

# CAMBRIDGE HOUSING AUTHORITY

■ FISCAL YEAR 2013 ■ ANNUAL PLAN

APRIL 1, 2012 TO MARCH 31, 2013

## Moving To Work





Tamanna Syed, age 14  
Colored pencil drawing

Cambridge Housing Authority's  
Annual Art Contest Winner



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# INTRODUCTION

The economic climate of the past several of years is without doubt transforming the future of the programs we administer. In the midst of budget cuts Public Housing Agencies across the country are being asked to do more with greatly reduced resources. The 2012 Federal budget is calling for \$660 million less in the Public Housing Operating Fund, instead of full funding, requiring the use of reserves to balance operating budgets. The Housing Choice Voucher Administrative Fee is being reduced by \$50 million for the calendar year 2012, representing approximately 81% of the usual earned fees. In addition, the continued, and deep, underfunding of the Capital Fund is even more difficult to watch given that the minimum national need is now accurately estimated at \$25 billion.

CHA will focus on two areas in FY 2013: Pushing the redesign of subsidy to support family economic advancement and preservation of hard unit housing opportunities in Cambridge. Both focus areas are, in part, driven by the budget climate described above. But there is also an interest in pushing beyond our current approach to self-sufficiency. The lack of funding is real and grinding in its effect on programs. But these conditions (reasonable or not) also force us to ask fundamental questions about the “shape” and direction of our long-term mission and policies and how best to preserve the physical assets entrusted to our care.

## FY 2013 POLICY DIRECTIONS

In 2013 CHA will work to redefine the face of the traditional housing assistance programs - these programs should be designed to work in tandem with other subsidies and to prepare families for an economy that has itself been dramatically redefined in terms of options for advancement. With respect to revamping subsidy programs CHA is focusing on four reform ideas:

- Subsidy as a flexible investment in the family – the subsidy provided to the family will “look” different. It could vary in amount and be used to support non-housing purposes, with these changes coming at different points in the family’s path to self-sufficiency. The non-housing uses will be designed to better align with the family’s self-sufficiency goals, regardless of whether they are related to savings, education, work, etc. Rewards are built into the framework of the program and disincentives to economic advancement are removed.
- Work saves subsidy dollars – a family working part time has significant impact on subsidy cost. In Cambridge the average Housing Assistance Payment (HAP) in a non-working household is \$1,181, with one worker in the family, the HAP drops to \$868, a savings of \$313 per household per month. If households are able to secure employment, funds could be released for housing more households off the waiting lists or increase support services options.
- Provide a subsidy budget, not time limits as part of facilitating financial independence for certain assisted households. Setting a subsidy budget will allow some households to have control over their family expenses, while empowering them to make financial decisions according to their individual family goals. At the same time it will help the agency deal with Federal spending issues.
- Increase saving and asset building opportunities for all households.

With these long-term goals and objectives in mind CHA will continue with a combination of existing and new activities to reach the stated goals.



## AFFORDABLE HOUSING PRESERVATION

As this plan goes to print 45 units are being placed back online and residents have returned to their newly renovated apartments at Jackson Gardens. Several other units at Lincoln Way and L.B. Johnson Apartments are still in construction but expected to be reoccupied in FY 2013 thus reducing the current high vacancy rate as units formerly used for relocation will be made available to new residents or families on the transfer list.

The Leased Housing department will continue operating at approximately 97% utilization, representing approximately 2,300 vouchers in use. The local Project-Based Assistance program is expected to grow as CHA will use these subsidies to support capital projects and convert enhanced tenant-based vouchers to project-based vouchers so that expiring use properties can obtain financing. CHA has completed two such transaction in Cambridge, preserving 214 units. CHA is also in discussions to use its state-wide administrative authority to expand this process to properties outside of Cambridge.

More information on these and other issues related to tenant selection, reoccupancy of newly renovated units, or general housing information is included in Chapters 2 and 3. Information on the expansion of the Project-Based Assistance program can be found in Chapters 2 and 5.

With respect to preservation of hard units, CHA will seek to dispose of some – potentially all – of its federally-assisted public housing properties, with the intention of converting those units to a project-based rental assistance subsidy. This proposed activity is discussed in full in Chapter 3 and is part of a plan to improve the subsidy levels at the properties and possibly receive additional vouchers such that CHA could raise significant amounts of capital to invest in the properties. The discussion in Chapter 3 includes CHA's stated intention to keep most existing admission and occupancy policies, as well as associated resident protections, in place should the disposition occur.

Meanwhile, the Planning and Development staff will have another busy year, with existing and new capital projects estimate at \$84.5 million in construction activity for the coming year. CHA will also pursue other sources of new fee income, such as the Multifamily Project-Based Contract Administrator award, to be placed in competition by HUD in FY 2013. For a complete description of all ongoing and planned capital work please see Chapter 3.

## RESIDENT SERVICES – FOCUSING ON SELF-SUFFICIENCY

Despite the funding constraints, CHA is positive about the future and is confident that it can continue to do more to assist its residents as they move forward toward self-sufficiency. In the past year, at a time when public housing residents are particularly hard-hit by the economic slump, CHA has used its MTW authority to expand resident services significantly. We have opened a new The Work Force program site within the Cambridge Rindge and Latin high school (with financial support from the Cambridge Public Schools) and have collaborated with 13 other local agencies to create a parenting program that will make our children more school-ready as they enter kindergarten. With these and other programs, we have expanded our capacity to the point that over the past year we have engaged 12% (806) of our non-elderly residents in a growing array of self-sufficiency programs operated by CHA and its partners. For more details on CHA's array of services please see Chapter 3.

Although CHA's Resident Services department has made advancements in providing more families with services, this increased participation proves the need to reach an even greater number of families through deeper and more comprehensive connections with the schools and other programs. CHA recognizes that for a family to succeed in hard economic times a stable living arrangement is sometimes not enough. Unfortunately, the current traditional housing assistance programs are



unable to support families in this way.

In FY 2013 CHA is proposing several new MTW initiatives that will focus on asset building and allow for households to secure, build, and save assets. Also, CHA will pay special attention to contributions such programs can make toward childrens' futures in terms of parent involvement and educational achievement. CHA is in discussion with two asset building organizations: COMPASS Community Capital which is proposing a 200 family MTW version of the Family Self-sufficiency Program (FSS) tentatively named FSS+. In addition CHA is also talking to the Corporation for Enterprise Development (CFED) about a structured savings component for children possibly aligned with CHA's The Work Force program. This latter effort might also result in a collaboration at some level with the Tacoma, WA housing authority, another MTW agency that is working with CFED. Further, CHA is also optimistic concerning an effort called "Co-invest". This is a collaboration among four groups, CHA, Heading Home Inc., Crittenton Women's Union (CWU), and One Family. The groups have developed a comprehensive economic intervention model that has a strong chance of being funded with foundations resources. The Co-invest model is an extension of efforts established between CHA and Heading Home, and CHA and CWU. Additional information on these and other proposed MTW activities and CHA's proposal for implementation and measurement can be found in Chapter 4.

## INNOVATION THROUGH POLICY

CHA will continue to implement and track on-going MTW activities including (but not limited to) Rent Simplification and the mixed-family rent formula in Public Housing, innovative programs like the Career Family Opportunity Cambridge (CFOC) and Family Opportunity Subsidy (FOS) programs in Leased Housing, and the liberating assets initiative in Planning and Development. More details on these innovative changes to housing programs made possible under the MTW program can be found in Chapter 5.

Thanks to the MTW program CHA has made several policy changes for the benefit of its residents and voucher participants in the past couple of years. As part of these efforts CHA has successfully engaged service providers, residents and advocates in different aspects of local policy-making. However, until recently there has been very little collaboration between CHA and local higher education institutions. In FY 2013 CHA will engage the intellectual capital of the Cambridge academic community using a new unit within CHA, the Policy and Technology Lab (PTLab).

Keeping in mind that the best policy ideas are often compromised by the difficult choices made in program administration one goal of the Lab would be to help improve the existing disconnect between theoretical models and the reality of program management. CHA envisions the PTLab acting as a consultancy housed within the agency allowing for a feedback mechanism between academia and program administrators in the field. The PTLab will link CHA program staff, CHA residents and voucher-holders, academics, and third-party social service providers to develop, test, and scale policy and program innovations that meet the mission of CHA and the goals of the MTW program. CHA expects that the Lab will produce evidence-based improvements and provide ways to incorporate new technologies (software and hardware related) into the daily administration of housing assistance programs. CHA expects to have the first fellows enrolled by the Fall 2012. A draft plan for this initiative can be found in Appendix 5.

## FINANCIAL OVERVIEW

As stated above, current economic conditions continue to place enormous strain on public agencies, CHA has reflected this budget uncertainty in its fiscal assumptions for FY 2013. While major capital work will still take place during the upcoming fiscal year, no small capital projects will be considered until there is more certainty around the availability of funds, especially CHA's end of year status for FY 2012 (ending March 2013). Further information on these issues, along with a detailed view of CHA's sources and uses of funding, can be found in Chapter 7.

## PUBLIC PROCESS SCHEDULE

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 local newspapers.

