHER PROGRAM

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

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

Outside of the MTW allocation, the CHA maintained an additional 560 non-MTW vouchers. The non-MTW allocation includes 185 Veterans Affairs Supportive Housing Program (VASH) vouchers. VASH vouchers are leased through referrals from the Veterans Affairs (VA) Office and the CHA continues to work closely with the Veterans Administration

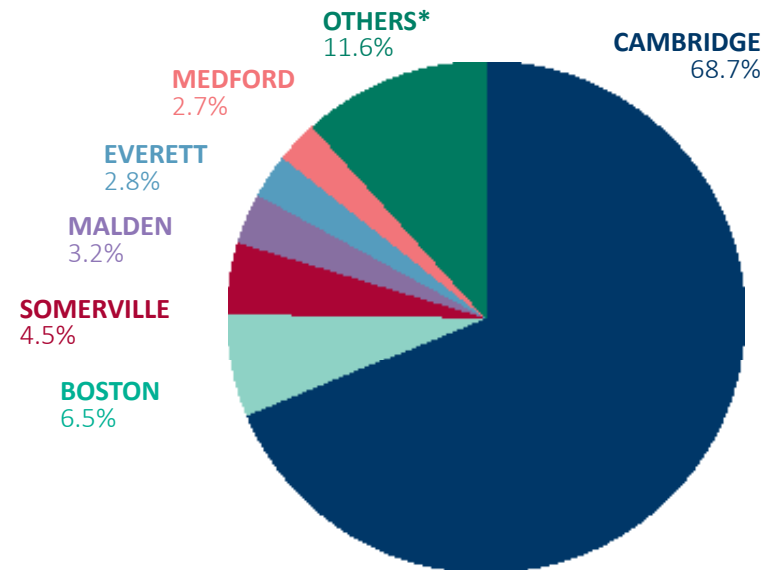
Regional Office to increase utilization in the VASH program. Currently, the CHA has a 55% utilization rate for VASH vouchers.

Locational Choices of HCV Participants

In FY 2013, approximately 30% of all mobile voucher were outside of Cambridge. The CHA continues to monitor this rate and is working to understand what factors are influencing voucher holders' locational decisions.

The CHA recognizes that substantially high rental costs within Cambridge are likely a motivator; in order to mitigate this factor, the CHA has taken steps to update its payment standards. The CHA is commissioned an update of the agency's market rent analysis, which drives the payment standards. In revisiting its payment standards The CHA will consider the outcome of the market rent analysis while also weighing the realities of the agency's constrained budget.

DISTRIBUTION OF CHA MTW VOUCHERS THROUGHOUT THE METRO AREA



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



WAITING LIST INFORMATION

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

The CHA also maintains a separate waiting list for all Housing Choice

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

An overview of all CHA waiting lists is provided in the table below. For details on the site-based waiting lists please see Appendix 2.

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

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

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

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

**STATE
MTW PUBLIC HOUSING AND HOUSING CHOICE VOUCHER (HCV) HOUSEHOLDS SERVED**

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



NON-MTW RELATED HOUSING AUTHORITY INFORMATION



INTERNET ACCESSIBILITY INITIATIVE

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

Here are some key findings:

- 62% of those who responded indicated that they have internet access at home.
- The majority of these households access it via high-speed broadband connection or via a mobile connection through a wireless device, such as smartphones, tablets, etc.
- 38% of respondents indicated that they do not access the internet at home.
- The majority in this group also indicated that they do not have access to the internet anywhere else.

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

GENERAL STAFF MANAGEMENT

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

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

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

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

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

CUSTOMER SERVICE + COMMUNICATIONS

The CHA created a new staff position in June 2012 to streamline and improve the agency’s customer service. The new Customer Service and Communications Manager is currently conducting a thorough review of staff interactions with applicants, residents, and other public stakeholders. Currently, the review is focusing on interactions and transactions in the Central Office, but will ultimately extend to all site management offices.



PUBLIC HOUSING MANAGEMENT + OPERATIONS

TRAINING AND QUALITY CONTROL

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

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

NEW LEASE

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

HEALTHY AIR INITIATIVE

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

In early 2013, a graduate student fellow began investigating the best

practice of other affordable housing providers, focusing on public housing authorities with smoking bans in place. This investigation also yielded a framework to be used when drafting, implement, and enforcing a smoking ban.

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

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

SAFETY + SECURITY

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

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

AFFILIATES

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

REAL ESTATE TAXES FOR LOW-INCOME HOUSING TAX CREDIT (LIHTC) PROPERTIES

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

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

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

Temple Place - YWCA Pool Site

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

195 Prospect Street

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

78-80 Porter Road

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

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

HOUSING CHOICE VOUCHER PROGRAM

DEPARTMENTAL ADMINISTRATION

Training

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

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

Staffing

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

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

Finally, while the CHA continues to conduct all initial inspections in



the HCV program, an outside contractor began conducting annual HQS inspections as of January 2013.

Quality Control

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

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

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

PARTICIPANT AND APPLICANT SERVICES

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

PLANNING + DEVELOPMENT

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

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

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

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

NEW CONTRACTS AWARDED IN FY 2013

Contract for Delivery and Installation of Furniture, Furnishings, and Equipment at L.B. Johnson Apartments	86,774
Contract for Project Management Software Services	60,000
Four contracts for Technical Service Assistance	408,000
Contract for Roof Replacement at 195 Prospect Street	260,000
Contract for Carpet Replacement at Lyndon B. Johnson Apartments	92,362
TOTAL	907,136

CAPITAL PROJECTS IN PROGRESS IN FY 2013

Waterproofing and Building Envelope Improvements at Manning Apartments	\$524,274
Masonry, Window and Roof Refurbishments at Putnam School	\$1,385,592
Masonry Refurbishments at Jackson Gardens and 116 Norfolk Street	\$1,700,872
Revitalization of Lincoln Way and Jackson Gardens	\$40,202,381
Mechanical, Roofing and Water Savings Improvements at Jefferson Park	\$2,956,519
Heat Conversion and Energy Improvements at Truman Apartments	\$2,122,956
Revitalization of Lyndon B. Johnson Apartments	\$32,393,297
Frank J. Manning Elevator Modernization	\$848,770
New Central CHA Office Space Revitalization	\$18,357,666
TOTAL (includes multi-year projects)	\$100,492,327

CONTRACTS CLOSED OUT IN FY 2013

Part I Closeout of Contract for the Revitalization of Jackson Gardens*	\$12,093,689
Part II Closeout of Contract for Roof Replacement, Exterior Repairs and Masonry Refurbishments at Jackson Gardens and 116 Norfolk Street	\$1,700,872
Closeout of Contract for Emergency Generator Upgrade/ Installation at Five Sites	\$91,5000
Part I & II Closeout of Contract for Mechanical, Roofing and Water Savings Improvements at Jefferson Park*	\$2,956,519
Part I & II Closeout of Contract for Waterproofing and Building Envelope Improvements at Manning Apartments	\$524,274
Part II Closeout of Contract for Heat Conversion and Energy Improvements at Truman Apartments*	\$2,122,956
TOTAL (includes multi-year projects)	\$20,313,310

* Indicates contracts that were either partially or fully funded by ARRA. CHA has met all requirements for disbursing ARRA funds. A description of this work is provided in the following pages.

SPENDING

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

ARRA FUNDED ACTIVITIES

Lyndon B. Johnson Apartments

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

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

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

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

Lincoln Way and Jackson Gardens

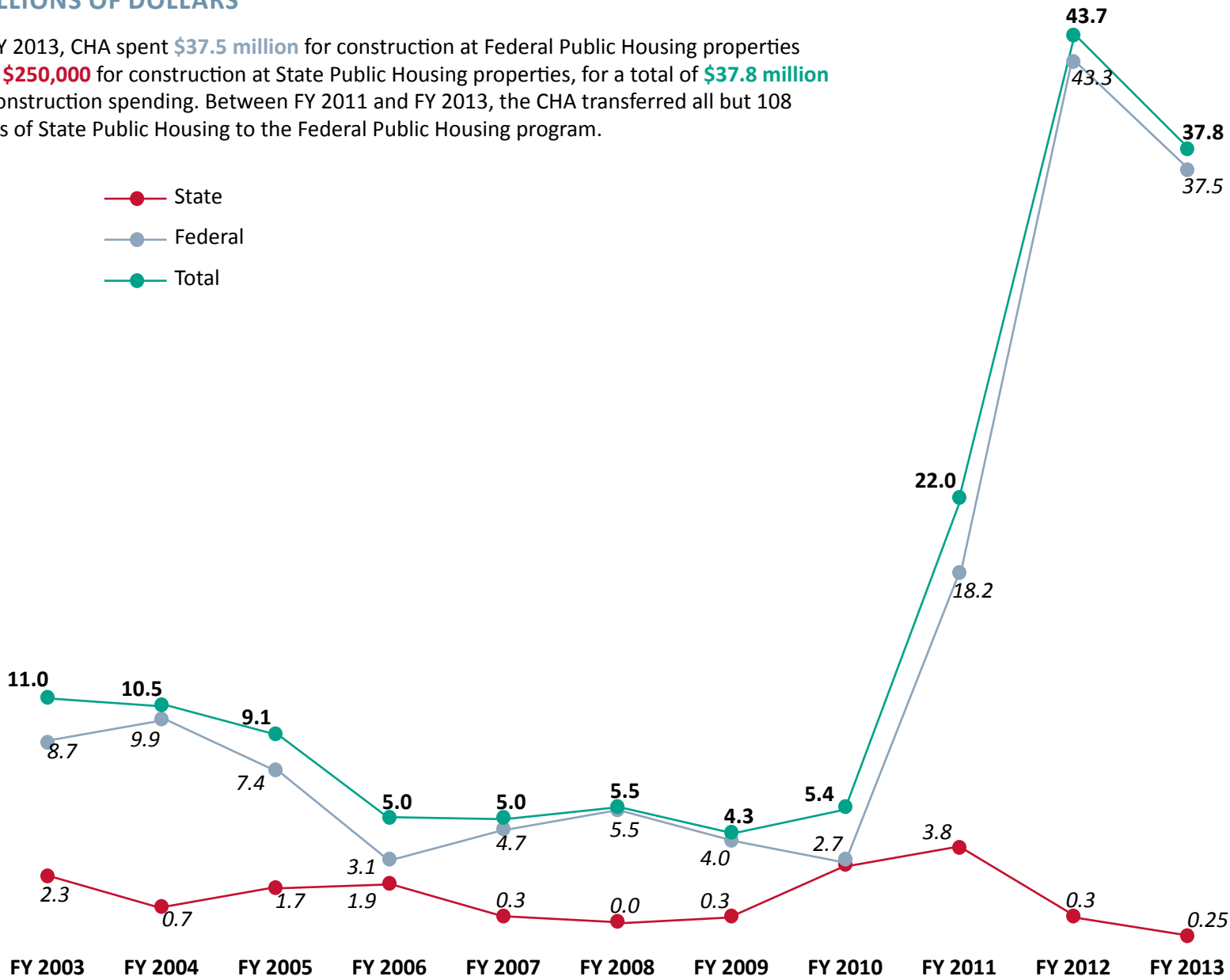
ARRA funds were used to renovate or replace obsolete developments that were formerly part of the State Public Housing program.

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



CONSTRUCTION SPENDING FY 2003 – FY 2013 MILLIONS OF DOLLARS

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



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

Partially funded by ARRA.

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

Harry S. Truman Apartments

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

ARRA funded.

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

Jefferson Park

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

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

ARRA-FUNDED FEDERALIZATION OF STATE PUBLIC HOUSING

The CHA used ARRA funds to rehabilitate 438 units of State Public

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

Frank J. Manning Apartments

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

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

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

Total Construction Cost: \$524,274
FY 2013 Expenditures: \$57,106
MTW Block Grant Funds: \$52,106

NON-ARRA FUNDED MODERNIZATION ACTIVITIES

New Central Office

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

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

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

PHASE 2 PUBLIC HOUSING PRESERVATION PROGRAM

During FY 2012, the CHA hired three additional architectural teams





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

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

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

STATE PUBLIC HOUSING

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

Jefferson Park – State

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

Putnam School

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

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

116 Norfolk Street and Jackson Gardens

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

Total Construction Cost: \$1,700,872
 FY 2013 Expenditures: \$26,991

ENERGY

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

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

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

Energy improvements resulted in \$1.1 million in annual operating savings.

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

In addition to the energy improvements related to modernization (described in the Planning and Development section of this report), the CHA began another round of lighting improvements throughout the portfolio. This work was fully funded through federal weatherization

funding, administered by the local weatherization assistance programs (WAP). During FY 2013, three properties completed lighting retrofits, including full exterior retrofit to LED lighting, and additional use of occupancy sensors. Costs for these electricity projects amount to nearly \$1 million, but are expected to yield over \$250,000 in annual energy savings.

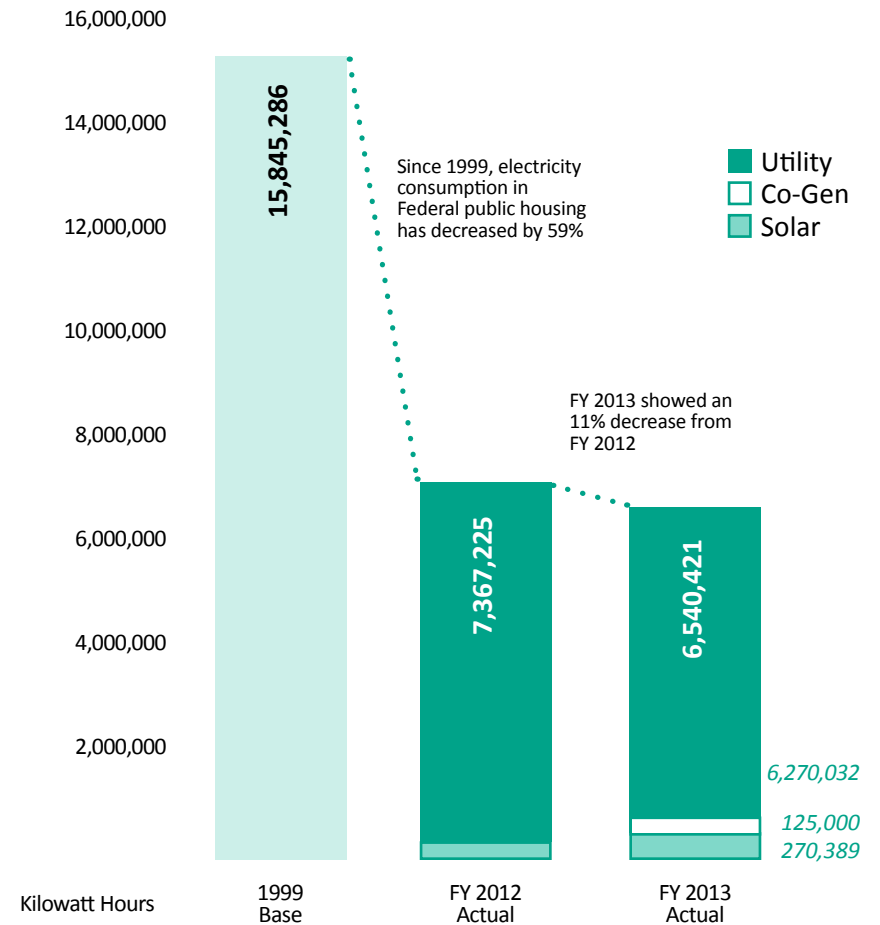
The CHA also continued to work with local partners accessing \$800,000 of funds through those partnerships in FY 2013.

ENERGY CONSUMPTION IN PUBLIC HOUSING

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

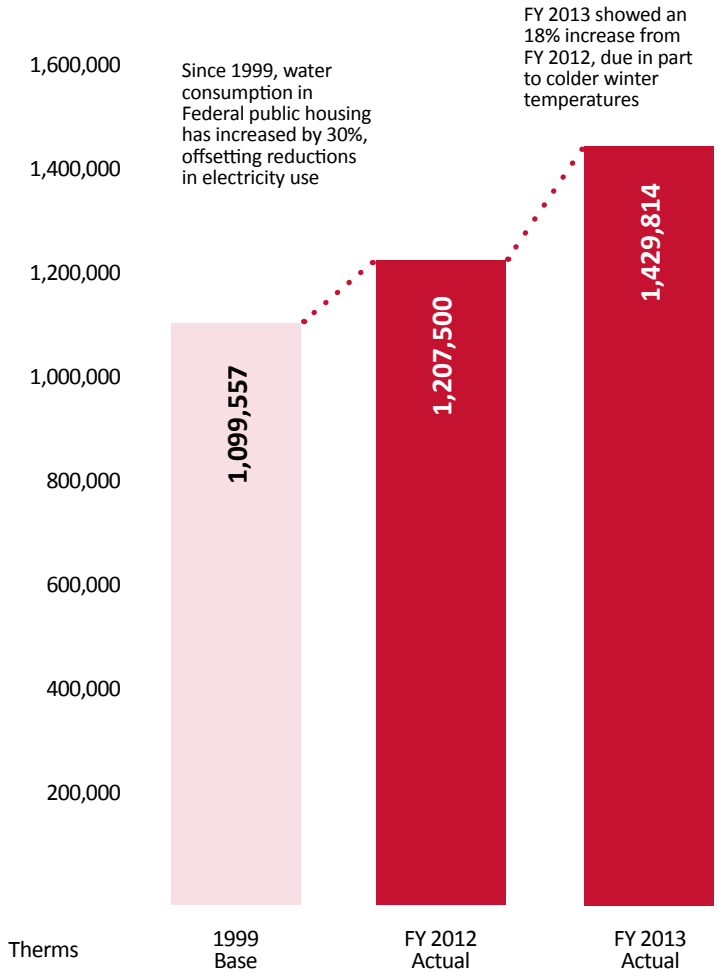
ELECTRICITY KILOWATT HOURS (KWH)

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



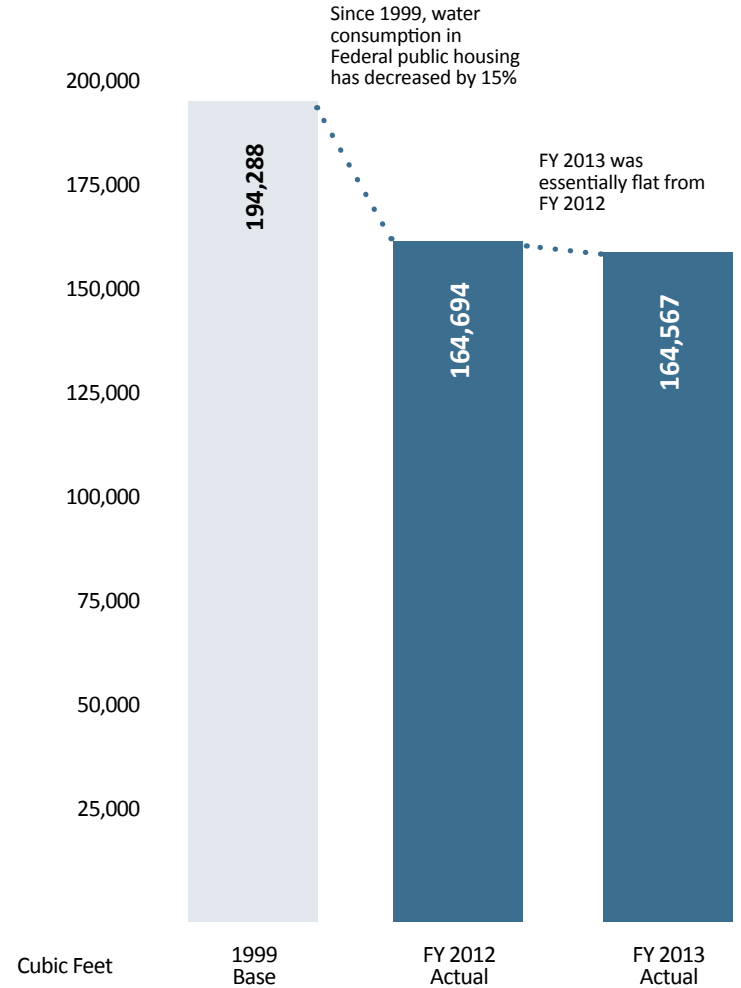
GAS THERMS

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



WATER CUBIC FEET (CCF)

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



RESIDENT SERVICES

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

PURSUE NEW FUNDING SOURCES

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

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

MTW Block Grant Funds: \$1,230

MENTORING FOR MIDDLE-SCHOOL STUDENTS

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

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

WORK FORCE YOUTH DEVELOPMENT PROGRAM

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

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

MTW Block Grant Funds: \$215,893

Work Force Program College Success Initiative

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

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

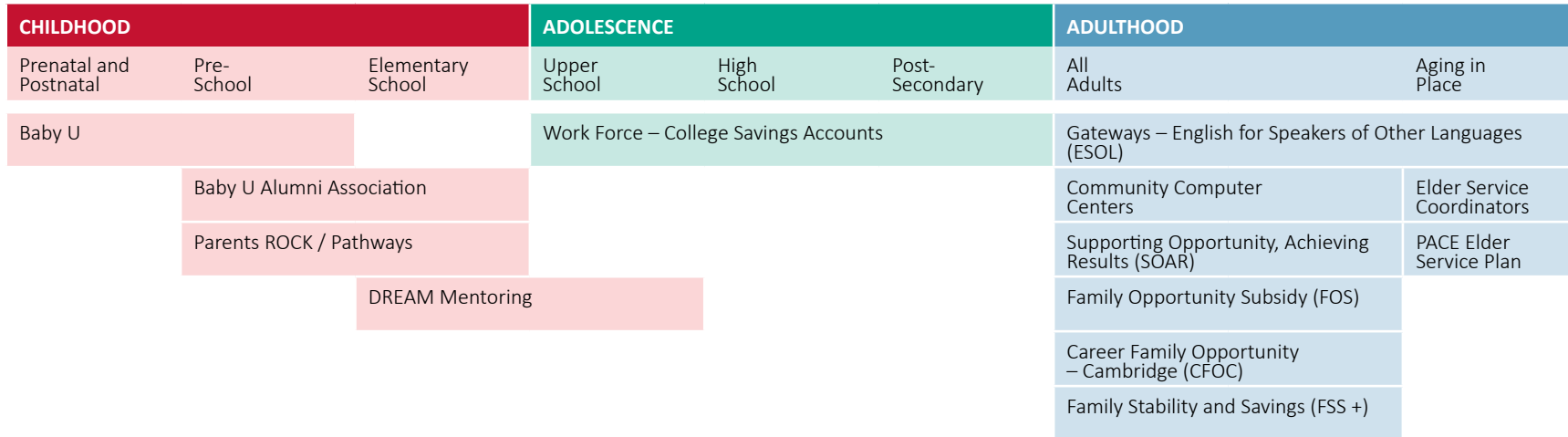
- A panel discussion and Q&A with CRLS alumni who are current college students.
- Training for educational support providers in the use of the online college planning tool, Naviance, which assists Work Force students, parents, and other staff.
- A session for parents and students to familiarize themselves with the new CRLS online course registration process.
- Several collaborative outreach efforts to increase the number of parents attending CRLS events, including back-to-school night.

