

CELEBRATING



OF SERVICE AND STEWARDSHIP

Fiscal Year **2012**

Cambridge Housing Authority

# Moving To Work Annual Plan

January 2011





**“Celebration of Community”**

A pencil drawing by Ms. Tahanee Shabazz (56). Ms. Shabazz is a long-time CHA resident. Her drawing was awarded the 1st place in CHA’s Annual Art Contest.

Ms. Shabazz described her artwork as representing the Cambridge community where “the happiness and welfare of our children lies within its people, family, friends and neighbors as we celebrate, collectively who we are.”

Ms. Shabazz routinely donates art pieces to help raise funds for local organizations.





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# Introduction

The Cambridge Housing Authority was among the first Housing Authorities in the nation to be accepted into the U.S. Department of Housing and Urban Development's (HUD) groundbreaking Moving to Work Demonstration (MTW). CHA submitted its first MTW Annual Plan in 1999. This Fiscal Year 2012 MTW Plan is CHA's twelfth.

When Congress created MTW in 1996, it clearly stated its objectives for the demonstration and Public Housing Agencies (PHAs) participating in it. These objectives are:

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

These objectives remain the goal of all CHA MTW initiatives.

Over the past eleven years, MTW's influence over CHA's policy and programmatic choices has grown. In the early years CHA used its MTW authority sparingly for fear that programs, policies and systems made with MTW, might one day be undone because the program was initially approved for just five years.

As the program's terms kept being extended, CHA began applying MTW authority more broadly. With each application of MTW authority new - and in our view superior - ways of serving our community revealed themselves. Whether in the area of development and finance, resident services, rent reform or energy efficiency one thing was becoming clear: Moving to Work made it easier for CHA to meet the growing need for safe, high quality affordable housing for low-income Cantabrigians.

The old notion that MTW should be tentatively applied in a few, specific program areas has been jettisoned completely. In just the past five years CHA has implemented MTW initiatives running the gambit from development-related activities, to rent reform, to new self-sufficiency programs for homeless families, residents and voucher holders. In Cambridge, MTW has become an essential part of everything we do, and critical to our future success. Today, every CHA program, resident, voucher holder, applicant and staff member is touched in some positive way by MTW.

In their August 2010 "Moving to Work Report to Congress", HUD captured perfectly the power and effectiveness of MTW:

*MTW is currently the only HUD program through which public housing authorities can wholly transform their operations, programs and housing. The broad flexibility to waive statute and regulations allows these agencies to better serve and house their residents and broader communities while streamlining their internal operations.*

In recent years CHA was known for including a long list of proposed MTW initiatives in each Annual Plan. FY 2012 marks a break from that tradition – in recognition of the demands capital efforts are putting on the organization CHA is not proposing any new MTW initiatives for FY 2012. With the award of almost \$30 million in formula and competitive American Recovery and Reinvestment Act (ARRA) grants in FY 2010 and 2011, CHA is fully engaged in the demanding, multi-departmental work associated with keeping seventeen capital projects on time and on budget.

As described in greater detail later in this Plan, CHA is making headway on its ten year Cambridge Public Housing Preservation Program. As this Plan goes to print, the cityscape is filled with cranes, dump trucks, bulldozers, pick-ups and front loaders. Stimulus supported projects are putting hundreds of hard working women and men - including residents and voucher holders - to work, and injecting more than \$160 million into the local economy.

When the dust settles, and the work is complete, a significant portion of the portfolio will be dramatically improved. For example Lincoln Way Apartments, a long-neglected state funded property will have been demolished and rebuilt as a sustainably designed, environmentally responsible federally supported community. At L. B. Johnson Apartments, the electrically heated, cast concrete high-rise will boast state of the art energy saving cladding, photovoltaic arrays, cogen, waste heat recover, and high efficiency gas fired heating and central cooling systems.

Elders and disabled residents will see their small efficiencies redesigned and expanded to make life easier and more comfortable. When all of the projects are finished, CHA will be one of the City's largest producers of solar energy. So while CHA is not planning on moving ahead with any new MTW initiatives, it is moving at breakneck speed to prepare the City's affordable housing for future generations of low-income Cantabrigians.

While no new MTW initiatives are planned for the coming fiscal year, there are many noteworthy MTW initiatives from previous years, including several that will be moving from the start-up to operational phase in FY 2012.

**Career Family Opportunity Cambridge (CFOC)** – The Career Family Opportunity Cambridge (CFOC) program is a five-year self-sufficiency program operated in cooperation with the Crittenton Women's Union (CWU). The CFOC program is offered to residents at Washington Elms and Newtowne Court, and MTW Leased Housing voucher holders. The supportive services component of CFOC is an extension of CWU's successful Career Family Opportunity program, which is entering its second year of operation in several Boston Housing Authority public housing developments.

CFOC differentiates itself from CWU's Boston model in that, using CHA's Moving to Work flexibility, the Cambridge program includes modifications to CFOC's voucher component that would not be possible absent MTW. The Cambridge model includes a 5 year period for completion of the program for voucher holders, after which households will no longer receive assistance, except for very large families. CHA anticipates that the first group of twenty participants will be enrolled in CFOC's yearlong Assessment Stage in FY 2012.

**Family Opportunity Subsidy (FOS) Program** - The Family Opportunity Subsidy program, like CFOC is a program developed and administered in partnership with a local nonprofit organization, in this case Heading

Home, Inc. FOS is a ten-year, voucher-based program offered to families staying in Boston area homeless shelters. FOS's goal is to help volunteer families progress from homelessness, to long-term economic self-sufficiency in ten years. CHA expects to have seventy-five families at various program stages, including the first group enrolled into the FOS subsidy stage by the close of FY 2012.

As this Plan goes to print Heading Home Inc. has received a planning grant to develop a long-term self-sufficiency program for homeless families, which may be a synthesis of CFO and CFCO. CHA is fully engaged in discussing possible program designs with the various stakeholders and looks forward to revealing a program design in the FY 2013 MTW Plan.

**Expiring Use Preservation Program** – Facing the expiration of several affordability agreements at privately held developments in Cambridge, CHA proposed in its FY 2011 Annual Plan to convert enhanced, expiring use vouchers, to Project Based vouchers to ensure the long-term affordability of these developments, and at less cost than would be expected were the vouchers to remain enhanced. There are two Preservation Agreements in place that will ensure the long-term affordability of 216 units: 116 at Inman Square Apartments and 123 at Cambridge Court.

**Liberated Assets** – As introduced in the FY 2011 MTW Plan, CHA is identifying properties that may benefit from subordinating the Deed of Trust to private liens or mortgages in order to finance otherwise unfunded, but desperately needed rehabilitation and energy enhancements. Elements of HUD's Preservation, Enhancement, and Transformation of Rental Assistance (PETRA) proposal are being integrated into this initiative in part, to provide HUD with valuable feedback on what elements of PETRA work as intended and which would benefit from additional refinement.

**New Administrative Plan** – The new Administrative Plan for CHA's Leased Housing programs was significantly completed in FY 2011 and is expected to be completed in FY 2012. Several key policy goals for the new Administrative Plan including revised inspection protocols and biennial recertifications for elderly and disabled households were implemented in FY 2011. When the Administrative Plan is complete it will integrate many other successful MTW policy reforms implemented in Public Housing as part of the Rent Simplification Program.

**Federal MTW Admissions & Continued Occupancy Policy (ACOP)** - The Operations Department will continue examining opportunities to refine, improve and streamline the ACOP throughout the coming fiscal year, taking advantage of MTW flexibility when possible. In addition, CHA will continue soliciting feedback on the ACOP's efficacy from Resident Councils, members of the Alliance of Cambridge Tenants and advocates.

**Rent Simplification Program (RSP)** – CHA will continue using its Rent Simplification Program in FY 2012. By all objective measures RSP has been a tremendous success. Resident rent burdens are at or below pre-RSP levels, rental income is up, interim and regular certifications have dropped precipitously and requests for hardship rents are rare.

Under RSP, the average household has not paid more than 25.2% of their gross income toward rent. Employment income has increased approximately 5% from \$26,810 pre-RSP to \$28,211 in 2010, while the average adjusted income increased by 10% from \$18,247 pre-RSP to \$20,330 in 2010.

**New Lease** – CHA expects to complete the new lease for federal public housing in FY 2012. The new lease will incorporate program changes included in the Rent Simplification Program and MTW Admissions and Continued Occupancy Policy.

These initiatives and others are described in Chapter VI. of this Plan.

*Here we come to a turning of the season  
Witness to the arc towards the sun  
A neighbor's blessed burden within reason  
Becomes a burden borne of all and one*

*And nobody, nobody knows  
Let the yolk fall from our shoulders  
Don't carry it all, don't carry it all  
We are all our hands and holders  
Beneath this bold and brilliant sun  
And this I swear to all*

*So raise a glass to turnings of the season  
And watch it as it arcs towards the sun  
And you must bear your neighbor's burden within reason  
And your labors will be born when all is done*

- Excerpt from the *Don't Carry it All* by the Decemberists,  
from their album the *King is Dead*.

Per attachment D, A, 5. of the Restated and Amended Moving to Work Agreement CHA anticipates offering the following opportunities for meaningful public participation in proposed CHA activities. These and all CHA public meetings are announced on the Calendar of Events at CHA’s website: [www.cambridge-housing.org](http://www.cambridge-housing.org) and when required, announced in the Legal Notices section of the Cambridge Chronicle.

<b>Federal Public Housing Lease</b>	Resident meetings at various federal public housing sites and a 30 day public comment period.
<b>Administrative Plan</b>	<p><u>If Admin. Plan has no rent reform initiatives:</u> One working session with ACT and advocates. 30 day public comment period.</p> <p><u>If Admin. Plan includes rent reform initiatives:</u> One working session with ACT and advocates. 30 day public comment period and one public meeting as required by CHA’s Moving to Work Agreement.</p>
<b>Federal MTW Admissions and Continued Occupancy Policy (ACOP) Feedback</b>	One working session with ACT members, Tenant Council members and advocates to follow-up on the MTW ACOP.
<b>Capital Planning Meetings</b>	Resident meetings at various sites as CHA moves ahead with redevelopment and/or modernization plans.
<b>Fiscal Year 2013 Annual Plan</b>	30 day comment period, one meeting with Tenant Council and ACT members, and one Public Meeting.
<b>Fiscal Year 2012 Annual Report</b>	30 day comment period.

### Voluntary Compliance Agreement Update

On September 27, 2007, CHA entered into a Voluntary Compliance Agreement (VCA) with HUD's Office of Fair Housing & Equal Opportunity. The agreement followed an extensive fair housing audit by HUD. HUD made no audit findings. However, CHA agreed to develop an additional forty-two wheelchair accessible units in its public housing stock. By mid-FY 2010, 13 of the 42 wheelchair accessible apartments were completed.

The following table provides an update on CHA's progress towards achieving this goal by the end of calendar year 2013:

# Units	Completion	Status
2	3/31/08	Completed 10/07 (LBJ Apartments)
10	12/31/08	Completed. Five units completed 12/31/08 and final five units completed 5/10. Construction was delayed because the project required relocation of ten special needs households on and off site. The delay required that the project be completed in two phases, rather than one as initially expected. (Manning Apartments).
1	12/31/09	Completed 3/1/10 (Willow Street Homes). The completion of this one unit was part of a larger comprehensive modernization. This large project had its contract term extended 59 days due to the late shipment of windows.
18	12/31/12	5 of 18 units under construction at LBJ Apartments. 8 units in design phase at Burns Apartments. Currently procuring designer for remaining 5 units (Millers River).
11	12/31/13	5 of 11 units in design phase (Jefferson Park). Currently procuring designer for remaining 6 units (Millers River).
<b>42</b>	<b>TOTAL</b>	



# General Housing Authority Operating Information

## **Housing Stock Information**

The inventory chart to the left provides a detailed account of CHA's housing stock as estimated for the beginning and the end of FY 2012.

Due to financial transactions in the federalization process and other capital work initiatives several units from the state public housing portfolio are now part of the federal program. A detailed description of these units can be found in CHA's FY 2011 Annual Plan. A summary of the changes affecting FY 2012 is given next to the inventory chart on page 9.

## **Anticipated New Project Based Units**

116 PBAs will support the preservation of Inman Square, an expiring use property being purchased by a local nonprofit. Subsidies for these units are being converted from enhanced vouchers to PBAs using the Expiring Use Preservation Program approved in CHA's FY 2011 MTW Annual Plan. This initiative is preserving 116 units of affordable housing that would otherwise be lost. Similarly 123 PBAs will support the preservation of Cambridge Court at 412 Franklin Street. The preservation of this expiring use property will be the second such preservation secured through the Expiring Use Preservation Program.

As described in previous Annual Plans, 8 PBAs are being provided to Elm Place in the City's Mid-Cambridge neighborhood. Additionally, 32 are being provided to a local nonprofit for the development of Putnam Green, a 32 unit affordable development. The Putnam Green project is noteworthy because the property is being converted from laboratory space to affordable residential units, thereby creating a net increase in the City's affordable housing stock. Finally, 17 units are being added as part of the redevelopment of Lincoln Way Apartments. This formally state supported public housing development is being demolished and rebuilt with support of a \$10 million competitive American Recovery and Reinvestment Act award.

## **Leasing Information**

As CHA welcomes FY 2012, major construction projects are underway at several of its largest properties. These comprehensive capital projects required CHA to vacate some units – and in the case of Jackson Gardens, the entire site - to accommodate modernization efforts; these modernization related vacancies will affect leasing rates in FY 2012. Throughout FY 2011 units were taken offline to accommodate resident relocations from Jackson Gardens and Lincoln Way as renovation began halfway through the calendar year. Jackson Gardens will be opening its doors as a Low Income Housing Tax Credit (LIHTC) property in late 2011, followed by L.B. Johnson early in the spring of 2012. Lincoln Way will continue at half occupancy through FY 2012; at the behest of residents, the development is being demolished and rebuilt in two phases.

Lincoln Way, Jackson Gardens and L.B. Johnson Apartments are being financed in part by the LIHTC program. Therefore upon reoccupancy, all new and returning residents will be recertified in accordance with LIHTC requirements.

The Operations Department is holding elderly units offline for modernization efforts at L.B. Johnson and Burns Apartments. Once these projects are completed, the units will be occupied by at least fifteen new applicants from the Burns waiting list and twenty-five applicants from the L.B. Johnson list, respectively. L.B. Johnson is expected to be completed in FY 2013, while units at Burns Apartments are expected to come online during FY 2012.

**Waiting List Information**

CHA maintains a site-based waiting list for its Public Housing program. Applicants can select up to three properties on their applications. In FY 2011 CHA reorganized its waiting lists for scattered sites and other smaller properties into regional waiting lists for East, Mid, and West Cambridge. While the Family Public Housing waiting lists were closed for most of FY 2011, they reopened in October 2010 for all applicants applying for two, three and four-bedroom apartments. The waiting list for one-bedroom family apartments will remain closed throughout FY 2012.

Due to the nature of the site selection process - one applicant choosing three sites - the total number of applications by site does not necessarily reflect the total number of distinct applicants. The chart below illustrates waiting list transactions under CHA’s site-based application policy as of **October 31, 2010**. Please note that CHA maintains a separate centralized waiting list for all of its voucher programs. The voucher waiting list is currently closed and will remain closed in FY 2012.

Distinct SS#	# of Applications by Program		# of Applications by Site	
10,755*	Federal Family	3,422	Federal Family	6,585
	Federal Elderly	1,935	Federal Elderly	2,996
	State Family	1,877	State Family	2,701
	State Elderly	1,454	State Elderly	1,731
	HCV	5,954	East Cambridge	292
	Others**	1,778	Mid Cambridge	234
			North Cambridge	298
<b>Total by Program</b>		<b>16,420</b>	<b>Total by Site</b>	<b>14,837</b>

\*An applicant may be eligible for all programs based on their age and income.

\*\*Others include East Cambridge, Mid Cambridge, North Cambridge, and Roosevelt Low-rise waiting lists, and SROs. Although most of the properties in each of these lists are part of the Federal program, there are some sites within each list that are part of the State Public Housing program. Hence, these lists are categorized separately from the traditional program classifications.

## FY 2012 INVENTORY CHART

### CHANGES TO INVENTORY DUE TO FINANCIAL TRANSACTIONS

Due to the federalization of state public housing units, CHA's inventory is undergoing changes as new LLCs are formed and units are transferred to the Federal public housing program. Here is a summary of the changes reflected in the inventory chart.

1. 178 units from the Elderly/Disabled category were transferred into a newly formed LLC to secure Tax Credit funds for renovations at LBJ Apartments. In addition 2 units are now categorized as non-dwelling due to their incorporation as common space for the building.

2. 90 units from the State Family public housing portfolio were transferred to the Federal Family portfolio authorized amount as the following units completed the federalization process: 68 units at Woodrow Wilson court, 14 units at willow streets and 8 units at Hingham and Inman Streets.

3. The number of units at the start of FY 2012 reflects all 438 units to be federalized by the end of FY 2011. For more details on the description of each unit please see CHA's FY 2011 Annual Plan.

4. The number of Federal Family public housing units will increase by 76 units as construction work is completed in 45 units at Jackson Gardens and 31 units at Lincoln Way. 3 units at Lincoln Way may become Project-Based assisted units.

5. The authorized number of units at the State Public Housing changed slightly due to one unit at Willow Street Homes that became a breakthrough unit and another basement unit at Woodrow Wilson Court that was recategorized as non-dwelling.

6. A total of 8 state units were considered in inadequate conditions and were removed from the inventory as they were federalized. 4 basement units at Linnaean Street, and another 4 units at Woodrow Wilson, St. Paul's, and Manning respectively.

Total Authorized	Base Year 1999	Authorized as of 11/10	Beginning of FY12 4/1/11	Anticipated End of 3/31/12
<b>FEDERAL PH</b>				
Elderly/Disabled	766	754	1,083	1,083
Family	1,096	1,183	1,202	1,278
JFK/HOPE VI	83	44	44	44
Non-Dwelling	2	5	5	5
<b>Federal PH Total</b>	<b>1,947</b>	<b>1,986</b>	<b>2,334</b>	<b>2,410</b>
<b>STATE PH*</b>				
Elderly/Disabled**	335	359	25	25
Family	324	232	213	135
Non-Dwelling	4	4	2	1
<b>State PH Total</b>	<b>663</b>	<b>596</b>	<b>240</b>	<b>161</b>
<b>FEDERAL VOUCHERS</b>				
MTW Tenant-Based	1,968	2,150	1,672	1,672
MTW Project-Based	-	-	578	874
MTW Sponsor-Based	-	-	57	60
MTW Family Opportunity Subsidy	-	-	35	50
MTW Cambridge CFO	-	-	0	20
<b>MTW Subtotal</b>	<b>1,968</b>	<b>2,150</b>	<b>2,342</b>	<b>2,676</b>
Non-MTW	501	472	472	472
<b>Federal Total***</b>	<b>2,469</b>	<b>2,622</b>	<b>2,814</b>	<b>3,148</b>
<b>STATE VOUCHERS</b>				
MRVP	215	130	122	122
AHVP	51	59	55	52
Other State Assisted	135	135	110	110
<b>State Total</b>	<b>401</b>	<b>324</b>	<b>287</b>	<b>284</b>
<b>Total Assisted</b>	<b>5,480</b>	<b>5,528</b>	<b>5,675</b>	<b>6,003</b>
Other (No CHA subsidy)	-	-	44	44
<b>All Programs Total</b>	<b>5,480</b>	<b>5,528</b>	<b>5,744</b>	<b>6,047</b>

\*25 special needs chapter 689 units are counted under Elderly/Disabled to identify them as such but do not receive public housing subsidy from the State. These units are part of the Special Needs Housing program (Chapters 689, 167) and are designed to provide housing with specialized services for persons with mental illness, mental retardation or physical disabilities. In prior years these units were counted under Other State Assisted.

\*\*Roosevelt Towers Mid-Rise + Putnam School units are counted under State Vouchers.

\*\*\*Includes Project-Based Vouchers at Affiliate Owned units

	Beginning of FY12 04/1/11	Anticipated End of FY12 3/31/12
<b>AFFILIATES AND TAX CREDIT LLCs*</b>		
Public Housing	222	298
Project-Based Vouchers	152	155
Other (No CHA subsidy)	44	44
<b>Tax Credit LLCs Owned Total</b>	<b>418</b>	<b>497</b>

\*These units are already included in the total above.

## HOUSEHOLDS SERVED

### FEDERAL PUBLIC HOUSING AND LEASED HOUSING HOUSEHOLDS SERVED - BEDROOM, RACE, ETHNICITY AND INCOME PROFILE\*

	Federal Public Housing				MTW Leased Housing				Total Both Programs
	Family	Elderly	Total	%	Family	Elderly	Total	%	
<b># OF BEDROOMS</b>									
Studio	0	443	443	23.9%	53	46	99	4.8%	542
1 Bedroom	183	250	433	23.4%	538	323	861	41.6%	1,294
2 Bedroom	476	3	479	25.9%	565	125	690	33.3%	1,169
3 Bedroom	391	0	391	21.1%	325	18	343	16.6%	734
4+ Bedroom	104	0	104	5.6%	74	4	78	3.8%	182
<b>Total Households</b>	<b>1,154</b>	<b>696</b>	<b>1,850</b>	<b>100.0%</b>	<b>1,555</b>	<b>516</b>	<b>2,071</b>	<b>100.0%</b>	<b>3,921</b>
<b>RACE</b>									
Black	742	189	931	50.3%	786	136	922	44.5%	1,853
Asian	44	17	61	3.3%	31	15	46	2.2%	107
White	356	483	839	45.4%	728	364	1,092	52.7%	1,931
American Indian	11	6	17	0.9%	8	1	9	0.4%	26
Other	1	1	2	0.1%	2	0	2	0.1%	4
<b>Total Households</b>	<b>1,154</b>	<b>696</b>	<b>1,850</b>	<b>100.0%</b>	<b>1,555</b>	<b>516</b>	<b>2,071</b>	<b>100.0%</b>	<b>3,921</b>
<b>ETHNICITY</b>									
Hispanic	153	40	193	10.4%	215	38	253	12.2%	446
Non-Hispanic	1,001	656	1,657	89.6%	1,340	478	1,818	87.8%	3,475
<b>Total Households</b>	<b>1,154</b>	<b>696</b>	<b>1,850</b>	<b>100.0%</b>	<b>1,555</b>	<b>516</b>	<b>2,071</b>	<b>100.0%</b>	<b>3,921</b>
<b>INCOME</b>									
< 30% AMI	706	580	1,286	69.5%	1,134	401	1,535	74.1%	2,821
30%-50% AMI	283	90	373	20.2%	312	86	398	19.2%	771
50%-80% AMI	98	22	120	7.9%	98	20	118	6.3%	238
> 80% AMI	67	4	71	2.4%	11	9	20	0.4%	91
<b>Total Households</b>	<b>1,154</b>	<b>696</b>	<b>1,850</b>	<b>100.0%</b>	<b>1,555</b>	<b>516</b>	<b>2,071</b>	<b>100.0%</b>	<b>3,921</b>

\*Numbers provided in this table represent actual data as of the time the FY12 MTW Plan was prepared for public comment and submission to HUD. "Actual" means that some units counted in the inventory are vacant due to regular turnover or modernization. CHA's end of the period data can be found on the MTW Annual Report submitted at the end of the current Fiscal Year.

STATE PUBLIC HOUSING AND LEASED HOUSING HOUSEHOLDS SERVED -  
BEDROOM, RACE, ETHNICITY AND INCOME PROFILE\*

	State Public Housing				State Leased Housing				Total Both Programs	
	Family	Elderly	Total	%	Family	Elderly	Total	%		
<b># OF BEDROOMS</b>										
Studio	5	55	55	9.8%	9	5	14	7.5%	69	
1 Bedroom	80	278	358	63.7%	55	14	69	36.9%	427	
2 Bedroom	101	10	111	19.8%	15	4	19	10.2%	130	
3 Bedroom	35	0	35	6.2%	17	4	21	11.2%	56	
4+ Bedroom	3	0	3	0.5%	56	8	64	34.2%	67	
<b>Total Households</b>	<b>224</b>	<b>343</b>	<b>562</b>	<b>100.0%</b>	<b>152</b>	<b>35</b>	<b>187</b>	<b>100.0%</b>	<b>749</b>	
<b>RACE</b>										
Black	119	122	241	42.5%	59	10	69	36.9%	310	
Asian	7	21	28	4.9%	5	1	6	3.2%	34	
White	96	197	293	51.7%	87	24	111	59.4%	404	
American Indian	0	2	2	0.4%	1	0	1	0.5%	3	
Other	2	1	3	0.5%	0	0	0	0.0%	3	
<b>Total Households</b>	<b>224</b>	<b>343</b>	<b>567</b>	<b>100.0%</b>	<b>152</b>	<b>35</b>	<b>187</b>	<b>100.0%</b>	<b>754</b>	
<b>ETHNICITY</b>										
Hispanic	34	23	57	10.1%	14	4	18	9.6%	75	
Non-Hispanic	190	320	510	89.9%	138	31	169	90.4%	679	
<b>Total Households</b>	<b>224</b>	<b>343</b>	<b>567</b>	<b>100.0%</b>	<b>152</b>	<b>35</b>	<b>187</b>	<b>100.0%</b>	<b>754</b>	
<b>INCOME</b>										
< 30% AMI	149	280	429	75.7%	135	33	168	89.8%	597	
30%-50% AMI	50	48	98	17.3%	12	1	13	7.0%	111	
50%-80% AMI	16	15	31	5.5%	4	1	5	2.1%	36	
> 80% AMI	9	0	9	1.6%	1	0	1	1.1%	10	
<b>Total Households</b>	<b>224</b>	<b>343</b>	<b>567</b>	<b>100.0%</b>	<b>152</b>	<b>35</b>	<b>187</b>	<b>100.0%</b>	<b>754</b>	

\*Numbers provided in this table represent actual data as of the time the FY12 MTW Plan was prepared for public comment and submission to HUD. "Actual" means that some units counted in the inventory are vacant due to regular turnover or modernization. CHA's end of the period data can be found on the MTW Annual Report submitted at the end of the current Fiscal Year.



# Non-MTW Related Housing Authority Information

CHA has distinguished itself in the affordable housing industry thanks to its innovative approach to program design, reform, and management. Much of CHA's success is possible only through the regulatory flexibility granted by its participation in the MTW program. CHA is also improving its day-to-day operations through administrative reforms not related to its MTW participation. This chapter highlights CHA's planned and ongoing non-MTW activities.

## Public Housing Management and Operations

### Tenant Selection

With the relocation of residents necessary to begin the redevelopment of Lincoln Way and Jackson Gardens completed in FY 2011, CHA was able to re-open the family public housing waiting lists for all but one bedroom applicants on October 1, 2010. During the first week, 600 applicants applied for public housing; applicant families were placed in a lottery to determine their place on CHA's site-based waiting lists.

With well over 5,900 applicants on the family housing waiting lists, CHA will conduct an applicant pool analysis to maintain a ready-pool of certified files for all sites and bedroom sizes by anticipating vacancies at CHA sites in FY 2012. This analysis will reduce delays in leasing up applicants and reduce vacancy losses. The Operations Department will also use a new vacancy tracking software that will ease the process of monitoring vacancy turnover time and leasing time. The software will provide information that can be shared by both sets of staff; management and tenant selection. CHA anticipates that these improvements will increase the flow of information and decrease turnaround time.

Due to modernization work at Jackson Gardens and Lincoln Way being partially financed through tax credit assistance, most returning and new residents will be screened, and their files certified according to LIHTC guidelines. In the second half of FY 2012, all units at Jackson Gardens and thirty units at Lincoln Way will be completed; the process for leasing these units will start in late summer 2011 in preparation for a prompt reoccupation. The additional requirements associated with LIHTC compliance will require training for Operation's tenant selection staff on file maintenance and tax credit certification to ensure that all LIHTC requirements are met.

### New Lease

In FY 2011 CHA began drafting a new federal lease that incorporates policies from the MTW Admissions and Continued Occupancy Policy (ACOP). The new lease is based on the Massachusetts state public housing lease, but will be consistent with all applicable federal laws.

CHA anticipates that in the coming fiscal year, the new lease will be completed and executed with all federal public housing residents. CHA anticipates holding a series of resident meetings as well as meetings with advocacy groups to review the contents of the new lease and solicit public comments prior to adoption.

### **Procurement**

In FY 2011 CHA piloted a simplified procurement system for requisitions under \$1000. The new system was modeled on the private management model that allows managers to procure and receive materials and services without going through onerous procurement procedures while retaining necessary accountability. The new program was piloted in two AMPs and is being monitored by CHA's Purchasing Agent to ensure that guidelines are being followed. As of this writing, 131 transactions were completed using the new system, for an average of \$129.45 per purchase and totalling \$ \$16,969.23 in purchases. If, upon review, the pilot program is deemed successful, CHA will adopt the procurement policy agency-wide in FY 2012.

### **Training and Quality Control**

For the past couple of years the Operations department has focused on providing continuous training and support to its staff to ensure their compliance with, and equitable implementation of, all regulations, policies and procedures. These trainings will continue in FY 2012 covering issues related to reasonable accommodations, recertification and income verification consistent with the MTW Admissions and Continued Occupancy Policy.