ACTIVITY	OPPORTUNITIES FOR PUBLIC PARTICIPATION
Federal Public Housing Lease	<i>Resident meetings at various federal public housing sites and a 30-day public comment period.</i>
Administrative Plan	<i><u>If Admin. Plan has no rent reforms initiatives:</u> Two working sessions with ACT and advocates. 30-day public comment period.</i>  <i><u>If Admin. Plan includes rent reform initiatives:</u> Two working sessions with ACT and advocates, a 30-day public comment period and one public meeting as required by CHA's Moving to Work Agreement.</i>
Federal MTW Admissions and Continued Occupancy Policy (ACOP) Feedback	<i>One working sessions with ACT members, Tenant Council members and advocates to follow-up on the MTW ACOP.</i>
Capital Planning Meetings	<i>Resident meetings at various sites as CHA moves ahead with redevelopment and/or modernization plans.</i>
Fiscal Year 2014 Annual Plan	<i>30-day public comment period, and one public meeting.</i>
Disposition of Public Housing Units	<i>Several resident meetings at various sites. One public meeting (already held) and a 30-day comment period (already completed). One open City Council briefing session.</i>
Section 3 Plan	<i>30-day public comment period.</i>

## VOLUNTARY COMPLIANCE AGREEMENT

Based on a Voluntary Compliance Agreement with HUD's Office of Fair Housing and Equal Opportunity, CHA is on track to develop an additional forty-two wheelchair accessible units in its public housing portfolio by the end of calendar year 2013. The table below provides a detailed update on CHA's progress:

UNITS PLANNED	UNITS COMPLETED	DATE	STATUS
2	2	3.31.2008	<i>Completed.</i> 2 units completed October 2007 at L.B. Johnson Apartments
10	10	12.31.2008	<i>Completed.</i> 5 units completed December 2008 at Manning Apartments 5 units completed May 2010 at Manning Apartments
1	1	12.31.2009	<i>Completed.</i> 1 unit completed March 2010
18	3	12.31.2012	3 units completed November 2011 at Jackson Gardens 4 units under construction at Lincoln Way 5 units under construction at L.B. Johnson Apartments 6 units in design phase Millers River Apartments
11		12.31.2013	5 units in design phase at Jefferson Park State 5 units in design phase at Millers River Apartments 1 unit at a location to be determined
42	16		

# GENERAL HOUSING AUTHORITY OPERATING INFORMATION

## HOUSING INFORMATION

The inventory chart on page 13 provides a detailed account of CHA's housing stock as estimated for the beginning and the end of FY 2013.

In FY 2011 and FY 2012 CHA transferred 438 units of state-assisted public housing units to its federal program through a provision in the American Recovery and Reinvestment Act of 2009. In addition 60 state units were transferred to the federal program in FY 2012 (45 units at Jackson Gardens, 5 Elderly Condos and 10 units at Cambridgeport Commons). CHA will complete its federalization of state public units by FY 2014 as the second phase of construction at Lincoln Way is complete. In FY 2013 17 units at Lincoln Way will receive Section 8 subsidies while 20 units will be transferred to the federal public housing portfolio. The additional 33 units will be transferred in FY 2014. A summary of the changes affecting FY 2013 is given next to the inventory chart in page 11.

## ANTICIPATED NEW PROJECT BASED UNITS

In FY 2012 CHA successfully implemented the first of two planned projects to its project-based portfolio using its Expiring Use Preservation Initiative. Inman Square Apartments added 116 new project-based vouchers to CHA's inventory in early FY 2012. By the end of FY 2012, Putnam Green will be under agreement and by the beginning of FY 2013, these 32 units will be project-based and in place. Both projects involved working with new non-profit owners.

In addition CHA plans to preserve 98 units at Cambridge Court Apartments and 32 units at Norstin Buildings. While the FY 2012 Annual Plan anticipated 123 units, based upon the number of eligible households currently residing at this property, only 98 enhanced vouchers were awarded by HUD. Lastly, 17 units at the recently federalized state public housing development Lincoln Way, will also receive project-based voucher subsidies.

The table below provides more details on the characteristics of the properties to be project-based in FY 2013.

DEVELOPMENT	ADDRESS	TOTAL UNITS	PBA UNITS	BR SIZES	ACCESSIBLE UNITS
Lincoln Way	181 Walden Street	70	17	3BRs	Yes
Cambridge Court	411 Franklin Street	123	98	STUDIOS	Yes
Norstin Buildings	Norfolk St. / Bishop Allen	32	32	1 BRs and 2BRs	No
TOTALS		225	147		

In addition, during FY 2013, CHA will execute an Agreement to Enter into a Housing Assistance Payment contract for 42 units at Temple Place. These units will not be completed until late FY 2014.

By the beginning of FY 2013 we will have 813 new project-based units in place. Total new project-based units for the 2013 plan year are estimated at 830.

Additionally, CHA will be using project-based vouchers in connection with a number of public housing preservation activities. Should CHA move forward with disposition of the housing portfolio, the potential use of project-based subsidies can be grouped into three categories:

#### GROUP 1

Properties already using stimulus and tax credits for comprehensive redevelopment and long-term use for low income families. These properties will receive Federal operating subsidy, plus – in the case of Lincoln Way – subsidy from project-based vouchers. JFK Apartments already has a combination of vouchers and operating subsidy, together with tax credits, and was developed using HOPE VI funds.

#### GROUP 2

Properties included in a future Rental Assistance Demonstration (RAD) application. In prior year MTW plans CHA also proposed, and HUD approved, a CHA RAD initiative. Now that Congress has passed legislation the outcome of this activity will need to be modified to provide applications that are competitive within the terms HUD will define as a part of future notice and comment as required by the RAD legislation.

These properties will receive a property-based subsidy determined according to the requirements of the demonstration. These properties may also include tax credits thus requiring an alternate form of ownership. Should the applications be unsuccessful, these properties may be added to Group 3, below.

#### GROUP 3

Disposition/Conversion properties. The remaining public housing sites are the ones that are described in the chart below. The disposition triggers tenant protection vouchers. CHA intends to project-base these vouchers using its existing MTW authority to provide for an increased subsidy flow that would permit borrowing and use of tax credits to substantially rehabilitate buildings.

The table on the following page offers a detailed overview of the units to be part of the possible disposition of public housing units.

## INVENTORY OF CHA PUBLIC HOUSING STOCK TO BE PART OF THE DISPOSITION PROCESS

DEVELOPMENT	NUMBER of UNITS	TYPE	BR SIZES						
			0 BR	1 BR	2 BR	3 BR	4 BR	5 BR	6 BR
Washington Elms	175	Family		29	51	59	32	4	
Putnam Gardens	122	Family		15	66	29	12		
River Howard Homes	32	Family		7	10	11	4		
6-8 Fairmont Street	10	Family		4	4	2			
Woodrow Wilson Court	68	Family		32	32	4			
Newtowne Court	268	Family		50	127	85	4		2
Harry S. Truman Apartments	60	Elderly/Disabled	1	59					
Daniel F. Burns Apartments	198	Elderly/Disabled	121	76	1				
Robert C. Weaver Apartments	20	Elderly/Disabled	9	11					
Millers River Apartments	301	Elderly/Disabled	232	68	1				
19 Valentine Street	6	Family		3	3				
Jefferson Park Extension	175	Family		35	33	85	22		
121 Jackson Street	10	Family		5	5				
125-127 Whittemore Avenue	2	Family			1	1			
8-10 Columbus Avenue	3	Family			3				
1713-1715 Massachusetts Avenue	8	Family			4	4			
226 Norfolk Street	3	Family			3				
Roosevelt Towers Low-Rise	124	Family			75	44	5		
Willow Street Homes	14	Family		3	4	7			
John Corcoran Park	153	Family		15	66	61	9	2	
15 Inman Street	4	Family			2	2			
Frank J. Manning Apartments	198	Elderly/Disabled	1	189	8				
116 Norfolk Street	37	Elderly/Disabled	37						
45 Linnaean Street	20	Elderly/Disabled	20						
L.J. Russell Apartments	51	Elderly/Disabled		51					
St. Paul's Residence	20	Family/Elderly/Disabled	18		1	1			
4 Centre Street	1	Family			1				
175 Richdale Avenue, #119	1	Family			1				
15-C Roberts Road	1	Family			1				
13 Seagrave Road	1	Family			1				
245 Washington Street	1	Family			1				
87 Amory Street	1	Family			1				
41 Concord Avenue	1	Family			1				
244 Hampshire Street	1	Family			1				
88 Hancock Street	1	Family			1				
118 Trowbridge Street	2	Family			1	1			
2 Chestnut Street	2	Family			2				
20 Chestnut Street	8	Family			8				
2353 Massachusetts Avenue	4	Elderly/Disabled		4					
14 Ware Street	1	Elderly/Disabled		1					
TOTAL	2,108								

## LEASING INFORMATION

### ANTICIPATED LEASED UNITS FOR FY 2013

Public Housing	2,370 units	93% of total non-dwelling units adjusted for modernization activities across the portfolio
Housing Choice Voucher	2,301 MTW vouchers 504 non-MTW vouchers	97 % of total federal voucher stock

### PUBLIC HOUSING PROGRAM

CHA has successfully completed the renovation of 45 units at Jackson Gardens. Thirty-seven units at Lincoln Way Phase I will be completed in early spring 2013. Beginning in November 2011, CHA has welcomed back approximately 25 former Jackson Gardens residents to the newly-renovated building. All other residents chose to remain at another CHA property, or to use the tenant-based vouchers that they were issued as part of the relocation. To fill the remaining units, CHA reached out to under- and over-housed households at other CHA properties that may be interested in transferring to Jackson Gardens. After consideration of those households, CHA will begin to take applicants from the waiting list.

CHA estimates that we could start FY 2013 with as many as 96 units vacant as a result of the re-opening of Jackson Gardens and Lincoln Way, modernization work at Washington Elms, Lyndon B. Johnson and Daniel F. Burns Apartments. Considering all modernization activities across the portfolio, CHA expects to maintain a 93% occupancy rate in FY 2013. Most of these vacant units resulting from shifts related to relocation in support of modernization. The Operations Department is working diligently to develop a robust pool of qualified applicants. As Jackson Gardens and Lincoln Way are both part of the Low-Income Housing Tax Credit program (LIHTC), this program requires CHA to certify residents based on different criteria than the Federal Public Housing program. Therefore, a new staff position has been created to ensure CHA complies with all regulations; at the same time all tenant selection staff will receive continuous training to better serve applicants and residents alike.

### HOUSING CHOICE VOUCHER PROGRAM

In FY 2013, CHA will maintain approximately 97% of utilization, representing approximately 2,301 MTW vouchers leased, not including alternative MTW programs such as the Family Opportunity Subsidy and the Career Family Opportunity programs. In addition CHA expects 97% of utilization, 504 non-MTW vouchers. The Leased Housing department will monitor market rents and adjust payments standards accordingly to ensure low-income households are able to lease in Cambridge.