In addition, the interagency working group submitted a funding proposal that would support a full-time staff person to work on the



PROGRAMS + SERVICES FOR ALL AGES

The following graphic illustrates the range of programs and services that are designed specifically for CHA residents and voucher holders, or are targeted to those groups.



Programs With Financial Education Components

PROGRAM	TYPE OF FINANCIAL EDUCATION	INTENSITY OF FINANCIAL EDUCATION	PARTNER
Baby U	Limited financial education focused on parenting issues such as basic family budgeting and bill management.		14 City agencies
The Work Force	Basic financial education is incorporated in the curriculum. College Savings Account initiative for all participants.	Spread throughout the length of the program five (5) years.	N/A
Family Opportunity Subsidy (FOS)	Financial management assessment.	Six (6) hours of financial training.	Heading Home
Career Family Opportunity – Cambridge (CFO)	Financial management assessment and financial education workshops.	Eight (8) hours of financial education workshops. For clients in need of more in-depth financial coaching and/or has complex financial issues, they are referred to a Mobility Specialist who specializes in personal finances.	Cittenton Women's Union
Family Stability and Savings (FSS+)	Financial management workshops, ongoing financial coaching.	Six (6) hours of prerequisite financial workshops and seven (7) financial education/coaching sessions over two years. In Year 1, the client will complete four (4) sessions, and in Year 2, the client will complete two (2) sessions, as well as an exit interview before graduation.	COMPASS Community Capital

development of a College Success mentorship program. The working group will design the program and one member agency will provide day-to-day supervision.

BABY UNIVERSITY

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

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

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

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

PARENTS ROCK (READING ON COMPUTERS WITH KIDS)

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

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

COMPUTER CENTERS

The CHA continued to operate computer centers in three of its largest Family Public Housing developments, and a fourth as part of the Work Force Youth Development Program at Cambridge Rindge and Latin School. The centers provide classes for adults in basic and intermediate computer skills, and also serve as an adjunct resource for the CHA's Work Force Youth Development Program and English for Speakers of Other Languages (ESOL) classes. Open lab hours offer residents and students access to work on homework, do research and write papers for school, research post-secondary education opportunities, and apply for college admission or for jobs.

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

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

MTW Block Grant Funds: \$3,555



CHA / CAMBRIDGE EMPLOYMENT PROGRAM (CEP)

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

GATEWAYS ADULT LITERACY

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

BRIDGE-TO-COLLEGE

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

MTW Block Grant Funds: \$547

SERVICE COORDINATOR PROGRAM

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

ELDER SERVICE PLAN – PACE PROGRAM

Programs of All-inclusive Care for the Elderly or PACE, provides comprehensive medical and social services to elderly residents so that they can age in their units instead of in nursing homes. The CHA offers this program in conjunction with the Cambridge Health Alliance Elderly Service Plan at specially designated floors in four elderly/disabled properties (Putnam School Apartments, John F. Kennedy Apartments, Millers River Apartments, and Lyndon B. Johnson Apartments. A total of 66 units are allocated across these sites.

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

SECTION 3

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

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

Full-time positions

- 2 Maintenance staff
- 1 Secretary
- Average wage \$17/hour

Part-time positions

- 2 Tenant Coordinators
- 2 Interns
- 1 Learning Center staff
- Average wage \$14.5/hour

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

during that time.

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

OTHER SERVICES AND PROGRAMS

CHA Tenant Organization Recognition Policy

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

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

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



LONG-TERM MTW PLAN



PROPOSED MTW ACTIVITIES

There are no proposed initiatives in this report.



ONGOING MTW ACTIVITIES

INDEX OF MTW ACTIVITIES, BY DEPARTMENT + YEAR

The following table indexes all current MTW Initiatives (with statutory objective, authorization cited, anticipated impacts, and status). Full metrics and narrative updates can be found in Appendix 5 of this Report.

	METRICS PAGE	INDEX #	ACTIVITY	STATUTORY OBJECTIVE	AUTHORIZATION CITED	ANTICIPATED IMPACTS	STATUS
ECONOMIC MOBILITY	74	EM.2010.01	Heading Home Program - Family Opportunity Subsidy (FOS)	Give incentives for employment and education	1999 Agreement Statement of Authorizations V.A.c.	Provide formerly homeless families access to resources otherwise unavailable to them, putting them in the path towards permanent economic self-sufficiency.	Active. Baseline based on FY 2011 outcome.
	75	EM.2011.01	Career Family Opportunity - Cambridge Program (CFO)	Give incentives for education and employment	2009 Agreement, Attachment C.B.2. and 4.	Support participants in obtaining a job and building a career path that otherwise would have been difficult to achieve.	Active. Baseline based on FY 2011 outcome. Participants do not move from one stage of the program to another at the same time making it difficult to aggregate data. Going forward CHA will report on the average household income of current participants.
	75	EM.2013.01	Family Stability and Savings Plus (FSS+)	Give incentives for education and employment	2009 Agreement, Attachment C.B.1.b.iii., C.B.2., and C.E.	Increase opportunities for career placement or advancement, build foundation for long-term professional success and asset development.	Active. Program began in late FY 2013. Baseline based on FY 2013 numbers. CHA modified metrics from the FY 2013 Annual Plan to better reflect the final program design.
	76	EM.2013.02	Work Force College Success Initiative - Matched Savings Component	Give incentives for education and employment	2009 Agreement, Attachment C.B.1.b.iii. and C.B.2.	Simplify transaction process for administrative staff and increase procedural understanding for residents	Pending.
FISCAL	76	FI.2000.01	Use fungibility to create single block grant	All three objectives	1999 Agreement Statement of Authorizations V.A.	Support programs and initiatives that would otherwise not be sustainable due to lack of funds.	Active. Baseline based on FY 2011 outcome.
HOUSING CHOICE VOUCHER	77	HC.2000.01	Rent Policy: 12 month exclusion for wage income for SSI, SSM, EAEDC and Veteran's Disability recipients that started to work	Give incentives for employment and education	1999 Agreement Art. I.1.	Households receiving other welfare benefits would be encouraged to work and increase their assets while maintaining a stable housing payment.	Eliminated.
	77	HC.2000.02	Implement vacancy and damage payments	Increase Housing Choice	1999 Agreement Statement of Authorizations VI.A.9.	Incentive for landlords to continue providing housing options to voucher holders, thus maintaining or increasing housing choice for low-income households in Cambridge.	Active. Baseline based on FY 2011 outcome.
	77	HC.2000.03	Allow tenants to pay over 40% of their income for rent if they so request and demonstrate solvency	Increase Housing Choice	1999 Agreement Statement of Authorizations VI.A.2.	Provide households more choices when renting.	Active. Data given for FY 2011 and FY 2012 were based on all participants not on households paying 40% at initial lease.
	78	HC.2001.01	Use MTW resources to augment State MRVP leasing program	Increase Housing Choice	1999 Agreement Statement of Authorizations V.A.h.	Preserve an otherwise unusable state subsidy, and effectively expand the number of rental vouchers over what would have been available absent the regulatory relief provided by MTW.	Active. Baseline based on FY 2011 outcome. The benchmark was adjusted to reflect increase in subsidy per participant to match current payment standards set by CHA.

	METRICS PAGE	INDEX #	ACTIVITY	STATUTORY OBJECTIVE	AUTHORIZATION CITED	ANTICIPATED IMPACTS	STATUS
HOUSING CHOICE VOUCHER	78	HC.2001.02	Implement Local Project Based Leasing program	Increase Housing Choice	1999 Agreement Statement of Authorizations VI.B.	Secure long-term affordable rental options in Cambridge.	Active. Baseline based on FY 2011. Due complexity of PBA deals, benchmarks were modified in FY 2013.
	79	HC.2002.01	Implementation of locally determined Payment Standards and Annual Adjustment Factors. Establish 120% exception rents	Increase Housing Choice	1999 Agreement Statement of Authorizations VI.	Retain landlords by paying rent increases over the amount determined by HUD based on local rental market estimates.	Active. Baseline based on FY 2011 outcome.
	79	HC.2006.01	Design and implement rent simplification initiatives	Reduce cost and increase administrative efficiency	1999 Agreement Article I.I.	Increase administrative savings overtime.	Active. Baseline based on 2005 figures and actual cost is based on 2005 average FTE salary. Time spent based on estimate from Leased Housing in 2011. Baseline actual cost modified in FY 2012 to include overhead costs. Total time saved for FY 2012 corrected in FY 2013. In FY 2013 CHA counting only interims related to income changes. nterims given in prior years included all types of intermims such as additions or deletions to the household lease or corrections made to households' records.
	80	HC.2006.02	Rent Policy: Implement minimum rents	Give incentives for employment and education	1999 Agreement Article I.I.	Requiring a minimum contribution toward housing costs would allow participants to take a responsible economic role in improving their living circumstances.	Active. Modified from 2000 initiative under the Rent Simplification program established in 2006. Baseline based on FY 2011 outcome.
	80	HC.2007.01	Redesign LLH program including review of alternative subsidy approaches	Increase Housing Choice	1999 Agreement Statement of Authorizations VI.A.	Pilot programs designed. Sponsor-base program established in FY2008. Family Subsidy Program implemented in FY2010. Cambridge Career Family Opportunity Program implemented in FY2011. Family Stability and Savings Plus Program established in FY 2013.	Active. Expanded in FY2008, FY2010, FY 2011, and FY 2013 Annual Plans.
	80	HC.2008.01	Implement revised Project-Based Vouchers in cooperative effort with the City's Housing Trust Fund	Increase Housing Choice	1999 Agreement Statement of Authorizations VI.B. - 2009 Agreement, Attachment C.D.7	Preserve affordability in the Cambridge rental market.	Active.
	81	HC.2008.02	Create MTW transfer category as part of new ACOP and Admin. Plan	Increase Housing Choice	1999 Agreement Statement of Authorizations V.6.	Increase housing options for household in crisis or in need of a reasonable accommodation	Active. Baseline based on FY 2011 outcome.
	81	HC.2008.03	Establish a sponsor-based voucher program	Increase Housing Choice	1999 Agreement Statement of Authorizations VI.B.	Provide hard-to-house households housing assistance while exposing them to intensive supportive services.	Active. Baseline based on FY 2011 outcome. Reviewing application to add 11 participants and 4 currently searching for units.
	82	HC.2008.04	Align income deductions with Federal PH Rent Simplification deductions	Reduce cost and increase administrative efficiency Give incentives for employment and education	1999 Agreement Article I.I.	Implementation of this initiative was discussed as part of the revision of the Administrative Plan. Upon consideration, the CHA chose to finalize the document without addressing rent or income calculation reform. Despite planning to provide metrics and benchmarks in the FY 2013 Plan, these will be developed once the CHA has vetted possible changes and a specific policies are finalized. At such time the CHA will perform an impact analysis and the public process established by its MTW Agreement.	





	METRICS PAGE	INDEX #	ACTIVITY	STATUTORY OBJECTIVE	AUTHORIZATION CITED	ANTICIPATED IMPACTS	STATUS
HOUSING CHOICE VOUCHER	82	HC.2008.05	Implement new inspections protocol	Reduce cost and increase administrative efficiency	1999 Agreement Statement of Authorizations X.2.	Streamline inspections to increase quality and reduce administrative costs.	Active. Revised November 2010. Baseline based on old inspection system with cost estimated from FY 2011 numbers. Baseline actual cost and FY 2011 outcome modified in FY 2012 to include overhead costs that were previously excluded.
	82	HC.2008.06	Change income calculation to allow use of prior year income	Reduce cost and increase administrative efficiency	1999 Agreement Article I.I.	Implementation of this initiative was discussed as part of the revision of the Administrative Plan. Upon consideration, the CHA chose to finalize the document without addressing rent or income calculation reform. Despite planning to provide metrics and benchmarks in the FY 2013 Plan, these will be developed once the CHA has vetted possible changes and a specific policies are finalized. At such time the CHA will perform an impact analysis and the public process established by its MTW Agreement.	
	82	HC.2008.07	Implement recertifications every two or three years for Elderly/Disabled households	Reduce cost and increase administrative efficiency	1999 Agreement Statement of Authorizations II.	Reduce number of recertifications to increase administrative savings and provide less intrusive control for tenants	Active. Implemented last quarter of FY 2011. Baseline based on current outcome for FY 2011. Baseline actual cost and FY 2011 outcome was modified in FY 2012 to include overhead costs that were previously excluded.
	83	HC.2008.08	Implement recertifications every two years for households living in Project Based units	Give incentives for employment and education	1999 Agreement Statement of Authorizations II.	Implementation of this initiative was discussed as part of the revision of the Administrative Plan. Upon consideration, the CHA chose to finalize the document without addressing rent or income calculation reform. Despite planning to provide metrics and benchmarks in the FY 2013 Plan, these will be developed once the CHA has vetted possible changes and a specific policies are finalized. At such time the CHA will perform an impact analysis and the public process established by its MTW Agreement.	
	83	HC.2011.01	Expiring Use Preservation Program	Increase housing choice	2009 Agreement, Attachment C.D.1.a., b., e. and f. Also, C.D.2.a. and c.	Preserve affordability in the Cambridge rental market.	Active. Eliminated metric # of units at no more than 120% FMR for 15 years, as all units under this initiative fall under this category.
	83	HC.2013.01	Asset Income Calculation for Household with over \$50,000 in Assets	Reduce cost and increase administrative efficiency	2009 Agreement, Attachment C.C.4.	Simplify transaction process for staff and increase understanding of procedures among residents.	Active. Program began in late FY 2013. Baseline based on FY 2013 numbers.
PLANNING + DEVELOPMENT	83	PD.2000.01	Request for regulatory relief for Mixed Finance	Reduce cost and increase administrative efficiency	1999 Agreement Statement of Authorizations XI.	Would enable the CHA to have the flexibility to meet local conditions.	
	84	PD. 2000.02	Expand supply of permanently affordable housing	Increase Housing Choice	1999 Agreement Statement of Authorizations VI.A. and B.	Increase housing choice in Cambridge for low-income households.	Active. Baseline based on first year of initiative implementation.
	84	PD.2008.01	Liberating Assets	Reduce cost and increase administrative efficiency	2009 Agreement, Attachment C.B.2.b.ii and v.ii.	Preserve Federal Public Housing while reducing federal funds used for capital work.	On Hold.
	84	PD.2010.01	Public Housing Preservation Fund	Increase Housing Choice	1999 Agreement Statement of Authorizations	Increase operating income of properties by injecting direct subsidies to ensure their long-term viability and attractiveness to investors.	Active. Baseline based on FY 2011 outcome. 37 units nearing completion by fall 2013.

	METRICS PAGE	INDEX #	ACTIVITY	STATUTORY OBJECTIVE	AUTHORIZATION CITED	ANTICIPATED IMPACTS	STATUS
PUBLIC HOUSING	85-86	PH.2006.01	Design and implement rent simplification initiatives	Give incentives for employment and education	1999 Agreement Article I.I.	Increase number of households with wage income; and increase administrative savings overtime.	Active. Baseline based on 2005 number of recertifications and actual cost is calculated based on 2005 average full-time employee salary. The time spent is assumed to have remained constant. Baseline and 2011 outcome on Actual Cost were changed in FY2012 as these did not include overhead costs.
	86	PH.2006.02	Rent Policy: Implement minimum rents	Give incentives for employment and education	1999 Agreement Article I.I.	Requiring a minimum contribution toward housing costs allows participants to take a role in improving their living circumstances; Increase household income through increase in wages or transfer payments	Active. Modified from 2000 initiative under the Rent Simplification program established in 2006. Baseline based on FY 2011 outcome.
	86	PH.2009.01	Implement ceiling rents indexed to HUD Operating Cost Adjustment Factor (OCAF)	Reduce cost and increase administrative efficiency	1999 Agreement Article I.I.	Maximize rental income with a more appropriate indicator of the increased cost of operating and managing low-income housing year-to-year.	Active.
	87	PH.2009.02	Mixed family rent formula for families with mixed immigration status	Reduce cost and increase administrative efficiency	1999 Agreement Article I.I.	Simplify transaction process for administrative staff and increase procedural understanding for residents.	Active. Baseline based on FY 2011 total mixed family households. Time and cost estimates are based on 2005 Pre-RSP data. In FY 2013 CHA added overhead costs to actual costs. Prior years were modified to reflect this change. In FY 2013 CHA corrected total savings for all years.
	87	PH.2010.01	Integrate near-elderly (58-59) into elderly waiting lists	Increase Housing Choice	1999 Agreement Statement of Authorizations III.B.	Allow near-elderly applicants to be housed relatively faster than they would if they remained on the family waiting lists.	Active. Modified from FY 2008 initiative to reduce elderly age eligibility. Metric modified to reflect total vacancies rather than average.
	87	PH.2013.01	Asset Income Calculation for Household with over \$50,000 in Assets	Reduce cost and increase administrative efficiency	2009 Agreement, Attachment C.C.4.	Simplify transaction process for administrative staff and increase understanding of procedures among residents.	Active. Program began in late FY 2013. Baseline based on FY 2013 numbers.
	87	PH.2013.01	Project-Based Vouchers in Public Housing	Reduce cost and increase administrative efficiency	2009 Agreement, Attachment C.D.2.a. and D.3.a. and b.	Simplify transaction for administrative staff and increase understanding of procedures among residents.	Active. Program began in late FY 2013.
PENDING	<p>These initiatives were approved by HUD in FY 2008 but have not yet been implemented. The implementation of these initiatives has been discussed as part of the revision of the Administrative Plan for the Housing Choice Voucher (HCV) Program.</p> <p>After careful consideration, the CHA opted to finalize the revision of the document without addressing issues related to rent or income calculation reform. While the CHA expected to provide metrics and benchmarks in the FY 2013 Annual Plan, these will be developed once the CHA vets all possible changes and a specific policy design is finalized. At that time, the CHA will comply with the requirements for an impact analysis and the public process established by its MTW Agreement with HUD.</p> <ul style="list-style-type: none"> Align income deductions with Federal Public Housing Rent Simplification (RSP) deductions Change income calculation to allow use of prior year income Implement recertifications every two years for households living in Project Based units 						



SOURCES + USES OF FUNDING

In FY 2013, the CHA had approximately \$62 million in income to fund Federal MTW Housing Choice Voucher Program (\$38 million), the Federal Low Income Public Housing Program (\$21 million), and the Federal Capital Fund (\$3 million). This amount also includes \$1.2 million in Block Grant Transfers.

A total of \$56 million was used to cover operating expenses and \$6.5 million was transferred into the MTW Block Grant.

MOVING TO WORK FUNDS

	Federal Public Housing	MTW Housing Choice Vouchers	Capital / MTW Funds	Total MTW Funds	Total MTW Funds Budget *	Favorable (Unfavorable) Variance
SOURCES						
Operating Receipts	10,798,350	33,557		10,831,907	10,024,785	807,122
Subsidy Earned	10,285,309	37,788,343		48,073,652	48,212,528	(138,876)
Capital Funds			2,902,415	2,902,415	3,250,000	(347,585)
Operating Transfers In	1,182,417			1,182,417	657,197	525,220
TOTAL SOURCES	22,266,076	37,821,900	2,902,415	62,990,391	62,144,510	845,881
USES						
Administrative	4,636,445	2,332,844	551,196	7,520,484	7,811,254	290,770
Tenant Services	668,725	273,685		942,410	1,040,455	98,045
Maintenance Labor	2,240,653			2,240,653	2,443,389	202,736
Materials & Supplies, Contract Costs	3,999,126			3,999,126	3,726,648	(272,478)
General Expenses	2,455,499	395,234		2,850,732	2,694,869	(155,863)
HAP Payments		28,464,321		28,464,321	31,742,004	3,277,683
Utilities	4,622,915			4,622,915	4,963,648	340,733
Non Routine Maintenance	72,129			72,129	69,925	(2,204)
Mixed Financing Transactions transfers	1,259,018			1,259,018	1,315,605	56,587
Small Capital Improvements	898,673			898,673		(898,673)
Planning & Development Capital Improvements	369,837		2,351,219	2,721,056	2,967,762	246,706
TOTAL USES	21,223,020	31,466,083	2,902,415	55,591,519	58,775,559	3,184,040
CASH BEFORE TRANSFERS	1,043,056	6,355,817	0	7,398,872	3,368,951	4,029,921
Operating Transfers Out to Block Grant		6,519,230		6,519,230	2,860,000	(3,659,230)
Debt Service Payments – Energy Improvements	464,905			464,905	478,477	13,572
NET SURPLUS (DEFICIT)	578,151	(163,413)	0	414,737	30,474	384,263

* Re-Stated budget to exclude MTW Block Grant related capital projects.