Starting in FY 2012, before the renovations at Jackson Gardens and the initial phase of the redevelopment of Lincoln Way are complete, a new series of training workshops will be provided to all management staff working at these two properties. As discussed earlier, both properties will be required to follow LIHTC certification guidelines. The transition from CHA's Rent Simplification Program recertification rules to those required for LIHTC compliance are significant and will require a great deal of staff training.

Consistent with Operation's current practice, trainings are followed by periodic quality control reviews and testing instruments to confirm program/regulatory compliance and to highlight areas where additional individualized or departmental training should be provided.

In FY 2011, CHA developed a pilot program to monitor work orders both in terms of resident satisfaction and quality of the work completed. CHA believes that prompt and high quality completion of work orders is a hallmark of responsible property management. A total of 17 surveys were conducted thus far at Newtowne Court, Washington Elms, and Corcoran Park; 13 phone interviews and 4 physical inspections, all with encouraging positive feedback from residents. Given the success of the pilot program, CHA plans on expanding the work order monitoring program across the entire Public Housing portfolio beginning in FY 2012. The monthly review of work orders will focus on a random sample of work orders selected from specific developments. Once a selected work order is reported complete, CHA will conduct a brief phone interview or mail survey with the head of household. A smaller sample of work orders will be selected from the same sites for a physical inspection that will examine how the work was completed and the quality of the work performed. Once the pilot is rolled out and the process evaluated and modified as necessary, CHA anticipates rotating through each site on a quarterly basis.

### **Safety**

CHA has implemented several measures to contribute to its residents' safety and will continue to do so in FY 2012, collaborating when necessary with the Cambridge Police Department (CPD). CHA's Public Safety Administrator routinely monitors citywide crime data and police reports to address concerns that may arise around, and occasionally in, CHA properties. At the same time, CHA's security cameras offer real time or play back features that

are available to assist the CPD when the need arises. The security camera recordings also help CHA and CPD communicate with one another and help guarantee adequate police coverage at CHA properties.

The Public Safety Administrator participates in scheduled walking tours of the developments with property managers and residents to review impediments to safety such as overgrown trees, poor lit areas and other issues of concern to residents. In addition the Public Safety Administrator conducts safety meetings with residents and resident councils on a regular basis, often incorporating police personnel into these meetings so that residents can share their concerns directly with the police. These meetings and exterior property reviews are used to focus police attention on particular issues as well as make recommendations on upgrading or expanding the camera and exterior lighting systems at the large family and elderly developments.

The Public Safety Administrator is working closely with the Cambridge Fire Department to develop an evacuation plan for each high-rise building that will include a Fire Safety Brochure. The brochure will be distributed to all new and existing residents in FY 2012. The Brochure will also be incorporated into the materials distributed at resident and staff training sessions.

The Public Safety Administrator participates in scheduled walking tours of the developments with property managers and residents to review impediments to safety.

### Affiliates - Cambridge Affordable Housing Corp., Essex Street Management Inc., Kennedy Management Inc.

During FY 2012, the CHA will be working to incorporate into its affiliate operations the two newly created limited liability corporations (LLCs) resulting from the on-going revitalization of Lincoln Way, Jackson Gardens and L.B. Johnson Apartments. These revitalization projects, funded in part with equity from the use of low-income housing tax credits (LIHTC), required that the properties be transferred to LLCs – Cambridge Affordable Presidential Apartments LLC for Lincoln Way and Jackson Gardens, and Lyndon B. Johnson Apartments LLC for L.B. Johnson Apartments. The operations of these new LLCs as well as the compliance requirements associated with LIHTC financing require operational changes to how the CHA operates and maintains the properties. CHA will be developing and implementing the required changes during FY 2012. Additionally, the creation of additional LLCs will likely be required as CHA proceeds with planning Phase 2 of its Public Housing Preservation Program.

In FY 2012 CHA hopes to secure long-term financing for 195 Prospect Street and 78-80 Porter Rd. Numerous possibilities are being explored in an effort to secure the funding needed for substantial renovations at both properties. In the meantime, CHA will continue making minor updates to 78-80 Porter Rd. including plumbing updates, electrical updates, and the deleading of common areas and individual units at turnover. CHA continues to market vacant units to voucher holders. Currently, thirteen of twenty-six units house residents with tenant-based vouchers.

Additionally, CHA's Operations and Planning and Development departments are exploring re-financing options for twenty-six Cambridge Affordable Housing Corporation (CAHC) condominiums as well as fourteen Essex Street Management Inc. (ESMI) condominiums. CHA is also seeking an architect or home inspection company to complete a capital improvement plan for all of the condominiums. After the study is completed, CHA plans to re-evaluate the reserve levels and monthly contributions to the condo portfolios' reserves to ensure that they are adequately funded going forward.

## Housing Choice Voucher Program

### Quality Control Reviews

In the coming year the Leased Housing department will continue conducting quarterly tenant file reviews. In FY 2012 reviews will focus specifically on rent calculations. In addition to these quarterly reviews, regular training sessions will take place to keep staff abreast of HUD reporting requirements as well as to ensure that staff enforces proper income verification of applicants and participants using HUD's Enterprise Income Verification (EIV) system.

### Hiring Additional Staff

In FY 2011 the Leased Housing department increased voucher utilization to just below 100%. CHA, mindful of a potential voucher funding proration in the coming federal fiscal budget, expects to maintain a robust utilization rate of between 95% and 97% in FY 2012.

With the steady increase in the number of households served in the voucher program correlative increase in workload. Consistent with CHA's commitment to providing first-class customer service, the Leased Housing department hired five new Leasing Officers in FY 2011. In FY 2012 a Leasing Officer will be promoted to Senior Leasing Officer to complete a group of three Senior Leasing Officers. These staff changes will help the department streamline day-to-day operations and provide exceptional quality service to voucher holders, applicants, and participating owners.

### Participant and Applicant Services

In FY 2012, the Leased Housing department will develop a Participant Handbook for existing voucher holders. The Handbook will review program compliance rules as well as useful information about tenant rights and other policy-related information.

The Leased Housing department plans to develop a web portal for applicants to securely check their wait list status online, this initiative has been in the works and is dependant on the successful completion of the Elite Software rollout, which is expected by the end of FY 2012. This will benefit the thousands of applicants who take time out of their busy days solely to come to the Central Office to obtain an update on their wait list status.

### Owner Incentives

CHA's voucher program has over 700 owners providing safe, affordable housing to over 2,500 voucher households. In FY 2012 CHA will continue initiatives designed to attract and retain owner participants.

Newsletters will continue being issued six times a year to keep owners informed about important program changes, new payment standards, utility reimbursement rates, and other relevant resources for Cambridge property owners.

In FY 2011 CHA expected to have a secure web portal for owners to list their vacant units on CHA's website. This improvement is being designed and possibly launched in FY 2013.

CHA started enrolling owners in a Housing Assistance Payments (HAP) direct deposit system in FY 2011. Over five hundred owners are enrolled in the Direct Deposit program to date. CHA ceased mailing checks on July 1, 2010 and expects to have most of the remaining owners enrolled during FY 2012. Owners who did not sign up for this service are currently picking up their checks at CHA's Central Office. The Direct Deposit Program guarantees prompt HAP payments and greatly reduces the administrative time associated with tracking HAP checks lost in the mail or by owners.

## Planning and Development

With more than \$80 million of construction underway at various sites across the City, efforts to stabilize and preserve CHA's public housing assets remain at the forefront of the Planning and Development department's FY 2012 plans. Key to CHA's ability to proceed with all this work has been the availability of MTW Block Grant funds made possible by the MTW's fungibility.

MTW funds were used to initiate a city-wide planning process in FY 2008 as well as pay for pre-development expenses including architectural and engineering services that culminated in the construction underway during FY 2012. Indeed, the planning process and design work initiated by CHA through its MTW flexibility was an essential factor to CHA's receipt of \$28.2 million in federal stimulus funds. The stimulus funds then served as the catalyst to CHA's ability to raise nearly \$40 million in private equity, and nearly \$15 million in local and state funds. These funds enabled the CHA to implement the first phase of the multi-phase CHA Public Housing Preservation Program.

CHA's specific Modernization and Redevelopment goals for FY 2012 are:

- Continue implementing Phase 1 of CHA's Cambridge Public Housing Preservation Program (CPHPP) construction projects with \$65 million in construction occurring at Lincoln Way, Jackson Gardens and LBJ Apartments. These very large construction contracts require careful oversight and construction administration to ensure the work achieves the CHA's planned results.
- Proceed with the implementation of modernization projects sitting in the capital program project pipeline. \$10 million of construction, planning and design work for the next round of projects will be underway in FY 2012. Between CHA's CPHPP activities and its more standard modernization projects, CHA's spending plan anticipates nearly \$56 million in expenditures in FY 2012.
- Complete the agency-wide planning process for properties in Phase 2 and future phases of the Cambridge Public Housing Preservation Program. The planning process will include an update of

CHA's Capital Improvement Plan, and development of a financing plan and schedule. A potential tool to improve CHA's ability to proceed with the next phase of its Preservation Program, which would see the revitalization of Manning Apartments, Millers River Apartments, Jefferson Park State and modernization of Jefferson Park Federal and Putnam Gardens, could be CHA's proposed initiative to "liberate" public housing assets through a transformation of rental assistance. This initiative was described in detail as a proposed MTW initiative in CHA's FY 2011 MTW Plan.

- Administer on behalf of the City of Cambridge the planning and construction phases of the reconstruction of the historic old Cambridge Police Station into CHA's new administrative offices as well as offices for two City agencies. The relocation of the CHA's administrative office to the old Police Station will provide the CHA with an affordable long-term presence in the center of the City for many years to come.

### **FY 2012 Proposed Capital Expenditures and Five Year Plan**

Using funding for capital improvements allocated in previous fiscal years through the Capital Fund Program, the federal stimulus awards, local and state funds, and leveraged private capital, CHA projects that \$56 million will be spent on its modernization and revitalization efforts in FY2012. These work items, plus those scheduled to be funded in later years are identified in the Five-Year Capital Plan on page 17 and 18.

CHA - FUNDING SOURCES - FIVE YEAR CAPITAL PLAN SUMMARY

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY 2011-FY 2016
<b>Federal Modernization Funds</b>						
Federal Capital Fund Program - Current	\$5,806,022	\$3,550,000	\$3,550,000	\$3,550,000	\$3,550,000	\$20,006,022
Federal Replacement Housing Factor	\$276,978	\$70,000	\$-	\$-	\$-	\$346,978
CHA MTW Block Grant - Future	\$3,597,425	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$13,597,425
<b>Subtotal</b>	<b>\$9,680,425</b>	<b>\$6,120,000</b>	<b>\$6,050,000</b>	<b>\$6,050,000</b>	<b>\$6,050,000</b>	<b>\$33,950,425</b>
	\$5,576,106 double counted per green below					
<b>Federal ARRA Funds</b>						
ARRA - Formula	\$1,138,424	\$-	\$-	\$-	\$-	\$1,138,424
ARRA - LW/JG	\$3,005,774	\$-	\$-	\$-	\$-	\$3,005,774
ARRA - TRUMAN	\$1,114,950	\$-	\$-	\$-	\$-	\$1,114,950
ARRA - JP	\$1,450,000	\$639,470	\$-	\$-	\$-	\$2,089,470
<b>Subtotal</b>	<b>\$6,709,148</b>	<b>\$639,470</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$7,348,618</b>
<b>Matching Funds</b>						
State Mod Work Plan 1040 (Construction Portion)	\$424,858	\$-	\$-	\$-	\$-	\$424,858
Truman Non-Federal Match	\$114,100	\$285,900	\$-	\$-	\$-	\$400,000
Jefferson Park Non-Federal Match	\$85,000	\$75,000	\$-	\$-	\$-	\$160,000
<b>Subtotal</b>	<b>\$623,958</b>	<b>\$360,900</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$984,858</b>
<b>Other Proceeds</b>						
JG/LW Admin Fee	\$609,694	\$572,279	\$400,000	\$304,847	\$-	\$1,886,820
LBJ Admin Fee	\$1,049,803	\$787,352	\$162,845	\$-	\$-	\$2,000,000
Non-Profit Pre-Development Fee	\$500,000	\$-	\$-	\$-	\$-	\$500,000
MTW Block Grant Contribution - New Office Space Redev.	\$1,150,000	\$-	\$-	\$-	\$-	\$1,150,000
MTW Block Grant Contribution - JP Management Space Redev.	\$-	\$-	\$400,000	\$400,000	\$-	\$800,000
<b>Subtotal</b>	<b>\$3,309,497</b>	<b>\$1,359,631</b>	<b>\$962,845</b>	<b>\$704,847</b>	<b>\$-</b>	<b>\$6,336,820</b>
<b>Total</b>	<b>\$20,323,028</b>	<b>\$8,480,001</b>	<b>\$7,012,845</b>	<b>\$6,754,847</b>	<b>\$6,050,000</b>	<b>\$48,620,721</b>
<b>Lincoln Way and Jackson Gardens</b>						
ARRA - LW/JG	\$3,005,774	\$-	\$-	\$-	\$-	\$3,005,774
JG/LW Construction Loan (Non-Collateralized Portion)	\$12,426,359	\$5,157,175	\$-	\$-	\$-	\$17,583,534
JG/LW MTW/CFP Loan	\$2,965,035	\$-	\$-	\$-	\$-	\$2,965,035
JG/LW Sponsor Loan	\$-	\$4,239,184	\$-	\$-	\$-	\$4,239,184
JG/LW Tax Credit Equity	\$-	\$13,008,598	\$2,586,376	\$-	\$-	\$15,594,974
JG/LW Cambridge AHT	\$3,145,791	\$599,917	\$-	\$-	\$-	\$3,745,708
JG/LW DHCD	\$2,225,000	\$3,466,633	\$-	\$-	\$-	\$5,691,633
Permanent Loan	\$-	\$1,400,000	\$-	\$-	\$-	\$1,400,000
<b>Subtotal</b>	<b>\$23,767,959</b>	<b>\$27,871,507</b>	<b>\$2,586,376</b>	<b>\$-</b>	<b>\$-</b>	<b>\$54,225,842</b>
<b>Lyndon B. Johnson</b>						
ARRA - LBJ	\$-	\$-	\$-	\$-	\$-	\$-
LBJ Construction Loan (Non-Collateralized Portion)	\$13,023,988	\$5,868,204	\$-	\$-	\$-	\$18,892,192
LBJ CFP Loan	\$2,611,071	\$2,828,856	\$-	\$-	\$-	\$7,194,641
LBJ MTW Loan	\$1,754,714	\$-	\$-	\$-	\$-	\$-
LBJ Sponsor Loan	\$-	\$6,058,443	\$-	\$-	\$-	\$6,058,443
LBJ Accrued Capital Interest	\$316,104	\$105,368	\$-	\$-	\$-	\$421,472
LBJ Tax Credit Equity	\$2,124,838	\$13,846,156	\$4,214,969	\$-	\$-	\$20,185,963
LBJ Utility Rebates	\$-	\$200,000	\$-	\$-	\$-	\$200,000
Solar Equity	\$700,000	\$-	\$-	\$-	\$-	\$700,000
<b>Subtotal</b>	<b>\$20,530,715</b>	<b>\$28,907,027</b>	<b>\$4,214,969</b>	<b>\$-</b>	<b>\$-</b>	<b>\$53,652,711</b>
<b>Grand Total (w/ ARRA/MTW/CFP Funds Counted Once)*</b>	<b>\$56,039,822</b>	<b>\$65,258,535</b>	<b>\$13,814,190</b>	<b>\$6,754,847</b>	<b>\$6,050,000</b>	<b>\$147,917,394</b>

\*Grand Total excludes double counted figures indicated in the colored boxes.

CHA - USES - FIVE YEAR CAPITAL PLAN SUMMARY

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY 2011- FY 2016
<b>Federal Modernization Funds</b>						
Washington Elms Baths - Non ARRA portion estimated	\$2,225,675	\$-	\$-	\$-	\$-	\$2,225,675
JG/LW MTW/CFP Loan	\$2,965,035	\$-	\$-	\$-	\$-	\$2,965,035
LBJ CFP/MTW Proceeds	\$2,611,071	\$-	\$-	\$-	\$-	\$2,611,071
Washington Elms Baths - New Work	\$650,000	\$350,000	\$-	\$-	\$-	\$1,000,000
New Office Space Redevelopment	\$1,150,000	\$-	\$-	\$-	\$-	\$1,150,000
Burns Phase2 Elevator Upgrade/HP Accessibility Improvements	\$-	\$2,450,000	\$300,000	\$-	\$-	\$2,750,000
Masonry Improvements Various Locations	\$-	\$500,000	\$500,000	\$300,000	\$200,000	\$1,500,000
UDIC Site Improvements	\$-	\$200,000	\$-	\$-	\$-	\$200,000
Truman Elevator Upgrade	\$-	\$125,000	\$475,000	\$-	\$-	\$600,000
Site Improvements - Various Locations	\$-	\$-	\$150,000	\$150,000	\$50,000	\$350,000
Roof and Building Envelope Improvements - Various Locations	\$-	\$-	\$500,000	\$100,000	\$-	\$600,000
Energy Efficiency Upgrades - Various Locations	\$-	\$-	\$250,000	\$250,000	\$25,000	\$525,000
Jefferson Park Bathroom Modernization	\$-	\$-	\$1,450,000	\$2,125,000	\$2,325,000	\$5,900,000
Jefferson Park Community Building - Management Portion	\$-	\$-	\$400,000	\$400,000	\$-	\$800,000
Jefferson Park State Revitalization**	\$-	\$-	\$-	\$-	\$25,000	\$25,000
Manning Apartments Revitalization**	\$-	\$-	\$-	\$-	\$25,000	\$25,000
Millers River Apartments Revitalization**	\$-	\$-	\$-	\$-	\$25,000	\$25,000
<b>Subtotal</b>	<b>\$9,601,781</b>	<b>\$4,125,000</b>	<b>\$3,625,000</b>	<b>\$3,225,000</b>	<b>\$2,675,000</b>	<b>\$23,251,781</b>
<b>Federal ARRA Funds - Formula/Work Plan 1040 Funded</b>						
Washington Elms Baths - Est. ARRA Funded	\$400,000	\$-	\$-	\$-	\$-	\$400,000
UDIC Comprehensive Modernization	\$866,676	\$-	\$-	\$-	\$-	\$866,676
Manning Elevator	\$339,108	\$-	\$-	\$-	\$-	\$339,108
Norfolk Elevator	\$85,750	\$-	\$-	\$-	\$-	\$85,750
<b>Subtotal</b>	<b>\$1,691,534</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$1,691,534</b>
<b>Federal ARRA Funds - Other</b>						
ARRA - LW/JG	\$3,005,774	\$-	\$-	\$-	\$-	\$3,005,774
Truman Energy Efficiency Upgrades	\$1,143,600	\$285,900	\$-	\$-	\$-	\$1,429,500
Jefferson Park Energy Efficiency Upgrades	\$1,250,000	\$375,000	\$-	\$-	\$-	\$1,625,000
<b>Subtotal</b>	<b>\$5,399,374</b>	<b>\$660,900</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$6,060,274</b>
<b>Total</b>	<b>\$16,692,689</b>	<b>\$4,785,900</b>	<b>\$3,625,000</b>	<b>\$3,225,000</b>	<b>\$2,675,000</b>	<b>\$31,003,589</b>
<b>Lincoln Way and Jackson Gardens</b>						
JG/LW Revitalization	\$18,345,800	\$5,550,688	\$-	\$-	\$-	\$23,896,488
JG/LW Revitalization - Soft Cost and Contingency	\$3,522,159	\$4,220,819	\$621,747	\$-	\$-	\$8,364,725
Repayment of Non-Collateralized Loan -JG/LW	\$1,900,000	\$18,100,000	\$-	\$-	\$-	\$20,000,000
Repayment of Developer Fee Bridge Loan	\$-	\$-	\$1,964,629	\$-	\$-	\$1,964,629
<b>Subtotal</b>	<b>\$23,767,959</b>	<b>\$27,871,507</b>	<b>\$2,586,376</b>	<b>\$-</b>	<b>\$-</b>	<b>\$54,225,842</b>
<b>Lyndon B. Johnson</b>						
LBJ Revitalization	\$15,780,108	\$5,260,035	\$-	\$-	\$-	\$21,040,143
LBJ Revitalization - Soft Cost and Contingency	\$4,750,607	\$2,646,992	\$965,956	\$-	\$-	\$8,363,555
Repayment of Non-Collateralized Loan -LBJ	\$-	\$21,000,000	\$-	\$-	\$-	\$21,000,000
Repayment of Developer Fee Bridge Loan	\$-	\$-	\$3,249,013	\$-	\$-	\$3,249,013
<b>Subtotal</b>	<b>\$20,530,715</b>	<b>\$28,907,027</b>	<b>\$4,214,969</b>	<b>\$-</b>	<b>\$-</b>	<b>\$53,652,711</b>
<b>Program Cost</b>						
Planning and Development Admin and Overhead	\$2,380,339	\$2,481,503	\$2,481,503	\$2,586,967	\$2,696,913	\$12,627,227
Other A/E, Soft Cost - Standard Modernization	\$850,000	\$812,597	\$556,342	\$592,880	\$478,087	\$3,289,906
Other A/E, Soft Cost - Revitalization (Manning, JP, Millers River)	\$400,000	\$400,000	\$350,000	\$350,000	\$200,000	\$1,700,000
<b>Subtotal</b>	<b>\$3,630,339</b>	<b>\$3,694,100</b>	<b>\$3,387,845</b>	<b>\$3,529,847</b>	<b>\$3,375,000</b>	<b>\$17,617,133</b>
<b>Total</b>	<b>\$56,039,822</b>	<b>\$65,258,534</b>	<b>\$13,814,190</b>	<b>\$6,754,847</b>	<b>\$6,050,000</b>	<b>\$147,917,395</b>

\*\*Other funds such as private equity, construction period loan proceeds, long-term debt, and development proceeds will be needed for this work to proceed.

## Proposed Capital Spending by Federal and State Properties for FY 2012

	Federal	State	Other*	Program	Total
<b>LARGE CAPITAL SOURCES</b>					
CFP	3,232,577	-	1,752,603	820,842	5,806,022
RHF	-	-	276,978	-	276,978
State MOD	-	424,858	-	-	424,858
Block Grant	-	-	3,997,425	750,000	4,747,425
Other Funds	-	-	36,415,894	1,659,497	38,075,391
ARRA/ARRA competitive	3,303,374	-	3,005,774	400,000	6,709,148
<b>Total Sources</b>	<b>\$6,535,951</b>	<b>\$424,858</b>	<b>\$45,448,674</b>	<b>\$3,630,339</b>	<b>\$56,039,822</b>
<b>USES</b>					
Admin	-	-	-	2,380,339	2,380,339
A/E	-	-	8,272,766	1,250,000	9,522,766
Repayment of Loans	-	-	1,900,000	-	1,900,000
Pre-development - New Office	-	-	1,150,000	-	1,150,000
Capital	6,535,951	424,858	34,125,908	-	41,086,717
<b>Total Uses</b>	<b>\$6,535,951</b>	<b>\$424,858</b>	<b>\$45,448,674</b>	<b>\$3,630,339</b>	<b>\$56,039,822</b>
<b>SMALL CAPITAL SOURCES</b>					
Block Grant	495,000	-	-	-	495,000
Property Reserves	1,059,453	109,707	-	-	1,169,160
Operating Profit	-	14,293	-	-	14,293
<b>Total Sources</b>	<b>\$1,554,453</b>	<b>124,000**</b>	<b>\$0</b>	<b>-</b>	<b>1,678,453</b>
USES	1,554,453	159,000	0	-	1,713,453
<b>Total Uses</b>	<b>\$1,554,453</b>	<b>\$159,000</b>	<b>\$0</b>	<b>-</b>	<b>\$1,713,453</b>
<b>Total Capital Spending</b>	<b>\$8,090,404</b>	<b>\$583,858</b>	<b>\$45,448,674</b>	<b>\$3,630,674</b>	<b>\$57,753,275</b>

\*Includes development and other, L. B. Johnson, Lincoln Way and Jackson Gardens

\*\* State small capital work of \$34,276 is unfunded

## Projected Expenditure FY 2012 - Small Capital Projects by Site

FEDERAL SITES	FY 2012
Washington Elms, Washington St.	\$250,500
Corcoran Park, Richdale, Centre St.	\$226,553
Putnam Gardens, Fairmont St. River Howard, Center St.	\$140,600
Newtowne Court	\$100,000
Truman	\$52,000
Burns, Weaver Apts	\$50,350
Millers River	\$140,000
LB Johnson, Valentine St.	\$10,000
Jefferson Park, Jackson St., Wittemore	\$129,250
Garfield, Seagrave Ave. Columbus St.	\$10,000
Roosevelt Towers, 226 Norfolk St., Roberts Rd	\$131,100
Norfolk Street *	\$18,000
Inman Street	\$16,000
Linnaean Street *	\$16,000
CambridgePort Common Condos *	\$20,000
Manning *	\$65,600
Russel Apts *	\$21,500
Willow Street	\$20,000
Woodrow Wilson Court	\$137,000
<b>Federal Sites Total</b>	<b>\$1,554,453</b>
<b>STATE SITES</b>	
Jefferson Park	\$35,000
<b>State Sites Total</b>	<b>\$35,000</b>
<b>STATE PUBLIC HOUSING-NEW CONST./SECTION 8</b>	
Roosevelt Towers	\$60,000
Aberdeen/Hammond/Waoodbridge	\$58,000
Putnam School	\$6,000
<b>NC Sites Total</b>	<b>\$124,000</b>

\* Anticipated to be federalized by 4/1/2011

The following major improvements and construction expenditures are proposed in FY 2012:

### **ARRA Funded Activities**

#### **Lincoln Way/Jackson Gardens Revitalization: \$36.9 million construction contract**

Using \$10,000,000 awarded CHA through the FY 2009 Capital Fund Public Housing Transformation Recovery Competitive Program, CHA is currently in the process of revitalizing two properties – Lincoln Way and Jackson Gardens.

At Lincoln Way, the CHA is replacing sixty units with seventy new ones. The design features a contemporary appearance with large upper floor windows and extremely durable exterior materials: glass-fiber reinforced pre-cast concrete panels at the ground floor, and insulated steel siding above. A new community center/management office and maintenance area will also be constructed. The new development is being constructed to comply with “Green Communities” criteria, including sustainable design features and compliance with Energy Star efficiency standards. Photovoltaic panels will be installed at Lincoln Way as part of the revitalization.

The plans for Jackson Gardens call for the gut rehabilitation of all building systems and finishes. Exterior building additions are being constructed to expand the square footage in undersized units, especially kitchen and dining spaces. Significant interior refurbishment will be completed including new plumbing, heating and electrical systems. New windows will be heavy-duty, energy efficient fiberglass framed with low-E insulated glazing. Energy star appliances, efficient lighting, degree-limiting thermostats, low-flow faucets, showers and toilets will be installed. As with Lincoln Way, the Jackson Gardens rehabilitation will comply with the “Green Communities” criteria, and Energy Star efficiency standards.

#### **Lyndon B. Johnson Revitalization: \$29 million construction contract**

Using \$10,000,000 awarded through the FY 2009 Capital Fund Green Communities Option 1 Recovery Competitive Program, CHA is currently in the process of completing a comprehensive modernization and “greening” of L.B. Johnson (LBJ) Apartments. An extensive rehabilitation scope is being completed to correct serious building system and envelope deficiencies as a precursor to other modernization and related energy improvements. CHA is converting 50% of the studio apartments into small one-bedroom apartments by enclosing existing balconies. Interior work to all apartments is being completed including new flooring, kitchen and bathroom fixtures, kitchen cabinets, and lighting. Extensive improvements to the building exterior are also being made, and include new high performance window wall system and new exterior insulating cladding. This substantial rehabilitation is resulting in a transformative change to the building’s energy consumption and cost profile. Upon completion the project will achieve:

- A 55% reduction in energy use.
- A minimum of 15% reduction in water consumption.
- Carbon emissions reductions of over 2,500,000 pounds per year.

#### **Truman Energy Efficiency and Ventilation Improvements: \$1.9 million construction contract**

Using approximately \$1.7 million awarded to CHA through the FY 2009 ARRA Capital Fund Green Communities Competitive Grant, the CHA is completing heating and energy improvements at Truman Apartments. Work which started in September 2010 includes the conversion of the building’s electric baseboard heating system to a gas hydronic one as well as the installation of a new central DHW system including risers. A new gas-fired cogeneration system is also being installed. Bathroom and kitchen exhaust are being upgraded to reduce heat loss and improve ventilation and upgrade fresh air. New energy efficient bathroom and kitchen fixtures are being installed. Work includes asbestos removal as required to install new heating and ventilation systems.

**Washington Elms Bathroom Modernization: \$6.2 million construction budget**

The bathrooms at Washington Elms, last modernized in 1985, require comprehensive modernization. Underway since May 2010 and partially funded through the ARRA formula grant, modernization work at this large family site includes replacement of deteriorated wallboard and frames, improvements to the ventilation system, and installation of new plumbing fixtures and fittings. This extensive modernization work is being completed in occupied units in multiple phases. Plans now are underway to expand the project to allow for the forty-four one-bedroom, single bathroom units to be upgraded as part of the ongoing work.