In FY 2012 CHA hosted a doctoral student from the Massachusetts Institute of Technology who developed an internal database tool that allows CHA to look at spatial and temporal patterns of the residential locational choices of Housing Choice Voucher Program (HCV) participant households.

While certain trends were identifiable, no substantive analysis was conducted due to the limited time of the assignment. In FY 2013 this database will be further refined to allow a more substantive analysis of the identified patterns. CHA's ability to assess whether households' locational choices correlate with changing household characteristics may be beneficial in the policy-making process, especially as CHA seeks to assist participants in achieving their self-sufficiency goals. In addition to supporting internal policy analysis and resource allocations, the ability to track and understand participant locational choices over space and time will enable CHA to more effectively collaborate with key agencies and non-profits that provide services to the HCV participants in Cambridge and surrounding towns.



## WAITING LIST INFORMATION

CHA maintains a site-based waiting list for its Public Housing program. Applicants are able to select up to three sites in their initial application. Because of this option, the total number of applications by site will not reflect the total number of distinct applicants. The waiting lists for two, three and four bedroom apartments at Jackson Gardens and Lincoln Way reopened in October 2011. Waiting lists for all one-bedroom family apartments will remain closed throughout FY 2013.

In FY 2013 CHA plans to revisit the organization of its site-based waiting lists in order to streamline the tenant selection process and house households off the waiting lists in a more efficient manner.

The chart below illustrates waiting list transactions under CHA's site-based application policy as of October 31, 2011. 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 2013.

### CHA WAITING LIST INFORMATION

DISTINCT APPLICANTS	NUMBER OF APPLICATIONS BY PROGRAM		NUMBER OF APPLICATIONS BY SITE**	
10,775*	Federal Family	4,671	Federal Family	10,492
	Federaly Elderly	2,810	Federaly Elderly	3,431
	State Family	1,546	State Family	1,129
	State Elderly	193	State Elderly	193
	HCV	5,808	East Cambridge	314
	Others***	2,390	Mid Cambridge	325
			North Cambridge	403
			SROs	2,206
<b>TOTAL BY PROGRAM</b>		<b>17,418</b>	<b>TOTAL BY SITE</b>	<b>18,493</b>

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

\*\*Applicants can choose up to three properties as part of their initial application. Hence, one applicant can appear in several site-based waiting lists.

\*\*\*Others include East Cambridge, Mid Cambridge, North Cambridge, and Roosevelt Towers Low-Rise waitings lists, as well as 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 2013 INVENTORY CHART

TOTAL AUTHORIZED		BASE YEAR 1999	AUTHORIZED AS 11/2011	START FY 2013 4/1/2012	ANTICIPATED 3/31/2013
FEDERAL PH					
	Elderly / Disabled	767	1,096	1,087	1,087
	Family	1,109	1,195	1,242	1,262
	JFK / HOPE VI	83	44	44	44
	Non-Dwelling	1	4	4	4
	<b>FEDERAL PH TOTAL</b>	<b>1,960</b>	<b>2,339</b>	<b>2,377</b>	<b>2,397</b>
STATE PH*					
	Elderly / Disabled	335	0	0	0
	Family	324	223	175	138
	Non-Dwelling	4	1	1	1
	<b>STATE PH TOTAL</b>	<b>663</b>	<b>224</b>	<b>176</b>	<b>139</b>
	<b>PUBLIC HOUSING TOTAL</b>	<b>2,623</b>	<b>2,563</b>	<b>2,553</b>	<b>2,536</b>
FEDERAL VOUCHERS					
	MTW Tenant-Based			1,417	1,397
	MTW Project-Based	1,304		813	862
	MTW Sponsor-Based	-		59	59
	MTW FOS	-		50	50
	MTW CFOC	-		12	15
	<b>MTW SUBTOTAL</b>	<b>1,304</b>	<b>2,366</b>	<b>2,351</b>	<b>2,383</b>
	Non-MTW	884	520	522	522
	<b>FEDERAL VOUCHER TOTAL</b>	<b>2,188</b>	<b>2,886</b>	<b>2,873</b>	<b>2,905</b>
STATE VOUCHERS					
	MRVP	215	130	130	130
	AHVP	51	77	77	77
	Other State Assisted	135	135	135	135
	<b>STATE VOUCHER TOTAL</b>	<b>401</b>	<b>342</b>	<b>342</b>	<b>342</b>
	<b>VOUCHERS TOTAL</b>	<b>2,589</b>	<b>3,228</b>	<b>3,215</b>	<b>3,247</b>
	<b>TOTAL ASSISTED</b>	<b>5,212</b>	<b>5,791</b>	<b>5,768</b>	<b>5,783</b>
	Other (No CHA Subsidy)	-	-	39	39
	<b>ALL PROGRAMS TOTAL</b>	<b>5,212</b>	<b>5,791</b>	<b>5,807</b>	<b>5,822</b>
	Public Housing LLC			224	224
	Project-Based Vouchers LLC			80	80
	Project-Based Vouchers Non-LLC			72	72
	Other (No CHA subsidy)			39	39
	<b>CHA AFFILIATES TOTAL</b>			<b>415</b>	<b>415</b>

## NOTES

- Since 1999, several public housing units were removed from the inventory.
  - 1 unit at Corcoran Park became non-dwelling
  - 8 units from Turnkey III program were sold
  - 39 units at J.F. Kennedy were disposed through the HOPE VI program
  - 10 units: 8 at H.S. Truman Apartments and 2 at Millers River Apartments are now breakthrough units
  - 8 units at H.S. Truman Apartments. In FY 2011 24 units were merged to 16 units due to their small size
  - 10 units: 1 at F.J. Manning Apartments, 2 at Norfolk St., 4

at Linnean St., 1 at St. Pauls, 1 at Willow St. Homes, and 1 at Woodrow Wilson Court were not federalized and were taken out of the inventory.

- In FY2012, five units at Elderly Condos, ten units at Cambridgeport Commons, as well as 45 dwelling and 1 non-dwelling units at Jackson Gardens will be transferred from the state to the federal portfolio
- In FY 2013 20 units at Lincoln Way will be transferred from the state to the federal portfolio. In addition, 17 units at this property will receive Project-Based subsidies.
- Figures given in the Affiliates chart are included in the All Programs Total above.

**FEDERAL PUBLIC HOUSING AND LEASED HOUSING HOUSEHOLDS SERVED –  
BEDROOM, RACE, ETHNICITY, AND INCOME PROFILE**

FEDERAL PUBLIC HOUSING					MTW LEASED HOUSING				TOTAL
	Family	Elderly	Total	PERCENT	Family	Elderly	Total	PERCENT	
<b>BEDROOMS</b>									
0 BR	0	474	474	22.1%	73	46	119	5.5%	593
1 BR	192	494	686	32.1%	478	385	863	40.0%	1,549
2 BR	477	13	490	22.9%	584	118	702	32.6%	1,192
3 BR	386	0	386	18.0%	398	20	418	19.4%	804
4 BR +	104	0	104	4.9%	49	5	54	2.5%	158
<b>TOTAL FEDERAL HOUSEHOLDS</b>	<b>1,159</b>	<b>981</b>	<b>2,140</b>	<b>100.0%</b>	<b>1,582</b>	<b>574</b>	<b>2,156</b>	<b>100.0%</b>	<b>4,296</b>
<b>RACE</b>									
American Indian	11	4	15	0.7%	7	2	9	0.4%	20
Black	744	292	1,036	48.4%	812	145	957	44.4%	1,993
Asian	45	38	83	3.9%	34	15	49	2.3%	132
White	358	643	1,001	46.8%	727	412	1,139	52.8%	1,497
Other	1	4	5	0.2%	2	0	2	0.1%	3
<b>TOTAL FEDERAL HOUSEHOLDS</b>	<b>1,159</b>	<b>981</b>	<b>2,140</b>	<b>100.0%</b>	<b>1,582</b>	<b>574</b>	<b>2,156</b>	<b>100.0%</b>	<b>3,645</b>
<b>ETHNICITY</b>									
Hispanic	152	62	214	10.0%	240	46	286	13.3%	500
Non-Hispanic	1,007	919	1,926	90.0%	1,342	528	1,870	86.7%	3,796
<b>TOTAL FEDERAL HOUSEHOLDS</b>	<b>1,159</b>	<b>981</b>	<b>2,140</b>	<b>100.0%</b>	<b>1,582</b>	<b>574</b>	<b>2,156</b>	<b>100.0%</b>	<b>4,296</b>
<b>INCOME</b>									
< 30% of AMI	629	773	1,402	65.5%	1,190	440	1,630	75.6%	3,032
30 - 50% of AMI	294	159	453	21.2%	284	108	392	18.2%	845
50 - 80% of AMI	165	46	211	9.9%	87	21	108	5.0%	319
> 80% of AMI	71	3	74	3.5%	21	5	26	1.2%	100
<b>TOTAL FEDERAL HOUSEHOLDS</b>	<b>1,159</b>	<b>981</b>	<b>2,140</b>	<b>100.0%</b>	<b>1,582</b>	<b>574</b>	<b>2,156</b>	<b>100.0%</b>	<b>4,296</b>

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

		STATE PUBLIC HOUSING				STATE LEASED HOUSING				TOTAL
		Family	Elderly	Total	PERCENT	Family	Elderly	Total	PERCENT	
BEDROOMS										
	0 BR	1	5	6	2.5%	61	15	76	39.4%	82
	1 BR	84	24	108	45.6%	47	18	65	33.7%	173
	2 BR	85	-	85	35.9%	18	6	24	12.4%	109
	3 BR	35	-	35	14.8%	18	2	20	10.4%	55
	4 BR +	3	-	3	1.3%	6	2	8	4.1%	11
TOTAL STATE HOUSEHOLDS		208	29	237	100.0%	150	43	193	100.0%	430
RACE										
	American Indian	0	1	1	0.4%	2	0	2	1.0%	3
	Black	105	9	114	48.1%	57	14	71	36.8%	185
	Asian	9	1	10	4.2%	6	2	8	4.1%	18
	White	92	16	108	45.6%	85	27	112	58.0%	220
	Other	2	2	4	1.7%	0	0	0	0.0%	4
TOTAL STATE HOUSEHOLDS		208	29	237	100.0%	150	43	193	100.0%	430
ETHNICITY										
	Hispanic	29	3	32	13.5%	16	4	20	10.4%	52
	Non-Hispanic	179	26	205	86.5%	134	39	173	89.6%	378
TOTAL STATE HOUSEHOLDS		208	29	237	100.0%	150	43	193	100.0%	430
INCOME										
	< 30% of AMI	125	18	143	60.3%	134	39	173	89.6%	316
	30 - 50% of AMI	46	6	52	21.9%	11	3	14	7.3%	66
	50 - 80% of AMI	27	5	32	13.5%	3	0	3	1.6%	35
	> 80% of AM	10	0	10	4.2%	2	1	3	1.6%	13
TOTAL STATE HOUSEHOLDS		208	29	237	100.0%	150	43	193	100.0%	430
TOTAL HOUSEHOLDS IN ALL PROGRAMS										4,726

**NOTES:**

1. As of this writing, State Public Housing properties include Putnam School, Roosevelt Towers State, Lincoln Way, Jefferson Park State, and Scattered Family Condos.
2. Putnam School and Roosevelt Towers State are part of the New Construction Program and are counted as Other State Units Assisted in the inventory chart above.