OTHER FEDERAL FUNDS

Other Federal Programs consist of Moderate Rehabilitation Programs, Designated Housing Voucher Program, Mainstream Voucher, Veteran Affairs Supportive Housing Program, Service Coordinator Program and other Grants. The fiscal year ended with a net operating cash flow of \$65,000 after \$1.4 million in Housing Assistance Payment (HAP) reserves were used to cover operating expenses.

	Non-MTW Vouchers	Tenant Services	ARRA Competitive Funds	Total Other Federal Funds	Total Other Federal Funds Budget	Favorable (Unfavorable) Variance
SOURCES						
Operating Receipts	8,702	405,425		414,127	282,729	131,398
HUD Grants	3,731,406	276,500		4,007,906	3,594,873	413,033
HAP Reserve (NRA)	1,368,190			1,368,190		1,368,190
ARRA Funds			3,208,455	3,208,455	1,664,470	1,543,985
TOTAL SOURCES	5,108,298	681,925	3,208,455	8,998,678	5,542,072	3,456,606
USES						
Administrative	330,003		165,000	495,003	287,904	(207,099)
Tenant Services	2,011	644,154		646,165	825,028	178,863
General Expenses	5,448	13,698		19,146	53,927	34,781
Rent Payments	4,729,294			4,729,294	2,919,782	(1,809,512)
Capital Improvements			3,043,455	3,043,455	1,664,470	(1,378,985)
TOTAL USES	5,066,756	657,852	3,208,455	8,933,063	5,751,111	(3,181,952)
NET SURPLUS (DEFICIT)	41,542	24,073	0	65,615	(209,039)	274,654



STATE FUNDS

The State housing programs administered by the CHA ended the fiscal year with a deficit of \$350,000. This deficit was covered by the operating transfer from the MTW Block Grant. The MTW Block Grant also provided \$207,000 for capital improvements.

	State Public Housing	State Leased Housing	Other State Programs	Total State Funds	Total State Funds Budget	Favorable (Unfavorable) Variance
SOURCES						
Operating Receipts	500,143	159	1,417,957	1,918,259	1,890,811	27,448
Operating Subsidy	294,079	1,434,467		1,728,546	1,874,134	(145,588)
Operating Transfers In / Block Grant	202,000	145,000	207,374	554,374	367,713	186,661
TOTAL SOURCES	996,222	1,579,626	1,625,331	4,201,179	4,132,658	68,521
USES						
Administrative	279,932	198,865	275,599	754,396	841,684	87,288
Work Force & Special Projects	120,162			120,162	83,649	(36,513)
Resident Services	2,048		26,426	28,474	8,600	(19,874)
Maintenance Labor	117,428		141,071	258,499	271,398	12,899
Materials, Supplies, Contract Costs	151,037		300,987	452,024	521,430	69,406
General Expenses	116,860	10,513	165,495	292,868	252,960	(39,908)
Rent Payments		1,365,088		1,365,088	1,410,300	45,212
Utilities	213,355		241,642	454,997	519,879	64,882
OPERATING USES SUBTOTAL	1,000,822	1,574,466	1,151,220	3,726,508	3,909,900	183,392
Debt Service Payments			184,054	184,054	184,054	0
Capital Improvements	1,902		203,441	205,343	0	(205,343)
TOTAL USES	1,002,724	1,574,466	1,538,715	4,115,905	4,093,954	(21,951)
NET SURPLUS (DEFICIT)	(6,501)	5,160	86,616	85,275	38,704	46,571

CENTRAL OFFICE COST CENTER

Various fixed and fees-for-service fees support the Central Office Cost Center (COCC). Apart from management fees earned through the Federal and State LIPH programs, the COCC also earns fees from the mixed financed projects it administers. The overhead costs directly associated with the capital fund programs are not reflected in the COCC budget.

Although the income received in the COCC was higher than anticipated, it was offset by increased costs in Central Maintenance and Administrative Contracts. Labor costs were relatively high as a slight increase in overtime work was reported (mostly evenings and weekends). Some reserve funds, set aside last year, were released in FY 2013 to fund technology upgrades.

	FY 2013 Actual	FY 2013 Budget	Favorable (Unfavorable) Variance
SOURCES			
Total Management Fees	2,059,680	2,078,273	(18,593)
Fee-for-Service	3,465,015	3,322,481	142,534
Miscellaneous	2,994		2,994
Reserve Release from COCC	294,911	184,573	110,338
TOTAL SOURCES	5,822,600	5,585,327	237,273
USES			
Salaries	2,236,751	2,221,535	(15,216)
Benefits	1,328,495	1,260,627	(67,868)
Central Maintenance Labor	956,182	873,526	(82,656)
Administrative Contracts	287,899	248,000	(39,899)
Office Rent	294,809	314,565	19,756
Other Administrative	465,702	408,707	(56,995)
Technology Upgrade	252,648	184,573	(68,075)
TOTAL USES	5,822,486	5,511,533	(310,953)
NET SURPLUS (DEFICIT)	114	73,794	(73,680)



MTW BLOCK GRANT

The MTW Block Grant allows the CHA to combine all funding sources (Operating Fund, Housing Choice Voucher Operating Fund, and Capital Fund) into one account, for redistribution depending on program needs. Special MTW initiatives and large construction projects are often funded in part by the MTW Block Grant.

In FY 2013, the MTW Block Grant received additional funds from the Housing Choice Voucher program (\$6.5 million compared to a budget of \$2.7 million). Total expenditures from the Block Grant were over \$6 million, which comprised of \$350,000 for operating transfers, \$6.7 million for capital planning and development, and other specific projects.

Most of the cash available in Block Grant account at the end of FY 2013 has been obligated to specific projects, including \$2 million for small capital projects, and \$3.6 million in large capital projects at various LIPH properties.

	FY 2013 Actual	FY 2013 Budget
ESTIMATED BEGINNING CASH – APRIL 1, 2012	6,030,496	1,233,235
SOURCES OF CASH		
MTW Transfer	6,519,230	2,700,000
Development Fee	469,362	
Miscellaneous Income	46,608	7,500
TOTAL SOURCES	7,035,200	2,707,500
USES OF CASH		
Operating Transfers		
Transfers to Federal LIPH		657,197
Transfers to State LIPH	202,000	211,227
Transfers to MRVP	145,000	138,593
Transfers to Other State Programs	3,933	
SUBTOTAL	350,933	1,007,017
Capital Projects		
Federal LIPH Capital	1,182,417	
Miscellaneous Capital	203,441	
Planning & Development, including Capital	2,247,288	2,679,793
Mixed Financed Projects	2,540,311	
SUBTOTAL	6,173,457	2,679,793
Block Grant Projects		
Building Fund / Office space	363,000	
Miscellaneous Projects	116,094	
Resident Services Activities	58,450	
SUBTOTAL	537,544	
TOTAL USES	7,061,934	3,686,810
NET SURPLUS (DEFICIT)	(26,734)	(979,310)
ESTIMATED BEGINNING CASH – MARCH 31, 2012	6,003,762	253,925

RESERVES

The CHA maintains reserve levels for all Asset Management Projects (AMPs). The LIPH Programs maintains a minimum of one month of the operating expenses for the subsequent year.

The current reserve level for all Federal LIPH properties is about \$2.9 million, approximately two months of operating expenses.

The established operating reserves in the Federal MTW leased housing program is defined in the MTW Agreement as two-months of FY 2014 operating budget expenses, which is approximately \$6.3 million. These funds are considered restricted funds and are also required to meet a portion of the agency’s loan commitments and obligations under the Mixed-Finance transactions.

	Operating Reserves
D.F. Burns Apartments	216,300
Cambridge Commons	32,212
Corcoran Park	248,837
Elderly Condos	37,420
Jefferson Park	358,231
F.J. Manning Apartments	277,193
Millers River Apartments	391,127
Newtowne Court	367,377
Norfolk Street	83,973
Putnam Gardens	244,362
Roosevelt Towers	226,295
L.J. Russell Apartments	84,975
Washington Elms	296,566
Woodrow Wilson	114,838
J.F. Kennedy Apartments and Other	13,431
PUBLIC HOUSING SUBTOTAL	2,993,137
MTW Housing Choice Vouchers*	6,345,000
MTW HCV SUBTOTAL	6,345,000
TOTAL RESERVES	9,338,137

* Reserves in the MTW Housing Choice Voucher Program are considered restricted funds. The CHA has significant obligations under the on-going Mixed-finance transactions.



ADMINISTRATIVE

REPORTING COMPLIANCE WITH MTW AGREEMENT

1. CHA does not have any corrections to make.
2. CHA does not currently have an Agency-directed evaluation of the MTW demonstration.
3. Details pertaining to Capital Fund activities can be found in Chapter III.
4. In FY 2013 4,356 households were served in the CHA's Federal Public Housing and Housing Choice Voucher; approximately 90% (3,830) of those households have incomes below 50% of the Area Median Income.

NUMBER OF LOW-INCOME FAMILIES SERVED

Baseline number of families to be served (total number of families)	4,407
Total families served in FY 2013	4,512
Numerical Difference	+105
Percentage Difference	+2.4%

MIX OF BEDROOM SIZES SERVED

	0-1 BR	2 BR	3 BR	4+ BR
Baseline percentages of household sizes to be maintained	50%	23.9%	19.7%	5.5%
Number of families served by household size in FY 2013	2,292	1,216	845	159
Percentages of families served by household size	50.8%	26.9%	18.7%	3.5%
Percentage Difference	+0.8%	+3%	-1%	-2%

NOTE:

1. The baseline of mix of bedroom sizes to be maintained is based on numbers reported in FY 2000.

APPROVAL

EXTRACT OF THE MINUTES OF THE REGULAR MEETING OF THE
BOARD OF COMMISSIONERS OF THE
CAMBRIDGE HOUSING AUTHORITY
THURSDAY, JUNE 27, 2013 12:00 NOON

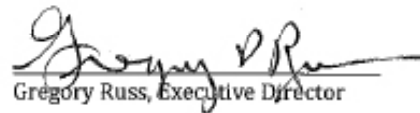
MEMBERS PRESENT: JAMES G. STOCKARD, JR., CHAIRPERSON
WARREN R. MCMANUS ASSISTANT TREASURER
VICTORIA BERGLAND, MEMBER

MEMBERS ABSENT: ANTHONY PINI, VICE-CHAIRPERSON
GERARD J. CLARK, TREASURER

ALSO PRESENT: MICHAEL JOHNSTON, EXECUTIVE DEPARTMENT
TERRY DUMAS, PLANNING & DEVELOPMENT
SHAYLA SIMMONS, LEGAL DEPARTMENT
SHIRLEY SANFORD, RECORDING SECRETARY

SUBMISSION OF THE FY 2013 MTW ANNUAL REPORT

MOTION: Mr. McManus moved to approve the Moving To Work Deregulation Demonstration Program FY 2013 Annual Report. Ms. Bergland seconded the motion, which upon being put to vote, was passed unanimously.


 Gregory Russ, Executive Director

Attest
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SUBMISSION

EXTRACT OF THE MINUTES OF THE REGULAR MEETING OF THE
BOARD OF COMMISSIONERS OF THE
CAMBRIDGE HOUSING AUTHORITY
THURSDAY, JUNE 27, 2013 12:00 NOON

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SHAYLA SIMMONS, LEGAL DEPARTMENT
SHIRLEY SANFORD, RECORDING SECRETARY

SUBMISSION OF THE FY 2013 MTW ANNUAL REPORT

MOTION: Mr. McManus authorized the submission of the final Report to U.S. Department of Housing and Urban Development, pursuant to the memorandum from Carolina Lucey to Gregory Russ, Executive Director, dated June 19, 2013. Ms. Bergland seconded the motion, which upon being put to vote, was passed unanimously.


Gregory Russ, Executive Director

Attest
Seal 



HOUSEHOLDS SERVED INFORMATION

1-1 CAMBRIDGE PUBLIC HOUSING: HOUSEHOLDS SERVED BY UNIT SIZE – FY 2013 ANNUAL REPORT

	1999 Baseline	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
FEDERAL FAMILY PUBLIC HOUSING							
0 BR	0	4					1
1 BR	144	151	149	150	178	201	213
2 BR	466	448	460	450	477	486	527
3 BR	386	370	380	376	392	400	427
4+ BR	108	96	98	96	104	100	104
SUBTOTAL	1,104	1,069	1,087	1,072	1,151	1,187	1,272
STATE FAMILY PUBLIC HOUSING							
0 BR			10	11	4		
1 BR		73	53	57	82	83	83
2 BR		147	152	131	98	67	68
3 BR		95	94	70	36	19	18
4+ BR		10	3	5	3	3	3
SUBTOTAL		325	312	274	223	172	172
FAMILY PUBLIC HOUSING TOTAL		1,394	1,399	1,346	1,374	1,359	1,444
FEDERAL ELDERLY PUBLIC HOUSING							
0 BR	574	364	453	462	419	473	530
1 BR	274	247	246	259	242	485	514
2 BR	3	3	3	3	3	15	15
3 BR						1	1
4+ BR							
SUBTOTAL	851	614	702	724	664	974	1,060
STATE ELDERLY PUBLIC HOUSING							
0 BR		43	50	43	52	1	4
1 BR		259	248	243	275	30	24
2 BR		10	12	11	11		
3 BR			1	1			
4+ BR							
SUBTOTAL		312	311	298	338	31	28
ELDERLY PUBLIC HOUSING TOTAL		926	1,013	1,022	1,002	1,005	1,088
ALL PUBLIC HOUSING TOTAL		2,320	2,412	2,368	2,376	2,364	2,532

NOTES:

1. Data for the State Public Housing Program for FY 2008 is based on that fiscal year's MTW Annual Plan. Includes residents at Roosevelt Towers State and Putnam School, which are properties owned by the CHA but are not counted in the inventory as public housing properties as they are part of the Other State Assisted category.
2. Data for the 1999 baseline for State Public Housing units is not available.
3. Between FY 2011 and FY 2013 428 state family public housing units were transferred to the Federal program.

1-2 CAMBRIDGE HOUSING CHOICE VOUCHER: HOUSEHOLDS SERVED BY UNIT SIZE – FY 2013 ANNUAL REPORT

	1999 Baseline	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
FAMILY MTW HOUSING CHOICE VOUCHERS							
0 BR	35	55	64	109	62	65	78
1 BR	169	434	483	522	536	490	438
2 BR	438	580	589	543	547	523	549
3 BR	304	338	339	311	345	359	386
4+ BR	45	61	48	51	52	50	47
SUBTOTAL	991	1,468	1,523	1,536	1,542	1,487	1,498
ELDERLY MTW HOUSING CHOICE VOUCHERS							
0 BR	21	38	43	87	44	45	75
1 BR	155	299	306	275	349	390	443
2 BR	115	120	134	124	115	116	125
3 BR	22	24	29	17	16	19	31
4+ BR	0	3	4	4	5	6	8
SUBTOTAL	313	484	516	507	529	576	682
TOTAL MTW HOUSING CHOICE VOUCHERS	1,304	1,952	2,039	2,043	2,071	2,063	2,180
NON-MTW HOUSING CHOICE VOUCHERS	884*	505	514	464	461	416	499
TOTAL HOUSING CHOICE VOUCHERS	2,188	2,457	2,553	2,507	2,532	2,479	2,679

* Several non-MTW increments expired and were transferred into the MTW increment.

NOTE:

1. Non-MTW vouchers were rolled into the MTW program in June 2009 with HUD approval. The figures given under Non-MTW HCV for FY 2010 through FY 2013 include Mainstream, Mod Rehab, Shelter Plus Care, Veterans Affairs Supportive Housing, and Disaster Housing Assistance Program vouchers.



1-3 CAMBRIDGE PUBLIC HOUSING: HOUSEHOLDS SERVED BY INCOME RANGE – FY 2013 ANNUAL REPORT

	< 30% AMI		30 - 50% AMI		50 - 80% AMI		> 80% AMI		TOTAL
LARGE PUBLIC HOUSING PROPERTIES									
Corcoran Park	88	58%	38	25%	22	14%	5	3%	153
D.F Burns Apartments	168	87%	21	11%	5	3%	0%	0%	194
F.J. Manning Apartments	162	86%	21	11%	6	3%	0%	0%	189
H.S. Truman Apartments	51	88%	7	12%		0%	0%	0%	58
Jackson Gardens	32	71%	10	22%	3	7%		0%	45
Jefferson Park	105	60%	47	27%	13	7%	9	5%	174
Jefferson Park 202	75	75%	18	18%	4	4%	3	3%	100
L.B. Johnson Apartments	160	91%	14	8%	1	1%		0%	175
Lincoln Way	18	49%	9	24%	7	19%	3	8%	37
Linnaean Street	16	80%	1	5%	3	15%		0%	20
L.J. Russell Apartments	42	82%	7	14%	2	4%		0%	51
Millers River Apartments	257	87%	34	12%	2	1%	1	0%	294
Newtowne Court	168	64%	68	26%	23	9%	5	2%	264
116 Norfolk Street	34	94%	1	3%	1	3%		0%	36
Putnam Gardens	87	73%	23	19%	8	7%	2	2%	120
Putnam School	21	75%	6	21%	1	4%		0%	28
R.C. Weaver Apartments	18	90%	2	10%		0%		0%	20
River Howard	18	58%	9	29%	2	6%	2	6%	31
Roosevelt Towers	76	62%	28	23%	13	11%	6	5%	123
Roosevelt Midrise	53	74%	12	17%	5	7%	2	3%	72
St. Pauls Residence	16	89%	2	11%		0%		0%	18
Washington Elms	97	56%	38	22%	21	12%	17	10%	173
Willow Street Homes	7	50%	5	36%	2	14%		0%	14
Woodrow Wilson Court	47	71%	12	18%	6	9%	1	2%	66
LARGE PROPERTIES SUBTOTAL	1,816	74%	433	18%	150	6%	56	2%	2,455
SMALL PROPERTIES SUBTOTAL	49	64%	16	21%	6	8%	6	8%	77
PUBLIC HOUSING GRAND TOTAL	1,865	74%	449	18%	156	6%	62	2%	2,532

NOTES:

1. Excludes J.F. Kennedy Apartments, the CHA's HOPE VI program.
2. Households listed as over 80% of AMI were below 80% at the time they received assistance, and were eligible for public housing.
3. Roosevelt Towers State and Putnam School are properties owned by the CHA. They are not counted in the inventory as public housing properties as they are part of the Other State Assisted category.
4. Smaller Public Housing Properties category includes data for properties that have 10 or fewer units. These include: Cambridgeport Commons, Center Street, Columbus Avenue, Elderly Condos, Fairmont Street, Family Condos, Garfield Street, Hingham Street, Inman Street, Jackson Street, 226 Norfolk Street, Richdale, Roberts Road, Seagrave Road, Valentine Street, Washington Street, and Whittemore Avenue.



1-4A CAMBRIDGE PUBLIC HOUSING: HOUSEHOLDS SERVED BY RACE – FY 2013 ANNUAL REPORT

	American Indian		Black		Asian		White		Other		TOTAL
LARGE PUBLIC HOUSING PROPERTIES											
Corcoran Park	3	2%	4	3%	99	65%	47	31%		0%	153
D.F Burns Apartments	1	1%	7	4%	58	30%	128	66%		0%	194
F.J. Manning Apartments	1	1%	22	12%	75	40%	90	48%	1	1%	189
H.S. Truman Apartments		0%	3	5%	14	24%	41	71%		0%	58
Jackson Gardens		0%	3	7%	21	47%	21	47%		0%	45
Jefferson Park	1	1%	11	6%	115	66%	46	26%	1	1%	174
Jefferson Park 202		0%	9	9%	57	57%	34	34%		0%	100
L.B. Johnson Apartments		0%	6	3%	60	34%	109	62%		0%	175
Lincoln Way		0%		0%	24	65%	13	35%		0%	37
Linnaean Street		0%	1	5%	3	15%	16	80%		0%	20
L.J. Russell Apartments	1	2%	1	2%	18	35%	30	59%	1	2%	51
Millers River Apartments	1	0%	8	3%	69	23%	213	72%	3	1%	294
Newtowne Court	2	1%	19	7%	170	64%	73	28%		0%	264
116 Norfolk Street		0%	1	3%	8	22%	26	72%	1	3%	36
Putnam Gardens		0%	7	6%	79	66%	33	28%	1	1%	120
Putnam School		0%	1	4%	6	21%	21	75%		0%	28
R.C. Weaver Apartments		0%		0%	9	45%	11	55%		0%	20
River Howard		0%	2	6%	16	52%	13	42%		0%	31
Roosevelt Towers	1	1%	6	5%	77	63%	39	32%		0%	123
Roosevelt Midrise		0%	3	4%	29	40%	40	56%		0%	72
St. Pauls Residence		0%		0%	9	50%	9	50%		0%	18
Washington Elms	3	2%	8	5%	104	60%	58	34%		0%	173
Willow Street Homes		0%	1	7%	11	79%	2	14%		0%	14
Woodrow Wilson Court		0%		0%	47	71%	19	29%		0%	66
LARGE PROPERTIES SUBTOTAL	14	1%	123	5%	1,178	48%	1,132	46%	8	0%	2,455
SMALL PROPERTIES SUBTOTAL	0	0%	1	1%	43	56%	33	43%	0	0%	77
PUBLIC HOUSING GRAND TOTAL	14	1%	124	5%	1,221	48%	1,165	46%	8	0%	2,532

NOTES:

1. Excludes J.F. Kennedy Apartments, the CHA's HOPE VI program.
2. Households listed as over 80% of AMI were below 80% at the time they received assistance, and were eligible for public housing.
3. Roosevelt Towers State and Putnam School are properties owned by the CHA. They are not counted in the inventory as public housing properties as they are part of the Other State Assisted category.
4. Smaller Public Housing Properties category includes data for properties that have 10 or fewer units. These include: Cambridgeport Commons, Center Street, Columbus Avenue, Elderly Condos, Fairmont Street, Family Condos, Garfield Street, Hingham Street, Inman Street, Jackson Street, 226 Norfolk Street, Richdale, Roberts Road, Seagrave Road, Valentine Street, Washington Street, and Whittemore Avenue.