**UDIC Comprehensive Modernization: \$2.7 million construction budget**

Work is well underway at the three UDIC properties undergoing comprehensive modernization using funds provided through the ARRA formula grant. The properties, constructed in a minimalist style in 1972, had seen only limited modernization since CHA acquired them in 1974. The modernization scope includes building envelope refurbishment, kitchen and bathroom modernization, electrical, heating, and plumbing system upgrades, and fire system improvements. The individual heating and domestic hot water systems in each unit are being replaced with a centralized system at each site. The overall project incurred a small delay after a flash flood in July 2010 resulted in significant water damage to fourteen units.

**Jefferson Park Energy Efficiency Upgrades: \$1.6 million construction budget**

CHA was awarded \$2,189,470 from the FY 2010 ARRA Capital Fund Green Communities Competitive Program in September 2010 to complete heating and energy efficiency improvements at Jefferson Park. An A/E firm to plan and design the work is being hired, and will begin design work in January 2011. The project will be bid in early FY 2012. Planned upgrades include replacing existing heating boilers with more energy efficient units, installing more water efficient shower and faucet aeration, replacing the roofs,

readying the roofs for solar photovoltaic arrays, and installing photovoltaic arrays. The improvements will result in a reduction in source energy consumption of 16%, annual operating savings of approximately 10%, a minimum reduction of 10% in water consumption, and 25-30% of site electricity consumption powered by solar generation.

**Federalization of State Public Housing Units: \$1,100,000 remaining construction**

Two of thirteen construction contracts associated with the federalization of four hundred and thirty eight units of CHA's state public housing will be underway at the start of FY 2012. Work on the other eleven contracts will be completed by the end of FY 2011. The two remaining projects, which are being supported with funds provided to support the federalization effort by the Commonwealth of Massachusetts' Department of Housing and Community Development are:

**Manning Elevator** --- \$850,000 construction contract: The modernization plans include replacement of both elevators, and significant changes to the elevator machine room and penthouse.

**Norfolk Elevator** --- \$250,000 construction contract: The modernization plans include replacement on an expedited basis the one elevator that services the building.

## **Non-ARRA Funded Modernization Activities**

### **New Central Office: \$14.3 million total construction, \$1.15 million CHA contribution**

The City of Cambridge has appointed CHA to oversee its plans to develop the historic old police station into CHA's administrative offices as well as offices for two City agencies; the Cambridge Multi-Service Center and the Community Learning Center. CHA believes that bringing all of these critical resources under one roof will be a tremendous benefit to the City's low-income community; particularly for households with limited mobility, as the old police station is centrally located and accessible by bus and subway. The CHA will contribute approximately \$1.15 million in capital funds to support the \$14.3 million redevelopment effort. The balance of the cost will be supported by City-issued general revenue bonds.

### **Phase 2 Public Housing Preservation Program: construction cost estimated \$115 million**

A key task for the Planning and Development Department in FY 2012 will be to complete the agency-wide planning process for the properties not part of the Phase 1 PH Preservation Program. The planning process will include an update of CHA's Capital Improvement Plan, and development of a financing plan and schedule.

While undertaking that planning process, the CHA will continue efforts to identify funding for the Phase 2 Preservation Program which is slated to include revitalization of Jefferson Park State, Manning Apartments, Millers River Apartments, and modernization of Jefferson Park Federal and Putnam Gardens. The total construction cost for the revitalization efforts at these three properties alone is estimated to be \$115 million. A potential tool to improve CHA's ability to proceed with the next phase of its Preservation Program could be CHA's on-going initiative to "liberate" public housing assets through a transformation of rental assistance which is described in detail in CHA's FY2011 MTW Plan.

Briefly, the CHA's proposed initiative to "liberate" public housing assets would remove the HUD

Declaration of Trust on a specific public housing development and transform its public housing operating subsidy into a market-based rental subsidy. The combination of these two changes would allow the properties to support long-term debt and would be a key mechanism for the CHA to proceed with the much needed revitalization at Jefferson Park (State), F. J. Manning Apartments and Millers River Apartments, as well as other sites with unfunded modernization needs.

As funding plans develop for the Phase 2 Preservation Program, CHA is very mindful of the disruptive nature that construction activity presents to its residents and neighbors. In accordance with our standard practice, CHA will engage residents during the design and construction planning to ensure resident concerns and needs are identified and addressed. Resident involvement during these phases has always been a tremendous asset as plans and programs are developed. When resident relocation will be required by the construction, CHA will develop with the residents a written relocation plan that will detail the relocation options as well as the associated policies and procedures for implementation. As plans are being finalized, CHA will also meet with our neighbors to review the construction plans and develop mitigation strategies to lessen the impact to the resident community as well as the wider neighborhood.

### **Daniel F. Burns Elevator Rehab/Handicapped Accessibility Upgrade: \$2.75 million construction budget**

The elevators at the 50 Churchill building were fully renovated in FY 2009. Unfortunately, the 30 Churchill building has only one elevator that cannot be taken out of service for an extended period during the required refurbishment. CHA's plans provide for construction of a second, new elevator at 30 Churchill. Space for this new elevator will be carved out from adjacent units. The remaining spaces from these units will be combined with neighboring units to create 8 fully handicapped accessible units. Design plans are nearing completion, and the project will be ready to bid in early 2011. However, given the financial commitments to CHA's construction

projects underway and the uncertainties around the coming federal fiscal year HUD budget, CHA's FY 2012 spending plan currently envisions the work proceeding in FY 2013. The CHA will accelerate this plan if funds are available.

**UDIC Site Drainage Upgrade: \$500,000 construction budget**

A July 2010 flash flood, which damaged fourteen units at the UDIC properties, was caused by deficiencies in the site drainage systems at each location. While temporary changes were made to minimize the risk of a repeat flood, much more extensive improvements to the site drainage system are required to completely mitigate the risk. CHA is planning to fund the improvements with an estimated cost of \$500,000, utilizing a combination of extraordinary maintenance and capital funding as available over FY 2012 and FY 2013.

**Truman Elevator Upgrade: \$600,000 construction budget**

The elevators at Truman Apartments were installed at different times, are from different manufacturers, and do not work in a coordinated fashion. No major improvements have been completed since the elevators were installed in 1970 (for the original elevator) and 1980 (for the second elevator). Interior refurbishment to the elevator cabs is also needed. CHA anticipates this work beginning in FY 2013, once the ARRA-funded heating and ventilation work is completed.

**Masonry Refurbishment at Various Locations: \$1,500,000 construction budget**

Extensive masonry and/or lintel deterioration persists at several CHA properties including Washington Elms, Newtowne Court, and Roosevelt Towers. From FY 2012 through FY 2016, CHA plans to complete additional refurbishment totaling \$1.5 million. The scope of the work includes: repairing and repointing masonry, completing lintel replacement, and applying water-repellent sealant.

**Roof and Building Envelope Improvements at Various Locations: \$600,000 construction budget**

Several CHA properties require roof and/or building envelope improvements, including Linnaean Street, St. Paul's Residence, and Weaver Apartments. In FY 2012 through FY 2016, CHA plans to complete approximately \$600,000 in roof and building envelope work. The scope of work may include: roof replacement, window replacement, exterior door replacement, and siding repairs and repainting.

**Energy Efficiency Improvements at Various Locations: \$525,000 construction budget**

Energy efficiency improvements such as window replacements, heating system upgrades or conversions, water conservation, photovoltaic installations, and the integration of green/sustainable technologies and products can address capital needs and save substantial dollars on the operating side.

CHA will continue using MTW Authority and funding to supplement utility program rebates and weatherization program dollars. The MTW program supports CHA's ability to be an effective and nimble "go-to" partner for local weatherization programs and/or other funders as opportunities rapidly evolve over the course of a fiscal year. Previous examples include supplementary funding for solar installation or co-payments toward heating and lighting upgrades primarily paid for by third party conservation programs or utility incentives.

**Site Improvements at Various Locations: \$350,000 construction budget**

Site improvements, particularly walkway and parking lot repaving, fencing and improved plantings, are required at various CHA properties. The ability to implement site improvements ensure that the "curb appeal" of CHA's properties remains strong.

**Jefferson Park Bathroom Modernization: \$5.9 million construction budget**

The bathrooms at Jefferson Park are nearing the end of their useful life. The bathrooms were last upgraded in 1985, and are showing various problems including missing or broken toilet accessories, damaged or rusting fin tube radiation, damaged walls and ceilings, mildew, and other deficiencies caused by excessive moisture. Plumbing fixtures and fittings are more than two decades old, and require replacement. The five year plan projects proceeding with this work in FY 2014.

**Jefferson Park New Community, Education, Training and Management Facility: \$5.3 million construction budget**

CHA is applying in January 2011 for \$4,347,080 in Capital Fund Education and Training Community Facility (CFCF) Program Funds to assist in the creation of a new community facility at Jefferson Park Apartments (MA 3-21). The new facility will be built

on the current site of the Jefferson Park Community Center and Management Office, which will be demolished to make room for the new building. The new building will provide a permanent location for the following highly successful programs: 1) the Gateways Program; 2) The Work Force; 3) a computer lab that will be utilized by both Gateways and The Work Force and will also make digital literacy instruction available to all Jefferson Park residents; 4) Baby U, a parenting and early literacy development program; and 5) the Cambridge office of the Women, Infants and Children (WIC) program. All of these programs currently operate at Jefferson Park, but in basement spaces which are prone to flooding, cramped and generally not appropriate for these uses. The new, energy efficient, well designed community facility will help ensure that these important programs continue to enhance and improve the lives of the residents of Jefferson Park and provide the opportunity to expand the effectiveness of the CHA's Resident Services by consolidating the programs into a single location.

**New Development Opportunities**

One of the more powerful MTW tools CHA has at its disposal is its ability to act quickly when opportunities to acquire property present themselves without having to await HUD approval to do so. This, coupled with MTW's fungibility has allowed CHA to raise over \$80.9 million to purchase and redevelop three hundred fifty-two housing units in the expensive Cambridge real estate market.

In FY 2012 CHA will continue pursuing creative ways to expand the City's stock of housing for low-income households through the Agency's affiliate nonprofits. Potential new development opportunities are described below.

**Affordable Housing Production**

Despite a very challenging and expensive housing market, CHA is continually exploring opportunities to expand the supply of affordable housing in Cambridge. Such efforts could include purchasing buildable sites, buildings, or even individual units within multifamily buildings. When a financing structure requires historic tax credits, tax-exempt bond financing and/or low-income housing tax credits a non-profit affiliate of the CHA or a limited liability corporation, rather than the CHA itself, makes the purchase. In addition, CHA's new acquisitions have also used funds from the MTW block grant, conventional debt financing from grants, the Commonwealth of Massachusetts, the Federal Home Loan Bank and low interest and/or deferred loans from the Massachusetts Housing Partnership.

During FY 2012, CHA will, through its affiliate organizations, continue the implementation phase of a number of ongoing development efforts. These efforts are summarized below:

- **195 Prospect Street:** CHA's affiliate CAHC, acquired 195 Prospect for future conversion to affordable housing as the first step in a multi-year development effort. Once again in FY 2011, CHA resubmitted a "One Stop" funding application to the Massachusetts Department of Housing and Community Development (DHCD) in September

2010, which if funded, will provide permanent financing and rehabilitation funding for the 20-unit building.

- **YWCA Pool Site:** CAHC continues to retain its option for a 99-year ground lease for the YWCA Pool Site located in Cambridge’s Central Square to redevelop the unused pool site into forty-two units of affordable rental housing. Preliminary design and financial analysis was completed, and the Cambridge Board of Zoning Appeals approved a Comprehensive Permit in July 2008. Unfortunately an abutter appealed causing a significant delay to the project. CHA anticipates a court date early Spring in 2011, after which CAHC anticipates being able to move forward with its development plans. A “One Stop” tax credit application was resubmitted to DHCD in September 2010 in anticipation of CHA’s ability to move forward with the redevelopment plans.

- **78-80 Porter Road:** In April 2009, CAHC acquired 78-80 Porter Road, a 26-unit, 4-story brick walk-up originally constructed in 1906. CAHC is maintaining the current market-rate tenants while Planning and Development staff finalizes modernization and financing plans. As units turnover, CAHC is leasing them to income eligible mobile voucher holders. A “One Stop” tax credit application was submitted to DHCD in September 2010 requesting 9% tax credits and other financing for the project to proceed.

## Energy

CHA’s energy initiative aims to maximize energy conservation programs and technology, including where feasible, renewable energy sources. At the same time CHA plans to create an effective end-user conservation education outreach program.

### Energy Reporting

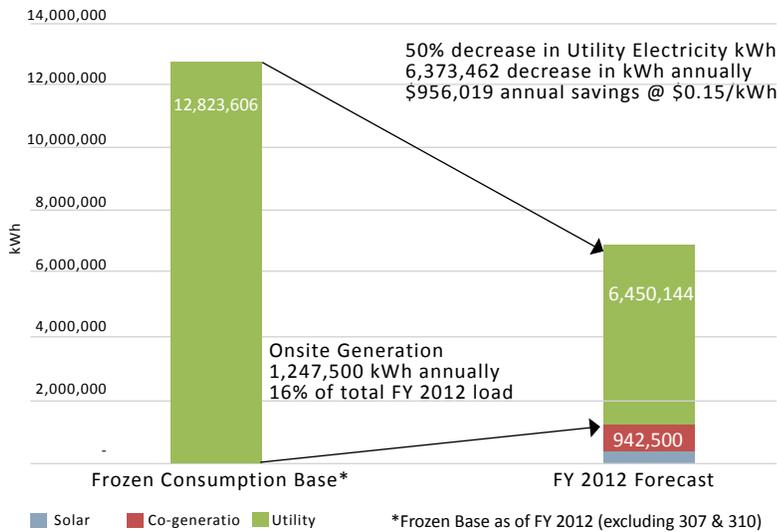
In FY 2009, CHA started the development of an energy reporting system that was fully implemented in FY 2010. This system provides managers and stakeholders with a variety customized reports on key metrics for all CHA properties. CHA is currently researching more advanced monitoring and reporting systems to provide access to “real-time” data, rather than relying on monthly utility billing data or quarterly water data. Real time data will allow CHA to more effectively identify and address building inefficiencies and wasteful behavior. Ultimately, this data, coupled with digital control systems will allow CHA to develop demand response programs (whereby customers are reimbursed for their ability to shed load at peak capacity times) and to purchase electricity via the “day-ahead” market rather than through standard fixed price contracts.

CHA worked throughout FY 2011 to educate residents directly on energy consumption and green technologies. In FY 2012 CHA staff will continue researching various mechanisms to work with the community in a more direct way, such as by providing “energy dashboards” for public distribution. These efforts are being planned with the intention of generating enthusiasm and interest in the output of the solar panels - and green sustainable efforts in general. These efforts will take on added importance in the coming years as CHA’s American Recovery and Reinvestment Act (ARRA) supported energy upgrades are completed at Lincoln Way, Jackson Gardens, Truman, LBJ and Jefferson Park.

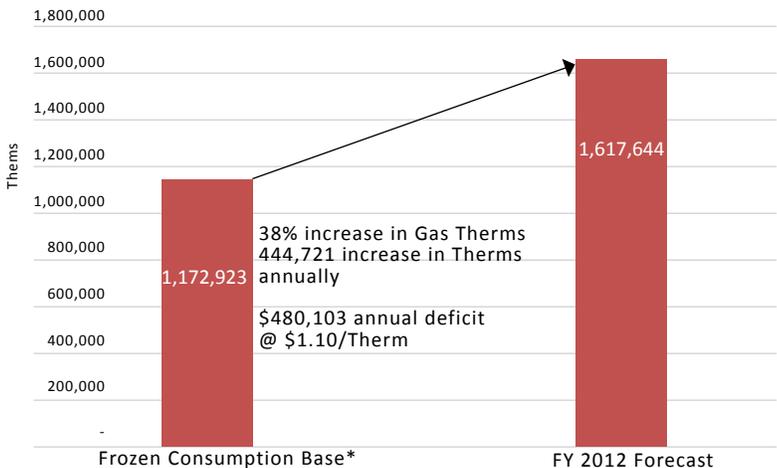
In FY 2012 CHA will also seek opportunities to partner with the local utility and/or suppliers as the region moves toward a digital smart grid, whereby pricing signals are provided to consumers who are then able to adjust energy use in response to various trends. Currently, residential rate payers pay a flat price per energy unit, resulting in higher prices overall. Various different rate structures or “dynamic pricing” pilot studies have been conducted in Maryland, Connecticut, and California to ascertain how low income communities can maximize savings under a dynamic pricing rate structure.

In FY 2012, CHA is projected to consume 50% less electricity, 35% more natural gas, and 25% less water than as compared to our 1999 frozen consumption base.

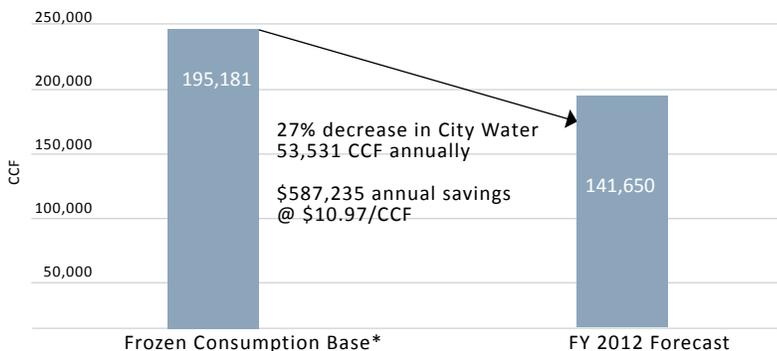
## ELECTRICITY MANAGEMENT



## GAS MANAGEMENT



## WATER MANAGEMENT



CHA will be monitoring this topic carefully for an opportunity to engage in a local pilot study for family public housing or voucher recipients.

## Energy Conservation

The Planning and Development section of this report describes the energy related capital improvements and modernization work scheduled for FY 2012. During FY 2012, CHA's built portfolio will improve dramatically as construction will be completed on properties that received funds through the competitive 2009 ARRA grants. The end result of these construction projects is projected to yield substantial energy and water savings while also increasing the percentage of CHA's onsite energy generation. As the graphs below illustrate, in FY 2012, CHA is projected to consume 50% less electricity, 35% more natural gas, and 25% less water than as compared to our frozen consumption base. CHA continues to shift its energy consumption from electricity to natural gas, a change which has both environmental and economic benefits for the CHA.

Another important aspect of CHA's energy future is our move toward the onsite generation of power. By the end of FY 2012 five CHA properties will host significant solar photovoltaic arrays and three properties will feature combined heat and power (co-gen) facilities.

In total almost 14% of CHA's electricity use will be generated at the properties, rather than delivered by the utility. This shift toward onsite generation results in less congestion on the local utility grid, long-term financial savings for CHA and substantial emissions reductions. When all of the energy upgrades are complete, CHA will be one of the largest producer of solar energy in the City of Cambridge.

## Resident Services

Low-income households are particularly impacted by times of economic decline. This makes access to educational and vocational services particularly important to the households CHA serves. CHA's Resident Services department has become a crucial arm of the agency in assisting residents through programs and services designed to help them reach their full academic and vocational potential.

CHA's Resident Services department has a long track record of providing successful programs to low-income residents and voucher holders. In FY 2012 CHA will extend the reach of its services to even more residents by focusing on providing educational support for preschoolers, middle-and high school students, and adults in tandem with vocational programming for adolescents and adults. CHA expects to serve approximately four hundred and seventy residents and voucher holders through its various programs. The following section provides a brief overview of new resident services initiatives planned for rollout in FY 2012 as well as an update on existing programs and services that will continue operating in the coming fiscal year.

### Construction Job Placement for Residents

Given the significant capital work that CHA is undertaking in the next couple of years, the Resident Services department took on the initiative to coordinate with the Planning and Development department the possible inclusion of residents as workers at the different construction sites.

In late FY 2011 the Resident Services department held a Construction Trades Fair for residents interested in possible openings with CHA contractors. Twelve trade unions had representatives present and provided information related to training and specific job responsibilities to approximately seventy attendees. In FY 2012 CHA will continue efforts to develop relationships with the different trade unions and attempt to connect interested residents to the various apprenticeship programs.

### Section 3 Plan

As construction takes off around the city, CHA is reaffirming its long-term commitment to comply with requirements established by Section 3 of the of the Housing and Urban Development Act of 1968. Section 3 states that the employment and other economic opportunities created by Federal financial assistance for housing and community development programs should, when possible, be directed toward low-income persons, particularly to recipients of government assistance for housing. To that end CHA is re-writing its Section 3 Plan.

### Pursue New Funding Sources

In FY 2012 the Resident Services department plans to design strategies for securing new funding sources for its programs, especially for the Work Force program. The department will focus on redesigning its foundation grant approach and reestablish its routine grant proposal submissions. Direct efforts to include a line item in the State budget, however have been postponed temporarily due to the ongoing state budget crisis. Nonetheless, the issue is being kept alive with local legislators through continuous outreach to members of the consortium of housing authorities organized by CHA to keep resident services on the state legislature's radar.

## Mentoring Program for Middle-School Children

The Resident Services department will establish a mentoring program for middle-age children 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.

DREAM provides a comprehensive long-term mentoring service to children. Mentors work not only with the children but also focus on building relationships with the children's families, especially their parents, in order to help children achieve their full potential.

DREAM is unique among mentoring programs in two specific ways. First, it recruits college students as freshmen and requires them to commit to the program for four years. Second, DREAM requires that during their senior year, students secure and introduce into their mentoring relationship a new freshman mentor. In this way, the program can offer children a much longer and more consistent relationship than is typical. Beyond that, DREAM has developed what it calls a "Village Mentoring" approach which targets its efforts in specific communities and supplements one-on-one mentoring with group activities among its participants. Such activities expose children to experiences which broaden their horizons and open new doors of opportunity.

The program is focusing its efforts initially at the Putnam Gardens family development because that is a somewhat isolated development with no on-site services. Recruitment of mentors began in September, 2010 and mentees were recruited in October, with a goal of establishing 8 – 12 relationships during the current academic year.

CHA used its fungibility under MTW to fund \$15,000 to support this innovative mentoring program.

In FY 2012 the Resident Services department will also continue managing and delivering the following programs:

## The Work Force

### Expansion of the Work Force

The Resident Services department is currently preparing a revised proposal to the Cambridge Superintendent of Schools for a fourth Work Force site at the local high school. This proposal will provide the Superintendent with more quantitative information about the performance improvements that the Work Force has accomplished in the past two decades. CHA expects to reach a favorable outcome with the Superintendent before the beginning of the next academic year.

### Work Force Program Alumni Support

In FY 2010 CHA's Resident Services department started the College Success program to offer support to Work Force alumni in completing their post-secondary education. This program will continue in FY 2012 as the CHA continues efforts to promote college retention among Work Force alumni.

The College Success program was initially designed to offer case management services to alumni enrolled in 2- or 4-year college degree programs. However, a fundraising campaign targeting local and national foundations was unsuccessful in raising the requisite funding. As a consequence, the anticipated additional staff could not be hired and the program is attempting to implement a less ambitious set of activities by stretching its existing resources.

Work Force staff maintains contact with all 2009 and 2010 Work Force graduates attending college (over 95% of all program graduates) and, as problems and issues arise for them, staff are assisting them in acquiring the needed

DREAM provides a comprehensive long-term mentoring service to children. Mentors work not only with the children but also focus on building relationships with the children's families, especially their parents, in order to help children achieve their full potential.

support services from their schools. In addition, special alumni get-togethers are planned for school vacations and alumni are being invited back to share with current Work Force students their experiences in adapting to a college environment.

Over the longer term, staff are tracking alumni and conducting research to determine which colleges provide the healthiest and most responsive environment for first generation, minority students. As that data is collected, staff will encourage students to apply to those colleges and will seek to develop cadres of Work Force alumni at those schools, creating a mutual, self-sustaining support network.

Lastly, the Work Force life skills curriculum is being reviewed and completely overhauled by program staff. Issues such as time management and self-advocacy, which have been reported by alumni to be major stumbling blocks, are receiving more attention as the curriculum is revised. This review will continue throughout FY 2012 and small changes will be implemented in this academic year.

### **Educational Services**

In addition to the successful Work Force afterschool program, CHA manages several other programs that focus on providing the necessary tools for adults to expand their educational and vocational skills. In FY 2012 CHA will continue operating the following educational programs and services, funding permitted:

- Computer Centers: thanks to the funds awarded by the American Recovery and Reinvestment Act through the Broadband Technology Opportunities Program, 3 computer centers will be opening to residents in FY 2012, including a new center at Roosevelt Towers, which opened in late 2010.
- CHA/Cambridge Employment Program: vocational case management, career counseling, job preparation, career skills development, job placement and follow-up assistance to residents through the Cambridge Office of Workforce Development.
- Gateways Adult Literacy: provides English language classes (ESOL) and language-enhanced computer classes.
- Bridge-to-College: provides individual counseling and classroom instruction to high school graduated and GED holders who are not academically prepared for college level coursework. Every program graduate who matriculates at, and remains enrolled in two- or four-year colleges receives a \$1,000 scholarship thanks to the commitment from a private foundation.

### **Childcare and Healthcare Services for Families**

CHA believes that contributing to the wellbeing of the residents it serves is an important element to the success of its housing programs. In FY 2012 the Resident Services department will continue working with multiple partners to ensure that families and children have access to programs that assist them in living healthy lives. CHA will continue the following childcare and healthcare services and programs in FY 2012, funding permitted:

- Baby U, offering an 18-week parent education program in collaboration with local service agencies
- Parents ROCK (Reading on Computers with Kids), an early literacy program for children up to 8 years old and their parents or other caretakers. This program works in conjunction with the Pathways to Family Success self-sufficiency program
- WIC (Women, Infant, & Children) Nutrition Program at Jefferson Park
- Head Start programs at Jefferson Park, Roosevelt Towers, and Washington Elms/Newtowne Court
- Youth recreation and education program with West Cambridge Youth Center in close proximity to Corcoran Park
- Recreational activities with the Boy's and Girls Clubs at the Windsor Street Community Building, adjacent to Washington Elms/Newtowne Court
- Outpatient healthcare services at Windsor Street

## Elder Services

CHA will continue its commitment to providing elderly residents with services that enhance their quality of life. These are some of the services that will be offered in FY 2012:

### Service Coordination Program

The Cambridge Housing Authority contracts with CASCAP, Inc. for service coordination services provided through licensed social workers at our senior/disabled developments. CHA has also contracted with CASCAP for a part-time service coordinator to provide services to senior and disabled residents at Washington Elms/Newtowne Court, the two largest family developments. The purpose of the service coordination program is to provide residents with support service and referrals to other service providers in order to assist residents in managing the daily demands of living independently as they age in place.

Service Coordinators also plan activities and trips, host coffee hours and informational sessions and celebrate birthdays. Each property manager also allocates funds within the development budget to provide some form of social event(s) or activity(ies) in recognition of the residents' need for socialization. Currently CHA has 4 full-time and 2 part-time service coordinators.

### Cambridge Health Alliance / Elder Service Plan (ESP) PACE Program

As an aging in place initiative, the Cambridge Health Alliance's Elder Service Plan, in partnership with CHA, provides a special health care and supportive services program for senior and disabled persons who are at least 55 years old and who need ongoing assistance in two or more daily activities, i.e. bathing, dressing toileting, transferring. There are special floors designated in senior buildings where this program is operated. Any client of the PACE Program must receive his or her primary care from a PACE Program physician. On the specially designated floors, there is a 24 hour per day service provider presence. Visiting nurses, home health aides, homemakers and other service providers come and go as needed throughout the day. However, there is always someone assigned to work on the floor, who is able to respond to emergencies. These services are free of charge to clients below a certain income level, and those above prescribed income threshold are required to spend down. The CHA sites that offer this program are listed in the highlighted box to the right.

#### Putnam School Apartments

9 single rooms with shared bathroom, kitchen and lounge facilities set up as three three-bedroom apartments;

#### John F. Kennedy Apartments

25 one-bedroom apartments with private kitchen and bath with an option for a meal program available to all residents of the building;

#### Millers River Apartments

14 standard studio apartments and 2 wheelchair accessible studio apartments with private kitchen and bath;

#### Lyndon B. Johnson Apts.

18 standard studio apartments and 2 accessible studio apartments.

**TOTAL: 66 Units**

### SCES Supportive Living Program

Somerville Cambridge Elder Services (SCES) conducts a supportive living program at Manning Apartments, in which it treats the building as its client. A team of service providers are assigned to the building to provide visiting nurse care, home health and personal care, homemaking services, for heavy chore as needed, laundry, and shopping services to the residents who are SCES clients. A sliding scale fee for private payers may be applied according to income. At times one-time services may be provided to residents of the building who are not SCES clients.

### **SCES Supportive Services Program**

At Millers River the Somerville Cambridge Elder Services (SCES) provides services a scaled down version of the services provided at Manning Apartments. Again, similar services are provided to clients within the Millers River building on an individual basis for those who are enrolled in the program. At Millers River where there is a notable Portuguese and Haitian population, translation and interpreting services are offered to residents by outreach workers in Portuguese and Haitian Creole.

In addition, SCES maintains a respite apartment at Millers River that is utilized for short-term respite care for SCES clients, whether a current resident of the building or not, to recuperate from illness for a short period of time during which increased services and attention may be required.

### **Accessibility Upgrades**

#### **Lyndon B. Johnson Apartments**

LBJ Apartments is currently undergoing comprehensive modernization which will include an increased number of accessible units, step-in showers in 75% of the standard units, new windows that are easily operable and weather tight, new building envelope, and more accessible kitchen features. There will also be central air conditioning in all the units.