# NON-MTW RELATED HOUSING AUTHORITY INFORMATION

## PUBLIC HOUSING MANAGEMENT + OPERATIONS

### DISPOSITION + CONVERSION

During upcoming months and into FY 2013, CHA plans to proceed with submitting to HUD disposition applications for some or all of its federally-assisted public housing properties. The disposition and conversion of CHA's federal public housing stock from a public housing operating subsidy model to a project-based rental assistance subsidy model would provide CHA an opportunity to assert a greater level of control over the future of its housing stock and its mission to provide long-term, stable, quality housing for its residents. CHA is uniquely positioned to make this transition, given the experience of converting a portion of its stock to non-traditional public housing using tax credits. Undertaking the disposition and conversion now will enable CHA to protect and preserve affordable units for low-income individuals and families well into the future.

By beginning the conversion process now, CHA will open up some options that may not be available in the future as other public housing agencies begin the evaluation of how to sustain their public housing resources. Further, taking the steps now to initiate conversion would still allow for CHA to evaluate the action and if needed to modify or reverse course should conversion prove counter to CHA's mission or difficult to achieve (e.g. tenant protection vouchers are limited or not available). Modifications to our plans could include converting only a portion of the portfolio or using CHA's own vouchers to protect and preserve units. CHA will not proceed with disposition and conversion if it would result in a loss of units.

Disposition/conversion from the federal public housing program to a rental assistance model would support CHA's efforts to protect and preserve its affordable housing portfolio in two ways:

#### More Adequate + Reliable Subsidies

Conversions would increase subsidy income for CHA from \$541 per unit month (PUM) including annual capital funding up to \$990 PUM, which is CHA's average non-project based housing assistance payment, resulting in a substantial increase in subsidy income. The amount could be even higher if HUD were to base its rental subsidy payment on the published Fair Market Rent for Cambridge area.

In FY 2011, the amount that the CHA received in federal operating subsidies and tenant rent payments just covered the amount to maintain a development but was not sufficient to complete all the needed modernization. The proposed FY 2012 HUD budget continues the deep downward move in public housing subsidies. By contrast, the rental assistance subsidy levels would take market and property needs into consideration and, given the Cambridge housing market, would likely result in substantially higher rental assistance subsidies than the federal public housing operating subsidies.

The new subsidies would also likely maintain their value over time since Congress (including the current Congress) has typically provided adequate funding to cover rental subsidy programs.

#### Access To Private Financing To Help Meet Renovation Needs

A conversion of public housing units to rental assistance subsidies would allow CHA to borrow private funds more easily. Program rules would give CHA the option to mortgage a development in order to fund renovations and use the added subsidy income to make the mortgage payments. The rental subsidy program would also provide lenders and investors

with added confidence as the program would provide deeper and more reliable subsidies. There are potentially two avenues available to CHA for converting its housing from public housing to rental assistance:

#### Disposition Of Public Housing Units

CHA can apply to dispose of public housing units. After it obtains approval, it may apply to HUD for tenant protection vouchers for relocation and replacement housing. Through 2005, it was HUD policy to provide to PHAs tenant protection vouchers for every public housing unit that HUD approved for demolition or disposition and that was not being replaced as a hard unit. In 2006, HUD changed the policy and limited the number of tenant protection vouchers to occupied units. In 2007, Congress responded to that new policy by declaring, in appropriations acts, that to the extent that funds are available, HUD shall issue tenant protection vouchers for all units that were occupied within the prior 24 months, if the units are now no longer available because of demolition, disposition or conversion. (Note that the disposition activity is not covered by MTW.)

#### MTW Liberating Public Housing Initiative and/or HUD's Rental Assistance Demonstration (RAD)

CHA can continue discussions with HUD in developing its initiative or in participating in the demonstration. With MTW, we might be able to use our flexibility to respond to specific concerns/issues that we would face in Cambridge. (RAD was recently enacted into law, there will be notice and comment and access to program will be on a competitive basis.)

If we are successful in obtaining additional vouchers, it would be CHA's intent to attach the vouchers to the units (to the extent feasible) so there would not be a net loss of affordable units or vouchers available to low-income households. Disposition would be to an affiliate entity of CHA, or in the case of tax credit financing, to a limited liability corporation with CHA as the manager.

While the possible disposition/conversion of some or all of CHA's federally-assisted public housing developments from public housing subsidies to rental assistance subsidies would provide substantial benefits towards protecting and preserving public housing in Cambridge, there are a number of issues that would need to be addressed if the CHA were to move forward with this action. These issues include:

#### Long-Term Affordability.

Strong protections would need to be established to ensure the long-term affordability of the properties to low-income households, and to minimize any foreclosure risks to affordability or loss of units. Such protections would include use restrictions, ground leases, regulatory and operating agreements, and CHA loan documents, among other protections.

#### Procedural + Organizing Rights

Typically the public housing program provides better protections to residents than current HUD rental assistance programs (e.g. the housing voucher program). These protections include the ability to form resident organizations, robust grievance procedures, and other lease protections. (CHA intends to carry existing or similar protection forward into the disposition properties.)

#### Mobility Option

Most rental assistance programs provide an option for residents to move with a tenant-based voucher after a period of time. How and to what extent this would be implemented would need to be determined and may be part of a future MTW initiative.

### Financial Components

CHA would need to negotiate with HUD the financial components of the disposition/conversion from the level of rental subsidy to be provided and the minimum term of the subsidy contract. In most instances, CHA would also be using low-income housing tax credits to raise the necessary capital required to complete the needed renovations.

### CHA's MTW Program

CHA would need to identify and detail how the MTW program would continue at the affected properties, including rent simplification and other policy initiatives.

CHA will engage in a public process to not only explain the disposition application process but to share more information on the availability of vouchers once known. A calendar of public meetings will be published before the end of January 2012.

## TENANT SELECTION

In mid FY 2012 the Operations department completed a series of coordination meetings with the Planning and Development department on the construction completion of Jackson Gardens and Lincoln Way. In October 2011 the waiting lists for these two developments re-opened in anticipation of their reoccupancy in Fall 2011 and Spring 2013 respectively.

In addition to Jackson Gardens and Lincoln Way, approximately 50 units at Lyndon B. Johnson Apartments will come online in early FY 2013 as modernization work is completed at that site. The rehabilitation and modernization of these three properties were in part possible thanks to capital raised through the Low-Income Housing Tax Credit program (LIHTC). The LIHTC program requires a set of different eligibility and continued occupancy criteria than those of the public housing program. Due to these differences the Operations department created a new leasing officer position that will specialize in screening and certifying households on an annual basis based on the LIHTC program rules. The leasing officer will receive formal training in tax credit compliance and will be responsible for all three developments to ensure that all regulations are followed and tax credit funds are not jeopardized.

In FY 2013 the Operations department will continue to improve tenant selection procedures to make the process more efficient and reduce costly delays in renting vacant apartments. As of this writing the tenant selection staff has mailed hundreds of interest letters to applicants nearing the top of a waiting list to verify their continued interest in public housing. This is an additional step prior to sending out eligibility packets and appointment letters, but minimizes the number of missed appointments and reduces the number of ineffective costly mailings to applicants who never respond. In FY 2013 the department plans to introduce team briefing sessions for family and elderly housing applicants that will allow a small group of applicants to receive information on the screening process as well as assistance completing the eligibility packets at the same time. Tenant selection staff expects that briefing sessions will reduce the number of missed individual appointments and will make the screening process more efficient. At the same time by providing this team approach, several staff members will be available to assist individual applicants with completing forms and answering questions. CHA is also exploring the option to consolidate waiting lists for smaller properties to minimize vacancy turnaround time while allowing applicants a greater opportunity for placement in affordable housing.

Based on these and other changes (e.i. implementation of new software and related business systems), CHA expects to set specific turnaround time goals for all properties by the end of FY 2013.



## MARKETING NEWLY RENOVATED UNITS

Due to the large number of units undergoing modernization, and the subsequent relocation of residents at several of CHA's elderly/disabled developments, CHA will launch a marketing campaign to ensure an adequate applicant pool for the respective developments. New marketing materials will be developed and open houses will be scheduled at different elderly/disabled sites throughout FY 2013.

## NEW LEASE

In late calendar year 2012 CHA will hold a series of resident meetings as well as a working session with advocacy groups to review the new federal lease. CHA completed drafting the new lease in mid FY 2012 incorporating policies from the Admissions and Continued Occupancy Policy (adopted in 2008 and revised in April 2011). The new lease is based on the Massachusetts State Public Housing lease and also incorporates provisions from the model federal lease where those provisions are clearer or preferable.

CHA will consider all comments and suggestions received during the resident and advocate meetings and make revisions, if deemed appropriate, before implementation.