1-4B CAMBRIDGE PUBLIC HOUSING: HOUSEHOLDS SERVED BY ETHNICITY – FY 2013 ANNUAL REPORT

	Hispanic		Non-Hispanic		TOTAL
LARGE PUBLIC HOUSING PROPERTIES					
Corcoran Park	17	11%	136	89%	153
D.F Burns Apartments	11	6%	183	94%	194
F.J. Manning Apartments	20	11%	169	89%	189
H.S. Truman Apartments	3	5%	55	95%	58
Jackson Gardens	10	22%	35	78%	45
Jefferson Park	20	11%	154	89%	174
Jefferson Park 202	14	14%	84	86%	98
L.B. Johnson Apartments	12	7%	163	93%	175
Lincoln Way	6	16%	31	84%	37
Linnaean Street		0%	20	100%	20
L.J. Russell Apartments	2	4%	49	96%	51
Millers River Apartments	25	9%	269	91%	294
Newtowne Court	26	10%	238	90%	264
116 Norfolk Street	2	6%	34	94%	36
Putnam Gardens	14	12%	106	88%	120
Putnam School	4	14%	24	86%	28
R.C. Weaver Apartments		0%	20	100%	20
River Howard	6	19%	25	81%	31
Roosevelt Towers	19	15%	104	85%	123
Roosevelt Midrise	8	11%	66	89%	74
St. Pauls Residence	1	6%	17	94%	18
Washington Elms	30	17%	143	83%	173
Willow Street Homes	3	21%	11	79%	14
Woodrow Wilson Court	10	15%	56	85%	66
LARGE PROPERTIES SUBTOTAL	263	11%	2,192	89%	2,455
SMALL PROPERTIES SUBTOTAL	17	22%	60	78%	77
PUBLIC HOUSING GRAND TOTAL	280	11%	2,252	89%	2,532

NOTES:

1. Excludes J.F. Kennedy Apartments, the CHA's HOPE VI program.
2. Households listed as over 80% of AMI were below 80% at the time they received assistance, and were eligible for public housing.
3. Roosevelt Towers State and Putnam School are properties owned by the CHA. They are not counted in the inventory as public housing properties as they are part of the Other State Assisted category.
4. Smaller Public Housing Properties category includes data for properties that have 10 or fewer units. These include: Cambridgeport Commons, Center Street, Columbus Avenue, Elderly Condos, Fairmont Street, Family Condos, Garfield Street, Hingham Street, Inman Street, Jackson Street, 226 Norfolk Street, Richdale, Roberts Road, Seagrave Road, Valentine Street, Washington Street, and Whittemore Avenue.



1-5 CAMBRIDGE FEDERAL ELDERLY PUBLIC HOUSING: YOUNG DISABLED RESIDENT COMPOSITION – FY 2013 ANNUAL REPORT

	Units Available	Households	% of Total Served
D.F Burns Apartments	194	27	14%
F.J. Manning Apartments	189	21	11%
H.S. Truman Apartments	58	7	12%
L.B. Johnson Apartments	175	27	15%
Linnaean Street	20	3	15%
L.J. Russell Apartments	51	6	12%
Millers River Apartments	294	37	13%
116 Norfolk Street	36	7	19%
R.C. Weaver Apartments	20		0%
St. Pauls Residence	18	10	56%
Elderly Condos	5		0%
GRAND TOTAL	1,060	145	14%

NOTES:

- Putnam School is owned by the CHA but it is not counted in the inventory as public housing; those units are part of the 'Other State Assisted' category.
- F.J. Manning Apartments and Elderly Condos were until recently part of the State Public Housing Program. The State program had a threshold of 13.5% for the entire portfolio not for each individual property. Hence, the CHA is not fully compliant at this point in time. In addition, properties where the percentage is below 13.5% are due to regular attrition issues and are non-compliant with the CHA's Designated Housing Plan as of this writing. As units become available the CHA will focus efforts to raise the percentage of young disabled in these properties.

1-6 AREA MEDIAN INCOME (AMI) LIMITS BY HOUSEHOLD SIZE: FY 2013

HOUSEHOLD SIZE	30% AMI	50% AMI VERY LOW INCOME	80% AMI LOW INCOME
1	\$19,850	\$33,050	\$47,150
2	\$22,650	\$37,800	\$53,900
3	\$25,500	\$42,500	\$60,650
4	\$28,300	\$47,200	\$67,350
5	\$30,600	\$51,000	\$72,750
6	\$32,850	\$54,800	\$78,150
7	\$35,100	\$58,550	\$83,550
8	\$37,400	\$62,350	\$88,950

NOTE:

- Effective December, 2012. These limits are determined by the U.S. Department of Housing and Urban Development and are subject to change.



WAITING LIST INFORMATION

2-1 CAMBRIDGE PUBLIC HOUSING: WAITING LISTS BY UNIT SIZE – FY 2013 ANNUAL REPORT

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
FEDERAL FAMILY PUBLIC HOUSING						
0 BR	13	98				
1 BR	2,224	3,083	1,141	732	569	420
2 BR	1,698	2,357	1,551	2,125	2,668	2,525
3 BR	663	970	793	1,056	1,244	1,372
4+ BR	130	170	162	174	224	272
SUBTOTAL	4,728	6,678	3,647	4,087	4,705	4,589
STATE FAMILY PUBLIC HOUSING						
0 BR		20	98			
1 BR	633	1,862	2,904	503	206	97
2 BR	507	1,754	2,192	1,032	397	493
3 BR	78	616	1,002	390		
4+ BR	64	117	136	23		
SUBTOTAL	1,282	4,349	6,234	1,948	603	590
FAMILY PUBLIC HOUSING TOTAL	6,010	11,027	9,881	6,035	5,308	5,179
FEDERAL ELDERLY PUBLIC HOUSING						
0 BR	1,282	1,384	1,177	1,404	955	1,008
1 BR	113	220	179	791	1,402	1,533
2 BR	50	81	34	71	69	94
3 BR	2	3		786		
4+ BR	1	1				
SUBTOTAL	1,448	1,689	1,390	3,052	2,426	2,635
STATE ELDERLY PUBLIC HOUSING						
0 BR	956	1,310	1,590	237		
1 BR	126	135	162	1,427	210	288
2 BR	45	62	77	55		
3 BR		3	4	1		
4+ BR						
SUBTOTAL	1,127	1,510	1,833	1,720	210	288
ELDERLY PUBLIC HOUSING TOTAL	2,575	3,199	3,223	4,772	2,636	2,923
REGIONAL PUBLIC HOUSING WAITING LISTS						
0 BR			1,337	1,300	2,130	2,414
1 BR			163	96	117	84
2 BR			416	463	504	438
3 BR			148	180	174	185
4+ BR			26	27	28	42
SUBTOTAL			2,090	2,066	2,953	3,163
ALL PUBLIC HOUSING TOTAL	8,585	14,226	15,194	12,873	10,897	11,265

NOTES:

1. Applicants may be eligible for more than one program.
2. Regional Public Housing Waiting Lists include: East Cambridge, Mid-Cambridge, North Cambridge, and Single Occupancy Room units across CHA portfolio.
3. East Cambridge waiting list includes the following federal sites: 15C Roberts Rd., Willow Street Homes, and 226 Norfolk St.; the list also includes the following state sites: 118 Trowbridge St., 244 Hampshire St., 87 Amory St., and 88 Hancock St.
4. Mid-Cambridge waiting list includes the following federal sites: 19 Valentine St., 6-8 Fairmont St., 4 Centre St., 2 and 20 Chestnut St., 12-18 Hingham St., and 15 Inman St. - Putnam Square Apartments. is also included in this list.
5. North Cambridge waiting list includes the following federal sites: 121 Jackson St., 125-127 Whittemore Ave., 13 Seagrave Rd., 175 Richdale Ave., 8-10 Columbus Ave., and Garfield St.

2-2A CAMBRIDGE FAMILY PUBLIC HOUSING: WAITING LISTS BY RACE – FY 2013 ANNUAL REPORT

	American Indian		Black		Asian		White		Asian		TOTAL
FEDERAL FAMILY											
Corcoran Park	12	1%	42	4%	547	47%	544	47%	11	1%	1,156
Jackson Gardens	1	0%	56	8%	313	44%	332	47%	6	1%	708
Jefferson Park	7	0%	88	5%	707	42%	865	51%	13	1%	1,680
Lincoln Way	1	0%	18	4%	234	52%	192	43%	1	0%	446
Newtowne Court	6	0%	123	9%	630	45%	618	44%	16	1%	1,393
Putnam Gardens	5	1%	41	6%	356	50%	295	42%	9	1%	706
River Howard Homes	7	1%	31	5%	342	52%	267	41%	9	1%	656
Roosevelt Towers	0	0%	56	7%	332	43%	368	48%	13	2%	769
Washington Elms	6	1%	83	7%	569	47%	520	43%	21	2%	1,199
Woodrow Wilson Court	4	1%	27	5%	280	54%	207	40%	4	1%	522
FEDERAL FAMILY SUBTOTAL	49	1%	565	6%	4,310	47%	4,208	46%	103	1%	9,235
STATE FAMILY											
Roosevelt Midrise	4	1%	38	6%	259	44%	275	47%	14	2%	590
STATE FAMILY SUBTOTAL	4	1%	38	6%	259	44%	275	47%	14	2%	590
FAMILY HOUSING TOTAL	53	1%	603	6%	4,569	47%	4,483	46%	117	1%	9,825
ALL PUBLIC HOUSING TOTAL	155	1%	1,012	6%	7,629	42%	9,076	50%	225	1%	18,097

2-2B CAMBRIDGE ELDERLY PUBLIC HOUSING: WAITING LISTS BY RACE – FY 2013 ANNUAL REPORT

	American Indian		Black		Asian		White		Asian		TOTAL
FEDERAL ELDERLY											
116 Norfolk Street	1	6%	0	0%	2	11%	15	83%	0	0%	18
D.F. Burns Apartments	5	1%	17	3%	206	33%	391	63%	3	0%	622
J.F. Kennedy Apartments	3	1%	59	14%	125	30%	225	54%	1	0%	413
F.J. Manning Apartments	13	1%	98	9%	346	33%	587	56%	4	0%	1048
H.S. Truman Apartments	4	2%	9	4%	83	34%	145	60%	0	0%	241
L.B. Johnson Apartments	1	1%	13	8%	45	27%	103	63%	2	1%	164
Linnaean Street	0	0%	3	3%	17	19%	70	78%	0	0%	90
L.J. Russell Apartments	5	1%	38	10%	127	33%	217	56%	2	1%	389
Millers River Apartments	10	2%	19	3%	228	35%	393	60%	5	1%	655
R.C. Weaver Apartments	0	0%	5	13%	9	23%	24	62%	1	3%	39
FEDERAL ELDERLY SUBTOTAL	42	1%	261	7%	1,188	32%	2,170	59%	18	0%	3,679
STATE ELDERLY											
Putnam School	3	1%	13	5%	102	35%	168	58%	2	1%	288
STATE ELDERLY SUBTOTAL	3	1%	13	5%	102	35%	168	58%	2	1%	288
ELDERLY HOUSING TOTAL	45	1%	274	7%	1,290	33%	2,338	59%	20	1%	3,967
ALL PUBLIC HOUSING TOTAL	155	1%	1,012	6%	7,629	42%	9,076	50%	225	1%	18,097



2-2C CAMBRIDGE REGIONAL PUBLIC HOUSING: WAITING LISTS BY RACE – FY 2013 ANNUAL REPORT

	American Indian		Black		Asian		White		Asian		TOTAL
REGIONAL PUBLIC HOUSING WAITING LISTS											
East Cambridge*	12	1%	42	4%	547	47%	544	47%	11	1%	1,156
Mid Cambridge**	1	0%	56	8%	313	44%	332	47%	6	1%	708
North Cambridge***	7	0%	88	5%	707	42%	865	51%	13	1%	1,680
Cambridge SROs	1	0%	18	4%	234	52%	192	43%	1	0%	446
REGIONAL PH SUBTOTAL	57	1%	135	3%	1,770	41%	2,255	52%	88	1%	4,305
REGIONAL PH TOTAL	57	1%	135	3%	1,770	41%	2,255	52%	88	1%	4,305
ALL PUBLIC HOUSING TOTAL	155	1%	1,012	6%	7,629	42%	9,076	50%	225	1%	18,097

* The East Cambridge waiting list includes the following federal sites: 15C Roberts Rd., Willow Street Homes, and 226 Norfolk St.; the list also includes the following state sites: 118 Trowbridge St., 244 Hampshire St., 87 Amory St., and 88 Hancock St.

** Mid-Cambridge waiting list includes the following federal sites: 19 Valentine St., 6-8 Fairmont St., 4 Centre St., 2 and 20 Chestnut St., 12-18 Hingham St., and 15 Inman St. - Putnam Square Apts. is also included in this list.

*** North Cambridge waiting list includes the following federal sites: 121 Jackson St., 125-127 Whittemore Ave., 13 Seagrave Rd., 175 Richdale Ave., 8-10 Columbus Ave., and Garfield St.

NOTES:

1. Applicants can choose up to three properties and may qualify for more than one program, therefore the total number on all site-based waiting lists differ from the total number of applicant households.
2. Only certain properties have a waiting list associated with them.



2-3A CAMBRIDGE FAMILY PUBLIC HOUSING: WAITING LIST BY ETHNICITY – FY 2013 ANNUAL REPORT

	Hispanic		Non-Hispanic		TOTAL
FEDERAL FAMILY					
Corcoran Park	369	32%	787	68%	1,156
Jackson Gardens	221	31%	487	69%	708
Jefferson Park	555	33%	1125	67%	1680
Lincoln Way	101	23%	345	77%	446
Newtowne Court	424	30%	969	70%	1393
Putnam Gardens	179	25%	527	75%	706
River Howard Homes	184	28%	472	72%	656
Roosevelt Towers	243	32%	526	68%	769
Washington Elms	366	31%	833	69%	1199
Woodrow Wilson Court	123	24%	399	76%	522
FEDERAL FAMILY SUBTOTAL	2,765	30%	6,470	70%	9,235
STATE FAMILY					
Roosevelt Midrise	165	28%	425	72%	590
STATE FAMILY SUBTOTAL	165	28%	425	72%	590
FAMILY HOUSING TOTAL	2,930	30%	6,895	70%	9,825
ALL PUBLIC HOUSING TOTAL	4,130	23%	13,967	77%	18,097

2-3B CAMBRIDGE ELDERLY PUBLIC HOUSING: WAITING LIST BY ETHNICITY – FY 2013 ANNUAL REPORT

	Hispanic		Non-Hispanic		TOTAL
FEDERAL ELDERLY					
116 Norfolk Street	3	17%	15	83%	18
D.F. Burns Apartments	93	15%	529	85%	622
J.F. Kennedy Apartments	41	10%	372	90%	413
F.J. Manning Apartments	152	15%	896	85%	1,048
H.S. Truman Apartments	50	21%	191	79%	241
L.B. Johnson Apartments	20	12%	144	88%	164
Linnaean Street	8	9%	82	91%	90
L.J. Russell Apartments	41	11%	348	89%	389
Millers River Apartments	92	14%	563	86%	655
R.C. Weaver Apartments	3	8%	36	92%	39
FEDERAL ELDERLY SUBTOTAL	503	14%	3,176	86%	3,679
STATE ELDERLY					
Putnam School	28	10%	260	90%	288
STATE ELDERLY SUBTOTAL	28	10%	260	90%	288
ELDERLY HOUSING TOTAL	531	13%	3,436	87%	3,967
ALL PUBLIC HOUSING TOTAL	4,130	23%	13,967	77%	18,097



2-3C CAMBRIDGE REGIONAL PUBLIC HOUSING: WAITING LISTS BY RACE – FY 2013 ANNUAL REPORT

	Hispanic		Non-Hispanic		TOTAL
REGIONAL PUBLIC HOUSING WAITING LISTS					
East Cambridge*	68	23%	230	77%	298
Mid Cambridge**	109	13%	727	87%	836
North Cambridge***	85	24%	263	76%	348
Cambridge SROs	407	14%	2,416	86%	2,823
REGIONAL PH SUBTOTAL	669	16%	3,636	84%	4,305
REGIONAL PH TOTAL	669	16%	3,636	84%	4,305
ALL PUBLIC HOUSING TOTAL	4,130	23%	13,967	77%	18,097

* The East Cambridge waiting list includes the following federal sites: 15C Roberts Rd., Willow Street Homes, and 226 Norfolk St.; the list also includes the following state sites: 118 Trowbridge St., 244 Hampshire St., 87 Amory St., and 88 Hancock St.

** Mid-Cambridge waiting list includes the following federal sites: 19 Valentine St., 6-8 Fairmont St., 4 Centre St., 2 and 20 Chestnut St., 12-18 Hingham St., and 15 Inman St. - Putnam Square Apts. is also included in this list.

*** North Cambridge waiting list includes the following federal sites: 121 Jackson St., 125-127 Whittemore Ave., 13 Seagrave Rd., 175 Richdale Ave., 8-10 Columbus Ave., and Garfield St.

NOTES:

1. Applicants can choose up to three properties and may qualify for more than one program, therefore the total number on all site-based waiting lists differ from the total number of applicant households.
2. Only certain properties have a waiting list associated with them.



2-4A CAMBRIDGE FAMILY PUBLIC HOUSING: WAITING LIST BY INCOME RANGE – FY 2013 ANNUAL REPORT

	< 30% AMI		30 - 50% AMI		50 - 80% AMI		> 80% AMI		TOTAL
FEDERAL FAMILY									
Corcoran Park	929	80%	162	14%	55	5%	10	1%	1,156
Jackson Gardens	550	78%	120	17%	32	5%	6	1%	708
Jefferson Park	1,445	86%	168	10%	51	3%	16	1%	1680
Lincoln Way	345	77%	69	15%	29	7%	3	1%	446
Newtowne Court	1,124	81%	194	14%	64	5%	11	1%	1393
Putnam Gardens	566	80%	107	15%	29	4%	4	1%	706
River Howard Homes	500	76%	113	17%	40	6%	3	0%	656
Roosevelt Towers	612	80%	128	17%	26	3%	3	0%	769
Washington Elms	965	80%	177	15%	52	4%	5	0%	1199
Woodrow Wilson Court	414	79%	77	15%	24	5%	7	1%	522
FEDERAL FAMILY SUBTOTAL	7,450	81%	1,315	14%	402	4%	68	1%	9,235
STATE FAMILY									
Roosevelt Midrise	468	79%	91	15%	23	4%	8	1%	590
STATE FAMILY SUBTOTAL	468	79%	91	15%	23	4%	8	1%	590
FAMILY HOUSING TOTAL	7,918	81%	1,406	14%	425	4%	76	1%	9,825
ALL PUBLIC HOUSING TOTAL	15,160	84%	2,137	12%	683	4%	117	1%	18,097

2-4B CAMBRIDGE ELDERLY PUBLIC HOUSING: WAITING LIST BY INCOME RANGE – FY 2013 ANNUAL REPORT

	< 30% AMI		30 - 50% AMI		50 - 80% AMI		> 80% AMI		TOTAL
FEDERAL ELDERLY									
116 Norfolk Street	18	100%	0	0%	0	0%	0	0%	18
D.F. Burns Apartments	575	92%	31	5%	13	2%	3	0%	622
J.F. Kennedy Apartments	344	83%	44	11%	19	5%	6	1%	413
F.J. Manning Apartments	942	90%	68	6%	33	3%	5	0%	1048
H.S. Truman Apartments	213	88%	20	8%	5	2%	3	1%	241
L.B. Johnson Apartments	137	84%	19	12%	8	5%	0	0%	164
Linnaean Street	69	77%	15	17%	3	3%	3	3%	90
L.J. Russell Apartments	319	82%	41	11%	26	7%	3	1%	389
Millers River Apartments	599	91%	38	6%	15	2%	3	0%	655
R.C. Weaver Apartments	34	87%	3	8%	2	5%	0	0%	39
FEDERAL ELDERLY SUBTOTAL	3,250	88%	279	8%	124	3%	26	1%	3,679
STATE ELDERLY									
Putnam School	239	83%	30	10%	18	6%	1	0%	288
STATE ELDERLY SUBTOTAL	239	83%	30	10%	18	6%	1	0%	288
ELDERLY HOUSING TOTAL	3,489	88%	309	8%	142	4%	27	1%	3,967
ALL PUBLIC HOUSING TOTAL	15,160	84%	2,137	12%	683	4%	117	1%	18,097



2-4C CAMBRIDGE REGIONAL PUBLIC HOUSING: WAITING LISTS BY INCOME RANGE – FY 2013 ANNUAL REPORT

	< 30% AMI		30 - 50% AMI		50 - 80% AMI		> 80% AMI		TOTAL
REGIONAL PUBLIC HOUSING WAITING LISTS									
East Cambridge*	229	77%	48	16%	18	6%	3	1%	298
Mid Cambridge**	677	81%	109	13%	44	5%	5	1%	835
North Cambridge***	276	80%	50	14%	20	6%	1	0%	347
Cambridge SROs	2,571	91%	215	8%	34	1%	5	0%	2,825
REGIONAL PH SUBTOTAL	3,753	87%	422	10%	116	3%	14	0%	4,305
REGIONAL PH TOTAL	3,753	87%	422	10%	116	3%	14	0%	4,305
ALL PUBLIC HOUSING TOTAL	15,160	84%	2,137	12%	683	4%	117	1%	18,097

* The East Cambridge waiting list includes the following federal sites: 15C Roberts Rd., Willow Street Homes, and 226 Norfolk St.; the list also includes the following state sites: 118 Trowbridge St., 244 Hampshire St., 87 Amory St., and 88 Hancock St.