#### **Burns Apartments**

Burns Apartments currently has 3 elevators: one in one building and two in the other. In the coming year a second elevator will be constructed in the building that currently only has one. This will minimize the likelihood of a crisis situation that might develop for some residents in a senior building when the only available elevator is under repair. In addition to the new elevator, six additional accessible apartments will be created in the development to meet the changing needs of residents as they age in place.

#### **Reasonable Accommodation Policy**

The CHA has a reasonable accommodation policy which enables any disabled resident to make a request for reasonable accommodation based on a need associated with the disability. Such accommodations also assist residents who are disabled to continue living independently with the Housing Authority's portfolio. In FY2012 CHA will have completed a major revision of its Reasonable Accommodations policies, procedures and forms with the assistance of an outside Reasonable Accommodations expert.

### **Other Services and Programs**

#### **Alliance of Cambridge Tenants (ACT)**

CHA spent the last fiscal year working with members of ACT on the drafting of a Memorandum of Understanding (MOU), which formalizes the relationship between CHA and ACT. CHA finished negotiations and expects to bring the MOU to the board of commissioners by the end of January 2011.

#### **CHA Tenant Organization Recognition Policy**

The Resident Services Department will work with local tenant councils and ACT in FY 2012 to develop a plan for revisions to the CHA Tenant Organization Recognition Policy which will better serve our local needs. Using its MTW authority CHA intends to make revisions that will include approaches that differ from 24 CFR Part 964. The CHA expects to detail this new initiative, including the development of baselines and benchmarks, outcomes and metrics for measurement in the agency's FY 2013 MTW Plan.



## Long-Term MTW Plan

In last year's MTW Plan CHA outlined our vision for the coming decade. Broad in scope, the Agency's goals include modernizing the entire public housing stock, pushing forward with additional program reforms and new program designs, and expanding resident service programs for elderly, disabled and family residents and voucher holders. As evidenced by the progress detailed in CHA's FY 2010 MTW Report and outlined in the pages of this Plan, CHA is making great strides towards transforming our long-term vision into action and accomplishment.

As new participant driven economic empowerment programs like the Family Opportunity Subsidy (FOS) and Career Family Opportunity Cambridge (CFOC) begin taking off, and our expansive redevelopment efforts start to bear fruit, a new path reveals itself. Within the context of CHA's long-term vision, CHA is thinking about our physical assets not just as stable places for low-income households to call home, but as bricks and mortar home for CHA's innovative approaches to fostering economic independence amongst residents and voucher holders.

In the past, CHA's program design and capital efforts have progressed independent of one another. Ideas for new programs are typically developed amongst program staff, partners and later vetted with the broader Cambridge community. Similarly, capital planning takes place primarily amongst Planning and Development staff with the help of architects and engineers, and then later brought to the community through the public planning and permitting process.

In each area CHA is blazing new ground; our redevelopment campaign is moving ahead at breakneck speed and leading the Agency in new and exciting directions in terms of financing, design, and management. On the program side, CHA is forging partnerships with best-in-class service providers and using our MTW flexibility to think very differently about how best to realize the seemingly unattainable goal of moving extremely low-income families – in the case of FOS, homeless families – from deep dependency on transfer payments and housing assistance to permanent, economic independence.

Yet to date CHA has done little to bring these efforts together to explore their potential and effectiveness. On the program side, CHA has never taken the location of participants' homes, or their supportive services into its MTW program designs. While Crittenton Women's Union program staff uses the Pisani Center at Washington Elms as a base of operations and place for participants to meet, Pisani does not offer meeting space or educational resources specifically designed to help CFOC families stay focused and be successful. Similarly, FOS participants – many on their own for the first time in years - are scattered around the City with no central location in which to meet, learn and socialize.

On the capital side, CHA has never designed, developed or redeveloped an entire building

(or buildings) with a specialized MTW subsidy program (or programs) and population in mind; doing so would mark a significant milestone in the maturation of CHA’s MTW program. While the idea of designing spaces to cater to specific programs and populations is not new, doing so to meet Cambridge-specific programs would be. CHA believes that designing program-specific sites, inclusive of not just housing but of spaces for program staff, classrooms and other resources may bring financial supporters to the table who are not traditionally inclined to contribute towards, or invest in affordable housing.

This notion of spaces redesigned to meet the specific requirements and needs of CHA’s various self-sufficiency programs would benefit participants and CHA’s partners by centralizing housing, educational and administrative resources into “campuses”. Simultaneously, designing these locations to meet the needs of our most vulnerable participants may help attract funding and operational support that is not typically provided to Housing Authorities.

As this “campus” idea begins to be fleshed out over the coming years, CHA down will begin focusing on sites within the existing portfolio that are ripe for redevelopment and lend themselves – physically, financially and geographically – to being redeveloped as “Campuses”. Simultaneously, CHA will begin discussing with current and potential partners how programs like FOS and CFOC might benefit from being reframed within the context of place-based service models.

Experience tells us that this idea will take CHA down many unforeseen twists and turns on its way from drawing board to reality. Lessons learned over the years will help keep us focused, and outcome-oriented. We believe that at the core of program design and capital development there may lay a new approach to economic empowerment, and self-determination; one that incorporates program and physical space in ways that foster growth, encourage self-determination and lead to success.



## Proposed MTW Activities

As described in the Introduction, CHA has no new MTW initiatives planned for FY 2012.





## Ongoing MTW Activities

In the past decade CHA has engaged in various groundbreaking initiatives only possible thanks to its participation in the MTW program. A comprehensive list of all ongoing MTW activities can be found at the end of this chapter. The following narrative provides updates on a few noteworthy MTW activities.

CHA does not anticipate making any changes to these ongoing activities that would require any modifications related to the authorization in Attachment C of the Restated and Amended Agreement MTW Agreement. CHA will provide a more detailed activities matrix with metrics and outcomes in its FY 2011 Annual Report.

### Public Housing Management and Operations

#### Rent Simplification

In FY 2012 CHA will be entering its third cycle of biennial recertifications in its innovative Rent Simplification Program (RSP). Since FY 2007, CHA residents in the federal public housing program have been paying rents based on a simple rent chart that is broken down by bedroom size in \$2,500 income bands. Instead of paying a strict 30% of their income toward rent, they can increase their income within their respective income bands and not have to report their income increase (every time it goes up) and subsequently have their rents adjusted. Under RSP residents are only required to recertify their incomes every two years. The logic behind this policy is to encourage residents to seek higher paying jobs, save money and become more economically independent.

Thus far, CHA has seen encouraging data in the transition households group, meaning households that were CHA residents before RSP was implemented and who continue to reside in CHA's federal properties. From 2005, the year before RSP was introduced, to early 2010, transition households relying solely on wage income showed a promising increase in average income of 28.06%, from \$26,262 to \$33,631. While 21 out of 62 households that reported no income at all in 2005 reported an average of \$21,433 in wage income. Updated figures for FY 2011 will be available in CHA's FY 2011 MTW Annual Plan to be published in the FY 2011 MTW Annual Report.

In FY 2012 CHA will be adding more households to its federal public housing program as a result of the federalization of almost the entire state public housing portfolio. These changes to the federal public housing portfolio require CHA to recertify residents at these formerly state public housing developments as well as new applicants using RSP rules. For units in properties that are to become tax-credit, such as Lincoln Way and Jackson Gardens, tax-credit regulations will be used to calculate rent. This is an unfortunate downside to the use of tax-credits as a funding mechanism for construction and modernization efforts, as CHA believes that Rent Simplification is a superior way of calculating rent. Over time, however these additional households in the federal program will provide valuable data on RSP's efficacy and outcomes.

Throughout FY 2011 CHA routinely met with residents in properties affected by federalization to explain issues related specifically to federal public housing including; Community Service requirements, Rent Simplification, and the federal lease addenda concerning “one strike” and special provisions under the MTW program. Into FY 2012 CHA will continue conducting resident training programs specifically on the Rent Simplification Program. All residents will be moved to the new rent system no later than the beginning of FY 2012.

To assure a smooth transition, residents in the larger state developments will be placed in a random two-year cycle, based on either an auto calculated rent using rent simplification criteria or a manual certification so that the number of residents requiring a biennial recertification each year will be evenly divided. This implementation system was used when RSP was first rolled out across the federal portfolio in 2006. Also as was the case when RSP was first rolled out, there will be a two-year transition period for any resident whose rent will increase by more than \$100 as the result of federalization.

This initiative was approved and implemented in FY 2006.

### **Minimum Rents**

In FY 2009 CHA introduced a flat \$50 minimum rent for households reporting \$0 income, for up to twelve months. This policy was implemented in lieu of the \$0 rent for 90 days policy previously used. After the twelve-month period, households had their rents calculated according to the third income band on the rent schedule. For elderly/disabled households this meant a significant rent increase in comparison to the family households. For example for a 1BR households in the elderly developments the rent went from \$50 to \$125, while in the family developments it only increased from \$50 to \$66 or \$88 according to the specific development.

In FY 2010 CHA modified the elderly/disabled rent schedule to ease the transition from minimum rent for elderly and disabled households. Today these households come out of minimum rent to the second income band rent, which is a more reasonable rent increase, paying only \$63 instead of \$125. CHA will keep this revised minimum rent policy in place through FY 2012 and well into the foreseeable future.

This initiative was approved and implemented in FY2006. It was further modified and approved in FY 2009.

### **Mixed-Family Rent Formula (for families with mixed immigration status)**

In FY 2011 CHA adjusted the mixed household rent schedule so that rents are set at 10% higher than rents in the rent schedules for households without a mixed immigration status. This change was made to lessen the rent burden for mixed-households that previously paid rents based on 40% of the lower-end of each income band set in regular rent schedules.

Currently there are only twenty nine households that have their rents calculated using the mixed-family rent schedules. CHA expects that in FY 2012 this new approach will continue mitigating the impact the transition from state to federal housing is having on mixed families living in previously state subsidized properties.

This initiative was approved and implemented in FY 2009. It was further modified and approved in FY 2011.

### **Ceiling Rents**

As memorialized in the new MTW ACOP, each year CHA will apply HUD’s Operating Cost Adjustment Factor (OCAF) to ceiling rents in all federal public housing developments. CHA believes that the OCAF is an appropriate indicator of the increased cost of operating and managing low income housing from year to year.

This initiative was approved and implemented in FY 2006. It was further modified and approved in FY 2009.

### **Lower eligible senior age from 60 to 58**

Applicants who are between 58 and 59 years old are now eligible to be housed at elderly/disabled designated housing. This change in eligibility age allowed near-elderly applicants to be housed relatively faster than they would otherwise have if they remained on the family waiting lists. In FY 2012 the Operations department will continue contacting applicants on the family one bedroom waiting list who are 58-59 years old to inform them of their opportunity to apply for elderly/disabled housing.

## **Local Leased Housing**

### **Career Family Opportunity Cambridge (CFOC) Program**

The Career Family Opportunity Cambridge (CFOC) program was launched in mid- FY 2011. The program is managed in conjunction with Crittenton Women’s Union (CWU), a Boston-based non-profit with a successful history of providing support to low-income women.

The CFOC program allows for a continuous comprehensive support system lasting over 60 months that includes peer support, education and training programs, and individual case management. Participants develop a career path and receive cash rewards for accomplishing established goals. At the same time, monetary incentives are in place for participants to regularly contribute to an unrestricted emergency fund. These savings are matched at a 1:1 ratio in early years, with the ration increasing over time.

CHA manages the housing component of this program and provides the necessary funding to administer the self-sufficiency, incentive payments, and matched savings components. In FY 2011 CHA opened the program up to ten voucher holders and ten Washington Elms/ Newtowne Court residents. CHA and CWU expect to have all twenty participant slots filled by the close of FY 2012.

More detailed information on the design and eligibility requirements for this program will be published in CHA’s FY 2011 Annual Report during the Summer of 2011.

This initiative was approved and implemented in FY 2011.

The CFOC program allows for a continuous comprehensive support system over 60 months that includes peer support, education and training programs, and individual case management.

### **Family Opportunity Subsidy Program (FOS)**

The Family Opportunity Subsidy Program will enter its second year of operation in FY 2012. Heading Home, Inc., the local service provider responsible for recruiting and managing the service side of the program has successfully placed 35 households in the first stage of the program and 30 of these households are using a sponsor-based voucher. These households were living in a transitional housing unit funded by the Department of Housing and Community Development (DHCD) and decided to participate in the COMPASS Community College Collaborative program instead of performing the required 30 hours of community services to meet DHCD’s program requirements.

Through the COMPASS Community College Collaborative, these households completed an intensive education program for 10 to 12 weeks full-time, and began an internship or found employment. CHA is currently certifying these households for their transition to the second stage of the program, wherein they will receive a sponsor-

based voucher through Heading Home, Inc. and open an interest earning account in which they are required to save between \$20 and \$50 per month. These households will have their savings matched.

Once the successful households complete a minimum of six months part-time employment period (20 hours/week) and have satisfactorily complied with all other program requirements, the households will be offered a Family Opportunity Subsidy (FOS). The FOS payments will be made directly to the tenant via direct deposit and will decline over the program's nine-year span. The tenant is responsible for paying the full monthly rent to the landlord.

As described in the program description, in FY 2012 CHA expects to review and update the subsidy value amount to better reflect the high costs of the Cambridge rental market. Through this innovative program CHA hopes to assist residents achieve permanent economic independence by helping provide them with the stability and necessary skills to manage their housing costs effectively. More detailed information about the components and regulations for this program can be found in Appendix 5 of CHA's MTW FY2010 Annual Report.

This initiative was approved in FY 2010 and implemented in FY 2011.

### **Sponsor-based Program**

In FY 2011 CHA expanded the number of vouchers allocated to service providers under its Sponsor-based program to 59. CHA currently assists hard-to-house households through 7 local service providers who use the vouchers to rent units in and around Cambridge. This program allows households to be placed in a stable housing environment while receiving supportive services. Through this program CHA is able to assist more than one household per voucher issued, as more than one household at a time is housed with sponsor-based funds.

In FY 2012 CHA plans to once again expand the number of vouchers allocated to this successful program, while also adding new sponsors to the program.

This initiative was approved and implemented in FY 2008.

### **New Administrative Plan**

CHA planned on completing drafting and beginning implementation of a new Administrative Plan for Leased Housing in FY 2011. At the end of FY 2010 senior staff completed the first round of revisions to a working draft and had been working on streamlining the document to better address voucher holder's needs. Policy issues such as income calculations, deductions and possible alignment of other policies to the Federal Public Housing Rent Simplification Program, are still being discussed internally and will be discussed with the community once the fully redrafted Administrative Plan is completed.

The Leased Housing department is leading this initiative and expects to share a draft with ACT and advocates before the end of FY 2011. The implementation of the document however is not expected before mid FY 2012.

This initiative was proposed and approved in FY 2006.

### **Massachusetts Rental Voucher Program Preservation**

For years the Massachusetts Rental Voucher Program (MRVP) has not responded to the increase in local rental costs, especially in Cambridge. Thanks to the fungibility allowed under MTW, CHA is able to increase funding for the MRVP program, allowing approximately ten families to remain in apartments that would otherwise be unaffordable. CHA was able to bring the payment standards in the state program up to those in the federal program. CHA contributed \$24,979 in FY 2011 to stabilize the MRVP program and plans on allocating approximately \$56,000 in FY 2012.

This initiative was approved and implemented in FY 2001.

## Revision to Rent Reasonableness, HQS Protocols and Rent Setting

In FY 2002 and 2008, CHA made changes to the methodologies used for determining Payment Standards, determining Rent Reasonableness and conducting Housing Quality Standard inspections. CHA is continually evaluating all facets of these business processes to identify and exploit opportunities for reducing administrative costs without adversely impacting the quality of housing rented by MTW voucher program participants.

In FY 2010 CHA began using real-time market data provided by an outside firm to establish rent reasonableness at lease-up and in response to rent increase requests. Not surprisingly, the market data supported CHA's supposition that the vast majority of rents paid for subsidized units were well below market rents for similar units in Cambridge. In FY 2012 CHA will use this data to further refine the rent reasonableness procedure to simplify the process, thereby reducing the time it takes inspectors to complete rent reasonableness certifications.

Additionally, in FY 2012 CHA will continue to set its own Payment Standards using actual Cambridge market data, rather than HUD's Fair Market Rents as HUD's Fair Market Rents are determined using data from around metropolitan Boston, rather than Cambridge. Cambridge rents are considerably higher on average than rents in almost any area of metropolitan Boston; therefore HUD's Fair market Rents are typically 20% - 30% below the Payment Standards CHA uses for Cambridge.

This initiative was approved and implemented in FY 2009. It was further modified and approved in FY 2010.

### Outside evaluators

CHA is committed to evaluating the impact and effectiveness of its MTW programs whenever appropriate and financially feasible; especially when the initiatives depart significantly from HUD methodologies for determining eligibility, income, continued participation or subsidy allocation. As of this writing CHA is engaged in the following evaluation projects:

#### The Family Opportunity Subsidy Program (FOS)

Elements of the FOS program are being evaluated by Dennis Culhane at the University of Pennsylvania. Dr. Culhane is not looking exclusively at FOS, but is including FOS as part of a larger research project.

#### Career Family Opportunity Cambridge Program (CFOC)

Elements of CFOC are being evaluated independently by researchers from Brandeis University and Boston College as part of two larger studies of Crittenton Women's Union Career Family Opportunity program in South Boston and Cambridge. Of particular interest to CHA will be findings related to our Return on Investment Theory detailed in the CFOC program description provided in the FY 2011 MTW Annual Plan.

#### Harvard Kennedy School Research Projects

As of this writing, three groups of Kennedy School graduate students are conducting research projects at CHA. One group is researching the CFOC program and evaluating the benchmarks and metrics CHA established for the program in the FY 2011 MTW Annual Plan to determine whether or not there are different or additional program elements CHA should include in its measurements of the program.

The second group is looking at CHA's capital efforts and the correlate changes in the portfolio's make-up in an effort to make recommendations on how the Agency might be reorganized to more effectively address the repositioned portfolio's operational, regulatory and fiduciary obligations.

The third group is attempting to quantify and monetize each step in the process of issuing an MTW voucher from processing an application through lease-up. This information will be critical to future CHA efforts to streamline parts of this difficult and expensive process.

## Other on-going MTW Initiatives

### All Fiscal Years

**Increase number of households served:** currently serving 5,147 households in all programs. 2,417 in Public Housing programs and 2,730 in Leased Housing programs. CHA serves about 742 more households thanks to the MTW program. In FY 1999 CHA only served approximately 3,179 households, now 3,921 households in the MTW public housing and leased housing programs.

**Expand supply of permanently affordable housing:** 352 units were acquired or built with \$12 million MTW funds and \$68.9 million non-MTW funds.

**Expand supply of affordable housing through acquisition of condominiums:** 37 condos were acquired or built with \$6 million MTW funds and \$7.5 million non-MTW funds.

**Use fungibility to create single block grant:** in FY 2012 CHA allocated a total of \$5,515,425 for activities funded through the Block Grant.

**Develop and implement locally determined Total Development Cost policies:** pending possible application of MTW authority as CHA engages in 10-year Capital effort.

### FY 2000

**12 month exclusion for wage income for SSI, SSM, EAEDC and Veteran's Disability recipients that started to work:** There are currently three participants in the Leased Housing Program that benefit from this initiative. CHA will continue offering this incentive to all eligible voucher holders at least until the new Administrative Plan is complete.

**Allow tenants to pay over 40% of their income for rent if they request and demonstrate solvency:** There are currently approximately 25 households that are paying over 40% of their income toward rent. This initiative will continue in FY 2012 as it allows participants the possibility of renting units

that may offer them an improved lifestyle.

**Implement vacancy and damage payments:** since FY 2002 CHA has made approximately \$97,925 in vacancy and damage payments to landlords and owners. CHA will continue this practice and expects to retain and attract new owners to the program thanks to initiatives like this one.

### FY 2001

**Implement Local Project Based leasing program:** CHA continues to run a local Project Based leasing program. A revision of the program is scheduled for FY 2012.

**Request for regulatory relief for Mixed Finance:** Even with it's Liberating Assets initiative approved, CHA continues to request regulatory relief for mixed-finance as a tool for future acquisition, development, or modernization projects.

### FY 2002

**Implementation of locally determined Annual Adjustment Factors, and establish 120% exception rents:** In cases of Reasonable Accommodation CHA allows exception rents greater than 120% of the payment standard. In FY 2012 will consider another increase of the AAF.

**FY 2003** no new initiatives

**FY 2004** no new initiatives

**FY 2005** no new initiatives

### FY 2006

Rent Simplification and other rent initiatives, such as ceiling rents, minimum rents, etc. already described earlier in this chapter.

### FY 2007

**Redesign Local Leased Housing program including review of alternative subsidy approaches:** Three pilot programs were designed under this initiative.

The Sponsor-based voucher program established in FY 2008, the Family Subsidy Opportunity program implemented in FY 2010, and more recently the Cambridge Career Family Opportunity program that was launched in FY 2011. CHA will continue exploring other changes to its regular voucher program or to these pilot programs to address the needs of the community its serves in the best way possible.

### **FY 2008**

**Implement revised Project Based vouchers (up to 40) in cooperative effort w/ City's Housing Trust Fund:** At the end of FY 2010 CHA committed 54 vouchers to three private owners that obtained funding from the City's Affordable Housing Trust. CHA allocated the full amount estimated then (\$1.4 million). CHA will continue to keep this initiative in the coming years and evaluate projects as they arise.

**Create MTW transfer category as part of new ACOP and Admin. Plan:** This initiative will continue in FY 2012. So far in FY 2011 only one transfer was completed from the Housing Choice Voucher program to the Elderly Public Housing program. Last fiscal year eight transfers were completed.

**Implement new inspections protocol:** This initiative is ongoing and has been refined several times since initial implementation.

**Align income deductions with Federal Public Housing Rent Simplification deductions:** Pending implementation. This initiative is currently being considered under the Admin. Plan revision.

**Change income calculation to allow use of prior year income:** Pending implementation. This initiative is currently being considered under the Admin. Plan revision.

**Implement recertifications every two or three years for Elderly/Disabled households:** Pending implementation. This initiative is currently being considered under the Admin. Plan revision.

**Implement recertifications every two years for households living in Project Based units:** Pending implementation. This initiative is currently being considered under the Admin. Plan revision.

### **FY 2009**

**Mixed family rent formula for families with mixed immigration status and implementation of ceiling rents increases indexed to HUD's Operating Cost Adjustment Factor (OCAF).** These initiatives are in place and an update is given earlier in this chapter.

### **FY 2010**

**Integrate near elderly (58-59yrs old) into elderly sites waiting lists:** This initiative is ongoing. CHA plans to continue offering near elderly households the possibility to apply to elderly/disabled properties. In FY 2009 CHA utilized MTW authority to change the age eligibility for senior housing from 60 to 58 years old.

### **FY 2011**

**Expiring Use Preservation Program:** there are two Preservation Agreements in place that will ensure the long-term affordability of 216 units: 116 at Inman Square Apartments and 123 at Cambridge Court.

**Liberating Assets:** CHA received approval for this initiative in late December 2010. CHA will begin financial modeling in early calendar year 2011, with hopes of having financing/redevelopment proposals for several projects ready for discussion with HUD in the summer of 2011.





## Sources and Uses of Funding

### **Budget Assumptions**

Under the MTW program, CHA receives three main sources of funding, the public housing operating subsidy and leased housing program subsidy based on a formula established by the 1999 MTW agreement, and an annual amount of Federal Capital Fund budget authority. FY 2012 budgets have generally been prepared in accordance with asset management guidelines. CHA prepares a Local Asset Management Plan that notes most differences between CHA practice under MTW and HUD requirements under asset management. That Plan is provided in Appendix 4 of this Plan. The FY 2012 plan year for public housing operations is budgeted at a 96% proration of HUD subsidy. HCV funding is estimated at 97% of HUD subsidy. As of this writing, all Federal program sources are funded under a continuing resolution, so final funding levels for CHA's current FY2011 are still uncertain. This situation has made it very difficult for CHA to plan, estimate impact and set budget and expense levels for FY 2012, consequently, we expect that should Federal funding swing lower, the sources and uses presented here will need to be revised. Additionally, CHA may need to use reserve funding to offset possible reductions and that would mean that capital work in FY 2012 and perhaps other years would be deferred or eliminated altogether.

CHA currently has one non-competitive ARRA formula grant and 4 competitive ARRA grants. CHA expects to spend a total of \$6,709,148 from these various ARRA grants. In FY 2012, CHA has plans to spend \$3,746,583 of its Block Grant Funds on capital projects. A detailed description of the large modernization projects and small capital projects is provided in the Capital Program chapter of this Plan. CHA is using its MTW flexibility to meet its local needs and maintains a global focus on its various programs.

## MOVING TO WORK FUNDS

	Federal Public Housing*	MTW Housing Choice Vouchers	Capital/MTW Funds	Total MTW Funds
<b>SOURCES</b>				
Operating Receipts	9,961,970	52,400		10,014,370
HUD Grants	10,734,401	33,912,801	6,083,000	50,730,202
Reserves spent	300,000	350,000		650,000
<b>Total Sources</b>	<b>20,996,371</b>	<b>34,315,201</b>	<b>6,083,000</b>	<b>61,394,572</b>
<b>USES</b>				
Administrative	5,996,485	2,589,192	470,000	9,055,677
Tenant Services	562,220	257,821		820,041
Maintenance Labor	2,426,690			2,426,690
Materials/Supplies, Contract Costs	4,336,174			4,336,174
General Expenses	2,941,225	348,716		3,289,941
Rent Payments		27,638,708		27,638,708
Utilities	4,535,666			4,535,666
Extraordinary Maintenance/Non-Routine	171,000			171,000
<b>Total operating Expenses</b>	<b>20,969,460</b>	<b>30,834,437</b>	<b>470,000</b>	<b>52,273,897</b>
Capital Improvements	1,554,453	0	5,613,000	7,167,453
<b>Total Expenses</b>	<b>22,523,913</b>	<b>30,834,437</b>	<b>6,083,000</b>	<b>59,441,350</b>
Operating Transfers Out	0	3,400,000	0	3,400,000
<b>Total Expenses</b>	<b>22,523,913</b>	<b>34,234,437</b>	<b>6,083,000</b>	<b>62,841,350</b>
<b>Net Income (Deficit)</b>	<b>(1,527,542)**</b>	<b>80,764</b>	<b>0</b>	<b>(1,446,778)</b>

\*Subsidy prorated at 96%, pending receipt of final funding notice

\*\* Covered by existing capital reserve at the properties

## OTHER FEDERAL FUNDS

In addition to MTW funds, CHA also receives funds from other Federal Programs which consist of the following: Moderate Rehabilitation Programs, Designated Housing Program, Veteran Affairs Supportive Housing Program, Resident Opportunity & Self Sufficiency Program, Service Coordinator Program and the Broadband Technology Opportunities Program.

The data displayed in the sources and uses chart to the right represent actual monies CHA expects to receive and expend in FY 2012.

	Non-MTW Vouchers	Tenant Services	ARRA Funds*	Total Other Federal Funds
<b>SOURCES</b>				
Operating Receipts	513	475,391		475,904
HUD Grants	3,245,468	253,614		3,499,082
ARRA Funds*			6,709,148	6,709,148
<b>Total Sources</b>	<b>3,245,981</b>	<b>729,005</b>	<b>6,709,148</b>	<b>10,684,134</b>
<b>USES</b>				
Administrative	329,651	132,627		462,278
Tenant Services		595,090		595,090
General	51,740	1,288		53,028
Rent Payments	2,875,702			2,875,702
<b>Total Expenses</b>	<b>3,257,093</b>	<b>729,005</b>	<b>0</b>	<b>3,986,098</b>
Capital Improvements			6,709,148	6,709,148
<b>Net Income (Deficit)</b>	<b>(11,112)</b>	<b>0</b>	<b>0</b>	<b>(11,112)</b>

\*Includes both competitive and non-competitive grants

## STATE FUNDS

For several years, CHA has included financial information for its State programs. Due to federalization of state units during FY 2011 only 215 units of the 663 state public housing units are expected to remain in the state program as indicated in the Inventory Chart on page 6 of this Plan. Hence, in FY 2012 the State LIPH program will therefore be reduced to less than 20% of its original size. This is a positive move for CHA as it affords CHA an opportunity to better meet its goal of providing a safe and decent housing to its residents by appropriately funding these units.

	State Public Housing	MRVP	State Capital Fund	Other	Total State Funds
<b>SOURCES</b>					
Operating Receipts	504,633	150		1,447,131	1,951,914
Operating Subsidy	568,069	1,355,000	424,858		2,347,927
Operating Transfers in	109,000	164,000		8,318	281,318
<b>Total Sources</b>	<b>1,181,702</b>	<b>1,519,150</b>	<b>424,858</b>	<b>1,455,449</b>	<b>4,581,159</b>
<b>USES</b>					
Administrative	567,387	203,206		327,157	1,097,750
Tenant Services	4,561			13,603	18,164
Maintenance Labor	149,942			148,368	298,310
Materials/Supplies, Contract Costs	150,765			304,644	455,409
Protective Services	0				0
General Expenses	111,578	30,655		312,844	455,077
Rent Payments		1,285,000			1,285,000
Utilities	196,745			297,699	494,444
Extraordinary Maintenance /Non-Routine	0			26,000	26,000
<b>Total Operating Expenses</b>	<b>1,180,978</b>	<b>1,518,861</b>	<b>0</b>	<b>1,430,315</b>	<b>4,130,154</b>
Capital Improvements	35,000		424,858	124,000	583,858
<b>Total Expenses</b>	<b>1,215,978</b>	<b>1,518,861</b>	<b>424,858</b>	<b>1,554,315</b>	<b>4,714,012</b>
<b>Net Income (Deficit)</b>	<b>(34,276)</b>	<b>289</b>	<b>0</b>	<b>(98,866)</b>	<b>(132,853)</b>

## CENTRAL OFFICE COST CENTER

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

The COCC includes a Central Maintenance crew that provides services to the properties for a fee. FY 2012 COCC budget shows a small amount of net profit (\$4,953).