## FEDERALIZATION OF STATE PUBLIC HOUSING UNITS

All of CHA's state public housing units have successfully completed the federalization process with the exception of seven scattered site condominiums, and Lincoln Way. CHA is expecting the condominiums and Jackson Gardens to be federalized by the end of FY 2012. Lincoln Way will be federalized in two phases during FY 2013 and FY 2014 as construction is complete and the current residents relocated to their new apartments. All residents affected by the process have signed new federal lease addenda and will have their rents calculated through the federal Rent Simplification process at their next recertification. Jefferson Park State was not part of the federalization, and remains state-assisted.

## TRAINING + QUALITY CONTROL

With the completion of modernization work at Jackson Gardens and the upcoming completion of Lyndon B. Johnson Apartments, as well as the first phase at Lincoln Way, Operations staff affiliated with these developments completed tax credit training in FY 2012. In addition, a consulting firm was hired to provide oversight on tax credit eligibility and certifications to ensure program compliance. The consulting firm will provide additional training to staff throughout the term of the contract in order to keep staff up to date on regulatory changes and prepare for program audits.

In FY 2013 the Operations department plans to continue its series of audits and trainings on different departmental functions including rent recertification procedures, admissions, new construction and HUD's Enterprise Income Verification system (EIV). For example this past year staff reviewed procedures on evaluating EIV reports to determine whether or not there is undeclared income and if so, what steps are followed. HUD has imposed strict guidelines on discrepancy reporting, duplicate subsidy and procedures to follow when EIV results fail. The continuity of these trainings ensures compliance with our procedures and policies and allows staff to identify areas where additional individualized or departmental training may be needed.

Approximately 10% of tenant files are audited as part of the regular Quality Control audits. All

audit findings are reviewed and addressed by staff in specialized trainings conducted by an outside consultant. Written materials are developed based on the specific findings to provide staff with additional guidance.

In January 2011, the Operations staff implemented a new program to monitor resident satisfaction and the quality of work completed on work orders. Each month, two development portfolios are selected on a rotating basis. A random sample of work orders completed in the previous month is selected and residents are contacted by mail to complete a brief questionnaire on the quality of the work and the professionalism of the staff. A smaller sample of work orders are selected from the same sites for a physical inspection that examines how the work was completed and the quality of the work performed. The results of both the physical inspection and the feedback from residents are provided to the development staff to focus on areas needing improvement. As October 31, 2011, 450 resident surveys were distributed and 155 were returned, a 34.4% return rate.

So far the results of the work order quality control surveys have been positive, with results pointing to overall satisfaction with the maintenance work performed in resident apartments, including timeliness and courtesy. Where residents have indicated a problem with the quality of work, the manager has met with the worker assigned to the particular work order to review the job performance and correct the defect.

## **SAFETY + SECURITY**

The CHA Public Safety Administrator monitors city-wide safety and crime data provided by the Cambridge Police Department's Crime Analysis Unit to address areas of concern throughout the portfolio. A wave reader system that gives access to all CHA camera systems allows him to view activity at CHA sites in "real time" or to play back activity from a prior event. He is able to use this system to assist with site safety analysis and to provide additional information to the police as necessary. It also provides the basis for increased communication with the management of the police department to guarantee adequate police coverage at our sites.

The Public Safety Administrator also participates in scheduled lighting surveys and walking tours of the developments with the property manager and residents to review impediments to safety, for example, overgrown trees, dark spots, need for additional lighting, etc. Walking tours and lighting surveys of all developments and elderly housing buildings occur in both the Spring and Fall. In addition, the public safety administrator conducts safety meetings with residents and resident councils on a regular basis, often speaking about current crime patterns and trends, explaining to residents how they may remain safe in their developments. Police personnel are often incorporated into these meetings so that residents can share their concerns directly with the police and also get to know the neighborhood police officer walking the beat. These meetings and exterior property reviews are used to focus police attention on particular issues as well create a bond between residents and the police department. The Public Safety Administrator and all development managers meet monthly with the Cambridge Police Department Detective and Patrol Units, to discuss and exchange crime and quality of life issues, and to plan a course of action to eliminate any hazards that may exist so that all residents may feel safe and secure. He also attends lease violation meetings between managers and residents when a violation of the housing lease occurs.

The Public Safety Administrator, working closely with the Cambridge Fire Department, developed an evacuation plan for buildings with elevators. The plan includes a revised brochure that will be distributed to all residents, as well as Fire and Evacuation Procedures training for Cambridge Housing Authority employees. CHA plans to draft an emergency plan for all properties in FY 2013. The

administrator also works with elected city officials and members of the police department regarding the real and present dangers of domestic violence. He attends public and private meetings regarding domestic violence and works closely with surrounding agencies with the specific intent to make all housing authority property a Domestic Violence Free Zone.

## AFFILIATES

### **CAMBRIDGE AFFORDABLE HOUSING CORP., ESSEX STREET MANAGEMENT INC., KENNEDY MANAGEMENT, INC.**

CHA plans to assess its condominium portfolio as part of an agency-wide capital needs assessment. HUD is currently retooling its Capital Needs Assessment Protocol, hence CHA has postponed this evaluation for the near future. Nonetheless, excess cash flow from CHA's condominiums will continue to be used to fund updates within the units as well as the portfolio's reserve to ensure that they are adequately funded going forward.

During FY 2013, CHA will, through its affiliate organizations, continue the implementation phase of a number of ongoing development efforts. These efforts are summarized below:

- CHA continues working with the City of Cambridge to secure permanent financing for 195 Prospect Street, a 20 unit property located in Mid-Cambridge. CHA is currently finalizing a cost-benefit analysis to determine if the 195 Prospect Street project would benefit from the use of 4% Low-Income Housing Tax Credits.
- Porter Road received \$400,000 in state historic tax credits in FY 2012 and another "One-Stop" application for 9% tax credits will be submitted to the Massachusetts Department of Housing and Community Development (DHCD) once the funding round is announced. CHA continues to market vacant units at Porter Rd. to mobile Section 8 voucher holders. Currently, 15 of 26 units house residents with Mobile Section 8 Vouchers.
- CHA efforts to convert the unused pool site at the YWCA in Temple Street into a 42-unit affordable rental building is finally underway after a three-year delay due to an abutter's appeal of a zoning variance. This project is scheduled to begin construction in FY 2013. CHA will use 9% Low-Income Housing Tax Credits and other financing from the Massachusetts Department of Housing and Community Development (DHCD) to finance this \$14 million redevelopment in the heart of Central Square.



## HOUSING CHOICE VOUCHER PROGRAM

### QUALITY CONTROL REVIEWS

In FY 2013 quality control reviews will continue to focus on accuracy and quality of work on file documentation affecting rent calculations. Although since 2008 there has been a decrease in the percentage of findings, the department acknowledges the need for continued improvement. As part of the quality control efforts, the Leased Housing department completed a comprehensive redistribution of work among its staff. A senior staff position has been assigned to assure quality control procedures are implemented in all leased housing programs and enforce compliance with HUD's Public Information Center (PIC) and Enterprise Income Verification (EIV) reporting requirements. The department expects that by creating a more balanced work load for its staff and providing continuous training, staff will be able to assist voucher holders more efficiently.

### DEPARTMENTAL WORKLOAD DISTRIBUTION

In anticipation of the HCV Program funding pro-ration, the Leased Housing department will not hire any additional staff in FY 2013. In mid-FY 2012 the department streamlined its internal procedures and redistributed tasks among staff to better serve clients and reduce inefficiencies. Leasing Officers are not longer assigned to a specific household, they are now responsible for specific areas and functions of the leasing and recertification process. In addition, one Senior Leasing Officer is now solely responsible for quality control within the department.

In addition, a Request for Proposals for HQS Annual/Biennial Inspections was published in mid-FY 2012. CHA expects to award the contract by the end of FY 2012 and have the contract firm begin work in FY 2013. All HQS annual inspections will be conducted by a third party while a CHA Leasing Officer will continue to conduct initial inspections for all Lease Housing programs.

Throughout FY 2013 the Leased Housing department will continue to assess internal operations and engage staff in reviewing administrative practices to better serve program participants while reducing the number of administrative tasks.

### PARTICIPANT + APPLICANT SERVICES

The Leased Housing department planned to develop a Participant Handbook for existing voucher holders in FY 2012. This initiative was put on hold due to the redrafting of the Leased Housing Administrative Plan. Once the Administrative Plan is approved by the Board of Commissioners, the department will engage staff in the development of user-friendly document that incorporates all policies and procedures relevant to program participants. The Administrative Plan will be out for a 30 day comment period by March 1st, 2012.

For the past couple of years CHA has envisioned a web portal for applicants to securely check their wait list status online. The roll-out of this initiative is dependant on the implementation of the new administrative software roll-out, which is expected to be completed by the end of FY 2012.

### OWNER INCENTIVES

In FY 2013 CHA will work to create an electronic newsletter distribution system to encourage owners to use CHA's website as a resource. This will result in cost savings for the agency but also will allow owners to attain information in a timely manner.

CHA continues to work on developing a secure web portal for owners to list their vacant units on CHA's website. Apartment listings are now centrally managed and posted weekly on CHA's website.

The Housing Assistance Payments (HAP) direct deposit system established in FY 2011 is near completion, 905 owners/landlords enrolled in this program. CHA ceased mailing checks to owners who did not sign up for the service in January 2011. Eighty owners 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 + DEVELOPMENT

FY 2013 will continue to be a very active year for the Planning and Development Department with two large ARRA-funded projects being at or near completion, and two new development projects getting underway (Temple Place and Reconstruction of 5 Western Avenue). While significant construction will be proceeding, CHA's ability to move forward with other planned modernization activity is being notably curtailed by the federal government's substantial reductions to the Capital Fund Program as well as the Federal Public Housing Operating Subsidy. The latter reduction significantly impacts the availability of MTW Block Grant funds for capital activities. CHA estimates a reduction of approximately \$2.5 million in available FY 2013 funds for capital activity that would have been used to fund new modernization activities.