** Mid-Cambridge waiting list includes the following federal sites: 19 Valentine St., 6-8 Fairmont St., 4 Centre St., 2 and 20 Chestnut St., 12-18 Hingham St., and 15 Inman St. - Putnam Square Apts. is also included in this list.

*** North Cambridge waiting list includes the following federal sites: 121 Jackson St., 125-127 Whittemore Ave., 13 Seagrave Rd., 175 Richdale Ave., 8-10 Columbus Ave., and Garfield St.

NOTES:

1. Applicants can choose up to three properties and may qualify for more than one program, therefore the total number on all site-based waiting lists differ from the total number of applicant households.
2. Only certain properties have a waiting list associated with them.



2-5 CAMBRIDGE HOUSING CHOICE VOUCHER PROGRAM: WAITING LIST OVERVIEW – FY 2013 ANNUAL REPORT

	Number of Households	Percentage of Households
NUMBER OF BEDROOMS		
Studio	2	0%
1 BR	380	43%
2 BR	314	35%
3 BR	161	18%
4+ BR	30	3%
TOTAL FEDERAL HOUSEHOLDS	887	100%
RACE		
American Indian	9	1%
Asian	36	4%
Black	464	52%
White	378	43%
Other	0	0%
TOTAL FEDERAL HOUSEHOLDS	887	100%
ETHNICITY		
Hispanic	200	23%
Non-Hispanic	687	77%
TOTAL FEDERAL HOUSEHOLDS	887	100%
INCOME		
< 30% AMI	718	81%
30–50% AMI	141	16%
50–80% AMI	23	3%
> 80% AMI	5	1%
TOTAL FEDERAL HOUSEHOLDS	887	100%



RESIDENT SURVEY RESULTS

The percentages have been rounded, and therefore may not total 100%. For questions in which respondents gave multiple answers, the percentages are based on the universe of respondents for the question.

GENERAL

1. How long have you lived in your apartment?

	PERCENTAGE	NUMBER
One to two years	10%	28
Two years to five years	27%	77
More than five years	64%	184

2. How long have you lived in Public Housing?

	PERCENTAGE	NUMBER
One to two years	4%	12
Two years to five years	16%	45
More than five years	80%	232

3. Do you intend to move within the next two years?

	PERCENTAGE	NUMBER
Yes	13%	38
No	79%	229
Don't know	8%	22

4. What is the primary language spoken in your home?

	PERCENTAGE	NUMBER
English	69%	200
Spanish	8%	22
Creole	18%	53
Portuguese	1%	3
Other	7%	20

Nine (9) respondents gave multiple answers.

3.A. If YES... where are you planning to move?

	PERCENTAGE	NUMBER
To another CHA property	45%	17
To another apartment using a voucher	21%	8
Own home or apartment	18%	7
Don't know	16%	6

SATISFACTION WITH MAINTENANCE AND REPAIR

5. Over the last year, how many times have you called the CHA for maintenance or repairs?

	PERCENTAGE	NUMBER
None	24%	70
1-3 times	48%	138
More than 3 times	27%	79
Don't know/Can't remember	1%	2

6. Based on your experience over the past year requesting maintenance or repairs from CHA, how satisfied were you with:

	VERY SATISFIED	SOMEWHAT SATISFIED	SOMEWHAT DISSATISFIED	VERY DISSATISFIED	DOES NOT APPLY	DON'T KNOW
The process of requesting repairs?	51% 111	32% 70	10% 21	6% 14	<.5% 1	1% 2
The quality of repair work?	53% 116	27% 59	13% 28	5% 11	1% 2	1% 3
The amount of time it took to complete the repairs?	54% 119	27% 59	9% 19	7% 15	1% 2	2% 5
The way you were treated by the person doing the repairs?	73% 160	17% 38	2% 4	2% 5	1% 4	3% 8

SATISFACTION WITH MANAGEMENT SERVICES

7. Over the past year, how many times have you called or visited your CHA Housing Management Office?

	PERCENTAGE	NUMBER
None	30%	86
1-3 times	52%	150
More than 3 times	17%	48
Don't know/Can't remember	2%	5

8. If you needed to see your manager, did you call to make an appointment or come to the office during walk-in hours?

	PERCENTAGE	NUMBER
Called to make an appointment	29%	59
Came to the office during walk-in hours	55%	111
Called to make an appointment and came to the office during walk-in hours	16%	33



9. Based on your experience over the past year with your CHA Housing Management Office, how satisfied are you with:

	VERY SATISFIED		SOMEWHAT SATISFIED		SOMEWHAT DISSATISFIED		VERY DISSATISFIED		DOES NOT APPLY		DON'T KNOW	
How easy it was to meet with your manager?	55%	111	30%	61	8%	16	4%	8	2%	5	1%	2
How accommodating the staff was in providing the information you requested?	58%	118	32%	64	6%	13	3%	6	0%	0	1%	2
How responsive management was to safety issues?	55%	111	28%	56	8%	16	4%	8	4%	9	1%	3
The way you were treated by the office staff?	69%	140	23%	46	5%	10	2%	5	0%	0	1%	2

SAFETY

10. How safe do you feel:

	VERY SAFE		SAFE		UNSAFE		VERY UNSAFE		DOES NOT APPLY	
In your apartment?	64%	111	30%	86	5%	15	1%	3	<.1%	1
In the hallway and lobby of your building?	55%	118	27%	79	8%	24	1%	3	9%	25
On the outside grounds of your development?	49%	111	38%	108	10%	30	1%	4	1%	4

One (1) respondent did not answer.

11. Do any of the following cause you to be concerned about safety at your property?*(Check all that apply)

	PERCENTAGE	NUMBER
Police do not respond	2%	6
Strangers linger on the grounds	22%	63
Residents are loud	21%	61
Residents do not supervise their guests	17%	49
Doors are unlocked or open	16%	47
Bad lighting	13%	37

*Percentage is based on the universe of survey respondents.

RESIDENT SERVICES - FAMILY PUBLIC HOUSING

12. Do you have any children in school in Cambridge?

	PERCENTAGE	NUMBER
Yes	51%	80
No	49%	78

12.A. What type of school?

	PERCENTAGE	NUMBER
Cambridge Public School	93%	74
Charter School	10%	8
Private School	4%	3
Five (5) respondents gave multiple answers.		

12.B. Over the past year, how many times have you attended events at your child's school?

	PERCENTAGE	NUMBER
0	4%	3
1-2	30%	24
3-4	26%	21
More than 4 meetings	40%	32

12.C. Over the past year, have you met or spoken on the phone with any of your child's teachers?

	PERCENTAGE	NUMBER
Yes	47%	75
No	3%	5

12.C.i. If YES... How many meetings?

0	4%	3
1-2	29%	23
3-4	24%	19
More than 4 meetings	38%	30

12.C.ii. If YES... How many phone conversations?

0	28%	22
1-2	16%	13
3-4	20%	16
More than 4 phone calls	30%	24





13. What is the highest level of education completed by members of your household 18 years and older who are not currently in high school?

	LESS THAN HIGH SCHOOL		HIGH SCHOOL / DIPLOMA		SOME COLLEGE		POST-HIGH SCHOOL JOB		TWO-YEAR COLLEGE		FOUR-YEAR COLLEGE		POST GRADUATE	
Total	23%	54	23%	54	25%	58	0%	1	9%	21	17%	41	3%	7

Several responders gave multiple answers.

14. Are you aware that the Cambridge Housing Authority offers programs for children, teens and adults in Cambridge Public Housing?

	PERCENTAGE	NUMBER
Yes	59%	93
No	41%	65

15. Do you or anyone in your household own a working computer?

	PERCENTAGE	NUMBER
Yes	67%	106
No	33%	52

15.A. If NO... why not?

	PERCENTAGE	NUMBER
Too expensive	44%	23
Don't want it/don't need it	27%	14
No space to store it	2%	1
Don't know how to use it	21%	11
Other	8%	4

One (1) respondent gave multiple answers.

16. Do you have internet access in your home?

Yes	67%	106
No	33%	52

16.A. If NO... why not?

Too expensive	17%	9
Don't have a computer	77%	40
Don't want it/don't need it	0%	0
Don't know how to use it	4%	2
Other	2%	1

17. Are you aware of the Cambridge Housing Authority's computer centers?

	PERCENTAGE	NUMBER
Yes	69%	109
No	31%	49

17.A. If YES...Has any member of your household used the computer centers?

	PERCENTAGE	NUMBER
Yes	18%	29
No	51%	80

17.A.i. If YES... Did they take classes or make use of open lab time?

Classes	48%	14
Lab	45%	13
Both Classes and Lab	7%	2

17.C.ii. If YES... What was their goal?

Computer basics	59%	17
Email/internet	31%	9
Get a job	7%	2
Homework	24%	7
Other	0%	0

Four (4) respondents gave multiple answers.

18. In the past CHA has offered basic computer classes. If CHA offers advanced classes, what subjects would interest you?

	PERCENTAGE	NUMBER
Software applications (Word, Excel, PowerPoint, Outlook)	39%	62
Programming	22%	34
Web Design	22%	35
Other	1%	2

Thirty-two (32) respondents gave multiple answers.

19. If classes were offered that would lead to a career involving computer technology, would you enroll?

	PERCENTAGE	NUMBER
Yes	52%	82
No	48%	76



RESIDENT SERVICES - ELDERLY + DISABLED PUBLIC HOUSING

20. Have you met with your Service Coordinator during the past year?

	PERCENTAGE	NUMBER
Yes	51%	80
No	49%	78

20.A. If YES... How satisfied were you with:

	VERY SATISFIED		SOMEWHAT SATISFIED		SOMEWHAT DISSATISFIED		VERY DISSATISFIED		DOES NOT APPLY		DON'T KNOW	
The services or information you received?	81%	63	17%	13	1%	1	0%	0	1%	1	0%	0

21. Do you participate in any social activities at your property?

	PERCENTAGE	NUMBER
Yes	47%	61
No	53%	70

21.A. If NO... What programs would you like CHA to offer?

- Exercising
- Programs for younger people
- Difficult because she doesn't speak English
- Grocery shopping and errands for everyone
- Would like baseball or cable TV
- Casino trips to Foxwoods
- Get community more involved in programs especially during the holiday season
- Good movies

RENT PAYMENT - ALL PUBLIC HOUSING

22. How do you pay rent ?

	PERCENTAGE	NUMBER
Automatic withdrawal	24%	70
Check	48%	139
Money Order	28%	80

Three (3) respondents gave multiple answers.

23. Do you have a bank account?*

	PERCENTAGE	NUMBER
Yes	86%	246
No	14%	40

*Three (3) respondents did not answer.

COMMUNITY GOVERNMENT - FAMILY + ELDERLY/DISABLED PUBLIC HOUSING

24. Have you heard of the Alliance of Cambridge Tenants (ACT)?

	PERCENTAGE	NUMBER
Yes	44%	128
No	56%	161

25. Do you know what a Resident Council does?

	PERCENTAGE	NUMBER
Yes	43%	125
No	57%	164

26. Have you been contacted by your Resident Council representative during the past year?

	PERCENTAGE	NUMBER
Yes	24%	68
No	72%	208
We don't have a Resident Council	4%	13

27. Have you participated in CHA-organized public meetings or focus groups during the past year?

	PERCENTAGE	NUMBER
No time	29%	52
No interest	43%	76
Not aware of meeting	16%	28
Other*	15%	27

Seven (7) respondents gave multiple answers and one (1) respondent did not answer.

*Other includes: Sickness/difficulty getting around, busy when meetings are held.

24.A. If YES...Do you know what ACT is or does?

	PERCENTAGE	NUMBER
Yes	61%	78
No	39%	50

24.B. If YES... Have you been contacted by your ACT representative during the past year?

Yes	35%	45
No	65%	83



INTERNET ACCESSIBILITY SURVEY RESULTS

The Cambridge Housing Authority (CHA) began the planning process to expand internet access at its public housing properties. As part of this effort the CHA deployed a resident survey to better understand the current levels of internet access and usage among residents, and expects to commission a physical assessment of all public housing properties to assess the cost of installing equipment to support potential internet access in public spaces and within individual units. This physical survey is expected to take place in the fall of 2013.

The ultimate goal is to publish a needs assessment plan to approach potential partners and funders and obtain funding to provide affordable access to the internet in all public housing properties. This approach is crucial as the CHA may not be able to completely fund such a project.

SURVEY OVERVIEW

The Policy and Technology Lab (PTLab) guided the development and distribution of a resident survey to better understand the current levels of internet access and usage among residents. Over 2,400 surveys were mailed in December 2012. The survey questions were developed in collaboration with some residents and CHA staff, and were translated into Spanish, Portuguese and Haitian Creole. Residents had the option to mail back the survey in a pre-paid envelope or deposit completed surveys at three of CHA largest public housing properties.

The CHA offer incentives for residents to respond, including a Laptop Computer. The table on the next page provides an overview of the survey results.

METHODOLOGY

The survey asked questions on home internet access and use. These were the questions:

1. Does anyone in your household own and regularly use a computer?
2. Do you access the internet at home?
3. If you access the internet at home, how do you access it?
4. Do you access the internet outside your home? Where?
5. If you do not have internet access at home, would you like to have it?
6. If you would like to have internet access at home, how much would you be willing to pay?

All surveys included a four letter code that allowed staff to identify broad demographic categories:

1. Age of the head-of-household (under 30, 30-65, over 65);
2. Household income by Area Median Income (AMI) range;
3. Number of children under 18 years old.

GENERAL DEMOGRAPHICS OF RESPONDENTS

Have at least 1 child under 18	251	37%
Extremely low-income (below 30% of the AMI)	477	71%
Very low-income (30-50% of AMI)	115	17%
Moderately low-income (50-80% of AMI)	37	6%
Low-income (80% of AMI)	14	2%
No income information	27	4%
Head of Household younger than 30 years old	23	3%
Head of Household between 30 and 65 years old	411	61%
Head of Household older than 65 years old	209	31%
No age information	27	4%

	ALL RESPONDENTS		HOUSEHOLDS WITH CHILDREN			HOUSEHOLDS WITHOUT CHILDREN		
	Count	%	Count	% of HHs w Children	% of All HHs	Count	% of HHs wo Children	% of All HHs
1. Does anyone in your household own a working computer?								
YES	336	50%	138	55%	41%	198	47%	59%
NO	334	50%	113	45%	34%	221	53%	66%
2. Do you access the internet at home?*								
Yes, High-speed internet (cable, DSL, FiOS)	297	44%	137	55%	46%	160	38%	54%
Yes, Dial-Up internet	23	3%	8	3%	35%	15	4%	65%
Yes, Mobile/cell provider (3G, 4G)	141	21%	63	25%	45%	78	19%	55%
Yes, more than one connection type	48	7%	22	9%	46%	26	6%	54%
No, I do not have access	257	38%	65	26%	25%	192	46%	75%
3. If you have access the internet at home, how do you access it?*								
Desktop Computer	185	28%	81	32%	44%	104	25%	56%
Laptop Computer	140	21%	60	24%	43%	80	19%	57%
Tablet (e.g. Ipad)	39	6%	21	8%	54%	18	4%	46%
Smartphone (e.g. Iphone)	134	20%	62	25%	46%	72	17%	54%
More than one device	60	9%	27	11%	45%	33	8%	55%
I do not have access	257	38%	65	26%	25%	192	46%	75%
4. Do you access the internet outside your home?*								
Yes, at CHA computer lab	29	4%	13	5%	45%	16	4%	55%
Yes, at the library	199	30%	89	35%	45%	110	26%	55%
Yes, somewhere else	192	29%	78	31%	41%	114	27%	59%
Yes, more than one answer	59	9%	23	9%	39%	36	9%	61%
No, I don't access the internet outside my home	308	46%	94	37%	31%	214	51%	69%
No response	7	18%	2	10%	29%	5	28%	71%
5. If you do not have internet access at home, would you like to have it?								
YES	300	45%	95	38%	32%	205	49%	68%
NO	57	9%	9	4%	16%	48	11%	84%
Already have access	300	45%	141	56%	47%	159	38%	53%
No response	13	2%	6	2%	46%	7	0%	54%
6. If you would like to have internet access at home, how much would you be willing to pay?								
Up to \$10 per month	179	27%	61	24%	34%	118	28%	66%
\$10-20 per month	180	27%	70	28%	39%	110	26%	61%
\$20-30 per month	105	16%	38	15%	36%	67	16%	64%
More than \$30 per month	36	5%	15	6%	42%	21	5%	58%
I do not want internet access	109	16%	38	15%	35%	71	17%	65%
No response	83	12%	34	14%	41%	49	12%	59%

* Some respondents chose more than one answer.



ONGOING MTW ACTIVITIES

METRICS AND UPDATES ON MTW ACTIVITIES, BY DEPARTMENT + YEAR

The following table indexes all current MTW Initiatives with metrics, baselines, benchmarks, and historical data. It also indicates the pages in this Plan where narrative details ('DETAILS PAGE') and full metrics ('METRICS PAGE') can be found.

ADMIN PAGE	INDEX #	ACTIVITY	METRICS	BASE	BENCH	FY 2011	FY 2012	FY 2013
36	EM.2010.01	Heading Home Voucher Program - Family Opportunity Subsidy (FOS)	a. # of participants	47	0	47	30	15
			b. # participants that completed community college requirement	47	0	47	30	2
			c. # of participants that passed the 12 month sponsor-based phase	0	0	0	13	12
			d. \$ amount of funds allocated for subsidies	\$1,000,000	0	\$1,000,000	\$1,000,000	\$1,000,000
			e. # of households with at least one adult employed for over 6/mo	25	30	25	24	13
			f. Median earned income	\$12,480	0	\$12,480	\$13,331	\$12,588
			g. Median household income	\$9,330	0	\$9,330	\$6,948	\$15,744
			h. # of participants that graduated from program	0	20	0	0	0

The Family Opportunity Subsidy (FOS) is a time-limited voucher-based program targeting households in homeless shelters. FOS is designed to support families as they move out of shelter, through transitional housing, to long-term stable housing. Participants draw from a subsidy budget that is based on experienced cost of Housing Assistance Payments in the regular Housing Choice Voucher (HCV) Program. In FOS, the budget is front-loaded, giving participants a greater financial boost in the early phases and gradually decreasing as participants take on more and more financial responsibility. This program is offered in partnership with Heading Home, Inc., a local transitional housing non-profit.

FOS consists of two phases:

- Pre-FOS – Households move from shelters into stable housing secured through a Sponsor-Based voucher issued to Heading Home. During this phase, participants must set and achieve certain goals aimed at increasing capacity.
- FOS – Households receive Tenant-Based vouchers and take on increased responsibility. Mentors and other resources continue to be available to participants, and goal-setting remains a major component of the program.

These phases reflect the changes made to the program in the course of FY 2013. The revisions are the result of a collaboration between Heading Home, the CHA, and Crittenton Women's Union (CWU), with CWU acting as the project coordinator. Additional changes include:

- Introduction of a Mobility Mentoring Platform – Staff at Heading Home now use the Bridge to Self-Sufficiency approach developed by Crittenton and Women's Union (CWU). Case management staff are trained as Mobility Mentors and use the CWU approach for assisting participants on issues related to: family stability; well-being; education and training; financial management; and employment and career management.
- Application and Selection Process – The application for Pre-FOS now includes questions related to

the Bridge to Self-Sufficiency assessment. As part of the assessment, participants are required to provide documentation verifying that their income is under 50% of the Area Median Income (AMI), and evidence that they have a high school diploma or GED.

- Requirements to Transition from Pre-FOS to the Core FOS Program – Participants in the Pre-FOS phase are now required to open a savings account and contribute to an Individual Development Account (IDA). Participants must have a minimum of \$500 in personal savings in their IDA by the completion of Pre-FOS. IDA savings are matched 1:1, with a maximum match of \$1,200.

To be eligible for the Plus-One Payout, participants must secure employment income that equals at least 51% of the Area Median Income (AMI). Participants will not qualify for exception rents that exceed 40% of the head of household's income.

- Early Program Completion – After the completion of Year 3, participants who achieve all of the required program outcomes and are employed for at least three months earning at least 81% of AMI, may elect to 'graduate early.' Early graduates will receive 50% of their remaining FOS budget in addition to the Plus-One Payout earned through matched savings.