COCC	FY 2012
<b>SOURCES</b>	
Total Management Fees	2,013,743
Fee-for-Service	3,054,875
<b>Total Sources</b>	<b>5,068,618</b>
<b>USES</b>	
Salaries	2,161,070
Benefits	997,992
Central Maintenance Labor	692,925
Administrative Contracts	408,833
Office Rent	229,214
Other Admin. OH	573,631
<b>Total Expenses</b>	<b>5,063,665</b>
<b>Net Income (Deficit)</b>	<b>4,953</b>

Block Grant	FY 2012
<b>ESTIMATED BEGINNING CASH-4/1/2011</b>	<b>2,238,067</b>
<b>Sources of Cash</b>	
Trans-MTW HCV	3,400,000
Misc Income	20,000
<b>Total Sources</b>	<b>3,420,000</b>
<b>Total Cash</b>	<b>5,658,067</b>
<b>Uses of Cash</b>	
<b>Operating Transfers</b>	
Transfers to State LIPH	109,000
Transfers to MRVP	164,000
Transfers to P&D -Admin Expenses	750,000
P&D Salary & Benefits	250,842
<b>Subtotal</b>	<b>1,279,842</b>
<b>Capital Expenditures</b>	
P & D capital	3,746,583
<b>Subtotal</b>	<b>3,746,583</b>
<b>Total Uses</b>	<b>5,020,425</b>
<b>3/31/12 Estimated Balance</b>	<b>637,642</b>

## BLOCK GRANT

The Block Grant Fund has been active now for several years. CHA has found the Block Grant Fund to be a useful tool to show and account for MTW activities, as well as illustrating CHA's use of MTW fungibility. In FY 2012, the Block Grant account is expected to fund approximately \$750,000 in pre-development activities and \$3.7 million in capital improvements. A detailed account of the Block Grant activity for FY 2012 is given in the table to the left.

## MTW ESTIMATED OPERATING RESERVES

The anticipated consolidated available operating reserve for March 31, 2011 is projected to be \$6,872,815. This is the reserve from both the MTW Housing Choice Voucher and the Federal Public Housing programs. CHA currently maintains a 30-day operating reserve in the Public Housing program and a 60-day operating reserve in the MTW Housing Voucher program. The table below includes 30 day reserves for federalized units at present (January 2011). Units that are to be federalized within the current fiscal year (FY 2011) are not listed but are expected to maintain a reserve as explained in Appendix 4 of this Plan.

CHA has several medium to large capital projects that it still may fund from MTW fungible reserves, for example the additional elevator at Burns (AMP 307 at 30 Churchill Avenue) had to be postponed and a number of critical but smaller capital projects should also move forward in 2012. The inability to determine our operating income with certainty means that CHA runs the risk of needing to tap reserves to offset reductions in funding that have an immediate impact. This “trade off” is unfortunate, thus CHA is presenting this estimate of reserves with the understanding that it will most certainly need to amend this section of our budget once the 2011 and 2012 fiscal picture becomes more clear.

	<b>30-day Operating Reserves</b>
Washington Elms	165,484
Corcoran Park	135,218
Putnam Gardens	129,718
Newtowne Court	221,946
Truman Apts.	41,352
Burns Apts.	160,281
Millers River	198,036
L.B. Johnson	110,325
Jefferson Park	168,546
Garfield	9,936
Roosevelt Towers	112,050
Windsor Court (Non-dwelling)	9,433
Hingham	5,120
Inman	4,092
Willow Street	12,851
Woodrow Wilson	48,998
<b>Subtotal</b>	<b>1,533,386</b>
MTW Housing Choice Vouchers	5,339,429
<b>Subtotal</b>	<b>5,339,429</b>
<b>Total Reserves</b>	<b>6,872,815</b>





# Administrative

## Board resolutions approving the Annual MTW Plan Certification of Compliance

OMB Control Number: 2577-0216  
Expiration Date: 12/31/2011

### Annual Moving to Work Plan Certifications of Compliance

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

#### Certifications of Compliance with Regulations: Board Resolution to Accompany the Annual Moving to Work Plan

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the PHA fiscal year beginning 4/1/11, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA and conducted a public hearing to discuss the Plan and invited public comment.
2. The Agency took into consideration public and resident comment before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan;
3. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
4. The PHA will affirmatively further fair housing by examining their programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.
5. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
6. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
7. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low- or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part
8. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
9. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.

Attachment B

8

10. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
11. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105( a).
12. The PHA will provide HUD or the responsible entity any documentation that the Department needs to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58.
13. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
14. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
15. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
16. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments.).
17. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.
18. All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.

CAMBRIDGE HOUSING AUTHORITY

PHA Name

MA. 003-001

PHA Number/HA Code

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Jacqueline F. Adams

Name of Authorized Official

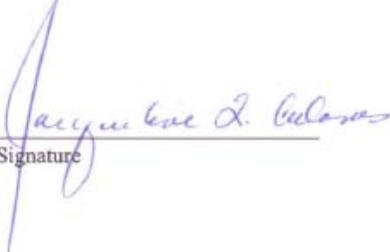
CHAIRMAN

Title

Attachment B

9

OMB Control Number: 2577-0216  
Expiration Date: 12/31/2011

  
Signature

  
Date

Attachment B  
10

**EXTRACT OF THE MINUTES OF THE SPECIAL MEETING OF THE  
BOARD OF COMMISSIONERS OF THE  
CAMBRIDGE HOUSING AUTHORITY  
THURSDAY, JANUARY 13, 2011 -11:30 A.M.**

MEMBERS PRESENT:           WARREN R. MCMANUS, VICE-CHAIRPERSON  
                                  JAMES G. STOCKARD, JR., TREASURER  
                                  ANTHONY PINI, ASSISTANT TREASURER  
                                  GERARD J. CLARK, MEMBER

MEMBERS ABSENT:           JACQUELINE F. ADAMS, CHAIRPERSON  
                                  GREGORY RUSS, EXECUTIVE DIRECTOR

ALSO PRESENT:             MICHAEL JOHNSTON, DEPUTY EXECUTIVE DIRECTOR  
                                  JOSHUA MEEHAN, COMMUNICATION & POLICY DEPARTMENT  
                                  TERRY DUMAS, PLANNING & DEVELOPMENT DEPARTMENT  
                                  BOLAJI ATEWOLOGUN, FISCAL AFFAIRS DEPARTMENT  
                                  VANOJI BALASURIYA, FISCAL AFFAIRS DEPARTMENT  
                                  SHIRLEY SANFORD, RECORDING SECRETARY

**MTW ANNUAL PLAN FY 2012**

**MOTION:** Mr. Stockard moved that the Chair be authorized to execute the Certificate of Compliance as follows:

**Certifications of Compliance with Regulations:**

**Board Resolution to Accompany the Annual Moving to Work Plan**

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the PHA fiscal year beginning April 1, 2011, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA and conducted a public hearing to discuss the Plan and invited public comment.

2. The Agency took into consideration public and resident comment before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan;
3. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
4. The PHA will affirmatively further fair housing by examining their programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.
5. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
6. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
7. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
8. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
9. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.
10. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
11. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105( a).
12. The PHA will provide HUD or the responsible entity any documentation that the Department needs to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58.
13. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.

14. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.

15. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.

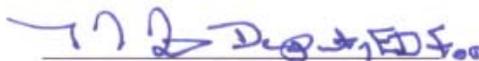
16. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments.).

17. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.

18. All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.

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

Attest  
Seal

  
Gregory Russ, Executive Director

**GENERAL CERTIFICATE**

I Gregory Russ, do hereby certify as follows:

1. I am the duly appointed, qualified and acting Secretary of the Cambridge Housing Authority (herein called the "Local Authority"). In such capacity, I am custodian of its records and am familiar with its organization, membership and activities.
2. The proper and current corporate title of the Local Agency is the Cambridge Housing Authority.
3. The Local Authority was duly created, pursuant to the authority of the Constitution and statutes of the Commonwealth of Massachusetts General Laws, Chapter 121B, and was duly organized on the ninth day of December, 1935; and since the date of its organization, the Local Agency has continued to exist without interruption in the performance of its public corporate purposes.
4. The names and dates of the election or appointment, and the dates of the beginning of the Local Agency and of its principal officer are as follows:

NAME AND OFFICERS	DATE OF APPOINTMENT OR ELECTION	DATE OF COMMENCEMENT OF TERM	DATE OF EXPIRATION OF TERM
Jacqueline F. Adams			
Member	04-26-1995	10-01-2007	10-01-2012
Chairperson	01-13-2011		01-11-2012
Warren R. McManus			
Member	09-12-1982	10-10-2007	09-30-2011
Vice-Chairperson	01-13-2011		01-11-2012
James G. Stockard, Jr.			
Member	01-21-1974	11-11-2008	11-11-2013
Treasurer	01-13-2011		01-11-2012
Anthony Pini			
Member	01-13-2010	01-13-2010	04-01-2014
Assistant Treasurer	01-13-2011		01-11-2012
Gerard J. Clark			
Member	03-14-1974	01-11-2010	01-11-2015

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

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

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

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

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

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

(c) The requirements concerning a quorum;

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

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

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

(g) The officer of the Local Agency; or

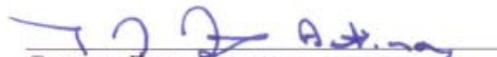
(h) The seal of the Local Agency;

except as follows:

**N O N E**

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

IN WITNESS WHEREOF, I have hereunto set my hand and the duly adopted official seal of the local agency, this 13th day of January 2011.

  
Gregory Russ, Secretary

(Seal)

## CERTIFICATE OF RECORDING OFFICER

I, Gregory Russ, the duly appointed qualified and acting Secretary of the Cambridge Housing Authority, do hereby certify that the attached extract from the Minutes of the **Special Meeting** of the Board of Commissioners of the Cambridge Housing Authority held on **January 13, 2011**, is a true and correct copy of the original on file and of record insofar as they relate to the matters set forth in the attached extract and is a true and correct copy of a motion adopted at such meeting and on file and of record.

IN TESTIMONY WHEREOF, I have hereunto set my hand and seal of said Cambridge Housing Authority, this 13th day of January 2011.

  
\_\_\_\_\_  
Gregory Russ, Secretary

(Seal)

**PHA Board Resolution**  
Approving Operating Budget

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

OMB No. 2577-0026  
(exp. 12/31/2012)

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

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

PHA Name: Cambridge Housing Authority

PHA Code: MA003001

PHA Fiscal Year Beginning: April 1, 2011

Board Resolution Number:

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

DATE

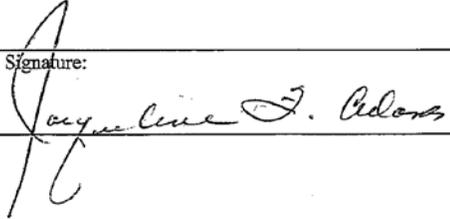
- Operating Budget approved by Board resolution on: 01/13/2011
- Operating Budget submitted to HUD, if applicable, on:
- Operating Budget revision approved by Board resolution on:
- Operating Budget revision submitted to HUD, if applicable, on:

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

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

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

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

Print Board Chairperson's Name: Jacqueline F. Adams	Signature: 	Date: 01/13/2011
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Previous editions are obsolete

form HUD-52574 (08/2005)



# Appendices

## Appendix 1 Households Served Demographics

### 1-1CAMBRIDGE PUBLIC HOUSING: HOUSEHOLDS SERVED BY UNIT SIZE - FY 2012 ANNUAL PLAN

Program	1999 Baseline	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Plan	FY012 Plan
<b>Federal Family PH</b>								
OBR	0	3	2	4	0	0	0	0
1BR	144	148	144	151	149	150	149	183
2BR	466	454	448	448	460	450	454	476
3BR	386	374	366	370	380	376	377	391
4 +BR	108	96	94	96	98	96	99	104
<b>Subtotal Fed Family PH</b>	<b>1,104</b>	<b>1,075</b>	<b>1,054</b>	<b>1,069</b>	<b>1,087</b>	<b>1,072</b>	<b>1,079</b>	<b>1,154</b>
<b>Fed Elderly/Disabled PH</b>								
OBR	574	354	361	364	453	462	473	443
1BR	274	210	208	247	246	259	262	250
2BR	3	3	3	3	3	3	3	3
3BR	0	0	0	0	0	0	0	0
4 +BR	0	0	0	0	0	0	0	0
<b>Subtotal Fed Elderly PH</b>	<b>851</b>	<b>567</b>	<b>572</b>	<b>614</b>	<b>702</b>	<b>724</b>	<b>738</b>	<b>696</b>
<b>Total Fed PH</b>	<b>1,955</b>	<b>1,642</b>	<b>1,626</b>	<b>1,683</b>	<b>1,789</b>	<b>1,796</b>	<b>1,817</b>	<b>1,850</b>
<b>Program State Family PH</b>								
OBR	-	-	23	0	10	11	0	5
1BR	-	-	48	73	53	57	56	80
2BR	-	-	140	147	152	131	152	101
3BR	-	-	98	95	94	70	94	35
4BR+	-	-	9	10	3	5	15	3
<b>Subtotal State Family PH</b>	<b>-</b>	<b>-</b>	<b>318</b>	<b>325</b>	<b>312</b>	<b>274</b>	<b>317</b>	<b>224</b>
<b>State Elderly/Disabled PH</b>								
OBR	-	-	43	43	50	43	45	55
1BR	-	-	256	259	248	243	248	278
2BR	-	-	11	10	12	11	12	10
3BR	-	-	0	0	1	1	1	0
4BR+	-	-	0	0	0	0	0	0
<b>Subtotal State Elderly PH</b>	<b>-</b>	<b>-</b>	<b>310</b>	<b>312</b>	<b>311</b>	<b>298</b>	<b>306</b>	<b>343</b>
<b>Total State PH</b>	<b>-</b>	<b>-</b>	<b>628</b>	<b>637</b>	<b>623</b>	<b>572</b>	<b>623</b>	<b>567</b>
<b>Grand Total Public Housing</b>	<b>-</b>	<b>-</b>	<b>2,254</b>	<b>2,320</b>	<b>2,412</b>	<b>2,368</b>	<b>2,440</b>	<b>2,417</b>

\*Data for the State Public Housing Program for FY 2007 and FY 2008 is based on the respective fiscal year's MTW Annual Plans.

Notes: Data for State Public Housing is not available for years prior to FY 2007.

1. In the first half of FY 2011, 90 state family public housing units were transferred to the Federal program. At the same time there are currently 19 units offline due to modernization work. 68 units at Woodrow Wilson, 14 units at Willow Street, 4 units at Inman Street. 4 Units at Hingham Street, 20 units offline at UDIC properties

2. In the Federal elderly program there are currently 35 units offline due to modernization work. 22 units at LBJ. 1 unit at Truman. 11 units at Burns

3. As we draft the FY 2012 Plan only four state properties were transferred to the Federal portfolio, as stated above. At the same time Lincoln Way and Jackson Gardens are undergoing construction. 34 units at Lincoln Way and 45 units at Jackson Gardens are offline due to modernization work.. 2 units at Manning, 1 unit at Norfolk Street, and 1 unit at Linnaean Street are also offline due to modernization work.

1-2 CAMBRIDGE FEDERAL HOUSING CHOICE VOUCHER PROGRAM -  
HOUSEHOLDS LEASED BY UNIT SIZE - FY 2012 ANNUAL PLAN

Program	1999 Baseline	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Plan	FY012 Plan
<b>Family MTW HCV</b>								
OBR	35	58	53	55	64	109	52	53
1BR	169	343	372	434	483	522	462	538
2BR	438	587	543	580	589	543	585	565
3BR	304	371	315	338	339	311	376	325
4 +BR	45	62	58	61	48	51	63	74
<b>Subtotal Family MTW HCV</b>	<b>991</b>	<b>1,421</b>	<b>1,341</b>	<b>1,468</b>	<b>1,523</b>	<b>1,536</b>	<b>1,538</b>	<b>1,555</b>
<b>Elderly MTW HCV</b>								
OBR	21	35	31	38	43	87	43	46
1BR	155	259	242	299	306	275	362	323
2BR	115	97	87	120	134	124	155	125
3BR	22	26	17	24	29	17	32	18
4 +BR	0	4	2	3	4	4	8	4
<b>Subtotal Family MTW HCV</b>	<b>313</b>	<b>421</b>	<b>379</b>	<b>484</b>	<b>516</b>	<b>507</b>	<b>600</b>	<b>516</b>
<b>Total MTW HCV</b>	<b>1,304</b>	<b>1,842</b>	<b>1,720</b>	<b>1,952</b>	<b>2,039</b>	<b>2,043</b>	<b>2,138</b>	<b>2,071</b>
<b>Non-MTW HCV</b>	<b>884*</b>	<b>516</b>	<b>516</b>	<b>505</b>	<b>514</b>	<b>464</b>	<b>474</b>	<b>441</b>
<b>Grand Total Fed HCV</b>	<b>2,188</b>	<b>2,358</b>	<b>2,236</b>	<b>2,457</b>	<b>2,553</b>	<b>2,507</b>	<b>2,612</b>	<b>2,512</b>

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

Notes:

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, FY 2011 PLAN and FY 2012 PLAN includes Mainstream, Mod Rehab and Disaster Housing Assistance Program vouchers .
2. The administrative software that was replaced in FY 2010 provided no specific fields to classify HCV households by type. Hence, in prior reports CHA classified households by age and disability status, and reported disabled households in the Elderly/Disabled category regardless of their age. Under the new software however, there is a specific field to classify households by Elderly, Family or Disable households. CHA feels that reporting on disabled households under the Elderly category does not provide a coherent representation of the households it serves. CHA will continue reporting on households according to their age and will no classify disabled households under the Elderly/Disabled category based only on disability status. CHA would provide specific information regarding the number of households with disabilities upon request.

1-3 CAMBRIDGE FEDERAL PUBLIC HOUSING: HOUSEHOLDS SERVED BY INCOME RANGE –  
FY 2012 ANNUAL PLAN\*

	INCOME RANGES								TOTAL
	0-30% of AMI		30-50% of AMI		50-80% of AMI		> 80% of AMI**		
<b>Federal Family</b>									
Washington Elms	94	53.71%	50	28.57%	15	8.57%	16	9.14%	175
Corcoran Park	83	54.97%	37	24.50%	19	12.58%	12	7.95%	151
Putnam Gardens	76	63.87%	32	26.89%	7	5.88%	4	3.36%	119
Newtowne Court	171	64.04%	67	25.09%	21	7.87%	8	3.00%	267
UDIC***	6	100.00%	0	0.00%	0	0.00%	0	0.00%	6
River Howard	19	61.29%	8	25.81%	2	6.45%	2	6.45%	31
Jefferson Park	113	64.94%	31	17.82%	18	10.34%	12	6.90%	174
Scattered Sites****	8	61.54%	3	23.08%	0	0.00%	2	15.38%	13
Garfield Street	6	75.00%	0	0.00%	1	12.50%	1	12.50%	8
Roosevelt Towers	66	55.00%	38	31.67%	10	8.33%	6	5.00%	120
Hingham Street	3	75.00%	1	25.00%	0	0.00%	0	0.00%	4
Inman Street	1	25.00%	2	50.00%	0	0.00%	1	25.00%	4
Willow Street	10	71.43%	1	7.14%	0	0.00%	3	21.43%	14
Woodrow Wilson	50	73.53%	13	19.12%	5	7.35%	0	0.00%	68
<b>Federal Family Subtotal</b>	<b>706</b>	<b>61.18%</b>	<b>283</b>	<b>24.52%</b>	<b>98</b>	<b>8.49%</b>	<b>67</b>	<b>5.81%</b>	<b>1,154</b>
<b>Federal Elderly/Disabled</b>									
H. S Truman Apts.	48	82.76%	8	13.79%	2	3.45%	0	0.00%	58
Daniel F. Burns	146	81.11%	23	12.78%	9	5.00%	2	1.11%	180
Millers River	240	83.33%	39	13.54%	8	2.78%	1	0.35%	288
Lyndon B. Johnson	131	87.33%	17	11.33%	2	1.33%	0	0.00%	150
Robert S. Weaver	15	75.00%	3	15.00%	1	5.00%	1	5.00%	20
<b>Fed Elderly/Disabled Subtotal</b>	<b>580</b>	<b>83.33%</b>	<b>90</b>	<b>12.93%</b>	<b>22</b>	<b>3.16%</b>	<b>4</b>	<b>0.57%</b>	<b>696</b>
<b>Federal PH Total</b>	<b>1,286</b>	<b>69.51%</b>	<b>373</b>	<b>20.16%</b>	<b>120</b>	<b>6.49%</b>	<b>71</b>	<b>3.84%</b>	<b>1,850</b>
<b>State Family</b>									
Jefferson Park - State	73	68.87%	27	25.47%	4	3.77%	2	1.89%	106
Lincoln Way	13	52.00%	5	20.00%	4	16.00%	3	12.00%	25
Jackson Gardens	-	-	-	-	-	-	-	-	-
St. Paul's Residence	5	83.33%	1	16.67%	0	0.00%	0	0.00%	6
Scattered Condos	4	57.14%	1	14.29%	2	28.57%	0	0.00%	7
Cambridgeport Condos	5	50.00%	1	10.00%	2	20.00%	2	20.00%	10
Roosevelt Towers - State	49	70.00%	15	21.43%	4	5.71%	2	2.86%	70
<b>State Family Subtotal</b>	<b>149</b>	<b>66.52%</b>	<b>50</b>	<b>22.32%</b>	<b>16</b>	<b>7.14%</b>	<b>9</b>	<b>4.02%</b>	<b>224</b>
<b>State Elderly/Disabled</b>									
Manning	155	83.33%	25	13.44%	6	3.23%	0	0.00%	186
116 Norfolk Street	32	88.89%	3	8.33%	1	2.78%	0	0.00%	36
Linnaean Street	18	81.82%	2	9.09%	2	9.09%	0	0.00%	22
Russell Apartments	40	78.43%	7	13.73%	4	7.84%	0	0.00%	51
Elderly Condos	3	60.00%	2	40.00%	0	0.00%	0	0.00%	5
St. Paul's Residence	13	100.00%	0	0.00%	0	0.00%	0	0.00%	13
Putnam School	19	63.33%	9	30.00%	2	6.67%	0	0.00%	30
<b>State Elderly/Disabled Subtotal</b>	<b>280</b>	<b>81.63%</b>	<b>48</b>	<b>13.99%</b>	<b>15</b>	<b>4.37%</b>	<b>0</b>	<b>0.00%</b>	<b>343</b>
<b>State PH Total</b>	<b>429</b>	<b>75.66%</b>	<b>98</b>	<b>17.28%</b>	<b>31</b>	<b>5.47%</b>	<b>9</b>	<b>1.59%</b>	<b>567</b>
<b>Total PH</b>	<b>1,715</b>	<b>70.96%</b>	<b>471</b>	<b>19.49%</b>	<b>151</b>	<b>6.25%</b>	<b>80</b>	<b>3.31%</b>	<b>2,417</b>

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

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

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

\*\*\*\*Scattered sites include Norfolk St, Centre St, Roberts Rd, Whittemore St, Seagrave, Columbus, and Richdale St Condos.

1-4A CAMBRIDGE FEDERAL PUBLIC HOUSING: HOUSEHOLDS SERVED BY RACE:  
FY 2012 PLAN\*

	RACE										TOTAL
	American Indian		Black		Asian		White		Other		
<b>Federal Family</b>											
Washington Elms	3	1.71%	106	60.57%	6	3.43%	60	34.29%	0	0.00%	175
Corcoran Park	4	2.65%	98	64.90%	3	1.99%	46	30.46%	0	0.00%	151
Putnam Gardens	0	0.00%	80	67.23%	4	3.36%	34	28.57%	1	0.84%	119
Newtowne Court	2	0.75%	169	63.30%	13	4.87%	83	31.09%	0	0.00%	267
UDIC**	0	0.00%	3	50.00%	0	0.00%	3	50.00%	0	0.00%	6
River Howard	0	0.00%	16	51.61%	2	6.45%	13	41.94%	0	0.00%	31
Jefferson Park	1	0.57%	124	71.26%	9	5.17%	40	22.99%	0	0.00%	174
Scattered Sites***	0	0.00%	6	46.15%	0	0.00%	7	53.85%	0	0.00%	13
Garfield Street	0	0.00%	6	75.00%	0	0.00%	2	25.00%	0	0.00%	8
Roosevelt Towers	1	0.83%	74	61.67%	5	4.17%	40	33.33%	0	0.00%	120
Hingham Street	0	0.00%	2	50.00%	1	25.00%	1	25.00%	0	0.00%	4
Inman Street	0	0.00%	3	75.00%	0	0.00%	1	25.00%	0	0.00%	4
Willow Street	0	0.00%	11	78.57%	1	7.14%	2	14.29%	0	0.00%	14
Woodrow Wilson	0	0.00%	44	64.71%	0	0.00%	24	35.29%	0	0.00%	68
<b>Federal Family Subtotal</b>	<b>11</b>	<b>0.95%</b>	<b>742</b>	<b>64.30%</b>	<b>44</b>	<b>3.81%</b>	<b>356</b>	<b>30.85%</b>	<b>1</b>	<b>0.09%</b>	<b>1,154</b>
<b>Federal Elderly/Disabled</b>											
H. S Truman Apts.	2	3.45%	11	18.97%	0	0.00%	45	77.59%	0	0.00%	58
Daniel F. Burns	2	1.11%	45	25.00%	7	3.89%	126	70.00%	0	0.00%	180
Millers River	1	0.35%	64	22.22%	8	2.78%	214	74.31%	1	0.35%	288
Lyndon B. Johnson	1	0.67%	61	40.67%	2	1.33%	86	57.33%	0	0.00%	150
Robert S. Weaver	0	0.00%	8	40.00%	0	0.00%	12	60.00%	0	0.00%	20
Fed Elderly/											
<b>Disabled Subtotal</b>	<b>6</b>	<b>0.86%</b>	<b>189</b>	<b>27.16%</b>	<b>17</b>	<b>2.44%</b>	<b>483</b>	<b>69.40%</b>	<b>1</b>	<b>0.14%</b>	<b>696</b>
<b>Federal PH Total</b>	<b>17</b>	<b>0.92%</b>	<b>931</b>	<b>50.32%</b>	<b>61</b>	<b>3.30%</b>	<b>839</b>	<b>45.35%</b>	<b>2</b>	<b>0.11%</b>	<b>1,850</b>
<b>State Family</b>											
Jefferson Park - State	0	0.00%	63	59.43%	7	6.60%	36	33.96%	0	0.00%	106
Lincoln Way	0	0.00%	16	64.00%	0	0.00%	9	36.00%		0.00%	25
Jackson Gardens	-	-	-	-	-	-	-	-	-	-	-
St. Paul's Residence	0	0.00%	4	66.67%	0	0.00%	2	33.33%	0	0.00%	6
Scattered Condos	0	0.00%	3	42.86%	0	0.00%	4	57.14%	0	0.00%	7
Cambridgeport											
Condos	0	0.00%	7	70.00%	0	0.00%	3	30.00%	0	0.00%	10
Roosevelt Towers - State	0	0.00%	26	37.14%	0	0.00%	42	60.00%	2	2.86%	70
<b>State Family Subtotal</b>	<b>0</b>	<b>0.00%</b>	<b>119</b>	<b>53.13%</b>	<b>7</b>	<b>3.13%</b>	<b>96</b>	<b>42.86%</b>	<b>2</b>	<b>0.89%</b>	<b>224</b>
<b>State Elderly/Disabled</b>											
Manning	1	0.54%	81	43.55%	18	9.68%	86	46.24%	0	0.00%	186
116 Norfolk Street	0	0.00%	8	22.22%	2	5.56%	26	72.22%	0	0.00%	36
Linnaean Street	0	0.00%	3	13.64%	0	0.00%	19	86.36%	0	0.00%	22
Russell Apartments	0	0.00%	15	29.41%	0	0.00%	36	70.59%	0	0.00%	51
Elderly Condos	0	0.00%	2	40.00%	0	0.00%	3	60.00%	0	0.00%	5
St. Paul's Residence	0	0.00%	4	30.77%	0	0.00%	9	69.23%	0	0.00%	13
Putnam School	1	3.33%	9	30.00%	1	3.33%	18	60.00%	1	3.33%	30
<b>State Eld/Dis Subtotal</b>	<b>2</b>	<b>0.58%</b>	<b>122</b>	<b>35.57%</b>	<b>21</b>	<b>6.12%</b>	<b>197</b>	<b>57.43%</b>	<b>1</b>	<b>0.29%</b>	<b>343</b>
<b>State PH Total</b>	<b>2</b>	<b>0.35%</b>	<b>241</b>	<b>42.50%</b>	<b>28</b>	<b>4.94%</b>	<b>293</b>	<b>51.68%</b>	<b>3</b>	<b>0.53%</b>	<b>567</b>
<b>Total PH</b>	<b>19</b>	<b>0.79%</b>	<b>1,172</b>	<b>48.49%</b>	<b>89</b>	<b>3.68%</b>	<b>1,132</b>	<b>46.83%</b>	<b>5</b>	<b>0.21%</b>	<b>2,417</b>

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

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

\*\*\*Scattered sites include Norfolk St, Centre St, Roberts Rd, Whittemore St, Seagrave, Columbus, and Richdale St Condos.