Although the near-term capital funding is severely restricted, CHA is continuing to plan for Phase 2 of its Cambridge Public Housing Preservation Program (CPHPP). A key component in the potential success of Phase 2 will be CHA's initiative to "liberate" public housing assets through a transformation from public housing operating subsidy to rental assistance subsidy. CHA will potentially use all available options to effect this transformation from disposition and tenant protection vouchers to its own MTW Liberated Assets and Public Housing Preservation initiatives as well as the Rental Assistance Demonstration (RAD - RAD has been enacted into legislation as a budget neutral demonstration program. It is not clear how this will impact CHA's liberated assets initiative. The application process for RAD will be competitive). Implementation of the Liberated Assets initiative takes on more urgency given the dismal funding forecasts for both the operating and capital funding for the federal public housing program. For more information on the Disposition and Conversion activity please see Chapter II and for the Liberated Assets initiative please see Chapter VI – Ongoing MTW Activities.

CHA's specific modernization and redevelopment goals for FY 2013 are:

- Complete implementation of Phase 1 of CHA's Cambridge Public Housing Preservation Program (CPHPP) construction projects with \$55 million in construction occurring at Lincoln Way and Lyndon B. Johnson Apartments. These very large construction contracts require careful oversight and construction administration to ensure the work meets CHA's initial expectations. The third component of the Phase 1 CPHPP project, Jackson Gardens, was substantially completed in November 2011.
- Complete the agency-wide planning process for properties in Phase 2 and future phases of the Cambridge Public Housing Preservation Program. CHA is supplementing the existing planning process by updating its Capital Improvement Plan using HUD's new requirements for physical needs assessments (these should be released in the near

future). Given the poor federal public housing funding forecast for both operating and capital monies, a critical, as well as challenging component of this plan, will be the development of an overall financing plan and schedule.

Phase 2 currently includes the revitalization of Frank J. Manning Apartments, Millers River Apartments, Jefferson Park State and the modernization of Jefferson Park Federal, and Putnam Gardens. In addition to completing the preliminary design work for each project, CHA will need to develop a financing plan specific to Phase 2 that will include transforming the properties to a project-based rental assistance model.

- In addition CHA plans to explore, and if necessary act, on options that would move some or all of the public housing assets from a public housing operating subsidy model to a project-based rental assistance model. This transformation or conversion to rental assistance may occur through disposition of public housing units, RAD, and/or CHA's MTW initiatives to liberate public housing assets, including its Public Housing Preservation Program. Such a transformation is essential to ensuring adequate and reliable funding and providing access to private financing to meet the properties' renovation needs.
- Administer on behalf of the City of Cambridge the planning and construction phases of the \$15 million reconstruction of the historic old Cambridge Police Station into CHA's new administrative offices as well as offices for the Cambridge Multi-Service Center and the Community Learning Center. The relocation of CHA's administrative offices to the old Police Station will provide CHA with an affordable long-term presence in the City of Cambridge for many years to come.
- Begin construction at 7 Temple Street, redeveloping the unused pool site at the YWCA into forty-two units of affordable rental housing. After a three-year delay due to an abutter's appeal of a zoning variance, this project received the tax credit allocation and funds needed to move forward with a \$14 million redevelopment plan.
- Proceed with the implementation of modernization projects sitting in the capital program project pipeline as available funding permits. A key element to this effort will be identifying alternative funding sources, such as utility rebates and energy savings, to fund all or portions of modernization projects. For example, upgrading old elevator equipment with more energy efficient and energy producing equipment can be fully supported by the financing the work with energy cost savings. Between CHA's CPHPP activities, the two new redevelopment projects, and other standard modernization projects, CHA's spending plan anticipates nearly \$84.6million in expenditures in FY 2013.

## **FY 2013 PROPOSED CAPITAL EXPENDITURES AND FIVE-YEAR PLAN**

Using funding from the Capital Fund program, MTW Block Grant, local and state programs, and leveraged private capital, CHA estimates that \$84.6 million will be spent on modernization and redevelopment efforts in FY 2013. These projects plus others scheduled to be funded in later years are identified in the Five Year Capital Plan on pages 26 and 27.

The following major improvements and construction expenditures are expected in FY 2013 :



## ARRA-FUNDED ACTIVITIES

### ***Lincoln Way and Jackson Gardens Revitalization:***

*\$38.6 million construction contract with \$10.8 million to be expended in FY 2013*

Using a \$10 million award CHA received through the FY 2009 Capital Fund Public Housing Transformation Recovery Competitive Program, CHA leveraged over \$40 million in state, local, and private funding to fund the revitalization of two properties – Lincoln Way and Jackson Gardens.

At Lincoln Way, CHA is replacing sixty units with seventy new ones. Construction started in August 2010, but slowed down due to severe winter weather conditions between December 2010 and March 2011. As of October 2011, work at Lincoln Way was approximately 18% complete. 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 built in compliance with “Green Communities” criteria and Energy Star efficiency standards, including sustainable design features such as the installation of photovoltaic panels.

Construction at Jackson Gardens started in June 2010, and was completed in November 2011. This project required gut rehabilitation of all building systems and finishes. Exterior building additions were added to expand the square footage in undersized units, especially kitchen and dining spaces. Significant interior refurbishment took place including new plumbing, heating and electrical systems. New windows are 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 were installed. As with Lincoln Way, the Jackson Gardens rehabilitation complies with the “Green Communities” criteria and Energy Star efficiency standards.

### ***Lyndon B. Johnson Revitalization:***

*\$30.2 million construction contract with \$12.8 to be expended in FY 2013*

Using \$10 million award through the FY 2009 Capital Fund Green Communities Option 1 Recovery Competitive Program, Lyndon B. Johnson Apartments is undergoing a comprehensive modernization and deep energy retrofit. An extensive rehabilitation scope was developed to correct serious building system and envelope deficiencies in preparation for future modernization and related energy improvements. CHA is converting 50% of the studio apartments into small one-bedroom apartments by enclosing existing balconies. All apartments will be remodeled including the addition of new flooring, kitchen and bathroom fixtures, kitchen cabinets, and lighting. The building exterior will also undergo extensive improvements, which include new high performance window wall system and new exterior insulating cladding. This substantial rehabilitation, which as of October 2011 was approximately 40% complete, 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.



## CHA FUNDING SOURCES – FIVE-YEAR PLAN SUMMARY

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	TOTAL
<b>FEDERAL MODERNIZATION FUNDS</b>						
Federal Capital Fund Program	\$3,245,410	\$2,554,200	\$2,554,200	\$2,554,200	\$2,554,200	\$13,462,210
Federal Replacement Housing Factor	\$276,978	\$55,000				\$331,978
CHA MTW Block Grant	\$2,679,793	\$1,126,364	\$1,018,162	\$1,006,685	\$1,015,512	\$6,846,517
<b>SUBTOTAL</b>	<b>\$6,202,181</b>	<b>\$3,735,564</b>	<b>\$3,572,362</b>	<b>\$3,560,885</b>	<b>\$3,569,712</b>	<b>\$20,640,705</b>
<b>FEDERAL ARRA AND MATCHING FUNDS</b>						
ARRA – Jefferson Park	\$1,664,470					\$1,664,470
Jefferson Park – Non-Federal Match	\$160,000					\$160,000
Jefferson Park – Utility Rebates	\$383,000					\$383,000
Jefferson Park – Energy Financing	\$1,064,232					\$1,064,232
<b>SUBTOTAL</b>	<b>\$3,271,702</b>					<b>\$3,271,702</b>
<b>OTHER PROCEEDS</b>						
Accrued Developer Fee	\$1,954,655	\$1,202,845	\$723,044	\$383,115		\$4,263,659
Non-Profit Pre-Development Fee	\$442,891					\$442,891
Elevator Mod – Energy Financing	\$425,000	\$1,575,000				\$2,000,000
<b>SUBTOTAL</b>	<b>\$2,822,546</b>	<b>\$2,777,845</b>	<b>\$723,044</b>	<b>\$383,115</b>		<b>\$6,706,550</b>
<b>LINCOLN WAY AND JACKSON GARDENS</b>						
Construction Loan	\$11,486,542	\$1,981,192				\$13,467,734
MTW / CFP Loan	\$561,133	\$101,793				\$662,926
Sponsor Loan		\$7,493,619				\$7,493,619
Tax Credit Equity	\$1,300,000	\$14,294,974				\$15,594,974
Utility Rebates	\$65,375	\$115,400				\$180,775
Permanent Loan		\$1,400,000				\$1,400,000
<b>SUBTOTAL</b>	<b>\$13,413,050</b>	<b>\$25,386,978</b>				<b>\$38,800,028</b>
<b>LYNDON B. JOHNSON APARTMENTS</b>						
Construction Loan	\$9,421,729					\$9,421,729
MTW Loan	\$7,694,650					\$7,694,650
Sponsor Loan	\$5,275,455					\$5,275,455
Accrued Interest	\$131,710					\$131,710
Tax Credit Equity	\$13,980,825	\$4,214,969				\$18,195,794
Utility Rebates	\$200,000					\$200,000
<b>SUBTOTAL</b>	<b>\$36,704,369</b>	<b>\$4,214,969</b>				<b>\$40,919,338</b>
<b>TEMPLE PLACE DEVELOPMENT</b>						
Construction Loan	\$400,216	\$6,384,245				\$6,784,461
DHCD Loans	\$2,205,000	\$245,000				\$2,450,000
Cambridge AHT	\$5,069,770					\$5,069,770
Tax Credit Equity	\$2,501,398	\$4,288,110	\$357,342			\$7,146,850
Federal Home Loan Bank Loan	\$400,005					\$400,005
Permanent Loan		\$3,646,814				\$3,646,814
Deferred Developer Fee		\$183,099				\$183,099
<b>SUBTOTAL</b>	<b>\$10,576,389</b>	<b>\$14,747,268</b>	<b>\$357,342</b>			<b>\$25,680,999</b>
<b>NEW OFFICE SPACE DEVELOPMENT</b>						
MTW Block Grant Contribution	\$300,000					\$300,000
City of Cambridge Bond Contribution	\$11,300,000	\$600,000				\$11,900,000
<b>SUBTOTAL</b>	<b>\$11,600,000</b>	<b>\$600,000</b>				<b>\$12,200,000</b>
<b>TOTAL</b>	<b>\$84,590,237</b>	<b>\$51,462,624</b>	<b>\$4,652,748</b>	<b>\$3,944,000</b>	<b>\$3,569,712</b>	<b>\$148,219,322</b>