There are currently eighteen active participants. No new participants were admitted in FY 2013 as the program was being reviewed. Heading Home will resume recruitment in FY 2014.

- Plus-One Payout Earned through Matched Savings – Participants who successfully complete all program requirements will receive a lump sum payment of \$12,000 in the final year of FOS. This payout, coupled with the participant's IDA match, will bring the total disbursement to \$15,000.

This initiative was approved in FY 2010, implemented in FY 2011, and revised in FY 2013.

More detailed information about the components and regulations for this program can be found in Appendix 5 of CHA's MTW FY 2010 Annual Report.

ADMIN PAGE	INDEX #	ACTIVITY	METRICS	BASE	BENCH	FY 2011	FY 2012	FY 2013
36	EM.2011.01	Career Family Opportunity - Cambridge Program (CFO)	a. # of households admitted	10		10	17	3
			b. Average household income of current enrollees	\$19,849		\$19,849	\$19,595	\$22,000
			c. Median household wage income of current enrollees	\$15,000		\$15,000	\$18,616	\$12,100
			d. Median household assets of current enrollees	n/a		n/a		\$3,000
			e. # of households requesting hardships	0		0	0	0

The Career Family Opportunity Program – Cambridge (CFOC) is managed by Crittenton Women’s Union (CWU), a local non-profit service provider. CFOC is an intensive five-year program that provides peer support, education and training programs, and individual mentoring. Participants develop a career path and receive cash rewards for accomplishing goals. More detailed information on the program design and eligibility requirements can be found in CHA’s FY 2011 Annual Plan.

residents. The majority of participants are female-headed households with an average of two dependent children per household. This cohort has a median monthly income of \$1,689 and five participants have a Bachelor’s degree or higher. Nearly all participants have established an Individual Development Account (IDA).

There are currently eighteen participants enrolled – fourteen voucher holders, and four public housing

This initiative was approved and implemented in FY 2011.

36	EM.2013.01	Family Stability and Savings Plus (FSS+)	a. # of participants	30	Have at least 50% of participants with an escrow account during the first year of participation	Initiative was not yet active in FY 2011 and FY 2012.		30
			b. Average household income of current enrollees	\$25,430				\$25,430
			c. Median household wage income of current enrollees	\$23,924				\$23,924
			d. # of participants with escrow accounts opened in first year of participation.	n/a				n/a
			e. Average amount saved per household	n/a				n/a
			f. # of participants with continuous employment for 9+ months	13				13
			g. Number of hardship requests	0				0

The Family Stability and Savings (FSS+) program is a five-year program based on HUD’s Family Self-Sufficiency (FSS) Program and available to voucher holders in CHA’s MTW Housing Choice Voucher Program. The program provides financial education, financial coaching, and an escrow savings account administered by CHA to assist families in reaching target goals in five main areas:

- Simplified Escrow Calculation: The FSS+ escrow calculation has removed income limits from the calculation, incentivizing households with higher-incomes to enroll in the program, and reducing the potential for administrative error when performing calculations.
- Shared Escrow Model: Monthly escrow credit will be shared equally between the participant and CHA. CHA is implementing FSS+ without HUD FSS Coordinator funds, and the share will support the on-going cost of administration. This model, in addition to funding support from Compass provides the resources for a financially solvent program. CHA will seek opportunities for direct funding from HUD for FSS+ Coordinators.

- Income and employment;
- Credit and debt;
- Savings;
- Utilization of quality financial products; and
- Asset development.

FSS+ launched in September 2012 and it is managed in conjunction with Compass Working Capital, a local non-profit leader in asset building education. Of the 38 individuals who completed preliminary financial education workshops, 31 are now participants in FSS+ (representing an enrollment rate of over 81%).

Escrow Distribution: Participants who remain in the MTW HCV program can use the savings accumulated in their escrow account to make progress towards their financial goals. Participants who chose to withdraw from the MTW HCV program upon FSS+ completion will have unfettered access to the balance of their escrow account.

Of the 30 participants, 39% are single heads-of-households with children, 45% percent are employed full-time, and the average annual earned income is \$23,481.

This initiative was approved and implemented in FY 2013.

CHA is using MTW authority to implement programmatic enhancements to HUD’s conventional FSS Program. They include:



ADMIN PAGE	INDEX #	ACTIVITY	METRICS	BASE	BENCH	FY 2011	FY 2012	FY 2013		
36	EM.2013.02	Work Force College Success Initiative - Matched Savings Component	<ul style="list-style-type: none"> a. # of accounts b. Percentage of enrolled students with savings c. Average amount deposited in IDA d. Total matching provided 	Program design was completed in FY 2013. Enrollment period expected to open in 2013-2014 academic year. Metrics and benchmarks will be reviewed during implementation phase.						

The CHA finalized the design of the Matched Savings initiative for the Work Force Youth Development Program, which will be officially launched in the 2013-2014 academic year. The program was designed over the fall of 2012, and was subsequently vetted by current Work Force students and parents through a series of focus groups. This initiative seeks to encourage Work Force students to save money from part-time employment opportunities, and from cash advances awarded when certain program performance milestones are achieved. To bolster family participation, the CHA will offer financial education workshops to both students and parents, and all participating families will be asked to contribute a nominal amount annually to their child's deposit-only savings account. Work Force students will save over a three-year period, from the 10th through the 12th grade, and the CHA will provide a 1:1 match upon graduation. Program participants will be able to use their savings for post-secondary education for up to two years after graduating.

The table to the right provides an overview of the matched savings structure. In FY 2013, the CHA completed a concept paper, an extended budget projection, and basic business and evaluation plans. As of this writing, the CHA expects to formalize partnerships with the Midas Collaborative, a non-profit with expertise in asset building, who will provide account custodial services for the initiative, and a local financial institution, who will house each participant's savings account.

This initiative was approved in FY 2013.

MONETIZED INCENTIVES - COLLEGE SAVINGS ACCOUNT

	Max Per Semester	Max Per Year	Max Three-Year Total
Attendance and Participation (85% or higher)			\$180
10th Grade	\$25	\$50	
11th Grade	\$30	\$60	
12th Grade	\$35	\$70	
Employment Performance *			\$75
Competent	\$15	\$30	
Superior	\$20	\$40	
Outstanding	\$25	\$50	
Academic Success Outputs (at least two of the following):			\$120
Four or fewer absences per class in school per quarter	\$20	\$40	
Completes average of two hours of homework a week at Work Force center each cycle			
Attends one-on-one tutoring for at least one cycle with attendance rate of 85% or higher			
Completes required summer reading prior to start of school and submits copies of notes to Work Force mentor			
Holds or shares leadership position in school club or sports team for semester.			
	MAXIMUM INCENTIVES		\$375

* Based on student evaluations per semester for up to \$75 maximum award over three years.

36	FI.2000.01	Use fungibility to create single block grant	<ul style="list-style-type: none"> a. MTW funds allocated to the Block Grant since inception b. MTW funds allocated to the Block Grant in FY (budgeted) c. MTW funds used in FY (actual amount spent in FY) 	\$39,738,971	n/a	\$39,738,971	\$45,677,932	\$52,088,625
				\$3,531,188	n/a	\$3,531,188	\$2,238,067	\$2,700,000
				\$5,035,000	n/a	\$5,035,000	\$6,155,812	\$6,721,281

In FY 2013 the CHA allocated \$6.4 million to the MTW Block Grant.

ADMIN PAGE	INDEX #	ACTIVITY	METRICS	BASE	BENCH	FY 2011	FY 2012	FY 2013
36	HC.2000.01	Rent Policy: 12 month exclusion for wage income for SSI, SSM, EAEDC and Veteran's Disability recipients that started to work	a. # households that transitioned from SSI, SSM, EAEDC and/or Veteran's Disability to wage income	0	n/a	0	0	0
			b. Total increase in HAP value issued	\$0		0	0	0
			c. Avg. per households increase in HAP \$ value	\$0		0	0	0
			d. Total decrease in HAP \$ value	\$0		0	0	0
			e. Avg. per households decrease in HAP \$ value	\$0		0	0	0
			f. Net change in HAP value	\$0		0	0	0

In recent years this initiative has benefited only a very few households. In FY 2013, no households received income exclusions under this initiative. As a result, the CHA has decided to terminate this MTW initiative effective in FY 2014.

This initiative was implemented in FY 2000.

36	HC.2000.02	Implement vacancy and damage payments	a. Total amount paid in vacancy and damage payments per Fiscal Year	\$6,090	Unable to set benchmark at present time	\$6,090	\$0	\$24,736
			b. Median payment	\$6,090		\$6,090	\$0	\$1,186
			c. # households benefited	1		1	0	3
			d. Units retained in program (including PBA)	27		27	7	21
			e. Units retained in program (excl. PBA)	1		1	0	3

The CHA offers vacancy and damage payments to landlords in the Tenant-Based voucher program. Such payments are also offered to those landlords under a Project-Based contract in cases where the contract already includes a clause for financial compensation for vacant units and damage reimbursements.

In FY 2013, only three landlords in the Tenant-Based program sought and received vacancy or damage payments (each landlord sought payment for one unit. Payments for these units totaled \$3,327 and the median payment was \$1,167.

Under the Project-Based program, landlords sought vacancy and damage payments for eighteen units. Payments for the 21 units totaled \$24,736 and ensure the continued availability of these units.

The CHA introduced changes to this initiative as part of the redrafting of its Administrative Plan. These will be in effect in FY 2014. Some of the changes include:

- Compensation in cases of vacancy without notice: Landlords who do not require payment of last month's rent at initial lease shall be entitled to receive up to 80% of one month of contract rent in the event that a household should vacant without notice.
- Guaranteed damage compensation: Landlords who accept a reduced security deposit are guaranteed compensation for all damages in excess of the security deposit in the event that a household fails to pay.
- Incentive to rent to CHA voucher holders: Landlords (including those who require last month's rent at initial lease) may be compensated up to 80% of one month of contract rent to cover vacancy, provided that the new tenant is a CHA voucher holder.

This initiative was implemented in FY 2000.

36	HC.2000.03	Allow tenants to pay over 40% of their income for rent if they request and demonstrate solvency	a. # households paying over 40% of their income toward rent	26	allow a min of 30 HHs, not to exceed 50 per FY	26	27	0
			b. Average rate of income paid toward rent	46.80%		46.80%	49.80%	0.00%
			c. Median monthly tenant rent	\$348		\$348	\$304	\$0

New voucher participants are able to pay over 40% of their income towards rent at initial lease, exceeding the first-year threshold set by HUD. This initiative allows participants to rent units that fit their individual needs, provided that they can demonstrate their ability to commit to a higher income contribution toward rent.

In FY 2013, 27 households were paying over 40% of their income for rent. Among those households, the average percentage of income going to rental payments was 51.0%, up slightly from 49.8% in FY 2012. No households were paying over 40% of their income for rent at initial lease.

This initiative was implemented in FY 2000.



ADMIN PAGE	INDEX #	ACTIVITY	METRICS	BASE	BENCH	FY 2011	FY 2012	FY 2013
36	HC.2001.01	Use MTW resources to augment State MRVP leasing program	a. # of households benefited	10	10 per FY	10	8	8
			b. Amount of MTW funds used to augment State program per Fiscal Year	\$41,801	\$45,000 per FY	\$41,801	\$43,623	\$44,607
			c. Average cost per household	\$4,180	\$6,000 per FY	\$4,180	\$5,453	\$5,124
<p>In addition to MTW vouchers, the CHA also administers Massachusetts Rental Voucher Program (MRVP) rental assistance subsidies. However, these vouchers have exceptionally low payment standards. In order to ensure the continued viability of these subsidies, the CHA supplements MRVP vouchers with funds from the MTW Block Grant.</p> <p>Eight families received supplemented MRVP vouchers, allowing them to rent units that would be</p>			<p>otherwise unaffordable. The CHA had planned to allocate \$21,600 to this initiative for FY 2013; however, the agency spent \$44,607 on this effort. This higher figure resulted from increased payment standards for voucher holders renting in the City of Cambridge.</p> <p>CHA does not plan on adding voucher holders to this program and will allow participation to decline through natural attrition. This initiative was implemented in FY 2001.</p>					

37	HC.2001.02	Implement Local Project Based Leasing program	a. # PBAs units leased	537	Maintain at least 30% of regular MTW vouchers as PBV per FY	537	664	736
			b. # PBAs units under contract	566		566	845	852
			c. PBAs as % of total MTW vouchers	25.90%		25.90%	34.80%	35.50%
			d. # MTW PBAs (excludes Mainstream vouchers being project-based)	478		478	614	807
			e. # of 100% PBA buildings	4		4	6	6
			f. # of properties receiving PBA assistance	38		38	51	52

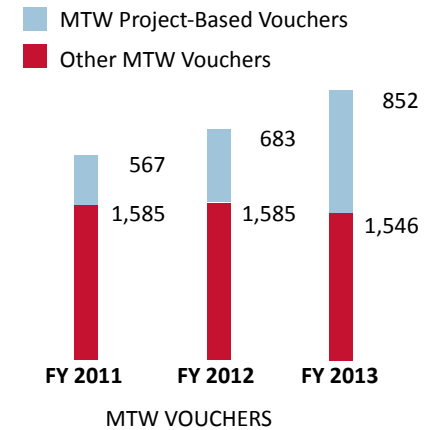
This initiative allows the CHA to expand its Project-Based portfolio beyond the 20% HUD threshold, and allows property owners to project-base beyond the 25% HUD threshold; in fact, property owners may coordinate with CHA to project-base up to 100% of a property.

CHA made some modifications to the design of the Local Project-Based Assistance (PBA) Program as part of the redraft of the agency's Administrative Plan. These revisions will be in effect in FY 2014. Some of the changes include:

- Creation of a separate waiting list for project-based vouchers.
- Preference categories for occupancy of accessible units at project-based properties.
- Absolute preference for current residents of project-based properties.
- Fee for over-housed participants that choose to remain in their unit.
- Extended timeframe for requesting mobile vouchers, from one year to two years.

The PBA Program also supports the CHA's Public Housing Preservation Fund established in FY 2010. The CHA envisioned using between 250 and 375 PBA subsidies to support its own at-risk public housing stock through the Preservation Fund. Please see page 14 of this report for more details on how the CHA has used PBA subsidies in Public Housing developments during this past fiscal year.

This initiative was implemented in FY 2001.



ADMIN PAGE	INDEX #	ACTIVITY	METRICS	BASE	BENCH	FY 2011	FY 2012	FY 2013
37	HC.2002.01	Implementation of locally determined Payment Standards and Annual Adjustment Factors. Establish 120% exception rents	a. # newly leased units over 110% in Cambridge	131	Implement higher AAF increases and set exception rents to allow higher number of units to be leased in Cambridge than outside of the City.	131	183	63
			b. # newly leased units over 110%, at or below 120% in Cambridge	98		98	144	37
			c. # newly leased units over 120% in Cambridge	33		33	39	20
			d. # newly leased units over 110% outside of Cambridge	37		37	58	3
			e. # newly leased units 110% and at or below 120% outside of Cambridge	34		34	57	3
			f. # newly leased units over 120% outside of Cambridge	3		3	1	0
			g. # of households receiving AAF	310		310	3	0
			h. # of households receiving OCAF (only PBAs)	365		365	241	20
			i. \$ difference between regular AAF and locally determined AAF	\$0		\$0	\$0	0

In FY 2013, the CHA did not apply a portfolio-wide increase to payment standards. Most existing landlords are receiving the maximum amount permissible under CHA's payment standard. No landlord received the default Annual Adjustment Factor (AAF) increase in FY 2013.

2011 CAMBRIDGE PAYMENT STANDARDS					
	0 BR	1 BR	2 BR	3 BR	4 BR
CHA Payment Standard	\$1,220	\$1,362	\$1,685	\$2,000	\$2,191
HUD FMR	\$1,035	\$1,156	\$1,444	\$1,798	\$1,955
Zillow.com Estimates	\$1,125 - \$1,700	\$1,200 - \$2,600	\$1,450 - \$3,500	\$2,000 - \$4,100	\$3,100 - \$4700

The CHA already sets its payment standards above 120% of HUD's Fair Market Rent (FMR) for larger bedroom units. In FY 2013, 150 new admissions leased in Cambridge at over 110% of the Fair Market Rent (FMR).

The CHA also uses this initiative to assist disabled households. Households able to find a unit in the private rental market may receive an even greater exception rent. Cases are evaluated individually.

The CHA's rent reasonableness policy was approved and implemented in FY 2009. It was further modified and approved in FY 2010.

37	HC.2006.01	Design and implement rent simplification initiatives	a. # of interims in Fiscal Year	1,033	Increase in admin savings	828	895	417
			b. # recertifications in Fiscal Year	2,120		1,952	1,339	915
			c. Time in hours (75 minutes per recert and 30 minutes per interim)	3,167		2,854	2,121	1,352
			d. Total time saved	0		313	1,045	1,814
			e. Actual cost	\$106,716		\$102,159	\$78,203	\$51,350
			f. Administrative savings	\$0		\$4,557	\$28,513	\$55,367
			g. # of Hardship requests	0		No more than 25 per FY	0	2

Changes made to the Housing Choice Voucher (HCV) program under the Rent Simplification Program (RSP) were minimal compared to changes in the Public Housing Program. RSP in HCV instituted administrative changes that streamlined processes, but did not change the rent calculation methodology. Changes include the establishment of a minimum rent and biennial recertification for elderly/disabled households.

RSP was instituted in both the Federal Public Housing and Housing Choice Voucher programs. For details on the changes made in the Public Housing Program see page 34 of this report.

This initiative was implemented in FY 2006.



ADMIN PAGE	INDEX #	ACTIVITY	METRICS	BASE	BENCH	FY 2011	FY 2012	FY 2013
37	HC.2006.02	Rent Policy: Implement Minimum Rents	a. # family households paying minimum rent	65		65	71	75
			b. # elderly households paying minimum rent	4		4	4	4
			c. Average duration in minimum rent	n/a		n/a	8.5	10
			d. Median duration in minimum rent	n/a		n/a	8	12
			e. # of HHs reporting income increase (wage or benefits)	n/a		n/a	n/a	35
			f. Average income on minimum rent	\$620		\$620	n/a	\$748
			g. Median income on minimum rent	\$0		\$0	n/a	\$1,320
			h. Average income after minimum rent	n/a		n/a	n/a	\$11,868
			i. Median income after minimum rent	n/a		n/a	n/a	\$7,116
			j. # of Hardships requests	0	No more than 25 per FY	0	n/a	0

In FY 2013, the CHA did not apply a portfolio-wide increase to payment standards. Most existing landlords are receiving the maximum amount permissible under CHA's payment standard. No landlord received the default Annual Adjustment Factor (AFF) increase in FY 2013.

The CHA also uses this initiative to assist disabled households. Households able to find a unit in the private rental market may receive an even greater exception rent. Cases are evaluated individually.

The CHA already sets its payment standards above 120% of HUD's Fair Market Rent (FMR) for larger bedroom units. In FY 2013, 150 new admissions leased in Cambridge at over 110% of the Fair Market Rent (FMR).

The CHA's rent reasonableness policy was approved and implemented in FY 2009. It was further modified and approved in FY 2010.

37	HC.2007.01	Redesign LLH program, review of alternative subsidy approaches	Pilot programs designed. Sponsor-base program established in FY2008. Family Subsidy Program implemented in FY2010. Cambridge Career Family Opportunity Program implemented in FY2011. Family Stability and Savings Plus Program established in FY 2013.					
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Four pilot programs were designed under this initiative. The Sponsor-Based voucher program was established in FY 2008, the Family Opportunity Subsidy (FOS) program was established in FY 2010, the Career Family Opportunity – Cambridge (CFOC) Program established in FY 2011, and the Family Stability and Savings Plus (FSS+) Program was established in FY 2013. Details on these programs can be found later in this chapter.

37	HC.2008.01	Implement revised Project-Based vouchers in cooperative effort with City's Housing Trust Fund	a. # PBAs committed	0	Negotiate one PBA project per FY	0	32	14
			b. # PBAs issued	0		0	8	32
			c. # of sites receiving PBA through this program	0		0	2	2
			c. % of PBA units by property	0		0	42% at Elm; 100% at Putnam	42% at Elm; 100% at Putnam and Duley
d. Average years of affordability preserved	15		10	15	15			

The CHA provides Project-Based subsidies to private owners receiving financial assistance from the City of Cambridge's Housing Trust for the development or redevelopment of housing in the Cambridge. Subsidies provided by CHA are used to secure affordability of units within each building. The CHA uses MTW flexibility to consider proposals for these type of properties at any given time without the issuance of a Request For Proposal.

In FY 2013, 32 PBAs were awarded to Putnam Green, a 40-unit building; an additional 14 PBAs were awarded to Dudley House II, a 17-unit building. In total, 46 PBAs were awarded or committed.

This initiative was implemented in FY 2008.

ADMIN PAGE	INDEX #	ACTIVITY	METRICS	BASE	BENCH	FY 2011	FY 2012	FY 2013
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37	HC.2008.02	Create MTW transfer category as part of new ACOP and Admin. Plan	a. # MTW transfers from PH to HCV	6	No more than 24 transfers total per FY	6	10	6
			b. # of MTW transfers from HCV to PH	1		1	3	

The CHA allows voucher holders to transfer to the Public Housing program on a case-by-case basis. In FY 2013, there were three transfers from the Housing Choice Voucher program to the Public Housing program.