1-4B CAMBRIDGE FEDERAL PUBLIC HOUSING:  
HOUSEHOLDS SERVED ETHNICITY: FY 2012 ANNUAL PLAN\*

	Ethnicity				TOTAL
	Hispanic		Non-Hispanic		
<b>Federal Family</b>					
Washington Elms	31	17.71%	144	82.29%	175
Corcoran Park	11	7.28%	140	92.72%	151
Putnam Gardens	10	8.40%	109	91.60%	119
Newtowne Court	32	11.99%	235	88.01%	267
UDIC**	6	100.00%		0.00%	6
River Howard	4	12.90%	27	87.10%	31
Jefferson Park	16	9.20%	158	90.80%	174
Scattered Sites***	2	15.38%	11	84.62%	13
Garfield Street	0	0.00%	8	100.00%	8
Roosevelt Towers	23	19.17%	97	80.83%	120
Hingham Street	2	50.00%	2	50.00%	4
Inman Street	1	25.00%	3	75.00%	4
Willow Street	3	21.43%	11	78.57%	14
Woodrow Wilson	12	17.65%	56	82.35%	68
<b>Federal Family Subtotal</b>	<b>153</b>	<b>13.26%</b>	<b>1,001</b>	<b>86.74%</b>	<b>1,154</b>
<b>Federal Elderly/Disabled</b>					
H. S Truman Apts.	1	1.72%	57	98.28%	58
Daniel F. Burns	11	6.11%	169	93.89%	180
Millers River	22	7.64%	266	92.36%	288
Lyndon B. Johnson	6	4.00%	144	96.00%	150
Robert S. Weaver	0	0.00%	20	100.00%	20
Fed Elderly/Disabled Subtotal	40	5.75%	656	94.25%	696
<b>Federal PH Total</b>	<b>193</b>	<b>10.43%</b>	<b>1,657</b>	<b>89.57%</b>	<b>1,850</b>
<b>State Family</b>					
Jefferson Park - State	17	16.04%	89	83.96%	106
Lincoln Way	4	16.00%	21	84.00%	25
Jackson Gardens	-	-	-	-	-
St. Paul's Residence	1	16.67%	5	83.33%	6
Scattered Condos	2	28.57%	5	71.43%	7
Cambridgeport Condos	3	30.00%	7	70.00%	10
Roosevelt Towers - State	7	10.00%	63	90.00%	70
<b>State Family Subtotal</b>	<b>34</b>	<b>15.18%</b>	<b>190</b>	<b>84.82%</b>	<b>224</b>
<b>State Elderly/Disabled</b>					
Manning	15	8.06%	171	91.94%	186
116 Norfolk Street	2	5.56%	34	94.44%	36
Linnaean Street	0	-	22	100.00%	22
Russell Apartments	1	1.96%	50	98.04%	51
Elderly Condos	0	0.00%	5	100.00%	5
St. Paul's Residence	2	15.38%	11	84.62%	13
Putnam School	3	10.00%	27	90.00%	30
<b>State Elderly/Disabled Subtotal</b>	<b>23</b>	<b>6.71%</b>	<b>320</b>	<b>93.29%</b>	<b>343</b>
<b>State PH Total</b>	<b>57</b>	<b>10.05%</b>	<b>510</b>	<b>89.95%</b>	<b>567</b>
<b>Total PH</b>	<b>250</b>	<b>10.34%</b>	<b>2,167</b>	<b>89.66%</b>	<b>2,417</b>

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

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

\*\*\*Scattered sites include Norfolk St, Centre St, Roberts Rd, Whittemore St, Seagrave, Columbus, and Richdale St Condos.

## 1-5 FY 2010 AREA MEDIAN INCOME (AMI) LIMITS BY HOUSEHOLD SIZE: 5/2010

HOUSEHOLD SIZE	30% of AMI	50% of AMI Very Low- Income	80% of AMI Low-Income
1	\$19,300	\$32,150	\$45,100
2	\$22,050	\$36,750	\$51,550
3	\$24,800	\$41,350	\$58,000
4	\$27,550	\$45,900	\$64,400
5	\$29,800	\$49,600	\$69,600
6	\$32,000	\$53,250	\$74,750
7	\$34,200	\$56,950	\$79,900
8	\$36,400	\$60,600	\$85,050

Note: Effective May, 2010. These limits are determined by the U.S. Department of Housing and Urban Development and are subject to change.

## Appendix 2 Waiting List Information

### 2-1A CAMBRIDGE PUBLIC HOUSING AND HOUSING CHOICE VOUCHER PROGRAMS: WAITING LIST BY UNIT SIZE - FY 2012 ANNUAL PLAN

Program	1999 Baseline	FY2007	FY2008	FY2009	FY2010	FY2011 Plan	FY012 Plan
<b>Federal Family PH</b>							
OBR	-	0	13	98	0	118	0
1BR	-	1,564	2,224	3,083	1,141	2,681	1,042
2BR	-	1,320	1,698	2,357	1,551	2,795	1,466
3BR	-	332	663	970	793	1,157	756
4 +BR	-	107	130	170	162	231	158
<b>Federal Family PH Subtotal</b>	<b>-</b>	<b>3,323</b>	<b>4,728</b>	<b>6,678</b>	<b>3,647</b>	<b>6,982</b>	<b>3,422</b>
<b>Federal Elderly/Disabled PH</b>							
OBR	-	178	1,282	1,384	1,177	1,496	1,194
1BR	-	931	113	220	179	170	681
2BR	-	41	50	81	34	74	60
3BR	-	0	2	3	0	4	0
4 +BR	-	0	1	1	0	1	0
<b>Federal Eld/Dis PH Subtotal</b>	<b>-</b>	<b>1,150</b>	<b>1,448</b>	<b>1,689</b>	<b>1,390</b>	<b>1,745</b>	<b>1,935</b>
<b>Federal PH Subtotal</b>	<b>-</b>	<b>4,473</b>	<b>6,176</b>	<b>8,367</b>	<b>5,037</b>	<b>8,727</b>	<b>5,357</b>
<b>Federal Housing Choice Voucher</b>							
		HCV waitlist does not contain bedroom size data					
<b>Subtotal HCV</b>	<b>-</b>	<b>2,364</b>	<b>5,832</b>	<b>6,772</b>	<b>6,691</b>	<b>6,699</b>	<b>5,954</b>
<b>Federal PH and HCV Total</b>	<b>-</b>	<b>6,837</b>	<b>12,008</b>	<b>15,139</b>	<b>11,728</b>	<b>15,426</b>	<b>11,311</b>
<b>State Family PH</b>							
OBR	-	191	0	20	98	95	0
1BR	-	4,630	633	1,862	2,904	2,505	653
2BR	-	3,413	507	1,754	2,192	2,863	846
3BR	-	1,504	78	616	1,002	1,240	353
4BR+	-	324	64	117	136	195	25
<b>State Family PH Subtotal</b>	<b>-</b>	<b>10,062</b>	<b>1,282</b>	<b>4,369</b>	<b>6,332</b>	<b>6,898</b>	<b>1,877</b>
<b>State Elderly/Disabled PH</b>							
OBR	-	2,440	956	1310	1,590	1,486	211
1BR	-	370	126	135	162	187	1,198
2BR	-	111	45	62	77	81	44
3BR	-	6	0	3	4	4	1
4BR+	-	2	0	0	0	2	0
<b>State Eld/Dis PH Subtotal</b>	<b>-</b>	<b>2,929</b>	<b>1,127</b>	<b>1,510</b>	<b>1,833</b>	<b>1,760</b>	<b>1,454</b>
<b>State PH Subtotal</b>	<b>-</b>	<b>12,991</b>	<b>2,409</b>	<b>5,879</b>	<b>8,165</b>	<b>8,658</b>	<b>3,331</b>
<b>State Housing Choice Voucher</b>							
		CHA no longer maintains a separate voucher waiting lists for the State Programs					
<b>Grand Total By Program</b>	<b>-</b>	<b>19,828</b>	<b>14,417</b>	<b>21,018</b>	<b>19,893</b>	<b>24,084</b>	<b>14,642</b>

Notes:

1. Data for 1999 Baseline is not available.

2. The total number of applicant households by bedroom size may differ from the total number given in 3-2a through 3-4. This is due to applicant households applying for more than one bedroom size., as well due to the site-based waiting lists policy that allows applicants to choose up to three different sites.

3. The total number of applicant households in the above charts does not include households in the regional waiting lists. The regional waiting lists East, Mid and North Cambridge, are mostly made up of Federal Family properties, however there are some properties within each list that are part of the State program. This mix of properties from different programs makes it difficult to report on these lists under individual programs. For this reason a separate chart is provided for the regional waiting lists.

4. Data for State Public Housing is based on data reported in each of the respective Annual Plans. Data on State Public Housing waiting lists were not previously reported in the Annual Reports.

5. In FY 2009 CHA eliminated the 1st available waiting lists under each housing program. This change resulted in a more straightforward waiting lists process for applicants and CHA staff alike. Each applicant previously on any of the 1st available lists were contacted and given the opportunity to select up to three specific sites. Just as the MTW FY 2011 Plan was completed, the elimination of the 1st available lists was completed. CHA staff conducted a thorough process of eliminated erroneous information from all waiting lists, eliminated double entries, and updated existing records. This overhaul of the waiting lists resulted in the decrease of the number of applicants previously reported as part of the MTW FY 2011 Plan.

#### Regional Waiting Lists

OBR	1,102
1BR	145
2BR	369
3BR	138
4 +BR	24
<b>Subtotal Family PH</b>	<b>1,778</b>

2-2A CAMBRIDGE FEDERAL AND STATE PUBLIC HOUSING:  
WAITING LIST BY RACE – FY2012 ANNUAL PLAN\*

	RACE										TOTAL
	American Indian		Black		Asian		White		Other		
<b>Federal Family</b>											
Washington Elms	10	0.82%	640	52.46%	85	6.97%	485	39.75%	0	0.00%	1,220
Corcoran Park	8	0.96%	458	55.11%	31	3.73%	334	40.19%	0	0.00%	831
Putnam Gardens	10	1.22%	480	58.39%	44	5.35%	288	35.04%	0	0.00%	822
Newtowne Court	7	0.53%	663	50.08%	101	7.63%	551	41.62%	2	0.15%	1,324
River Howard	7	1.15%	338	55.32%	29	4.75%	237	38.79%	0	0.00%	611
Jefferson Park	14	1.06%	623	47.38%	83	6.31%	594	45.17%	1	0.08%	1,315
Roosevelt Towers	0	0.00%	218	47.19%	33	7.14%	210	45.45%	1	0.22%	462
Woodrow Wilson	11	1.30%	397	46.93%	31	3.66%	407	48.11%	0	0.00%	846
<b>Federal Family PH Subtotal</b>	<b>67</b>	<b>0.90%</b>	<b>3,817</b>	<b>51.37%</b>	<b>437</b>	<b>5.88%</b>	<b>3,106</b>	<b>41.80%</b>	<b>4</b>	<b>0.05%</b>	<b>7,431</b>
<b>Federal Elderly/Disabled</b>											
H. S Truman Apts.	3	1.57%	64	33.51%	3	1.57%	121	63.35%	0	0.00%	191
Daniel F. Burns	4	0.66%	224	36.96%	18	2.97%	360	59.41%	0	0.00%	606
Millers River	9	1.13%	279	35.18%	26	3.28%	478	60.28%	1	0.13%	793
Lyndon B. Johnson	4	0.92%	145	33.26%	29	6.65%	258	59.17%	0	0.00%	436
Robert S. Weaver	0	0.00%	18	27.27%	9	13.64%	39	59.09%	0	0.00%	66
<b>Federal Eld/Dis PH Subtotal</b>	<b>20</b>	<b>0.96%</b>	<b>730</b>	<b>34.89%</b>	<b>85</b>	<b>4.06%</b>	<b>1,256</b>	<b>60.04%</b>	<b>1</b>	<b>0.05%</b>	<b>2,092</b>
<b>Federal PH Total</b>	<b>87</b>	<b>0.91%</b>	<b>4,547</b>	<b>47.75%</b>	<b>522</b>	<b>5.48%</b>	<b>4,362</b>	<b>45.80%</b>	<b>5</b>	<b>0.05%</b>	<b>9,523</b>
<b>State Family</b>											
Lincoln Way	5	1.04%	195	40.46%	18	3.73%	264	54.77%	0	0.00%	482
Roosevelt Towers - State	4	0.52%	327	42.80%	48	6.28%	385	50.39%	0	0.00%	764
Roosevelt Towers - State	6	0.99%	289	47.45%	30	4.93%	283	46.47%	1	0.16%	609
<b>State Family PH Subtotal</b>	<b>15</b>	<b>0.00%</b>	<b>811</b>	<b>43.72%</b>	<b>96</b>	<b>5.18%</b>	<b>932</b>	<b>50.24%</b>	<b>1</b>	<b>0.05%</b>	<b>1,855</b>
<b>State Elderly/Disabled</b>											
Manning	11	1.22%	300	33.37%	94	10.46%	493	54.84%	1	0.11%	899
Linnaean Street	0	0.00%	43	20.77%	10	4.83%	154	74.40%	0	0.00%	207
Russell Apartments	3	0.71%	144	34.12%	30	7.11%	245	58.06%	0	0.00%	422
Putnam School	4	1.97%	66	32.51%	6	2.96%	127	62.56%	0	0.00%	203
<b>State Eld/Dis PH Subtotal</b>	<b>18</b>	<b>1.04%</b>	<b>553</b>	<b>31.95%</b>	<b>140</b>	<b>8.09%</b>	<b>1,019</b>	<b>58.87%</b>	<b>1</b>	<b>0.06%</b>	<b>1,731</b>
<b>State PH Total</b>	<b>33</b>	<b>0.92%</b>	<b>1,364</b>	<b>38.04%</b>	<b>236</b>	<b>6.58%</b>	<b>1,951</b>	<b>54.41%</b>	<b>2</b>	<b>0.06%</b>	<b>3,586</b>
<b>Total PH</b>	<b>120</b>	<b>0.92%</b>	<b>5,911</b>	<b>45.09%</b>	<b>758</b>	<b>5.78%</b>	<b>6,313</b>	<b>48.16%</b>	<b>7</b>	<b>0.05%</b>	<b>13,109</b>
<b>Regional Waiting Lists</b>											
East-Cambridge**	5	1.71%	134	45.89%	9	3.08%	143	48.97%	1	0.34%	292
Mid-Cambridge***	4	1.71%	98	41.88%	10	4.27%	122	52.14%	0	0.00%	234
North-Cambridge****	5	1.68%	146	48.99%	14	4.70%	132	44.30%	1	0.34%	298
SROs	16	1.45%	484	43.92%	23	2.09%	548	49.73%	31	2.81%	1,102
<b>Total Regional PH</b>	<b>30</b>	<b>1.56%</b>	<b>862</b>	<b>44.76%</b>	<b>56</b>	<b>2.91%</b>	<b>945</b>	<b>49.07%</b>	<b>33</b>	<b>1.71%</b>	<b>1,926</b>

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

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

\*\*\*Mid-Cambridge waiting list includes the following federal scattered sites: 19 Valentine St., 6-8 Fairmont St. (reported in prior reports as part of the UDIC sites), 4 Centre St., and 2 & 20 Chestnut St. - It also includes the following state sites: 12-18 Hingham Street, and 15 Inman Street.

\*\*\*\*North-Cambridge waiting list includes the following federal scattered sites: 121 Jackson St., 125-127 Whittemore Ave., 13 Seagrave Rd., 175 Richdale Ave., 8-10 Columbus Ave., and Garfield St. (reported in prior reports as part of the UDIC sites)

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 State Public Housing properties have a waiting list associated with them.

2-2B CAMBRIDGE FEDERAL AND STATE PUBLIC HOUSING:  
WAITING LIST BY ETHNICITY – FY2012 ANNUAL PLAN\*

	ETHNICITY				TOTAL
	Hispanic		Non-Hispanic		
<b>Federal Family</b>					
Washington Elms	287	23.52%	933	76.48%	1,220
Corcoran Park	180	21.66%	651	78.34%	831
Putnam Gardens	158	19.22%	664	80.78%	822
Newtowne Court	304	22.96%	1,020	77.04%	1,324
River Howard	147	24.06%	464	75.94%	611
Jefferson Park	329	25.02%	986	74.98%	1,315
Roosevelt Towers	135	29.22%	327	70.78%	462
Woodrow Wilson	205	24.23%	641	75.77%	846
<b>Federal Family Subtotal</b>	<b>1,745</b>	<b>23.48%</b>	<b>5,686</b>	<b>76.52%</b>	<b>7,431</b>
<b>Federal Elderly/Disabled</b>					
H. S Truman Apts.	28	14.66%	163	85.34%	191
Daniel F. Burns	101	16.67%	505	83.33%	606
Millers River	133	16.77%	660	83.23%	793
Lyndon B. Johnson	57	13.07%	379	86.93%	436
Robert S. Weaver	8	12.12%	58	87.88%	66
<b>Fed Elderly/Disabled Subtotal</b>	<b>327</b>	<b>15.63%</b>	<b>1,765</b>	<b>84.37%</b>	<b>2,092</b>
<b>Federal PH Total</b>	<b>2,072</b>	<b>21.76%</b>	<b>7,451</b>	<b>78.24%</b>	<b>9,523</b>
<b>State Family</b>					
Lincoln Way	150	31.12%	332	68.88%	482
Jackson Gardens	242	31.68%	522	68.32%	764
Roosevelt Towers - State	132	21.67%	477	78.33%	609
<b>State Family Subtotal</b>	<b>524</b>	<b>28.25%</b>	<b>1,331</b>	<b>71.75%</b>	<b>1,855</b>
<b>State Elderly/Disabled</b>					
Manning	136	15.13%	763	84.87%	899
Linnaean Street	18	8.70%	189	91.30%	207
Russell Apartments	50	11.85%	372	88.15%	422
Putnam School	24	11.82%	179	88.18%	203
<b>State Elderly/Disabled Subtotal</b>	<b>228</b>	<b>13.17%</b>	<b>1,503</b>	<b>86.83%</b>	<b>1,731</b>
<b>State PH Total</b>	<b>752</b>	<b>20.97%</b>	<b>2,834</b>	<b>79.03%</b>	<b>3,586</b>
<b>Total PH</b>	<b>2,824</b>	<b>21.54%</b>	<b>10,285</b>	<b>78.46%</b>	<b>13,109</b>
<b>Regional Waiting Lists</b>					
East-Cambridge**	63	21.58%	229	78.42%	292
Mid-Cambridge***	52	22.22%	182	77.78%	234
North-Cambridge ****	93	31.21%	205	68.79%	298
SROs	150	13.61%	952	86.39%	1,102
<b>Total Regional PH</b>	<b>358</b>	<b>18.59%</b>	<b>1,568</b>	<b>81.41%</b>	<b>1,926</b>

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

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

\*\*\*Mid-Cambridge waiting list includes the following federal scattered sites: 19 Valentine St., 6-8 Fairmont St. (reported in prior reports as part of the UDIC sites), 4 Centre St., and 2 & 20 Chestnut St. - It also includes the following state sites: 12-18 Hingham Street, and 15 Inman Street.

\*\*\*\*North-Cambridge waiting list includes the following federal scattered sites: 121 Jackson St., 125-127 Whittemore Ave., 13 Seagrave Rd., 175 Richdale Ave., 8-10 Columbus Ave., and Garfield St. (reported in prior reports as part of the UDIC sites)

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 State Public Housing properties have a waiting list associated with them.

2-3A CAMBRIDGE FEDERAL AND STATE PUBLIC HOUSING – CAMBRIDGE RESIDENTS:  
WAITING LIST BY RACE – FY2012 ANNUAL PLAN\*

	RACE										
	American Indian		Black		Asian		White		Other		TOTAL
<b>Federal Family</b>											
Washington Elms	1	0.42%	151	63.71%	13	5.49%	72	30.38%	0	0.00%	237
Corcoran Park	2	1.18%	115	67.65%	4	2.35%	49	28.82%	0	0.00%	170
Putnam Gardens	3	1.32%	161	70.93%	6	2.64%	57	25.11%	0	0.00%	227
Newtowne Court	0	0.00%	195	64.57%	19	6.29%	87	28.81%	1	0.33%	302
River Howard	3	1.60%	119	63.30%	5	2.66%	61	32.45%	0	0.00%	188
Jefferson Park	3	1.58%	120	63.16%	9	4.74%	57	30.00%	1	0.53%	190
Roosevelt Towers	0	0.00%	65	59.63%	9	8.26%	34	31.19%	1	0.92%	109
Woodrow Wilson	3	1.42%	121	57.35%	9	4.27%	78	36.97%	0	0.00%	211
<b>Federal Family Subtotal</b>	<b>15</b>	<b>0.92%</b>	<b>1,047</b>	<b>64.08%</b>	<b>74</b>	<b>4.53%</b>	<b>495</b>	<b>30.29%</b>	<b>3</b>	<b>0.18%</b>	<b>1,634</b>
<b>Federal Elderly/Disabled</b>											
H. S Truman Apts.	0	0.00%	15	38.46%	0	0.00%	24	61.54%	0	0.00%	39
Daniel F. Burns	2	1.32%	47	30.92%	8	5.26%	95	62.50%	0	0.00%	152
Millers River	1	0.51%	68	34.87%	4	2.05%	122	62.56%	0	0.00%	195
Lyndon B. Johnson	1	0.88%	35	30.70%	9	7.89%	69	60.53%	0	0.00%	114
Robert S. Weaver	0	0.00%	7	31.82%	3	13.64%	12	54.55%	0	0.00%	22
<b>Fed Eld/Dis Subtotal</b>	<b>4</b>	<b>0.77%</b>	<b>172</b>	<b>32.95%</b>	<b>24</b>	<b>4.60%</b>	<b>322</b>	<b>61.69%</b>	<b>0</b>	<b>0.00%</b>	<b>522</b>
<b>Federal PH Total</b>	<b>19</b>	<b>0.88%</b>	<b>1,219</b>	<b>56.54%</b>	<b>98</b>	<b>4.55%</b>	<b>817</b>	<b>37.89%</b>	<b>3</b>	<b>0.14%</b>	<b>2,156</b>
<b>State Family</b>											
Lincoln Way	0	0.00%	24	61.54%	1	2.56%	14	35.90%	0	0.00%	39
Jackson Gardens	0	0.00%	43	51.81%	12	14.46%	28	33.73%	0	0.00%	83
Roosevelt Towers - State	1	0.00%	102	50.50%	9	4.46%	89	44.06%	1	0.50%	202
<b>State Family Subtotal</b>	<b>1</b>	<b>0.00%</b>	<b>169</b>	<b>52.16%</b>	<b>22</b>	<b>6.79%</b>	<b>131</b>	<b>40.43%</b>	<b>1</b>	<b>0.31%</b>	<b>324</b>
<b>State Elderly/Disabled</b>											
Manning	3	1.21%	79	31.98%	27	10.93%	137	55.47%	1	0.40%	247
Linnaean Street	0	0.00%	6	10.17%	4	6.78%	49	83.05%	0	0.00%	59
Russell Apartments	0	0.00%	41	39.05%	10	9.52%	54	51.43%	0	0.00%	105
Putnam School	0	0.00%	18	28.13%	2	3.13%	44	68.75%	0	0.00%	64
<b>State Eld/Dis Subtotal</b>	<b>3</b>	<b>0.63%</b>	<b>144</b>	<b>30.32%</b>	<b>43</b>	<b>9.05%</b>	<b>284</b>	<b>59.79%</b>	<b>1</b>	<b>0.21%</b>	<b>475</b>
<b>State PH Total</b>	<b>4</b>	<b>0.50%</b>	<b>313</b>	<b>39.17%</b>	<b>65</b>	<b>8.14%</b>	<b>415</b>	<b>51.94%</b>	<b>2</b>	<b>0.25%</b>	<b>799</b>
<b>Total PH</b>	<b>23</b>		<b>1,532</b>		<b>163</b>		<b>1,232</b>		<b>5</b>		<b>2,955</b>
<b>Regional Waiting Lists</b>											
East-Cambridge**	1	0.93%	51	47.22%	7	6.48%	48	44.44%	1	0.93%	108
Mid-Cambridge***	0	0.00%	29	42.65%	3	4.41%	36	52.94%	0	0.00%	68
North-Cambridge****	0	0.00%	17	47.22%	1	2.78%	17	47.22%	1	2.78%	36
SROs	5	1.92%	100	38.46%	8	3.08%	131	50.38%	16	6.15%	260
<b>Total Regional PH</b>	<b>6</b>	<b>1.27%</b>	<b>197</b>	<b>41.74%</b>	<b>19</b>	<b>4.03%</b>	<b>232</b>	<b>49.15%</b>	<b>18</b>	<b>3.81%</b>	<b>472</b>

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

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

\*\*\*Mid-Cambridge waiting list includes the following federal scattered sites: 19 Valentine St., 6-8 Fairmont St. (reported in prior reports as part of the UDIC sites), 4 Centre St., and 2 & 20 Chestnut St. - It also includes the following state sites: 12-18 Hingham Street, and 15 Inman Street.

\*\*\*\*North-Cambridge waiting list includes the following federal scattered sites: 121 Jackson St., 125-127 Whittemore Ave., 13 Seagrave Rd., 175 Richdale Ave., 8-10 Columbus Ave., and Garfield St. (reported in prior reports as part of the UDIC sites)

Notes:

1. This total number on all site-based waiting lists differs from the total number of applicants shown in table 3-2a and 3-2b because this table represents the total number of Cambridge Residents only.
2. 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.
3. Only certain State Public Housing properties have a waiting list associated with them.

2-3B CAMBRIDGE FEDERAL AND STATE PUBLIC HOUSING – CAMBRIDGE RESIDENTS:  
WAITING LIST BY ETHNICITY – FY2012 ANNUAL PLAN\*

	Ethnicity				TOTAL
	Hispanic		Non-Hispanic		
<b>Federal Family</b>					
Washington Elms	27	11.39%	210	88.61%	237
Corcoran Park	23	13.53%	147	86.47%	170
Putnam Gardens	22	9.69%	205	90.31%	227
Newtowne Court	37	12.25%	265	87.75%	302
River Howard	29	15.43%	159	84.57%	188
Jefferson Park	23	12.11%	167	87.89%	190
Roosevelt Towers	14	12.84%	95	87.16%	109
Woodrow Wilson	29	13.74%	182	86.26%	211
<b>Federal Family Subtotal</b>	<b>204</b>	<b>12.48%</b>	<b>1430</b>	<b>87.52%</b>	<b>1,634</b>
<b>Federal Elderly/Disabled</b>					
H. S Truman Apts.	3	7.69%	36	92.31%	39
Daniel F. Burns	20	13.16%	132	86.84%	152
Millers River	31	15.90%	164	84.10%	195
Lyndon B. Johnson	15	13.16%	99	86.84%	114
Robert S. Weaver	1	4.55%	21	95.45%	22
<b>Fed Elderly/Disabled Subtotal</b>	<b>70</b>	<b>13.41%</b>	<b>452</b>	<b>86.59%</b>	<b>522</b>
<b>Federal PH Total</b>	<b>274</b>	<b>12.71%</b>	<b>1882</b>	<b>87.29%</b>	<b>2,156</b>
<b>State Family</b>					
Lincoln Way	7	17.95%	32	82.05%	39
Jackson Gardens	13	15.66%	70	84.34%	83
Roosevelt Towers - State	38	18.81%	164	81.19%	202
<b>State Family Subtotal</b>	<b>58</b>	<b>17.90%</b>	<b>266</b>	<b>82.10%</b>	<b>324</b>
<b>State Elderly/Disabled</b>					
Manning	40	16.19%	207	83.81%	247
Linnaean Street	3	5.08%	56	94.92%	59
Russell Apartments	10	9.52%	95	90.48%	105
Putnam School	7	10.94%	57	89.06%	64
<b>State Elderly/Disabled Subtotal</b>	<b>60</b>	<b>12.63%</b>	<b>415</b>	<b>87.37%</b>	<b>475</b>
<b>State PH Total</b>	<b>118</b>	<b>14.77%</b>	<b>681</b>	<b>85.23%</b>	<b>799</b>
<b>Total PH</b>	<b>392</b>		<b>2563</b>		<b>2,955</b>
<b>Regional Waiting Lists</b>					
East-Cambridge**	14	12.96%	94	87.04%	108
Mid-Cambridge***	9	13.24%	59	86.76%	68
North-Cambridge ****	8	22.22%	28	77.78%	36
SROs	33	12.69%	227	87.31%	260
<b>Total Regional PH</b>	<b>64</b>	<b>13.56%</b>	<b>408</b>	<b>86.44%</b>	<b>472</b>

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

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

\*\*\*Mid-Cambridge waiting list includes the following federal scattered sites: 19 Valentine St., 6-8 Fairmont St. (reported in prior reports as part of the UDIC sites), 4 Centre St., and 2 & 20 Chestnut St. - It also includes the following state sites: 12-18 Hingham Street, and 15 Inman Street.