## CHA FUNDING USES – FIVE-YEAR PLAN SUMMARY

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	TOTAL
<b>FEDERAL MTW MODERNIZATION</b>						
JG + LW MTW / CFP Loan	\$561,133	\$101,793				\$662,926
D.F. Burns MTW / CFP Loan	\$3,111,071					\$3,111,071
New Office Space Redevelopment	\$300,000					\$300,000
D.F. Burns Phase 2 Elevator Upgrade	\$100,000	\$200,000				\$300,000
Roosevelt Towers Elevator Upgrade	\$100,000	\$500,000				\$600,000
H.S Truman Apartments Elevator Upgrade	\$100,000	\$500,000				\$600,000
Energy Efficiency Upgrade – Various		\$100,000	\$125,000	\$125,000	\$125,000	\$475,000
Masonry Improvements – Various		\$200,000	\$350,000	\$225,000	\$175,000	\$950,000
Site Improvements – Various		\$100,000	\$150,000	\$50,000	\$50,000	\$350,000
Roof + Building Envelope Improvements – Various		\$200,000	\$325,000	\$300,000	\$300,000	\$1,125,000
Handicapped Accessibility Upgrades – Various		\$125,000	\$250,000	\$250,000	\$125,000	\$750,000
Phase 2 PH Preservation Program – Various*		\$500,000	\$250,000	\$500,000	\$500,000	\$1,750,000
Disposition-Related Modernization – Various**		\$500,000	\$325,000	\$325,000	\$500,000	\$1,650,000
<b>SUBTOTAL</b>	<b>\$4,272,204</b>	<b>\$3,026,793</b>	<b>\$1,775,000</b>	<b>\$1,775,000</b>	<b>\$1,775,000</b>	<b>\$12,623,997</b>
<b>FEDERAL ARRA AND MATCHING FUNDS</b>						
Jefferson Park Energy Efficiency Upgrades	\$2,619,389					\$2,619,389
Jefferson Park Energy Efficiency Upgrades – Soft Cost + Contingency	\$652,313					\$652,313
<b>SUBTOTAL</b>	<b>\$3,271,702</b>					<b>\$3,271,702</b>
<b>LINCOLN WAY AND JACKSON GARDENS</b>						
Construction	\$10,763,053	\$3,453,145				\$14,216,198
Soft Costs and Contingency	\$2,649,997	\$3,833,833				\$6,483,830
Repayment of Non-Collateralized Loan – JG + LW		\$18,100,000				\$18,100,000
<b>SUBTOTAL</b>	<b>\$13,413,050</b>	<b>\$25,386,978</b>				<b>\$38,800,028</b>
<b>LYNDON B. JOHNSON APARTMENTS</b>						
Construction	\$12,802,359					\$12,802,359
Soft Costs and Contingency	\$2,902,010	\$965,956				\$3,867,966
Repayment of Non-Collateralized Loan	\$21,000,000					\$21,000,000
Repayment of Developer Fee Bridge Loan		\$3,249,013				\$3,249,013
<b>SUBTOTAL</b>	<b>\$36,704,369</b>	<b>\$4,214,969</b>				<b>\$40,919,338</b>
<b>TEMPLE PLACE DEVELOPMENT</b>						
Acquisition	\$2,760,000					\$2,760,000
Construction	\$5,602,785	\$5,945,987				\$11,548,772
Soft Costs and Contingency	\$2,213,604	\$2,016,820	\$357,342			\$4,587,766
Repayment of Construction Loan		\$6,784,461				\$6,784,461
<b>SUBTOTAL</b>	<b>\$10,576,389</b>	<b>\$14,747,268</b>	<b>\$357,342</b>			<b>\$25,680,999</b>
<b>NEW OFFICE SPACE DEVELOPMENT</b>						
Construction	\$10,970,000	\$450,000				\$11,420,000
Soft Costs and Contingency	\$630,000	\$150,000				\$780,000
<b>SUBTOTAL</b>	<b>\$11,600,000</b>	<b>\$600,000</b>				<b>\$12,200,000</b>
<b>PROGRAM COST</b>						
P+D Admin. Overhead	\$2,509,349	\$2,584,629	\$1,996,626	\$1,645,220	\$1,270,932	\$10,006,757
Other Mod. – A/E Soft Cost	\$228,604	\$477,500	\$180,000	\$142,500	\$116,250	\$1,144,854
Other Mod. – Soft Cost TRA Demo / Disposition***	\$1,242,876	\$169,067	\$88,360	\$125,860	\$152,110	\$1,778,273
Capital Physical Needs Assessment	\$250,000					\$250,000
Contribution to Central Office Cost Center	\$521,694	\$255,420	\$255,420	\$255,420	\$255,420	\$1,543,374
<b>SUBTOTAL</b>	<b>\$4,752,523</b>	<b>\$3,486,616</b>	<b>\$2,520,406</b>	<b>\$2,169,000</b>	<b>\$1,794,712</b>	<b>\$14,723,258</b>
<b>TOTAL</b>	<b>\$84,590,237</b>	<b>\$51,462,624</b>	<b>\$4,652,748</b>	<b>\$3,944,000</b>	<b>\$3,569,712</b>	<b>\$148,219,322</b>

\*Could involve work at any or all identified Phase 2 Public Housing properties including: Jefferson Park State, Jefferson Park Federal, Millers River Apartments, F.J. Manning Apartments, and Putnam Gardens. \*\*Other funds as noted need for work to proceed. \*\*\* Could be any and/or all of CHA's federally-assisted public housing properties. Other funds such as private equity, construction period loan proceeds, long-term debt, and development proceeds will be needed for this work to proceed.



### **Jefferson Park Energy Efficiency Upgrades:**

*\$2.9 million construction budget with \$2.6 million to be expended in FY 2013*

CHA was awarded \$2,189,470 through the FY 2010 ARRA Capital Fund Green Communities Competitive Program to complete heating and energy efficiency improvements at Jefferson Park, and used these funds to leverage an additional \$1.6 million for this work. Construction started in September 2011 and includes: replacing existing heating boilers with more energy efficient units, installing more water efficient shower and faucet aeration, replacing the roofs, readying them for solar photovoltaic arrays, and installing photovoltaic arrays. These improvements will result in a reduction of source energy consumption of at least 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.

## **NON-ARRA FUNDED MODERNIZATION ACTIVITIES**

### **New Central Office, Reconstruction of 5 Western Avenue:**

*\$15 million total construction, \$1.15 million CHA contribution. \$300,000 to be expended in FY 2013*

CHA has been appointed by the City of Cambridge to oversee the redevelopment of the historic old police station in Central Square into CHA's administrative offices as well as offices for two City agencies: the Cambridge Multi-Service Center and the Community Learning Center. Preliminary construction, including hazardous material abatement and demolition, started in October 2011. Final architectural plans are nearing completion with full construction scheduled to begin in January 2012. CHA will contribute approximately \$1.15 million in capital funds (all to soft costs) to support the \$15 million redevelopment effort. The remaining balance will be supported by City-issued general revenue bonds.

### **Phase 2 Public Housing Preservation Program:**

*Preliminary construction cost estimated to be \$142 million*

While completing the agency-wide planning process, which will include an update of CHA's Capital Improvement Plan, CHA will continue its preliminary architectural work for the Phase 2 Preservation Program. This phase, which is slated to include the revitalization of Jefferson Park State, Frank J. Manning Apartments, and Millers River Apartments and the modernization of Jefferson Park Federal and Putnam Gardens, has a total construction cost of \$142 million. A key element to CHA's ability to proceed with this Phase will be its plan to transform these properties to a property-based rental assistance model of funding. Rental assistance will provide for more adequate and reliable operating funding and better access to private financing to help meet renovations needs.

As architectural and 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 its standard practice, CHA will engage residents during the design and construction planning to ensure their 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 due to construction, CHA and the residents will develop 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 neighbors to review the construction plans and develop mitigation strategies to lessen the impact to the resident community as well as the wider neighborhood.

***Elevator Upgrades at Daniel F. Burns Apartments, Harry S. Truman Apartments, and Roosevelt Towers:***

*\$1.8 million construction budget with \$300,000 expected to be expended in FY 2013*

CHA will proceed with elevator modernization activities at three sites, which so far have seen only minimal mechanical upgrades since their original installation: two elevators at Harry S. Truman Apartments, one elevator at 30 Churchill Avenue at Daniel F. Burns Apartments and two elevators at Roosevelt Towers Mid-Rise. This project will be funded through energy savings. The work will include replacing older motors and associated drives with new systems that reduce energy use in two ways: using less electricity during operations, and generating less heat, which in turn reduces the HVAC demand for the hoistway machine room. Regenerative drives will also be installed allowing for the braking force of the elevators to create electricity that will help power other systems in the building. Lastly, the controllers, selectors, and door operators as well as cab interiors will be completed renovated.

***Masonry Refurbishment at Various Locations:***

*\$950,000 construction budget, with expenditures anticipated between FY 2014 and FY 2017*

Extensive masonry and/or lintel deterioration persists at several CHA properties, including Washington Elms, Newtowne Court and Roosevelt Towers. From FY 2014 through FY 2017, CHA plans to complete additional refurbishment totaling \$950,000. The scope of work includes: repairing and repainting masonry, completing lintel replacement, and applying water-repellent sealant.