In late FY 2013, the CHA clarified that interprogram transfers related to reasonable accommodation

requests will not be considered MTW transfers, given that they could happen without the CHA's MTW status.

This initiative was implemented in FY 2008 and modified in FY 2013.

37	HC.2008.03	Establish a sponsor-based voucher program	a. # of sponsor-based subsidies issued	59	Maintain 50 households in the program per FY	59	60	60
			b. # of households served	81		81	72	82
			c. # of households currently in program	54		54	45	59
			d. Average household income	\$7,369		\$7,369	\$6,040	\$7,944
			e. Median household income	\$9,732		\$9,732	\$8,784	\$8,448
			f. # of approved sponsors	8		8	9	8
			g. Ratio of median HAP vs. regular voucher median HAP	1.08		1.08	0.77	0.67
			h. \$ median HAP	\$1,066		\$1,066	\$773	\$628
			i. \$ regular voucher median HAP	\$984		\$984	\$998	\$992

In FY 2013, the CHA allocated 60 subsidies to eight local service providers (CASCAP, Inc., Heading Home, Inc., Just A Start Corp., North Charles, Inc., YWCA, Transition House, Specialized Housing, Inc., and Vinfen) for the assistance of hard-to-house households. Service providers rent units in and around Cambridge and provide case management to participants. While the CHA allocates a specific number of vouchers, service providers may be able to serve more than one household per voucher.

The unique nature of this program makes it possible for households in very difficult circumstances to secure safe and secure transitional housing. The duration is subject to participants' ability and readiness

to move into permanent housing.

The 60 sponsor-based subsidies served a total of 82 participants in FY 2013. There are currently 59 households benefitting from this initiative, with a median housing assistance payment (HAP) of \$628 per month.

This initiative was approved and implemented in FY 2008.

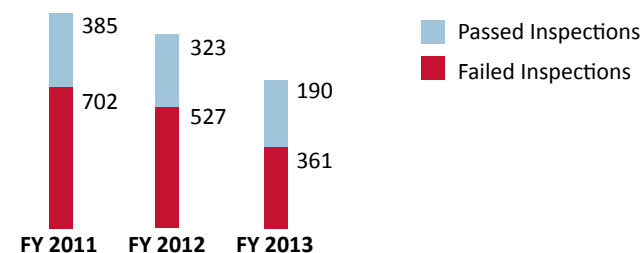




ADMIN PAGE	INDEX #	ACTIVITY	METRICS	BASE	BENCH	FY 2011	FY 2012	FY 2013
37	HC.2008.04	Align income deductions with Federal PH Rent Simplification						
38	HC.2008.05	Implement new inspections protocol	a. Total # units inspected	2,730	Inspect 50% of vouchers issued per FY	1087	860	551
			b. # units inspected (tenant-based)	0		775	754	390
			c. # units inspected (project-based)	0		312	88	159
			d. # units passed	n/a		702	527	361
			e. # units passed (tenant-based)	0		551	458	262
			f. # units passed (project-based)	0		151	69	99
			g. # units failed	n/a		385	323	190
			h. # units failed (tenant-based)	0		224	296	129
			i. # units failed (project-based)	0		161	27	61
			j. Actual cost	\$190,849	Maintain savings of at least \$40,000 per FY	\$89,719	\$62,083	\$41,695
			k. \$ savings in Fiscal Year	\$0		\$101,131	\$128,766	\$149,154

The CHA conducts biennial inspections on a randomly selected sample of participant units. Voucher holders may request a special inspection outside of their biennial schedule. The CHA conducted 549 regular inspections in FY 2013 with a 66% pass rate, compared to a 63% pass rate in FY 2012.

This activity was approved and implemented in FY 2008 and further revised in FY 2010 and FY 2012.



38	HC.2008.06	Change income calculation to allow use of prior year income						
38	HC.2008.07	Implement recertifications every two or three years for Elderly/Disabled households	a. Total recertifications in Fiscal Year	1,029	Benchmarks to be set	1,029	739	289
			b. Time spent in hours (1.25 hours/recert)	1,286		1,286	924	361
			c. Total time saved	0		0	363	563
			d. Actual cost	\$44,960		\$44,960	\$34,056	\$13,718
			e. Total \$ savings	\$0		\$0	\$10,904	\$31,242

Elderly and disabled voucher holders must recertify their eligibility for the voucher program every two years (as opposed to annually). At the close of FY 2013, this group included 1,163 participant households, 289 of whom were recertified during the fiscal year.

This initiative was implemented in FY 2011.

ADMIN PAGE	INDEX #	ACTIVITY	METRICS	BASE	BENCH	FY 2011	FY 2012	FY 2013
38	HC.2008.08	Implement recertifications every two years for households living in Project Based units						
38	HC.2011.01	Expiring Use Preservation Program	a. # of affordable units at risk	590	116 at Inman St. units	590	474	605
			b. Total # of units preserved for 15 years	0	converted to PBA by June 2011 and 92 units at Cambridge Court by fall of 2012.	0	116	130

The CHA offers the opportunity to convert enhanced vouchers to Project-Based vouchers for private affordable properties with maturing mortgages. These expiring use properties were kept affordable through subsidies that often have limited terms of between five and thirty years. Upon expiration, property owners may begin to charge market rate for their units. HUD often provides enhanced vouchers to eligible residents who are unable to pay those market rates. In the instance that the resident moves from the original unit, the voucher becomes mobile -- and stays with the tenant -- leaving the unit unsubsidized.

This initiative allows the CHA to convert the enhanced voucher to a Project-Based voucher, ensuring the affordability of the unit for at least fifteen years. This preserves affordability within the City of Cambridge.

In FY 2013, the CHA completed the conversion of 130 enhanced vouchers to Project-Based vouchers. This included 98 vouchers for Cambridge Court Apartments and 32 vouchers for Norstin Buildings. These units are now part of the CHA's Project-Based Assistance (PBA) program.

In FY 2013, the CHA also added a few more expiring use properties to its list of affordable properties at risk. There are currently 605 units at risk.

This initiative was approved in FY 2011 and implemented in FY 2012.

PROJECT-BASED SUBSIDIES AWARDED + COMMITTED IN FY 2013			
	TOTAL UNITS	PBA UNITS	STATUS
Cambridge Court Apartments	123	98	Awarded
Norstin Buildings	32	32	Awarded
Harwell Homes	56	20	Committed
TOTAL	211	150	

38	HC.2013.01	Asset Income Calculation for Household with over \$50,000 in Assets	a. # of households with assets in excess of \$50,000	68	To be set after completion of program's second year	Initiative was not yet active in FY 2011 and FY 2012.	68
			b. Time spent in hours (0.5 hours/recert)	34			34
			c. Actual cost	\$1,291			\$1,291
			d. Total \$ savings	\$0			\$0

Under the Rent Simplification Program (RSP), the CHA excludes assets valued at \$50,000 or less from the income calculation. In the case that a household retains more than \$50,000 in assets, the CHA counts only the imputed income from those assets -- calculating the market value of the asset multiplied by the CHA established passbook savings rate. In FY 2013, the passbook savings rate according to HUD regulations was 1%.

This initiative was implemented in FY 2013.

38	PD.2000.01	Request for regulatory relief for Mixed Finance	As noted in the CHA's FY 2013 Plan, the disposition of federally-assisted public housing units may render moot any need for regulatory relief for mixed-finance project. No specific proposals or recommendations for regulatory relief were developed and/or proposed.				
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As noted in the CHA's FY 2013 Plan, the disposition of the agency's Federal Public Housing stock may render moot any need for regulatory relief for mixed-finance. No specific proposals or recommendations for regulatory relief were developed or proposed in FY 2013.



ADMIN PAGE	INDEX #	ACTIVITY	METRICS	BASE	BENCH	FY 2011	FY 2012	FY 2013
38	PD.2000.02	Expand supply of permanently affordable housing	a. # new affordable units acquired or built	0	42 new units by FY14	352	0	0
			b. Non-HUD fund leveraged	\$0		\$68,900,000	\$0	\$0
			c. MTW funds used	\$0		\$12,000,000	\$0	\$0
			d. % of new units to total inventory	0.00%		12.70%	0.00%	0.00%
			e. \$ investment per new unit	\$0		\$229,830	\$0	\$0

There was no expansion in FY 2013. During the CHA's participation in MTW, 352 units have been acquired or built, using \$80.9 million (\$12 million in MTW funds and \$68.9 million in non-MTW funds).

No new condominium units were added in FY 2013. During the CHA's participation in MTW, 37 condos were acquired or built, using \$13.5 million (\$6 million in MTW funds and \$7.5 million in non-MTW funds).

38	PD.2008.01	Liberating Assets						
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In November 2012, Congress approved a Rental Assistance Demonstration (RAD) as part of the approval of HUD's Appropriations Act for FY 2012. The CHA had hoped to couple its MTW initiative with HUD's demonstration in order to further the agency's efforts to liberate some assets and to move forward with much needed capital improvement work. Unfortunately, RAD includes program elements or requirements make it inoperable in Cambridge and many other localities.

some or all of the CHA's Federal Public Housing developments. The disposition and conversion of these properties from a public housing operating subsidy model to a Project-Based rental assistance subsidy model would provide greater financial security for these developments, advancing the agency's goal of providing long-term, stable, and high-quality housing for residents.

Given the constraints of RAD and the limitation likely to be imposed by HUD, the CHA initiated discussions with the City of Cambridge and the resident community to explore an alternative course of action. Specifically, conversations centered on the possibility of submitting disposition applications for

Following six months of deliberations and meetings, the CHA submitted a disposition application for five properties (with a total of 1,066 units) on March 17, 2012. A second application for the remainder of CHA's Federal Public Housing stock (excluding those that have already been mixed financed) is planned for early FY 2013.

38	PD.2010.01	Public Housing Preservation Fund	a. units preserved	0	210 units by FY 2012, and 82 units in FY 2013	101 units under construction	191	78
			b. # of vouchers used	0	17	0	0	7

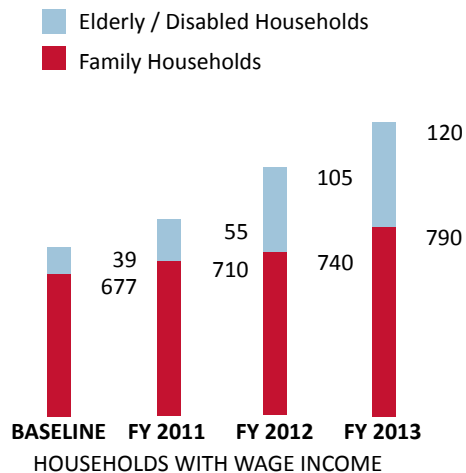
The CHA already awarded seventeen PBA subsidies to the revitalization efforts of Lincoln Way. Seven of these Project-Based vouchers are already in use, while the remaining ten are expected to be put in place during FY 2014.

part of the disposition of a substantial portion of the CHA's federally-assisted public housing.

Phase 2 of the Public Housing Preservation Program may be more reliant on PBA resources to support the needed modernization activities. The CHA is hoping to mitigate the use of its own PBA resources by obtaining tenant protection vouchers which it will project base into its federal public housing units as

The CHA will explore ways to add rental assistance resources to its inventory. However, in the event those resources do not materialize, the proposed schedule for issuance of PBA subsidies introduced in the FY 2011 MTW Annual Plan remains in place for the three years.

INDEX PAGE	INDEX #	ACTIVITY	METRICS	BASE	BENCH	FY 2011	FY 2012	FY 2013
39	PH.2006.01	Design and implement rent simplification initiatives	a. # of family households	1,021	5% of households will show an increase in wage income	1,151	1,187	1,269
			b. # of elderly households	561		664	974	1,064
			c. Average gross income	\$19,643		\$20,757	\$20,119	\$20,136
			d. Median gross income	\$14,513		\$15,000	\$14,028	\$13,916
			e. Average adjusted income	\$18,540		\$20,479	\$20,034	\$20,162
			f. Median adjusted income	\$13,175		\$14,640	\$13,926	\$12,972
			g. Average employment income	\$26,810		\$28,567	\$11,533	\$11,318
			h. Median employment income	\$24,440		\$24,960	\$0	\$0
			i. Average social security income	\$9,799		\$11,646	\$6,900	\$6,827
			j. Median social security income	\$8,561		\$9,864	\$8,456	\$8,076
			k. Average public assistance income	\$5,031	\$5,484	\$280	\$298	
			l. Median public assistance income	\$4,656	\$4,656	\$0	\$0	
			m. Average total tenant payment	\$394	\$411	\$400	\$410	
			n. Median total tenant payment	\$299	\$313	\$309	\$313	
			o. Total average % of TTP to gross income	24.40%	24.70%	23.80%	24.90%	
			p. Total average of TTP to adjusted income	25.90%	25.00%	23.90%	25.00%	
			q. # of interims in Fiscal Year	563	25% fewer interims	704	325	587
			r. # recertifications in Fiscal Year	1,699	50% fewer recerts	908	1,002	1,104
			s. Time spent in hours (.916 hours/recert and .5 hours/interim)	1,838		1,183	1,080	1,305
			t. Total time saved	0		655	757	533
u. Actual cost	\$61,936	No change	\$47,259	\$39,828	\$49,546			
v. Administrative savings	\$0		\$19,081	\$22,108	\$12,390			
w. Total monthly rent roll	\$623,591		\$745,785	\$864,238	\$955,927			
x. Number of Hardship requests	0	No more than 25 per FY	2	2	0			



The Rent Simplification Program (RSP) sets a tiered rent schedule. Residents incomes fall into \$2,500 range and rent is set at 30% of the low end of each range (minus a utility allowance and based on unit size). Recertifications are conducted biannually, meaning that residents may increase their income without seeing an immediate increase in rent rates. RSP also has two set amounts for both childcare and medical deductions – \$2,500 or \$5,000 – streamlining calculations.

In FY 2013, 2,333 households in Public Housing had their rent rates calculated according to RSP – 1,269 households in the Family program and 1,064 households in the Elderly / Disabled program. Over 400 of these households were residents of the State Public Housing Program that transferred into the



INDEX PAGE	INDEX #	ACTIVITY	METRICS	BASE	BENCH	FY 2011	FY 2012	FY 2013
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[CONTINUED] Federal Program as a result of the federalization of their units. This increase of units in the Federal portfolio resulted in an increasing rent roll and at least a one-year dip in administrative savings (as many more recertifications were to be completed). Rent revenue increased from \$864,238 in FY 2012 to \$955,927 in FY 2013, while administrative savings under RSP decreased from \$22,108 to \$12,390 in the same period.

RSP impacted both the Federal Public Housing and Housing Choice Voucher programs. For details on the changes made in the Housing Choice Voucher Program see page 43 of this report.

This initiative was implemented in FY 2006.

39	PH.2006.02	Rent Policy: Implement minimum rents	a. # family households paying min rent	44	10% of households paying minimum rent will show an increase in income as they come out of min rent	44	41	46
			b. # elderly households paying min. rent	21		21	25	21
			c. Average duration in minimum rent	n/a		n/a	n/a	13
			d. Median duration in minimum rent	n/a		n/a	n/a	12
			e. # of households that reported income increase (wage or benefits)	n/a		n/a	n/a	33
			f. Average income on minimum rent	\$2,149		\$2,149	n/a	\$1,904
			g. Median income on minimum rent	\$2,400		\$2,400	n/a	\$0
			h. Average income after minimum rent	n/a		n/a	n/a	\$15,363
			i. Median income after minimum rent	n/a		n/a	n/a	\$10,896
			j. # of Hardships requests	0		No more than 25 per FY	0	n/a

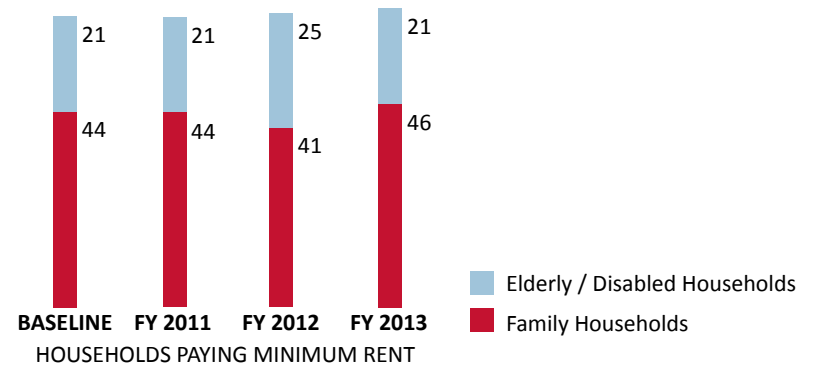
The CHA charges residents a minimum rent of \$50 for a period of twelve months, after which households will be charged the rate in the second tier of their Rent Simplification Program (RSP) rent schedule.

A total of 52 households transitioned out of minimum rents during FY 2013. Six of these households had not reported any increase in income, but were transitioned to the second tier of the rent schedule after twelve months. An additional 33 households had an increase in income that moved them out of eligibility for minimum rent and they were moved to the corresponding tier of the rent schedule. Four households had a decrease in income and eight households left the program.

At the end of FY 2013, 67 households in Public Housing were paying minimum rents – 46 households in the Family program and 21 households in the Elderly / Disabled program.

RSP impacted both the Federal Public Housing and Housing Choice Voucher programs. For details on the changes made in the Housing Choice Voucher Program see page 43 of this report.

This initiative was implemented in FY 2006. It was modified in FY 2009 to include the twelve-month limit.



39	PH.2009.01	Implement ceiling rents indexed to HUD's Operating Cost Adjustment Factor (OCAF)	This policy was designed to streamline ceiling rent calculations, making calculation less cumbersome and more reflective of the gradual increase in operating costs over time. HUD's methodology draws on many variables, many of which do not impact the actual cost associated with the operation and maintenance of public housing. Thus, while the policy improves accuracy, the result is not quantifiable.
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The CHA applies HUD's Operating Cost Adjustment Factor (OCAF) to ceiling rents in all Federal Public Housing developments on a yearly basis. In FY 2013, CHA did not implement this increase.

This initiative was implemented in FY 2006. It was modified in FY 2009 to replace HUD's Annual Adjustment Factor (AFF) for the OCAF.

There are currently 110 households on ceiling rent in the Federal Family Public Housing program.

INDEX PAGE	DETAIL PAGE	INDEX #	ACTIVITY	METRICS	BASE	BENCH	FY 2011	FY 2012	FY 2013
39	PH.2009.02	Mixed family rent formula for families with mixed immigration status	a.	Total MIX family recertifications in Fiscal Year	36	0	18	22	20
			b.	Time spent in hours – Currently: 60 minutes per recert and 30 minutes per interim vs. Prior to RSP: 90 minutes per recert and 45 minutes per interim	54	N/A	18	16	14.5
			c.	Total time saved in hours	0	0	36	38	39.5
			d.	Actual cost	\$1,820	\$0	\$700	\$637	\$595
			e.	Total \$ savings	\$0	\$0	\$1,120	\$1,183	\$1,225

Under Rent Simplification, the CHA assesses a surcharge to households that include members who do not comply with HUD's immigration status requirements (however, every household must have at least one compliant member). These households are charged 110% of the rent that they would pay if all household members were compliant. In FY 2013, there were 49 households with a mixed family status.

This initiative was implemented in FY 2009. It was modified in FY 2011 as the original policy set rents at 40% of the mixed family household income.

39	PH.2010.01	Integrate near-elderly (58-59yrs old) into elderly sites waiting lists	a.	Vacancies in federal elderly/disabled sites	24	No specific benchmarks as vacancies are expected to remain high	24	20	79
			b.	# of newly admitted near elderly residents in elderly/disabled sites	5		5	18	12

Applicants who are 58 and 59 years of age are now eligible for housing in Elderly / Disabled Public Housing. This change in eligibility age has housed near-elderly applicants faster than if they had remained on the Family Public Housing waiting list.

CHA can market units to a broader pool of potential residents. Since January 2011, twelve near-elderly applicants have been housed in Elderly / Disabled units.

Additionally, this policy changes ensures a lower vacancy rate at Elderly / Disable developments as the

This initiative was implemented in FY 2010.

39	PH.2013.01	Asset Income Calculation for Household with over \$50,000 in Assets	a.	# of households with assets in excess of \$50,000	47	To be set after completion of program's second year	Initiative was not yet active in FY 2011 and FY 2012.		47
			b.	Time spent in hours (0.5 hours/recert)	24				24
			c.	Actual cost	\$892				\$892
			d.	Total \$ savings	\$0				\$0

Under Rent Simplification, the CHA excludes assets valued at \$50,000 or less from the income calculation. In the case that a household retains more than \$50,000 in assets, the CHA counts only the imputed income from those assets – calculating the market value of the asset multiplied by the CHA

established passbook savings rate. In FY 2013, the HUD passbook savings rate was 1%.

This initiative was implemented in FY 2013.

39	PH.2013.02	Project-Based Vouchers in Public Housing							
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The CHA uses some Project-Based vouchers to fund the rehabilitation and modernization of Public Housing developments. In FY 2013, the CHA used seven Project-Based vouchers in Phase I at Lincoln Way. Residents in these units are still subject to the administrative policies and procedures laid out in the Admissions and Continued Occupancy Plan for Public Housing.

This initiative was implemented in FY 2013.

MTW AGREEMENT ATTACHMENT D REQUIREMENT

Attachment D of the Moving-to-Work (MTW) Agreement dated 1/15/2009 includes the following requirements at paragraph A.6.d.:

EPC Reporting Requirements: Each year the Agency shall report on the performance of its EPC in its Annual MTW Report. Reporting requirements include an audited consumption baseline and an annual measurement and verification of cost and consumption savings report. The Annual MTW Report will include the following data elements for each asset management project (AMP), by project number:

DANIEL F. BURNS APARTMENTS (MA3-7)

Is the project ESCo or Self-developed?