\*\*\*\*North-Cambridge waiting list includes the following federal scattered sites: 121 Jackson St., 125-127 Whittemore Ave., 13 Seagrave Rd., 175 Richdale Ave., 8-10 Columbus Ave., and Garfield St. (reported in prior reports as part of the UDIC sites)

Notes:

1. This total number on all site-based waiting lists differs from the total number of applicants shown in table 3-2a and 3-2b because this table represents the total number of Cambridge Residents only.
2. 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.
3. Only certain State Public Housing properties have a waiting list associated with them.

## 2-4 CAMBRIDGE PUBLIC HOUSING AND HOUSING CHOICE VOUCHER PROGRAMS: WAITING LIST BY INCOME LEVEL – FY2012 ANNUAL PLAN\*

	INCOME RANGES								TOTAL
	0-30% of AMI		30-50% of AMI		50-80% of AMI		> 80% of AMI		
<b>Federal Family</b>									
Washington Elms	1,164	87.98%	48	3.63%	7	0.53%	1	0.08%	1,323
Corcoran Park	764	85.84%	56	6.29%	9	1.01%	2	0.22%	890
Putnam Gardens	783	82.51%	34	3.58%	4	0.42%	1	0.11%	949
Newtowne Court	1,264	86.10%	51	3.47%	7	0.48%	2	0.14%	1,468
River Howard	564	81.86%	41	5.95%	6	0.87%	0	0.00%	689
Jefferson Park	1,272	90.86%	35	2.50%	5	0.36%	3	0.21%	1,400
Roosevelt Towers	441	86.81%	19	3.74%	1	0.20%	1	0.20%	508
Woodrow Wilson	817	86.55%	23	2.44%	5	0.53%	1	0.11%	944
<b>Federal Family Subtotal</b>	<b>7,069</b>	<b>95.13%</b>	<b>307</b>	<b>4.13%</b>	<b>44</b>	<b>0.59%</b>	<b>11</b>	<b>0.15%</b>	<b>7,431</b>
<b>Federal Elderly/Disabled</b>									
H. S Truman Apts.	178	93.19%	7	3.66%	6	3.14%	0	0.00%	191
Daniel F. Burns	569	93.74%	29	4.78%	8	1.32%	1	0.16%	607
Millers River	749	94.57%	32	4.04%	11	1.39%	0	0.00%	792
Lyndon B. Johnson	406	93.12%	22	5.05%	8	1.83%	0	0.00%	436
Robert S. Weaver	60	90.91%	5	7.58%	1	1.52%	0	0.00%	66
<b>Fed Eld/Dis Subtotal</b>	<b>1,962</b>	<b>93.79%</b>	<b>95</b>	<b>4.54%</b>	<b>34</b>	<b>1.63%</b>	<b>1</b>	<b>0.05%</b>	<b>2,092</b>
<b>Federal PH Total</b>	<b>9,031</b>	<b>94.83%</b>	<b>402</b>	<b>4.22%</b>	<b>78</b>	<b>0.82%</b>	<b>12</b>	<b>0.13%</b>	<b>9,523</b>
<b>State Family</b>									
Lincoln Way	470	97.51%	10	2.07%	2	0.41%	0	0.00%	482
Jackson Gardens	751	98.30%	12	1.57%	0	0.00%	1	0.00%	764
Roosevelt Towers-State	576	94.58%	29	4.76%	4	0.66%	0	0.00%	609
<b>State Family Subtotal</b>	<b>1,797</b>	<b>96.87%</b>	<b>51</b>	<b>2.75%</b>	<b>6</b>	<b>0.32%</b>	<b>1</b>	<b>0.00%</b>	<b>1,855</b>
<b>State Elderly/Disabled</b>									
Manning	847	94.22%	36	4.00%	13	1.45%	3	0.00%	899
Linnaean Street	192	92.75%	10	4.83%	4	1.93%	1	0.00%	207
Russell Apartments	396	97.30%	7	1.72%	3	0.74%	1	0.00%	407
Putnam School	192	88.07%	17	7.80%	8	3.67%	1	0.00%	218
<b>State Eld/Dis Subtotal</b>	<b>1,627</b>	<b>93.99%</b>	<b>70</b>	<b>4.04%</b>	<b>28</b>	<b>1.62%</b>	<b>6</b>	<b>0.00%</b>	<b>1,731</b>
<b>State PH Total</b>	<b>3,424</b>	<b>95.48%</b>	<b>121</b>	<b>3.37%</b>	<b>34</b>	<b>0.95%</b>	<b>7</b>	<b>0.00%</b>	<b>3,586</b>
<b>Total PH</b>	<b>12,455</b>	<b>95.01%</b>	<b>523</b>	<b>3.99%</b>	<b>112</b>	<b>0.85%</b>	<b>19</b>	<b>0.00%</b>	<b>13,109</b>
<b>Regional Waiting Lists</b>									
East-Cambridge**	283	97.25%	7	2.41%	1	0.34%	0	0.00%	291
Mid-Cambridge***	222	94.07%	11	4.66%	3	1.27%	0	0.00%	236
North-Cambridge****	286	95.65%	9	3.01%	4	1.34%	0	0.00%	299
SROs	1,059	95.75%	38	3.44%	8	0.72%	1	0.09%	1,106
<b>Total Regional PH</b>	<b>1,850</b>	<b>95.76%</b>	<b>65</b>	<b>3.36%</b>	<b>16</b>	<b>0.83%</b>	<b>1</b>	<b>0.05%</b>	<b>1,932</b>

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

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

\*\*\*Mid-Cambridge waiting list includes the following federal scattered sites: 19 Valentine St., 6-8 Fairmont St. (reported in prior reports as part of the UDIC sites), 4 Centre St., and 2 & 20 Chestnut St. - It also includes the following state sites: 12-18 Hingham Street, and 15 Inman Street.

\*\*\*\*North-Cambridge waiting list includes the following federal scattered sites: 121 Jackson St., 125-127 Whittemore Ave., 13 Seagrave Rd., 175 Richdale Ave., 8-10 Columbus Ave., and Garfield St. (reported in prior reports as part of the UDIC sites)

### 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 State Public Housing properties have a waiting list associated with them.

## 2-5 CAMBRIDGE LEASED HOUSING – WAITING LIST OVERVIEW – FY2012 ANNUAL PLAN\*

Leased Housing		
	Total	%
<b># OF BEDROOMS</b>		
Studio	1,113	18.7%
1 Bedroom	1,805	30.3%
2 Bedroom	1,938	32.6%
3 Bedroom	978	16.4%
4+ Bedroom	120	2.0%
<b>Total Households</b>	<b>5,954</b>	<b>100.0%</b>
<b>RACE</b>		
Black	3,091	51.9%
Asian	202	3.4%
White	2,593	43.6%
American Indian	68	1.1%
Other	0	0.0%
<b>Total Households</b>	<b>5,954</b>	<b>100.0%</b>
<b>ETHNICITY</b>		
Hispanic	1,332	22.4%
Non-Hispanic	4,622	77.6%
<b>Total Households</b>	<b>5,954</b>	<b>100.0%</b>
<b>INCOME</b>		
< 30% AMI	5,813	97.6%
30%-50% AMI	121	2.0%
50%-80% AMI	18	0.30%
> 80% AMI	2	0.03%
<b>Total Households</b>	<b>5,954</b>	<b>100.0%</b>

**NOTE:**

1. Numbers provided in this table represent actual data as of the time the FY12 MTW Plan was prepared for public comment and submission to HUD. CHA's end of the period data can be found on the MTW Annual Report submitted at the end of the current Fiscal Year.
2. The Leased Housing Program does not maintain separate waiting lists for Family and Elderly households.

## Appendix 3 Management Indicators

### 3-1A CAMBRIDGE PUBLIC HOUSING: OCCUPANCY LEVELS - FY 2012 ANNUAL PLAN\*

	FY 2011 YTD		FY 2012 EXPECTED	
	Gross %	Adjusted %**	Gross %	Adjusted %
<b>Federal Family</b>				
Washington Elms	99.5%	99.5%	98.0%	TBD
Corcoran Park**	98.2%	98.7%	98.0%	TBD
Putnam Gardens	98.8%	98.8%	98.0%	TBD
Newtowne Court	98.7%	98.7%	98.0%	TBD
UDIC**	57.5%	95.4%	98.0%	TBD
River Howard	-	-	98.0%	TBD
Jefferson Park	98.9%	98.9%	98.0%	TBD
Scattered Sites	98.2%	98.2%	98.0%	TBD
Garfield Street	100.0%	100.0%	98.0%	TBD
Roosevelt Towers	98.5%	98.5%	98.0%	TBD
Hingham Street	100.0%	100.0%	98.0%	TBD
Inman Street	100.0%	100.0%	98.0%	TBD
Willow Street	96.4%	96.4%	98.0%	TBD
Woodrow Wilson	97.6%	97.6%	98.0%	TBD
<b>Federal Family PH Subtotal</b>	<b>97.8%</b>	<b>98.7%</b>	<b>98.0%</b>	<b>TBD</b>
<b>Federal Elderly/Disabled</b>				
Truman Apts.**	98.3%	99.4%	98.3%	TBD
Burns Apts.**	93.5%	98.1%	93.0%	TBD
Millers River	96.1%	96.1%	96.0%	TBD
L.B. Johnson**	85.1%	92.7%	83.0%	TBD
Weaver Apartments	-	-	98.0%	TBD
<b>Federal Elderly/Disabled PH Subtotal</b>	<b>93.1%</b>	<b>94.5%</b>	<b>93.7%</b>	<b>TBD</b>
<b>Federal PH Total</b>	<b>95.5%</b>	<b>97.1%</b>	<b>95.8%</b>	<b>TBD</b>
<b>State Family</b>				
Jefferson Park - State	96.5%	96.5%	98.0%	TBD
Lincoln Way**	50.9%	95.2%	98.0%	TBD
Jackson Gardens**	6.0%	-	98.0%	TBD
Scattered Condos	95.9%	95.9%	98.0%	TBD
Cambridgeport Condos	98.2%	98.2%	98.0%	TBD
Roosevelt Towers - State	-	-	98.0%	TBD
<b>State Family PH Subtotal</b>	<b>75.3%</b>	<b>99.5%</b>	<b>98.0%</b>	<b>TBD</b>
<b>State Elderly/Disabled</b>				
Manning**	95.2%	97.2%	98.0%	TBD
116 Norfolk Street**	94.7%	97.4%	98.0%	TBD
Linnaean Street **	95.8%	98.8%	98.0%	TBD
Russell Apartments	97.6%	97.6%	98.0%	TBD
Elderly Condos	100.0%	100.0%	98.0%	TBD
St. Paul's Residence	85.6%	85.6%	98.0%	TBD
Putnam School	-	-	98.0%	TBD
<b>State Elderly/Disabled PH Subtotal</b>	<b>95.5%</b>	<b>97.1%</b>	<b>98.0%</b>	<b>TBD</b>
<b>State PH Subtotal</b>	<b>86.3%</b>	<b>97.4%</b>	<b>98.0%</b>	<b>TBD</b>

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

\*\* Adjusted for modernization activities

Note: the calculation of occupancy levels is made using a gross count of units that excludes non-dwelling units. These include office space and special use units, totaling 20 non-dwelling units.

3-1B CAMBRIDGE PUBLIC HOUSING:  
OCCUPANCY OVERVIEW - PY 2012 ANNUAL PLAN

Federal Family	FY 2011 YTD (4/1-10/31/10)		State Family	FY 2011 YTD (4/1-10/31/10)	
	Period Vacancies	Period Occupancies		Period Vacancies	Period Occupancies
Washinton Elms	5	9			
Corcoran Park*	12	12	Jefferson Park - State	4	8
Putnam Gardens	7	5	Lincoln Way*	5	10
Newtowne Court	13	14	Jackson Gardens*	0	0
UDIC*	5	1	Scattered Condos	0	1
River Howard Homes	1	0	Cambridgeport Condos	1	1
Jefferson Park	6	9	Roosevelt Towers - State	10	4
Scattered Sites	1	1	<b>Total</b>	<b>20</b>	<b>24</b>
Garfield Street	0	0			
Roosevelt Towers	6	5			
Hingham Street	0	0			
Inman Street	0	0			
Willow Street	0	9			
Woodrow Wilson	3	4			
<b>Total</b>	<b>59</b>	<b>69</b>			

Federal Elderly/Disabled	FY 2011 YTD (4/1-10/31/10)		State Elderly/Disabled	FY 2011 YTD (4/1-10/31/10)	
	Period Vacancies	Period Occupancies		Period Vacancies	Period Occupancies
H. S Truman Apts.*	1	0	Manning*	14	14
Daniel F. Burns*	8	4	116 Norfolk Street*	1	3
Millers River*	17	15	Linnaean Street*	0	1
Lyndon B. Johnson*	14	2	Russell Apartments	5	4
Robert S. Weaver	0	0	Elderly Condos	0	0
<b>Total*</b>	<b>40</b>	<b>21</b>	St. Paul's Residence	4	5
			Putnam School	1	3
			<b>Total</b>	<b>25</b>	<b>30</b>

\*Several vacant units were put in MOD status at these sites.

3-2A CAMBRIDGE PUBLIC HOUSING:  
WORK ORDER RESPONSE - FY 2012 ANNUAL PLAN\*

	FY 2011 YTD		FY 2012 EXPECTED	
	Emergency % Completed Under 24Hrs.	Non-Emergency Average Days to Complete	Emergency % Completed Under 24Hrs.	Non-Emergency Average Days to Complete
<b>Federal Family</b>				
Washington Elms	100.0%	3.6	100.0%	7.0
Corcoran Park	100.0%	1.4	100.0%	7.0
Putnam Gardens	100.0%	1.2	100.0%	7.0
Newtowne Court	100.0%	4.2	100.0%	7.0
UDIC	100.0%	4.1	100.0%	7.0
River Howard	100.0%	1.0	100.0%	7.0
Jefferson Park	100.0%	2.2	100.0%	7.0
Scattered Sites	100.0%	2.2	100.0%	7.0
Garfield Street	100.0%	2.5	100.0%	7.0
Roosevelt Towers	100.0%	2.5	100.0%	7.0
Hingham Street	-	1.9	100.0%	7.0
Inman Street	-	2.6	100.0%	7.0
Willow Street	100.0%	1.5	100.0%	7.0
Woodrow Wilson	100.0%	1.2	100.0%	7.0
<b>Federal Family PH Subtotal</b>	<b>100%</b>	<b>2.2</b>	<b>100%</b>	<b>7.0</b>
<b>Federal Elderly/Disabled</b>				
Truman Apts.	100.0%	1.2	100.0%	7.0
Burns Apts.	100.0%	1.3	100.0%	7.0
Millers River	100.0%	1.2	100.0%	7.0
L.B. Johnson	100.0%	1.0	100.0%	7.0
Weaver Apartments	100.0%	1.1	100.0%	7.0
<b>Federal Elderly/Disabled Subtotal</b>	<b>100%</b>	<b>1.2</b>	<b>100%</b>	<b>7.0</b>
<b>Federal PH Total</b>	<b>100%</b>	<b>1.9</b>	<b>100%</b>	<b>7.0</b>
<b>State Family</b>				
Jefferson Park - State	100.0%	2.3	100.0%	7.0
Lincoln Way	100.0%	1.2	100.0%	7.0
Jackson Gardens	100.0%	1.2	100.0%	7.0
St. Paul's Residence	-	-	100.0%	7.0
Scattered Condos	-	5.0	100.0%	7.0
Cambridgeport Condos	100.0%	20.5	100.0%	7.0
Roosevelt Towers - State	100.0%	2.2	100.0%	7.0
<b>State Family PH Subtotal</b>	<b>100%</b>	<b>2.1</b>	<b>100%</b>	<b>7.0</b>
<b>State Elderly/Disabled</b>				
Manning	100.0%	2.5	100.0%	7.0
116 Norfolk Street	100.0%	7.4	100.0%	7.0
Linnaean Street	100.0%	1.2	100.0%	7.0
Russell Apartments	100.0%	1.5	100.0%	7.0
Elderly Condos	-	15.8	100.0%	7.0
St. Paul's Residence	-	4.9	100.0%	7.0
Putnam School	100.0%	1.0	100.0%	7.0
<b>State Elderly/Disabled Subtotal</b>	<b>100%</b>	<b>2.3</b>	<b>100%</b>	<b>7.0</b>
<b>State PH Subtotal</b>	<b>100%</b>	<b>2.2</b>	<b>100%</b>	<b>7.0</b>
<b>TOTAL</b>	<b>100%</b>	<b>2.0</b>	<b>100%</b>	<b>7.0</b>

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

3-2B CAMBRIDGE PUBLIC HOUSING:  
WORK ORDERS OVERVIEW BY SITE - FY 2012 ANNUAL PLAN

FY2011 YTD (4/1/10-10/31/10)

Federal Family PH	Start of Period	Received in Period	Completed
Washinton Elms	34	1,262	1,258
Corcoran Park	9	2,648	2,638
Putnam Gardens	9	1,053	1,047
Newtowne Court	42	1,434	1,423
UDIC	2	224	218
River Howard Homes	0	192	192
Jefferson Park	25	1,105	1,118
Scattered Sites	3	101	100
Garfield Street	0	34	34
Hingham St.	1	73	73
Inman St.	1	73	72
Woodrow Wilson	3	478	468
Willow St.	3	92	93
Roosevelt Towers	4	556	546
<b>Total</b>	<b>136</b>	<b>9,325</b>	<b>9,280</b>
<b>Carried over to next period</b>	<b>181</b>		
<b>% of total not completed</b>	<b>1.9%</b>		

State Family	Start of Period	Received in Period	Completed
Jefferson Park - State	10	452	454
Lincoln Way	2	484	482
Jackson Gardens	3	187	190
St. Paul's Residence	-	-	-
Scattered Condos	2	13	12
Cambridgeport Condos	6	25	25
Roosevelt Towers - State	5	579	567
<b>Total</b>	<b>28</b>	<b>1,740</b>	<b>1,730</b>
<b>Carried over to next period</b>	<b>38</b>		
<b>% of total not completed</b>	<b>2.1%</b>		

Federal Elderly/Disabled	Start of Period	Received in Period	Completed
H. S Truman Apts.	10	557	558
Daniel F. Burns	1	514	512
Millers River	7	2,415	2,410
Lyndon B. Johnson	4	793	784
Robert S. Weaver	0	72	70
<b>Total</b>	<b>22</b>	<b>4,351</b>	<b>4,334</b>
<b>Carried over to next period</b>	<b>39</b>		
<b>% of total not completed</b>	<b>0.9%</b>		

State Elderly/Disabled	Start of Period	Received in Period	Completed
Manning	43	2,158	2,173
116 Norfolk Street	1	30	25
Linnaean Street	0	81	81
Russell Apartments	2	158	154
Elderly Condos	1	10	9
St. Paul's Residence	1	23	23
Putnam School	1	419	417
<b>Total</b>	<b>49</b>	<b>2,879</b>	<b>2,882</b>
<b>Carried over to next period</b>	<b>46</b>		
<b>% of total not completed</b>	<b>1.6%</b>		

3-3 CAMBRIDGE PUBLIC HOUSING:  
RENT COLLECTION LEVELS - FY 2012 ANNUAL PLAN\*

	FY 2011 YTD ACTUAL	FY 2012 EXPECTED
<b>Federal Family</b>		
Washington Elms	98.4%	98.0%
Corcoran Park	98.9%	98.0%
Putnam Gardens	99.1%	98.0%
Newtowne Court	98.6%	98.0%
UDIC	100.0%	98.0%
River Howard	97.8%	98.0%
Jefferson Park	99.3%	98.0%
Scattered Sites	98.5%	98.0%
Garfield Street	99.8%	98.0%
Roosevelt Towers	98.2%	98.0%
Hingham Street	100.0%	98.0%
Inman Street	71.5%	98.0%
Willow Street	94.4%	98.0%
Woodrow Wilson	93.9%	98.0%
<b>Federal Family PH Subtotal</b>	<b>98.6%</b>	<b>98.0%</b>
<b>Federal Elderly/Disabled</b>		
Truman Apts.	99.8%	98.0%
Burns Apts.	99.6%	98.0%
Millers River	99.9%	98.0%
L.B. Johnson	99.7%	98.0%
Weaver Apartments	100.0%	98.0%
<b>Federal Elderly/Disabled Subtotal</b>	<b>99.8%</b>	<b>98.0%</b>
<b>Federal PH Total</b>	<b>98.9%</b>	<b>98.0%</b>
<b>State Family</b>		
Jefferson Park - State	97.1%	98.0%
Lincoln Way	98.4%	98.0%
Jackson Gardens	-	98.0%
Scattered Condos	97.0%	98.0%
Cambridgeport Condos	98.8%	98.0%
Roosevelt Towers - State	100.0%	98.0%
<b>State Family PH Subtotal</b>	<b>98.3%</b>	<b>98.0%</b>
<b>State Elderly/Disabled</b>		
Manning	99.7%	98.0%
116 Norfolk Street	100.0%	98.0%
Linnaean Street	10000.0%	98.0%
Russell Apartments	100.0%	98.0%
Elderly Condos	99.2%	98.0%
St. Paul's Residence	93.7%	98.0%
Putnam School	-	98.0%
<b>State Elderly/Disabled Subtotal</b>	<b>99.5%</b>	<b>98.0%</b>
<b>State PH Subtotal</b>	<b>98.9%</b>	<b>98.0%</b>
<b>TOTAL</b>	<b>98.9%</b>	<b>98.0%</b>

\* This chart calculates the total rent billed for as of 10/31/10 divided by the current balance not including prepays or other credits. Excludes J.F. Kennedy Apts., CHA's HOPE VI program.

### 3-4 CAMBRIDGE PUBLIC HOUSING: INSPECTIONS - FY 2012 ANNUAL PLAN\*

	CALENDAR 2010YTD		FY 2012 EXPECTED	
	% Inspected	% Passing UPCS	% Inspected	% Passing UPCS
<b>Federal Family</b>				
Washington Elms	100.0%	100.0%	100.0%	100.0%
Corcoran Park	100.0%	100.0%	100.0%	100.0%
Putnam Gardens	100.0%	100.0%	100.0%	100.0%
Newtowne Court	100.0%	100.0%	100.0%	100.0%
UDIC	100.0%	100.0%	100.0%	100.0%
River Howard	100.0%	100.0%	100.0%	100.0%
Jefferson Park	100.0%	100.0%	100.0%	100.0%
Scattered Sites	100.0%	100.0%	100.0%	100.0%
Garfield Street	100.0%	100.0%	100.0%	100.0%
Roosevelt Towers	100.0%	100.0%	100.0%	100.0%
Hingham Street	100.0%	100.0%	100.0%	100.0%
Inman Street	100.0%	100.0%	100.0%	100.0%
Willow Street	100.0%	100.0%	100.0%	100.0%
Woodrow Wilson	100.0%	100.0%	100.0%	100.0%
<b>Federal Family PH Subtotal</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Federal Elderly/Disabled</b>				
Truman Apts.	100.0%	100.0%	100.0%	100.0%
Burns Apts.	100.0%	100.0%	100.0%	100.0%
Millers River**	100.0%	100.0%	100.0%	100.0%
L.B. Johnson**	100.0%	100.0%	100.0%	100.0%
Weaver Aparments	100.0%	100.0%	100.0%	100.0%
<b>Federal Elderly/Disabled Subtotal</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Federal PH Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>State Family</b>				
Jefferson Park - State	100.0%	100.0%	100.0%	100.0%
Lincoln Way	100.0%	100.0%	100.0%	100.0%
Jackson Gardens	100.0%	100.0%	100.0%	100.0%
Scattered Condos	100.0%	100.0%	100.0%	100.0%
Cambridgeport Condos	100.0%	100.0%	100.0%	100.0%
Roosevelt Towers - State	100.0%	100.0%	100.0%	100.0%
<b>State Family PH Subtotal</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>State Elderly/Disabled</b>				
Manning	100.0%	100.0%	100.0%	100.0%
116 Norfolk Street	100.0%	100.0%	100.0%	100.0%
Linnaean Street	100.0%	100.0%	100.0%	100.0%
Russell Apartments	100.0%	100.0%	100.0%	100.0%
Elderly Condos	100.0%	100.0%	100.0%	100.0%
St. Paul's Residence	100.0%	100.0%	100.0%	100.0%
Putnam School	100.0%	100.0%	100.0%	100.0%
<b>State Elderly/Disabled PH Subtotal</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Federal PH Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

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

3-5 CAMBRIDGE HOUSING CHOICE VOUCHER PROGRAM:  
INSPECTIONS - FY 2012 ANNUAL PLAN

	Total Units	Selected	%	Passed	Failed	Pending*
Group I	928	567	61%	188	43	9
Group II	913	300	33%	117	69	1
PBAs	529	312	59%	92	136	12
<b>Total</b>	<b>2,370</b>	<b>1,179</b>		<b>397</b>	<b>248</b>	<b>22</b>

**Total Inspections Conducted**      **645**

Extra 20% Selected	Extra 20% Selected of selected units passed	# of Extra 20% of selected units failed		Special Inspections Conducted
-	-	-	Group I	3
n/a	n/a	n/a	Group II	12
-	-	-	PBAs	0
<b>Total Extra Inspections Conducted</b>	<b>-</b>		<b>Total Special Inspections Conducted</b>	<b>15</b>

**Total Inspections (Reg./Extra/Special) conducted**      **660**

\*Pending due to tenant non-compliance. The inspector was not allowed into premises or tenant was not available at time of inspection.

3-6 CAMBRIDGE FEDERAL PUBLIC HOUSING:  
 CEILING RENTS UNDER RENT SIMPLIFICATION - FY 2012 ANNUAL PLAN

	CEILING RENTS					
	Studio	1BR	2BR	3BR	4BR	5BR
<b>FEDERAL PH</b>						
Family*	-	\$891	\$1,060	\$1,233	\$1,302	\$1,440
Elderly/Disabled	\$1,037	\$1,106	\$1,175	-	-	-
Mix-Family - Family*	-	\$980	\$1,166	\$1,356	\$1,432	\$1,584
Mix-Family - Elderly/Disabled	\$1,141	\$1,217	\$1,293	-	-	-

\*These rents do not include utility allowances, which may differ by development.

## **Appendix 4**

### **Local Asset Management Plan**

CHA is in compliance with most of the asset management/operating fund rule requirements. The agency has established fee for service, shared resources, etc. for most activities. A COCC is also in place. Because of the flexibility allowed by our MTW agreement, we find that some of our activities do not readily translate into fiscal policy choices that meet all of the stipulated provisions of the Asset Management rule. In Accordance with Amendment 1 of the Amended and Restated Moving to Work Agreement, we have outlined the key differences below:

#### **Retaining Full Fungibility**

First and foremost is our retention of full fungibility. As stipulated through our MTW agreement, CHA will continue to exercise full fungibility across programs, AMPs, newly federalized units and if necessary the COCC, at any time throughout the fiscal year. This is especially important in FY 2012 as we transition from State to Federal support. Once federalized, these properties must begin to meet Federal Financial Standards (also see reserve plan later in this chapter).

Per Attachment D, Uses of Funds, paragraph 3, HUD acknowledges that the funds are not restricted. In addition Amendment 1, paragraph F. 2. f. provides for full authority to move funds among projects. Taken together CHA believes that continued fungibility as described above is permitted.

#### **Working Capital - Inclusion of Full CFP Data on Each AMP Budget**

Given the fungibility of work items under CFP and CHA's 5-year plan, CHA capital plan is extensive and comprehensive. In order to plan, develop private investment opportunities, and address local issues such as planning and zoning, CHA believes that it is in its best interest to not budget capital soft costs by AMP in our 2012 FY. Instead, CHA has created a pool of working capital funds based on all capital work for the fiscal year. Our Planning and Development Department will draw against this pool to cover pre-rehabilitation and/or pre-development costs such as financial consulting, legal, architectural or engineering fees. If the need arises, CHA also intends to charge predevelopment administrative costs to this pool. As work progresses, CHA intends to collapse costs into the capital budget for a project, and then track soft costs by AMP. However, not all costs may be AMP based. In the event a project is deferred or infeasible, CHA at its option, can choose to leave those costs in the common pool and not charge them to a project. For projects that go forward, financial statements at year-end will reflect all capital expenses incurred by AMP. Costs charged to the working capital pool are a direct cost to the pool and once a project goes forward will be considered a direct cost to a specific project. In the event CHA receives a developer fee it will reserve the option to charge the fee back to the pool or the AMP where the capital project was completed.

Amendment 1, Section F. 2. b. and c., requires that costs be accorded consistent treatment. The model proposed above comports with Amendment 1 in that the working capital pool can be considered a direct cost for pre-development expenses. Once under-way, costs to the extent practical can be shifted or considered a direct cost to a project.

#### **Pension and Other Post Employment Benefits (OPEBs)**

CHA is in compliance with GAAP and GASB Statement No. 45 in its treatment of OPEB expenses and liabilities. Project-Based Budgeting and Accounting is a cornerstone of the Asset Management Program. It appears to CHA that HUD is deviating from this principle by requesting that liabilities related to OPEB for all employees are charged

to COCC (from the date of Asset Management implementation forward).

CHA will use its MTW authority to charge OPEB to AMPs and only charge the COCC for the portion directly related to the COCC staff. CHA believes this supports the requirements of a true Asset Management Program. Costs should stay where they are incurred (i.e. direct charges and liabilities to the AMPs should remain at the AMPs in order to accurately represent the true cost of running these projects). In addition, since OPEB is excluded from the excess cash calculation, reflecting it under each AMP has no adverse impact on excess cash. Asset management calls for a project level accounting. CHA's methodology supports a true project level accounting.

### **COCC Bookkeeping Fee**

While HUD has assigned a bookkeeping fee of \$7.50 PUM, CHA will use a bookkeeping fee of \$16 PUM based on actual documented costs for these services in CHA's market. Upon request, CHA can furnish supporting documents for its choice of book keeping fee. CHA's local market supports the higher amount. Amendment 1 allows for increased fees with justification. (See Amendment 1, Section F. 4. a. ii.)

### **Night and Weekend Crew**

These positions are mandated by CHA's labor union agreement and because of the inability to obtain and maintain a market rate fee schedule on these staff positions CHA used a per unit allocation. This crew is not assigned to a specific site, nor is fee for service an option since the work that can be charged is so variable. CHA is using an allocation approach to cover the cost of these two crews (3 to 5 positions in total) as permitted per Amendment 1, Section F. 4.b.

### **Central Maintenance Fee**

For the skilled trades in Central Maintenance CHA has adopted a fee for service approach.

### **Gross Potential Operating Subsidy**

While HUD is planning to mandate the reporting of gross potential subsidy on each AMP, CHA's agreement does not call for calculation of subsidy by AMP. HUD Form 52723 as submitted by CHA is not AMP-driven at the subsidy level and our fungibility through MTW allows cross-funding of subsidy. CHA thus finds the calculation and reporting of gross potential subsidy inconsequential within an MTW program that has full fungibility. CHA's position is in line with Attachment A to the MTW agreement which outlines CHA's subsidy computations.

### **Leased Housing Administrative Fees**

CHA's MTW funding folds administrative fees into our voucher formula. For all practical purposes our MTW agreement's funding formula does not recognize administrative fees. However, CHA continues to track and compare our administrative costs to the administrative fees for the Housing Choice Voucher program (currently set at \$100.70 PUM) in order to provide a rough benchmark for our program administrative costs. In addition to covering the direct costs of the voucher program, CHA provides \$37.02 PUM for administrative support to the COCC. This figure deviates from HUD's suggested COCC voucher fee methodology that generates a \$28 PUM.

Our MTW leased housing initiatives call for a much higher level of involvement for COCC staff especially for policy development including impact analysis, accounting review, assessment and monitoring, all of which are costs that contribute to a higher fee to the COCC. The administrative fee also has a bookkeeping component. The higher

Bookkeeping Fee was discussed previously in this Local Asset Management Plan.

### **Resident Service Expenses**

While HUD has encouraged costs associated with resident services to be treated as direct or front line costs, to the extent practical, CHA is now budgeting Resident Services at the site level as a shared cost including some overhead for the Tenant Liaison position.

### **Rent offset in recognition of high overhead cost**

CHA's Main Central Office used to be located in one of the State's developments-specifically the F.J. Manning Apartments. In 1995, CHA moved to a different, larger and rented facility. The previous space at Manning Apts. was rented out to a non-profit for supportive services for the seniors.

The State's Department of Housing and Community Development, in recognition of the high overhead costs, has since allowed CHA to use the rental income from non-profit space to offset the Central Office rental cost. Thus, the income for the non-profit rental space in Manning is not regarded a non-dwelling income in the Manning budget.

Manning Apts. is being federalized during FY 2011 and CHA intends to continue using the non-profit rental income at Manning Apts. as an offset to the cost of Central Office Space.

### **Reserves Plan**

State units that are federalized will carry over as much State reserve as permitted by the Department of Housing and Community Development. Reductions in any State funds may occur if further capital work is required to meet Federal requirements. Hence, in the first year of operations, the federalized units may or may not have a 30 day operating reserve in place by fiscal year end.

At present, MTW Housing Choice vouchers carry a 60 day operating reserve. During FY 2012 CHA might float this amount between 30 to 60 days.

## Appendix 5 Public Comments and Responses

**KEY: C= Comment                    R= CHA Response**

### Tax Credits

C: Two commenters asked for clarification on the use of tax-credits. One commenter asked if tax-credit recertifications will be done on a unit- or person-basis.

R: The CHA anticipates inclusion of low-income housing tax credits as part of the financing plan for the Phase 2 Public Housing Preservation Program. With the use of tax credits, new tax credit recertifications will need to be completed on an annual basis. Each household residing in a tax credit unit will need to provide income and asset information as part of the recertification process. Additionally, some additional physical inspection of units above and beyond the normal CHA inspection of units may be required as part of the due diligence performed by the tax credit investor as well as the state agency overseeing the tax credit program.

C: One commenter requested to have additional training on the tax credit program for residents and advocates.

R: CHA is happy to provide a follow-up training.

### Capital Plan/ Housing Preservation Program

C: One commenter requested CHA to include the not so positive aspects of tenants' experiences during construction work at CHA sites.

R: As discussed at the Public Meeting, CHA Planning & Development staff receives far more negative feedback on CHA's redevelopment projects from abutters than from residents. In fact, almost all of the feedback CHA receives from affected residents is positive.

CHA believes this is in large part due to the lengthy and inclusive process residents, CHA and advocates engaged in to develop relocation plans, architectural designs and construction schedules that strike an appropriate and respectful balance between the needs and expectations of all the parties involved.

CHA added text in the Plan that briefly describes the process CHA will use to plan for required resident relocation during Phase 2 of CHA's Public Housing Preservation Program in response to this comment.

C: Two commenters expressed concern about the funding sources for the work plan under Phase 2 of the Public Housing Preservation Program. One commenter asked specifically where the funds are coming from. Another commenter asked why CHA will use the Liberating Assets initiative to fund the four projects under Phase 2 and whether the use of this initiative depends on how much HUD is willing to contribute to the projects.

R: CHA is in the early stages of examining the financial feasibility of moving ahead with Phase 2 of the preservation program. One thing is clear; absent another Stimulus Bill a large influx of capital funding from the federal government is not forthcoming. Therefore any funds for future redevelopment will come from energy savings programs,

low-income housing tax credits and loans.

The latter funding source will only be possible through the implementation of the Liberating Assets initiative, which in addition to allowing CHA to take out loans, may also result in increased subsidy to operate the properties after reconstruction/modernization.

C: One commenter asked about the types of arrangements CHA will make to relocate tenants. The commenter asked if CHA will force relocation and not allow tenants to return to their units.

R: CHA will use the same process as was used for relocation planning at LBJ, Jackson Gardens and Lincoln Way Apartments. The relocation plans were developed with residents, and with assistance from Cambridge and Somerville Legal Services. As described earlier in this Appendix, there is wide support for the planning process and the relocation plan that resulted from it.

C: Several commenters requested clarification on the meaning of the Liberating Assets initiative. One commenter asked if it is related to HUD efforts under the Transformation of Rental Assistance (TRA) plan published earlier in 2010.

R: The Liberating Assets initiative, including benchmarks and metrics CHA will use to evaluate the initiative are explained in CHA's FY 2011 Annual Plan. While CHA's Liberating Assets initiative pre-dated HUD's TRA proposal, there are some significant similarities between the two ideas. The Liberating Assets initiative will test some of HUD's key ideas around TRA.

C: Two commenters were concerned about the possibility of new onerous eligibility certification and re-certification procedures. One commenter asked how the recertification process will be affected and if credit reports will be used to determine eligibility for continued tenancy under the Liberating Assets initiative.

R: Absent the use of Low Income Housing Tax Credits as a funding source, CHA does not imagine that there would be any changes to eligibility or continued occupancy policies at any development redeveloped using Liberating Assets tools. If Low Income Housing Tax Credits are used, then the eligibility and continued occupancy requirements of that program would apply, as will be the case for the tax credit units at Jackson Gardens and Lincoln Way and is already the case at several non-profit owned affordable housing developments around Cambridge including those owned by CHA's non-profit affiliate management companies.

C: Two commenters expressed concern over the vulnerability of very low-income tenants when and if CHA decides to use the Liberating Assets initiative. One commenter expressed that the TRA program involves bank ownership and investment, which will subject the properties to speculative market fluctuations making tenants vulnerable. Another commenter was particularly worried about the conversion to market based rents, saying that this change will eliminate most if not all of the current tenants at CHA properties. The commenter requested clarification on the possibility of CHA increasing income limits and on the meaning of market based rental subsidy.

R: Speculative market fluctuations have nothing to do with CHA's ability to pay its mortgages. As exemplified by CHA's non-profit affiliates, CHA does not enter into financial arrangements if there is a possibility that the arrangements would in any way endanger the properties. Additionally, our local lending institutions – from whom

CHA may receive loans – are well known for their prudent and careful lending, and were unaffected by the recent financial crisis.

Increasing the federal subsidy from current Public Housing Operating subsidy levels to market rates has no impact on resident rent; it only affects (positively) the amount of subsidy the housing authority receives to operate, maintain and service debt on the property. The methodology used to determine resident rents doesn't change.

Similarly, if low-income housing tax credits were used to help fund modernization, income limits associated with the tax credit program would apply. The income ceiling for tenants of low-income housing tax credits is usually 60% of Area Median Income (AMI).

C: One commenter asked if elderly/disabled properties would retain their designation as such under the Liberating Assets initiative. Also the commenter requested clarification on CHA plans for the frail and elderly who live in assisted living units to make the transition easier for them and not cause total social and economic disruption to the most vulnerable, as these individuals do not have the physical capacity to move and economic means to pay high rent increases.

R: Buildings currently designated affordable elderly/disabled would remain so. The use of low income housing tax credits may require CHA to jettison some elements of its Rent Simplification Program in tax credit supported units, but otherwise there would not be any change in how rents are calculated.

CHA shares the commenter's concerns for frail elders living in sites undergoing redevelopment. CHA will use the same process used for the design of relocation plans at LBJ, Lincoln Way and Jackson Gardens for any other redevelopment projects.

C: One commenter asked about the role and level of involvement the tenant council will have if or when CHA uses the Liberating Assets initiative. The commenter asked if the tenant council will be eliminated.

R: Tenant councils would not be eliminated. As was the case at LBJ, Jackson Gardens and Lincoln Way, tenant councils and residents would be involved in architectural/construction planning and developing the relocation plan.

C: Two commenters expressed concern over not being able to review CHA November 16, 2010 letter to HUD before comments were due on the draft Plan on January 3, 2011. One commenter noted that the draft Plan stated that the liberating assets initiative is on hold but that nonetheless CHA announced at the public hearing that the initiative was in the fast track of being approved by HUD. Hence, the commenter expects to be able to engage in an informed discussion with CHA as the financing plan is developed. Another commenter raised the question of the existence of Tenant Protection Vouchers if there is no risk and how CHA is going to fund them. In addition the commenter asked CHA to do a better job in helping the public understand the exact nature, and purported benefits, of this new proposal. Lastly, the commenter urged CHA to exercise prudence and extreme caution before embarking on a potentially risky initiative.

R: The letter to HUD is associated with an initiative, Liberating Assets, which was included in CHA's FY 2011 MTW Plan, not the FY 2012 MTW Plan. CHA solicited, and received comments on the Liberating Assets initiative during last year's comment period. As indicated in the FY 2011 MTW Annual Plan, the Liberating Assets initiative was in development with HUD during FY 2011. CHA does not feel comfortable or obligated to share discussion drafts of

communications with HUD related to a demonstration program that by its very nature – and CHA’s tradition – will include a significant public component if it moves forward.

The November 16, 2010 letter can be found in the Appendices of the final FY 2011 MTW Annual Plan available for review and download from the Moving to Work page of the About the CHA section of CHA’s website <http://www.cambridge-housing.org/About-the-CHA/Moving-to-Work.aspx>. Hard copies of the revised final FY 2011 MTW Plan are available upon request to:

Ms. Carolina Lucey  
Senior Program Manager  
Cambridge Housing Authority  
675 Massachusetts Avenue  
Cambridge, MA 02139

In its approval of the initiative HUD made it clear that tenant protection vouchers may not be available. Tenant Protection vouchers are only issued as part of a disposition and it is far too early to know a) if this initiative will move forward at all and b) if CHA will do a disposition if it does. Regardless, CHA does not anticipate any permanent displacement of residents, which would require tenant protection vouchers. CHA could accommodate temporary moves by issuing its own vouchers when necessary, as was the case with Jackson Gardens and Lincoln Way.

The first part of this demonstration is to design a program that can be financed. If CHA is able to design one that is feasible, CHA will share it with residents before moving forward.

C: One commenter expressed concern about the lack of detailed narrative on employment of private equity and application of Return on Investment Theory. The commenter asked CHA to provide details on the parties involved, the particular documents that CHA intends to sign as it surrenders titles of housing assets in exchange for private capital. In addition the commenter asked CHA to show the amount that CHA would place in a reserve account to take care of any demands that arise when the cash flow accruing to the private investor is insufficient to meet the terms of the mortgage and other contracts that are signed by CHA. The commenter specifically requested CHA to clarify which parts of the Return to Investment Theory it considers are appropriate, when embarking on the privatization of public assets, as CHA brings private capital into the mix of financing public and other housing under the control of both CHA, and the non-profits CHA works with.

R: As mentioned earlier in this Appendix, the Liberating Assets initiative, introduced in the FY 2011 MTW Annual Plan, is in its early planning phase. At this time CHA is developing different financing packages to see if any make it feasible for CHA to move forward. Therefore any details on the specifics of a particular deal, such as the parties involved, are impossible to provide. That said, the anticipated inclusion of low-income housing tax credits (LIHTC) is a well used vehicle by housing authorities and other developers of affordable housing, and has been a financial tool used by the Cambridge Housing Authority on five different transactions. Typical LIHTC documents include restricted use agreements that establish that units must be leased to households with incomes below 60% of AMI, partnership or limited liability corporation operating agreements which detail how the property is to be managed and maintained, and regulatory and operating agreements which specify how federal public housing operating or other subsidy is being provided to the property by HUD and the housing authority.

In terms of reserve accounts, LIHTC properties typically carry a six-month operating reserve, and a six-month reserve for debt service. Additionally, an annual deposit into a capital reserve account of approximately \$300 per unit is also expected. CHA encourages the commenter to attend the aforementioned LIHTC training session(s) that

CHA will host if this initiative moves ahead.

It is important to remind the commenter that as with LBJ, Lincoln Way and Jackson Gardens, the Liberating Assets initiative does not include the privatization of public assets. If low income tax credits are used to help finance construction, the properties would be transferred to a Limited Liability Corporation for the length of the tax credit deal, but would revert back to CHA or one of its nonprofit affiliates once the tax credits expire. This mechanism is necessary for the issuance of tax credits, and is not related to the Liberating Assets initiative.

### Career Family Opportunity Cambridge Program (CFOC)

C: One commenter requested clarification on the number of participants in the CFOC program. On page 2 in the draft Plan CHA stated that the first group of 20 participants will be enrolled in the assessment phase of the program but on page 38 of the draft Plan CHA wrote that there are 20 spots for voucher holders as well as 20 spots for residents of Washington Elms/Newtowne Court.

R: The total number of participants is anticipated to be twenty; ten from Washington Elms/Newtowne Court and ten from the MTW voucher program. However, CHA will allow Crittenton Women’s Union (CWU) to enroll more than twenty participants, at CWU’s cost. CHA has committed to pay program costs for a maximum of twenty households.

C: One commenter expressed appreciation toward CHA’s openness to consider other ways of measuring the success of the CFOC program. However the commenter would have liked to review and discuss the research report done by students at the Harvard Kennedy School, which will inform the new metrics for the program. The commenter asked if the updated metrics for CFOC will be included in the detailed activities matrix to be published in the FY 2011 Annual Report; and if so, the commenter requested CHA to include information on the number of voucher holders vs. public housing residents who applied and were chosen to participate in the program.

R: The Harvard Kennedy School student project has not been completed but CHA will carefully consider integrating the students’ recommendations into how the program is evaluated. Once we receive the final report from the Kennedy School, CHA is willing to share the document. The Kennedy School report will at a minimum be summarized in CHA’s Annual Report.

CHA is not sure how the Kennedy School recommendations might be implemented. Currently CWU has three teams examining and evaluating the CFOC’s efficacy on an on-going basis; teams from Brandeis University, Boston College and CWU’s own evaluation staff. It is unclear at this time how the Kennedy School students’ recommendations will add to, or be compatible with, the work already well underway by these other teams.

CHA will include as much detail on outcomes as are available in the FY 2011 MTW Report.

### Resident Services

C: Two commenters commended CHA for the work it does through its Resident Services department despite the challenging economic climate. One commenter expressed satisfaction with the way CHA uses past experiences and comments to improve on services. The commenter also added that other local agencies should mirror CHA in the way it evaluate programs and modify them accordingly. Another commenter praised the director of the depart-

ment for his work on the Baby U program.

R: CHA thanks the commenter for their support. CHA looks forward to improving and expanding its resident services in years to come.

C: Two commenters expressed interest in learning more about the proposed revision of the Tenant Organization Recognition policy. One commenter asked CHA to clarify what CHA means when it says that metrics, baselines, and benchmarks will be outlined in the next MTW Plan.

R: By practice, CHA has used a Recognition Letter to formalize the relationship between CHA and a Tenant Council. This letter typically establishes funding for the Tenant Council, but does not speak to the nature of the relationship between the two parties. CHA plans that by its FY 2013 MTW Annual Plan to propose an initiative whereby the relationship between CHA and Tenant Councils is more clearly defined.

If the initiative requires CHA to use its Moving to Work authority to waive any sections of the 1937 Housing Act it is required by its Moving to Work Agreement with HUD to establish baselines, metrics, and benchmarks to show quantitatively whether or not the initiative was effective. Examples of this can be found in the Proposed MTW Initiatives chapter of CHA's FY 2011 MTW Annual Plan.

C: One commenter asked if CHA could make a stronger commitment to enforce the Section 3 regulation language, specifically when it states that employment will be guaranteed when possible.

R: Section 3 does not guarantee employment to residents, as described in § 135.1 of 24 CFR Subtitle B, Ch. I:

The purpose of section 3 of the Housing and Urban Development Act of 1968 (12 U.S.C. 1701u) (section 3) is to ensure that employment and other economic opportunities generated by certain HUD financial assistance shall, to the greatest extent feasible, and consistent with existing Federal, State and local laws and regulations, be directed to low- and very low- income persons, particularly those who are recipients of government assistance for housing, and to business concerns which provide economic opportunities to low- and very low-income persons.

Nonetheless, CHA is redrafting its Section 3 Policy in order to take full advantage of the employment opportunities arising from the myriad reconstruction and modernization projects currently underway, and planned for the coming year. Additionally CHA will continue working with the Building Trades on finding opportunities for interested residents and voucher holders to enter into apprenticeship programs, with the long-term goal of obtaining employment at CHA construction projects.

## Leased Housing Administrative Plan

C: One commenter expressed support for CHA's goal of limiting the overhaul of the Leased Housing Administrative Plan to non-rent simplification issues. The commenter however urged CHA to implement a mixed immigrant rent formula for voucher holders and project-based subsidies similar to what is now done in the federal public housing program (i.e. 10% surcharge) as soon as possible and not wait for the revision of the entire Administrative Plan.

R: Given the success of Rent Simplification in Public Housing, CHA is disappointed that similar rent reforms cannot be moved forward in FY 2012. CHA will continue to explore design options for additional voucher reform in FY

2012, with hopes of including them in the FY 2013 MTW Annual Plan.

CHA is looking forward to moving ahead quickly with the completion, review and implementation of the new Administrative Plan. Given the progress CHA is making on the revised draft, there are no plans to implement the mixed household rent formula on an accelerated schedule ahead of the Administrative Plan. The rent formula will however, be included in the revised Administrative Plan.

C: Another commenter reiterated the desire of the advocate community to be involved in the process of designing rent reform initiatives under the revision of the Administrative Plan.

R: Changes to the Administrative Plan do not require public comment. However, CHA intends to provide at least one working session and a 30 day period for written comment.

## Expiring Use Vouchers

C: One commenter expressed appreciation for CHA's role in securing the long-term affordability of Inman Square Apartments through the use of the Expiring Use Preservation Program (a new MTW initiative in FY 201) and asked CHA to expand on the difficulties encountered during its implementation.

R: CHA's word-choice did not accurately reflect the experience. The draft language unintentionally gave the impression that the process was made difficult by those involved in it, rather than complications inherent to the preservation process itself. The text in the final Plan has been changed. As the commenter observes, there were many complications along the way, but thanks to a cooperative effort amongst all the stakeholders, a positive conclusion was reached. CHA would be remiss not to point out that the Preservation Agreement drafted by the parties, with significant work on the document provided by Cambridge and Somerville Legal Services, established a well constructed pathway through the process for both the affected residents, CHA, and Homeowners Rehab Inc., the non-profit purchasing the expiring use building. Cambridge and Somerville Legal Services' work was critical to the initiative's success.

## Safety

C: One commenter asked if CHA is keeping track of the attendance levels at the safety meetings with the Cambridge Police Department and/or CHA's Public Safety Administrator. The commenter was interested in learning whether CHA considers attendance levels to be important to the overall safety efforts of the agency.

R: The Public Safety Administrator does ask safety meeting attendees to sign-in when they arrive at the meetings. CHA does consider attendance levels to be important to its safety efforts; CHA cannot however, compel anyone to attend the meetings.

C: One commenter requested to have more communication between management and residents regarding police activity in their developments. The commenter asked CHA to have members of ACT or Tenant Council work with personnel to keep residents informed.

R: Currently the Public Safety Coordinator meets with new Tenant Councils after each election to familiarize

them with police activities, patrols, etc. The Public Safety Administrator is happy to host regular meetings with Tenant Councils and/or ACT. The Tenant Liaison is available to help schedule these meetings.

C: One commenter asked if CHA could make security camera footage available to residents.

R: No. The police as part of investigating crimes may use footage, but out of respect for people's privacy footage will not be made publicly available.

## Inspections

C: One commenter asked for clarification on how the new amendments to the Leased Housing inspection protocol will affect disabled households.

R: They do not.

C: One commenter suggested that the quality control efforts for work orders in public housing sites might be intrusive for residents.

R: Resident participation in quality control efforts is voluntary. Obviously participation helps CHA make sure that work orders are being completed on time and with the level of quality that CHA expects, but it is fine for a resident to choose not to participate.

## Miscellaneous – Plan Related

C: Four commenters expressed interest in learning more about CHA's long-term idea of developing campus-like service-rich dwellings. One commenter noted that there are several questions that need to be answered such as if there are particular buildings being targeted for this effort, or if CHA will target a certain population of tenants such as homeless families. The commenter although in agreement with the need for new sources of funding for CHA programs, does not want to see the most vulnerable participants segregated in program-specific sites because of their need for additional services. The commenter however understands that CHA is in the early stages of fleshing out this concept and hopes that there will be opportunities later for input. Another commenter asked if CHA is willing to provide guarantees that the spending of capital on these initiatives will not lead to its selecting people within certain income guidelines.

R: This idea is in the Long-term MTW Plan chapter because it is in its conceptual infancy. There are no specific properties targeted for this initiative. The initial thinking is that CHA would designate a property(ies) as transitional housing sites to serve as both housing and service centers for households that are not ready/able to be lease-holders. Program graduates would be given the option to take a voucher or move into public housing. CHA takes exception with the characterization of a place-based, service rich transitional home as a place where people are "segregated". This campus idea would, like a university campus, provide residents with paths to opportunity, not a trap.

With regard to selecting people with certain incomes to participate in any program(s) offered - all of CHA's programs are income-based.

C: Two commenters requested a clear commitment from CHA to have working sessions with ACT and local advocates. One commenter suggested that in prior years CHA was clear about its commitment to engage the public but that in this MTW Plan there was less clarity.

R: Page 4 of this Plan's introduction was edited to better define the meeting schedule for the coming year, which is comparable to the schedule published in the previous year's MTW Annual Plan. Additionally, CHA reminds commenters that the Memorandum of Understanding between ACT and CHA includes four quarterly meetings at which topics related to CHA plans and activities may be discussed at length.

C: One commenter requested CHA add and amend language on outreach efforts listed on page 4 of the Plan. For the Federal Public Housing Lease the commenter requested the addition of a provision that prior to the site meetings and public comment period, the CHA provide for working sessions (in a sufficient manner to review the full text) with ACT, recognized resident councils, and advocacy groups. For the Administrative Plan, the commenter requested to amend language to provide working sessions (again in a sufficient number to review the full Plan) with ACT and to add advocates to these working sessions. The commenter noted that in the FY 2011 Plan CHA listed this commitment. Lastly the commenter requested the following additions to the list: Add a provision for working sessions with ACT (and opportunity for comment by advocates) for the Voucher Participant Handbook, working sessions with ACT and local resident councils (and opportunity for comment by advocates) on the Section 3 plan, and working sessions with ACT, local resident councils, and advocates on the reasonable accommodation policies, procedures, and forms. Further, the commenter expressed that ACT would like the opportunity to provide feedback on the recently updated Welcome Landlord packet and the Briefing packet for the voucher programs.

R: Per the previous response, the schedule of meetings was updated in response to requests for clarification/expansion and includes advocates in the list of parties invited to participate in working sessions.

With regard to any policies, plans, forms or handbooks not included in the schedule on page 4, CHA has no plans for working sessions, public meetings or comment periods not agreed to in the MOU between CHA and ACT or required by CHA's Moving to Work Agreement.

Finally, interested parties are not restricted from providing CHA feedback on any aspect of its operations including its handbooks.

C: One commenter asked about CHA's plans for accepting comments on the missing sections of the MTW Plan draft.

R: As in years past, the only substantive section of the Plan that was not available during the public comment period was the financial section. This year was a particularly difficult year for budgeting given the impact of construction related revenues and expenses. Further, CHA is also in the process of federalizing a significant number of State Public Housing units. These two major undertakings, coupled with the very real prospect of federal funding cuts, had an impact on CHA's management of the budget process. Because there is no federal budget, CHA's current fiscal year funding is also uncertain. Nonetheless, CHA agrees with the commenter's criticism. CHA is not satisfied with the internal budget process and will revise it over the coming fiscal year so that the budget will be available earlier with the rest of the Annual Plan.

C: One commenter requested clarification on how CHA calculated the 28.06% increase in average wage income

when comparing pre-rent simplification to those now under rent simplification.

R: This percentage increase is seen in households that rely solely on wages for income (no social security or public assistance income reported in the household). There were a total of 378 households in this category before Rent Simplification was implemented in 2005, but only 320 households remained in this group at the end of FY 2010. Their average wage income increased from \$26,262 to \$33,631 for a total increase of 28.06%.

C: Two commenters requested that CHA include information on the income data for the leased housing program waiting list. This data were not included in the draft Plan.

R: This information was added to Appendix 2 in the final Plan.

C: One commenter suggested CHA use alternate synonyms for “liberated” assets and “fungible” throughout the Plan text. According to the commenter, the particular word used does matter. While understanding that both words are used in a specific context, the commenter stated that the word “liberated” has a special connotation for all people in the world that were freed and those still yearning to be free, at various levels. In addition, the commenter stated that the word “fungible” though appropriate in an investment document, does not sit well when heard by the average person.

R: CHA respects the commenter’s feeling regarding the use of the word “liberated” but feels that it is appropriate in this context. CHA uses the word as a commentary on housing authorities’ inability to borrow against their properties’ value even when doing so would save these critical public assets from disrepair and eventual abandonment. The value in these properties is locked-up, and CHA hopes to set it free, and in doing so improve the quality of life for low-income families, elders and people with disabilities who might otherwise have no safe, affordable place to call home.

With regard to use of the word “fungible”, CHA will try to adopt the term HUD has begun using for this MTW authority, “use of funds” or “MTW use of funds”.

C: One commenter asked if there are any guarantees in place regarding ethical guidelines and criteria for academic institutions when observing/analyzing low-income households.

R: Researchers may be granted access to aggregate information about household data for those families CHA serves as well as those on CHA waiting lists. There are no household identifiers provided, Social Security numbers for example, are never provided. CHA only includes individual identifiers when written permission to do so is obtained by the household.

## **Miscellaneous – Not Plan Related**

C: Several commenters showed enthusiasm and support for CHA’s long-term goal of making internet access possible for all residents. One commenter asked if there is the possibility to include the city or the state as possible service providers.

R: CHA thanks the commenter for their support. As discussed at the Public Meeting, for various legal reasons,

neither the city nor state is able to provide low cost internet access. CHA will continue exploring other avenues in the coming year.

C: One commenter requested that CHA focus on outreach efforts that go beyond asking residents and advocates to check the agency's website. The commenter said that it is unfair of CHA to expect everyone to have access to the internet.

R: CHA makes sure to post notices of meetings, housing opportunities, job openings and training opportunities at its Central Office and at each site's management office. CHA also permits other local nonprofits to post announcements at the Central and site offices.

CHA does not expect everyone to have internet access, but reminds the commenter that CHA has several free computer centers available to residents and voucher holders throughout the city. These computer centers regularly offer open lab time so that residents and voucher holders can access the internet without needing to be enrolled in a computer learning class. The City's libraries offer free internet access, too. While CHA understands that not everyone uses the internet, it is proud of the depth, breadth, and timeliness of the materials and updates offered on its website.