Phases 1 & 2 are ESCo-developed.

What [is] the number of rehabilitated units in the energy project?

The Phase 1 project, implemented in May 1997, affected 199 units. Subsequent unit conversions reduced the unit count to 196, which is the number included in the Phase 2 project.

What [is] the number of rehabilitated AMPs in the energy project?

One.

What is the Total Investment?

The total Phase 1 investment was \$1,465,970. The total Phase 2 investment was contracted at \$1,859,757.

What is the Total financed?

The original Phase 1 financing closed in May 1997 and totaled \$1,448,711. The balance was refinanced in May 1999 to reduce the interest costs after two payments were made, and the par value of the refinancing was \$1,382,983. This financing was paid off during FYE 2010.

The Phase 2 financing closed 2/16/2010 and totaled \$1,908,807. The amortization commenced March 16, 2010 and continues through

December 16, 2017.

What is the Debt Service (Annual)?

Please see tables on page 100.

What are the Guaranteed savings?

The Guaranteed Savings is the Debt Service amount. Please see tables on page 100.

What are Actual Savings?

The Actual Savings are recorded in the tables on the page 100.

What is the Investment per unit?

Please see tables on the following page.

What is the Finance per unit?

Please see tables on the following page.

What is the Savings per unit?

Please see tables on the following page.

What is the Savings per project (AMP)?

Please see tables on the following page.

What is the Term of the contract?

Please see tables on the following page.

What Date was the Request for Proposals issued?

Please see tables on the following page.

What was Date audit executed?

Please see tables on the following page.

What was Date energy services agreement executed?

Please see tables on the following page.

What was date Repayment starts?

Please see tables on the following page.

What types of Energy Conservation measures were installed at each AMP site?

PHASE I ENERGY CONSERVATION MEASURES

In 1997, the CHA contracted with Citizens Conservation Services (now Ameresco), to convert the electric heat and hot water systems at Daniel F. Burns Apartments from electricity to natural gas. This first such conversion in federal public housing presented challenges both technical and programmatic that CHA and Ameresco overcame to make the overall project a success.

Convert Heating, Hot Water, Laundry Systems from Electric to Gas

The majority of the Phase 1 project funding was dedicated to the installation of a gas piping, building distribution systems, and heating terminal units, and related controls and accessories throughout the occupied facility to convert the heat, hot water and laundry to natural gas.

This included demolition and coring, MEP and carpentry for removing existing electric resistance terminal units, coring, trenching, piping, electrical, carpentry and finishes for fully functional gas and forced hot water heating distributions systems; last but not least, the creation of a boiler room and all associated piping, venting and accessories.

The building work is an estimated 65% of the total hard cost; the boiler room brings the total conversion to roughly 86% of the total Phase I hard cost.

Add Time-of-Day/Demand Control to Rooftop Exhaust Fans

This measure reduced the air changes in the building to a reasonable level and further promoted the reduction in heating energy use.

Replace Water Closets

1st generation, pressurized flush 1.6-gallon toilets were installed in the majority of the units.

PHASE 2 ENERGY CONSERVATION MEASURES

Install HET Toilets & Low-Flow Showerheads and Aerators

Ameresco installed in new HET (high-efficiency toilets) flushing at 1.0

GPF and low-flow aerators and showerheads in all apartments and common area bathrooms. (The prior retrofit included 1.6 GPF left wall-hung 5.0 GPF models.)

Address Boiler Room Maintenance Issues

The Phase I boiler systems were providing efficient heat and hot water to the building, but were producing increasingly high contracted maintenance costs. Ameresco replaced the Aerco heating boilers with four gas-fired Hydrotherm KN10 boilers. The new boilers have a higher overall efficiency than the existing boilers because they will run in condensing mode for a longer portion of the year. Concurrently, Ameresco installed new indirect-fired Veissman boilers, a new brazed plate heat exchanger, and new primary and secondary loop circulator pumps for domestic hot water to replace the open loop DHW system; installed a new water softener in line with the cold water feed to the DHW system to reduce the occurrence of liming and scale build up; and replaced the mixing valve.

Install Hot Water Unit Ventilators in Common Areas

Ameresco replaced the existing, first-floor, common area, electric unit ventilators with new hot water coil unit ventilators. The new unit ventilators will be connected to the existing space heating distribution system and will save electric energy by converting to a gas heat source and by means of their higher cooling efficiency.

Upgrade Apartment Lighting and Upgrade Common Area Lighting and Controls

Ameresco completed lighting fixtures, retrofits, and controls. The scope of work involved 601 fixtures and 46 occupancy sensors in common area locations.

Roof Replacement and Installation of Solar Photo-voltaic Array

Ameresco replaced the existing roof, improving the insulation which resulting in a small stream of gas savings. Roof replacement also allowed for the installation of a 46 kW solar array, which will provide annual electricity savings and increase the CHA's percentage of on-site generation.



PHASE 2 REPORTING – DANIEL F. BURNS APARTMENTS

	DEBT PAYMENT		GUARANTEED SAVINGS		ACTUAL SAVINGS	
	Total	per Unit	Total	per Unit	Total	per Unit
April 2010 to May 2012	\$255,037	\$1,301	\$255,037	\$1,301	\$360,842	\$1,841

MILLERS RIVER APARTMENTS (MA3-10)

Is the project ESCo or Self-developed?

This Esco was self-developed in 2002.

What [is] the number of rehabilitated units in the energy project?

This project impacted the 303 residential units at Millers River

What [is] the number of rehabilitated AMPs in the energy project?

One.

What is the Total Investment?

The total investment was \$2,699,720.

What is the Total financed?

The original amount financed was \$1,822,094. The amortization commenced December 15, 2002 and continues through November 15, 2014.

What is the Debt Service (Annual)?

Please see tables on the following page.

What are the Guaranteed savings?

The Guaranteed Savings is the Debt Service amount. Please see tables on the following page.

What are Actual Savings?

The Actual Savings are recorded in the tables on the following page.

What is the Investment per unit?

Please see tables on the following page.

What is the Finance per unit?

Please see table below.

What is the Savings per unit?

Please see table below.

What is the Savings per project (AMP)?

Please see table below.

What is the Term of the contract?

Please see table below.

What Date was the Request for Proposals issued?

Not applicable to this self-esco.

What was Date audit executed?

The audit was completed in November 2000.

What was Date energy services agreement executed?

Not applicable.

What was date Repayment starts?

Repayment started December 15, 2002.

What types of Energy Conservation measures were installed at each AMP site?

ENERGY CONSERVATION MEASURES

Convert Heating, Hot Water, Laundry Systems from Electric to Gas

The majority of the project funding was dedicated to installation of gas piping, building distribution systems, heating baseboard, and related controls and accessories throughout the occupied facility to convert the heat, hot water and laundry to natural gas.

The existing electric resistance heating system was replaced with a high efficiency gas fired hydronic system. The existing electric water heater

was converted to an indirect gas fired water heater, and the electrical roof top ventilation units were converted to gas fired hydronic systems.

The project included demolition and carpentry necessary for removing the existing electric resistance terminal units; the coring, trenching, piping, electrical, carpentry and finishes necessary to install fully functional gas and forced hot water heating distribution systems; and last but not least, the creation of a boiler room with all associated piping, venting and accessories.

Replace Water Closets

The existing 3-gallon per flush toilets were replaced with 1.6-gallon toilets throughout the 303 units. This project also replaced the central water booster pump and installed faucet aerators at kitchen and bathroom sinks.

PHASE 2 REPORTING – MILLERS RIVER APARTMENTS

	DEBT PAYMENT		GUARANTEED SAVINGS		ACTUAL SAVINGS	
	Total	per Unit	Total	per Unit	Total	per Unit
April 2010 to May 2012	\$219,996	\$731	\$219,996	\$731	\$385,894	\$1,282

NOTE: All numbers provided in this section are subject to revisions after third party audits are completed.



PUBLIC COMMENTS + RESPONSES

C = COMMENT

R = CHA RESPONSE

PUBLIC PROCESS

Comment: *One commenter stated that the CHA did not properly advertise the public comment period for this Annual Report. The commenter indicated that residents cannot rely on online notifications as most of them have no adequate access to the internet and the CHA has not provided every Tenant Council office with a working computer and reliable internet connection. Lastly, the commenter urged CHA to do more to notify residents, especially resident leaders.*

Response: The CHA started the 30-day public comment period for this Annual Report on May 3rd, 2013. The CHA advertised the solicitation of written comments in the local newspaper for two consecutive weeks. The agency's Tenant Liaison also informed resident leaders of the availability of the draft report. In addition, flyers with details about the public comment period were distributed to all Public Housing management offices. These flyers were available in English, Spanish, Portuguese and Haitian Creole. Hard copies of the draft report were made available at the CHA's central office.

Similar to past Plans and Reports, the draft report was also made available online.

Comment: *One commenter expressed concern over the shortage of hard copies of the latest version of this Annual Report available at CHA's central office during the comment period.*

Response: The CHA published only one version of the draft report during the public comment period. Hard copies were made available at the CHA's central office during this time. At times when hard copies were not readily available in the reception area, individuals made the front desk staff aware and more copies were printed.

The CHA apologizes for the commenter's inconvenience and wants to

emphasize that all residents, voucher holders and any other interested individuals that are unable to retrieve a copy of the draft report can contact the CHA staff person listed in the public comment notice to request one.

HOUSING CHOICE VOUCHER PROGRAM

Comment: *Three commenters asked the CHA to provide more information about the quality control audits performed in the Housing Choice Voucher Program.*

Response: More information about the quality control audits conducted in the Housing Choice Voucher Program was added to the final draft of this document. Please refer to page 22 for the corresponding narrative.

Comment: *One commenter asked the CHA to make public the updated market rent analysis that will inform the potential changes in payment standards for Cambridge. The commenter stated that while it is not surprising that the CHA is considering an increase of the payment standards due to the increasingly high rents in the private market, there are concerns about the potential impact this increase may have in the availability of funds to support current voucher holders and assist applicants off the waiting lists.*

In addition, the commenter asked the CHA to explain how the increasing number of voucher holders living outside of Cambridge may impact the Housing Choice Voucher Program, as these households are being priced out of the City.

Response: Since the publication of the draft version of this Annual Report CHA is reconsidering the increase of its Payment Standards. At this point, no current voucher holders will be affected by any cost reductions. However, CHA may limit the amount of vouchers that are issued upon

turnover to applicants on the waiting list.

The increasing number of vouchers being used outside of Cambridge does not impact the amount of funds available for the operation of the Housing Choice Voucher Program. This trend has no impact on the availability of funds.

Comment: One commenter asked how the inspection pass rate of FY 2013 compares to prior years. The commenter also asked if most failed inspections were due to emergency violations. Lastly, the commenter requested information about the number of failed inspections that failed due to resident negligence versus landlord negligence.

Response: Inspections pass rates over the past three years remained over 60% of units inspected. Failed inspections in FY 2013 were related to various reasons. There was not a high number of emergency violations reported. Currently, the CHA does not categorize failed inspections by violation type.

MINIMUM RENT

Comment: One commenter requested that the CHA include the number of voucher holders that were paying minimum rent and left the program during FY 2013.

Response: No voucher household paying minimum rent at the beginning of FY 2013 left the program.

Comment: Two commenters asked if the CHA had more detailed information regarding the reasons why the public housing households on minimum rent at the beginning of FY 2012 that left the program.

Response: Two households moved and indicated that they rented but no information on their participation in another housing assistance program was reported. Three households moved with notice and reported to have rented with assistance of a voucher. An additional three households transferred to another housing program managed

by the CHA.

Comment: One commenter asked for clarification on why resident paying minimum rent have their rent increased after twelve months even if their income does not change. The commenter asked how can the CHA expect that residents pay a higher rent without an income increase.

Response: This policy was adopted to ensure that all residents contribute to the upkeep and maintenance of their housing. The CHA believes that twelve months is a long enough period for households to get settled and pursue employment or other sources of income that they may qualify for. Resident always have the option to apply for a hardship rent if they are unable to pay the higher rent at the end of the twelve months.

Comment: Two commenters asked the CHA to publish the number of public housing households paying minimum rent in FY 2013 while claiming zero income, and how many voucher holders claimed zero income in addition to those paying minimum rent.

Response: In FY 2013 there were a total of 26 public housing households paying minimum rent while claiming zero income. In the Housing Choice Voucher Program there were a total of 114 households claiming zero income; 63 of these households paid \$0 toward rent, while 39 paid minimum rent.

SECTION 3 PLAN

Comment: Four commenters urged the CHA to include more detailed information about Section 3 opportunities. The commenters asked specifically about the type of jobs that were filled with low-income, Section 3 eligible households.

Response: The final draft of this report includes more detailed information about the type of positions that were filled in FY 2013 by



Section 3 eligible households. Please refer to page 28 for the revised narrative.

Comment: *One commenter asked CHA not to exclusively focus on longer-term opportunities under Section 3, as they felt that these opportunities may be harder to come by. The commenter asked CHA to expand efforts to include part-time or temporary positions that may assist residents and voucher holders to gain skills and secure an income source – even for a short period of time.*

Response: CHA will address these concerns as it lays out the work plan for redrafting its Section 3 Plan.

Comment: *One commenter asked the CHA to describe what other employment opportunities were offered to residents over the course of FY 2013.*

Response: The CHA advertises open positions publicly, at all properties, on its website and career sites. In addition, the agency continues to host high school students living in subsidized housing as part of the career readiness internships offered through the Work Force Youth Development Program.

Comment: *One commenter asked if all Section 3 eligible hires were CHA residents.*

Response: Seven of the eight Section 3 eligible hires that took place in FY 2013 were CHA residents.

Comment: *One commenter asked about the timeline for the revision of the CHA's Section 3 Plan. The commenter requested an update about the scheduling of a working session with advocates and resident leaders and the thirty-day comment period.*

Response: The CHA will begin the internal revision of the Section 3 policy in the fall of 2013. At that time, the agency will coordinate the

public process that will include a thirty-day comment period and one working session with advocates and resident leaders.

Comment: *One commenter requested more transparency on how the CHA calculates the penalty fees charged to contractors that do not comply with Section 3 guidelines while doing work for the agency. The commenter pointed out that in FY 2013 only \$17,000 were collected on over \$30 million of construction expenditures.*

Response: This information is available on a project-by-project basis as part of the 'close out' memos submitted to the Board of Commissioners on the completion of construction projects. These memos are available to the public upon request.

HEALTHY AIR INITIATIVE

Comment: *One commenter stated that the resident survey results did not rely on much of a sample to generalize the results. The commenter indicated that the CHA has a pre-determined result in mind and that resident participation in this initiative has been limited to assisting the agency in implementing a pre-determined policy.*

The commenter asked the CHA to clarify whether or not the planned public meetings are going to be used for genuine dialogues that may impact changes in the proposed policy. Lastly, the commenter urged the CHA not to interfere with resident's freedom of speech rights.

Response: Residents were invited to participate in the steering committee for the healthy air proposal policy proposal. All residents who volunteered were accepted onto the committee.

The CHA will accept written public comments and comments from residents at meetings that will be held at ten public housing properties over the course of the summer. The comments will be individually reviewed and may inform changes to the language originally presented to the Board.

MISCELLANEOUS

Comment: *One commenter expressed dissatisfaction with the CHA's various supportive programs. The commenter asked why there are so many of them, and with complex names. The commenter also asked why the CHA does not work more often with residents to create uncomplicated programs to assist residents. The commenter suggested that talking to residents rather than hiring consultants may be more cost effective for the agency.*

Response: The CHA's core competency is the provision of housing and in order to provide supportive services to residents, the agency has partnered with nonprofit service providers who have the needed expertise in asset building, housing stabilization, and financial education. The CHA has not hired any consultants to lead the design of any of the special programs established under MTW.

The CHA also has a process for public input and feedback whenever a new program will be implemented as part of its Annual Plan drafting.

Comment: *One commenter asked the CHA to make public the average and median lengths of stay in CHA public housing and voucher programs before proposing any changes in rent structure. This request is in light of CHA's potential participation in the national rent reform being designed by HUD and Manpower Demonstration Research Project (MDRC) a national education and policy research organization.*

Response: The CHA will make this information available to the public at the time when proposed changes in rent structure are presented to the public, as it has done in the past. The national rent reform study being led by HUD and MDRC, is still in its design phase and the CHA is not fully committed to participating at this point. If the CHA confirms its participation, a thorough public process will take place and representatives from HUD and MDRC will be part of the process.

Comment: *One commenter requested that the CHA provide opportunity for public input in the development of the participant*

handbook for the Housing Choice Voucher Program.

Response: There will be no official written comment period on this document but CHA welcomes suggestions as to what to include in the handbook.

Comment: *One commenter asked if the Safety Reference Guide developed by the CHA's Safety Committee includes a procedure for notifying and keeping public housing residents informed about weather and other public safety emergencies.*


Response: The CHA's Safety Committee specifically addresses issues related to workplace safety. The CHA works closely with the City of Cambridge on addressing weather or other public safety emergencies. All maintenance and site staff are aware of the City guidelines for addressing emergencies related to weather and public safety.

Comment: *One commenter asked for more details on the quality control reviews in the Public Housing Program. The commenter asked how many files were reviewed and how many audits are conducted each year. Lastly, the commenter also asked if the CHA compared the error rates of different AMPs.*

Response: A total of 145 resident files were reviewed. These files were randomly selected at each property and were reviewed to ensure that all staff responsible for recertifications were represented in the final sample. A percentage of the files were reviewed together with the staff responsible for the last recertification. This process allowed the auditor and the staff to identify errors and address them instantly. Individual results were distributed to staff and their supervisors. Quality Control audit results are not compared between AMPs.

Comment: *Three commenters asked the CHA to provide details on the agreements signed with individual Tenant Councils in FY 2013, including the names of the individual properties and whether these were adapted to fit the circumstances of individual properties.*





Response: In FY 2013, the CHA signed agreements with the Tenant Councils of F.J. Manning Apartments and L.B. Johnson Apartments. Selected sections of these agreements were modified to fit the individual circumstances of each property and management structure.

Comment: *Two commenters commended the CHA for increasing the monetary contribution for Public Housing properties from \$8 to \$15 per unit. These commenters also pointed out that there is no money allocated for activities and organizational support for voucher holders.*

Response: The CHA thanks the commenter for this comment. The CHA is aware that voucher holders have no comparable resident council platform to that established in the Public Housing Program. The Housing Choice Voucher Program from its inception never provided for that type of initiative as it is the nature of the program to support independence and mobility. Further, given the geographic disbursement of the clients, it is far harder to create opportunities for voucher holders to meet and organize. The Alliance for Cambridge Tenants (ACT) does include voucher participants and CHA has supported ACT's work in the past. If there are suggestions on how to organize families in the voucher program the commenters should feel free to contact the CHA. While there is no resident council activity exclusively for vouchers, CHA has many supportive programs designed to include voucher families.

Comment: *One commenter thanked the CHA for mentioning the Alliance of Cambridge Tenants as an influence in the revision of the Tenant Council Recognition Policy.*

Response: The CHA thanks the commenter for this comment and thanks ACT for collaborating in the revision of the policy.

Comment: *One commenter commended the CHA for lowering the eligibility age for elderly properties to 58 years old. The commenter also expressed satisfaction with the CHA's decision to charge mixed families a surcharge of 10% on their rent rather than calculating rent*

based on 40% of their income.

Response: The CHA thanks the commenter. This change in policy was done a couple of years ago in large part due to the feedback received from residents and advocates during the public comment period. The CHA would like to thank the public for advocating for continued improvement in our programs, policies and procedures.

Comment: *One commenter stated that the CHA is unwilling to establish a reliable and transparent way of monitoring turnaround time and responses for maintenance issues related to common spaces. The commenter expressed that creating and promoting the use of such tool among residents will benefit the agency as the overall satisfaction with the conditions of the properties will be improved.*

Response: The Operations Department has an internal tool to monitor work orders and abides by a prioritization system for work orders at all public housing properties. Work orders are prioritized on a daily basis by the property manager or area maintenance supervisor. These priorities focus on health and safety related issues. Common area work orders that affect the health or safety of the residents are a top priority and are addressed accordingly. Every attempt is also made to promptly address routine work orders in resident apartments.

Comment: *One commenter welcomed the creation of a Customer Service position at the CHA. The commenter requested the CHA schedule a meeting between the newly appointed staff and residents, so that unresolved issues can be discussed in a more straightforward manner.*

Response: The CHA is in the process of coordinating a meeting between the Senior Program Manager for Customer Service and resident leaders. With this position, solely dedicated to Customer Service, the agency expects to establish a more fluid channel of communication with residents and voucher holders.

Comment: One commenter asked why the CHA is unable to provide a working computer and internet connectivity to each Tenant Council office. The commenter stated that CHA efforts are focused on launching studies and not on solving the need for affordable access.

Response: The CHA is considering options for providing internet access to common areas in certain buildings. The recognized Tenant Council offices receives a budget that supports the purchase of a computer and provides for limited reimbursement of supplies (like a toner cartridge). The CHA believes that the recognized Tenant Councils, acting through its officers with support from the Tenant Liaison, should purchase its own computer equipment and maintain the internet access at their offices, which is at least in part, the intent of the provided funding. The CHA is willing to help a council with the selection and purchase but feels that the council, not the CHA, should own the equipment and maintain the internet service.