***Roof and Building Envelope Improvements at Various Locations:***

*\$1,125,000 construction budget, with expenditures anticipated between FY 2014 and FY 2017*

Several CHA properties require roof and/or building envelope improvements, including 45 Linnaean Street, St. Paul's Residence, and Robert C. Weaver Apartments. In FY 2014 through FY 2017, CHA plans to complete approximately \$1,125,000 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:***

*\$475,000 construction budget, with expenditures anticipated between FY 2014 and FY 2017*

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

CHA will continue using MTW authority 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 as opportunities rapidly evolve over the course of a fiscal year. Previous examples include supplementary funding for solar installation or co-payments toward heating upgrades primarily paid by third party conservation programs or utility incentives.

***Washington Elms Apartments - Solar Thermal Project::***

*\$400,000 construction budget, with expenditures anticipated between FY 2012 and FY 2013*

CHA is currently in the design feasibility stage of a solar thermal installation for six roof tops at Washington Elms Apartments. The solar thermal installation would offset gas consumption for domestic hot water throughout the 175 unit development. The current stage of feasibility

assessment is funded via a grant from the Massachusetts Clean Energy Technology Center (MassCEC); up to 30% of the construction funds will also be provided by the MassCEC grant program. CHA plans to raise the remaining funds necessary via financing paid by back from the energy savings. Current projections indicate that the installation would save \$30,000 annually for a payback of less than 10 years.

***Site Improvements at Various Locations:***

*\$350,000 construction budget, with expenditures anticipated between FY 2014 and FY 2017*

Site improvements, particularly walkway and parking lot repaving, fencing and improved plantings, are required at various CHA properties. The ability to implement site improvements ensures that the “curb appeal” of CHA’s properties remain strong.

***Handicapped Accessible Improvements – Various Locations:***

*\$750,000, with expenditures anticipated between FY 2014 and FY 2017*

CHA is required to add additional handicapped accessible units to its portfolio so that 5% of its housing stock is wheelchair accessible. Since 2008, the CHA has added 16 accessible units with another 9 units under construction. After these 9 units are completed, and additional 17 accessible units will still need to be added.

***Jefferson Park Bathroom Modernization:***

*\$5.9 million construction budget*

The bathrooms at Jefferson Park are nearing the end of their useful life. These were last upgraded in 1985, and plumbing fixtures and fittings require immediate replacement. This year’s five year plan assumes it will be part of the Phase 2 Public Housing Preservation Program.

## ENERGY

### ENERGY REPORTING

CHA relies upon a variety of energy tracking programs to monitor energy consumption, including tracking against standard energy metrics as well as internal budget targets, and the MTW frozen consumption baseline. In addition to its internal tracking system, CHA uses a commercially available program, which compares use against broader indicators such as energy use per region, building type and type of housing program. During FY 2013, CHA plans to share this data with researchers at Harvard University's Graduate School of Design. This collaboration will allow CHA to develop a predictive model for operational energy use focused on the urban built environment.

### ENERGY CONSERVATION AND ON-SITE GENERATION

Upon completion of the current rehabilitation and modernization projects across CHA portfolio, CHA expects substantial energy and water savings as a result of increased on-site energy generation. **Post construction by the end of FY 2013, CHA will be on track to consume 25% less water, and 50% less electricity, partially offset by a 35% increase in natural gas consumption** (as compared to our frozen consumption base). CHA continues to shift energy consumption from electricity to natural gas, a change which has considerable economic benefits for the CHA, saving the agency over \$1 million dollars in annual operating expense. This shift in reliance from electricity to natural gas as a heating source works particularly well in the New England region where electricity is a secondary fuel source, primarily generated by burning natural gas.

Onsite generation capabilities are progressive and important aspects to CHA's energy future. During FY 2012 in partnership with Ameresco, CHA "flipped the switch" on a 46 kW solar photovoltaic array at Daniel F. Burns Apartments. By the end of construction in FY 2013, three more solar arrays, as well as two co-generation (co-gen) plants will become operational. As a result, by the end of FY 2013 close to **20% of CHA's electricity will be generated at the property**, 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 in our locality.

CHA's solar arrays alone will reduce local carbon dioxide emissions by 450,880 pounds, the equivalent of removing over 40 cars from local roadways. The annual financial savings will grow over time. In some cases CHA fully owns the onsite generation which will result in immediate annual operating cost savings (\$25,000 for FY 2013) while in other cases the PV arrays are owned by a third party under a power purchase agreement. Under the power purchase agreements, the price per kWh is marginally lower than the current utility price, but the cost savings will increase over time as historically electricity prices in New England increase by 6% annually while rates under the power purchase agreements are a flat price for the twenty year term.

In FY 2013 CHA will continue to partner with local utility providers, weatherization non-profits, and state and federal funding programs to access rebates and grant funding for energy conservation efforts. CHA is currently on track to receive over \$1 million in rebates and grants from regional partners. This funding will allow CHA to move beyond the planning stages for a solar hot water demonstration program at the Washington Elms Apartments. The design planning for this project is funded by the Massachusetts Clean Energy Center; provided the project continues to meet cost efficiency standards, the majority of the construction costs will be covered. Current projections estimate is that 50% of the gas used for heat and hot water at the site will be offset by the solar thermal installation. Construction is expected to commence in mid FY 2013.



## RESIDENT SERVICES

Access to educational and vocational services can have an incredible impact on low-income households. Such programs help individuals achieve academic and employment goals, and work towards greater self-sufficiency. During this time of acute economic distress, CHA, through its Resident Services department is able to provide residents a myriad of training and enrichment programs with a proven record of helping children and adults develop the core competencies necessary for educational success and gainful, rewarding employment.

During FY 2013, CHA will work towards extending the reach of its services to even more residents by focusing on the provision of educational support for preschoolers, middle and high school students, and adults, in tandem with vocational programming for both adolescents and adults. Over the course of the plan year, CHA expects to serve approximately 533 residents and voucher holders through these diverse programs. (Even more households are expected to be served if CHA's FFS+ and other savings initiatives are implemented.)

The following section provides a brief overview of new resident services initiatives planned for rollout in FY 2013, as well as an update on existing programs and services that will continue operating in the coming fiscal year.

### SECTION 3 PLAN

Section 3 of the Housing and Urban Development Act of 1968 requires that all employment and economic opportunities created by Federal financial assistance for housing and community development programs should be directed, wherever possible, toward low-income individuals, particularly those households receiving Federal housing assistance. During FY 2012, CHA began the process of re-envisioning the agency's Section 3 policy, with an emphasis on identifying new methods to increase residents' opportunities for long-term employment.

The initial policy revision led to the establishment of a financial mechanism to use penalty fees collected from developers who did not meet specific Equal Employment Opportunity Commission (EEOC) benchmarks for The Work Force scholarship fund. The Planning and Development department manages the fees and has so far transferred \$17,000 to the scholarship fund. The scholarship fund helps defray the costs of books and supplies for graduates of The Work Force, CHA's five-year youth development program, who have matriculated to two- or four-year education institutions.

This new structure will be followed by other changes to the Section 3 Plan, all of which will be aimed at equipping residents with the resources to take critical steps towards self-sufficiency. Other revisions are currently being explored and CHA expects to fully implement the revised plan over the course of FY 2013.

MTW Block Grant Contribution: \$205,000

### PURSUE NEW FUNDING SOURCES

During FY 2012, the Resident Services department deployed a strategic initiative aimed at identifying and securing additional funds to support specific programs and services, especially its afterschool program The Work Force.

This targeted approach yielded several new funding streams, including a grant from the



Massachusetts Department of Elementary and Secondary Education's After-School and Out-of-School Time (ASOST) program. Proceeds from the ASOST grant will support efforts to revise The Work Force program's five-year life skill and career-readiness curriculum over the course of the coming year. The revision will aim to enhance both the college preparatory and financial literacy components at each level of the existing curriculum. The ninth grade workshops have been revised, and the resulting curriculum is being field-tested during this academic year; meanwhile, revisions to the upper-level workshops are ongoing and CHA expects to implement resulting changes during FY 2013.

In addition to the ASOST grant CHA negotiated a stronger financial commitment from the local school district for the 2013 fiscal year. This increase in financial support will be directed to The Work Force afterschool program. More details about this specific collaboration with the school district are given below.

## **MENTORING PROGRAM FOR MIDDLE-SCHOOL CHILDREN**

Over the course of FY 2012, the Resident Services department established a mentoring program for middle school students through a partnership with DREAM (Directing through Recreation, Education, Adventure, and Mentoring), a non-profit mentoring program that pairs college students with children living in subsidized housing developments. Employing a long-term, comprehensive approach to mentoring, DREAM 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 ways: first, it recruits college students as freshmen and requires them to commit to the program for four years; and second, the program requires that mentors in their senior year of college introduce a freshman student into the mentoring relationship so ongoing support of the student is thoughtfully sustained. 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 a broad array of group activities that broaden the horizons of its participants.

Over FY 2012, the program focused its initial efforts at Putnam Gardens as the development is relatively self-contained and maintains no on-site services. Mentors were recruited from Harvard University, and eight mentoring matches were conducted over the academic year. Over the summer, thirty-eight youth participated in DREAM's summer camp at Putnam Gardens. In FY 2013, DREAM expects to double their mentoring capacity, incorporating eight to ten additional mentoring relationships into the program at Putnam Gardens.

MTW Block Grant Contribution: \$15,000

## **THE WORK FORCE**

### *Expansion of the Work Force Program*

In FY 2012, the Resident Services department received additional funding from the Cambridge Public Schools (CPS) to support the start-up costs of a fourth Work Force Program site housed in the city's only public high school. The CPS's contribution covers roughly a third of the start-up, and CHA expects additional annual support in sustaining the site's presence at the high school in the coming years. The fourth Work Force site is currently operational, with 8th, 9th, and 10th grade classes in full swing, and the plan is to phase in the final two program levels during FY 2013.

The addition of funding for the fourth site only bolsters the long-standing tradition of successful partnership between CPS and the CHA. CPS's support of Work Force-based initiatives now amounts to nearly \$100,000 annually, subsidizing the program's MCAS and SAT Prep Initiatives, as well as the Summer Literacy Camp, which combines reading comprehension skill development with financial literacy training for rising 9th grade program participants.

MTW Block Grant Contribution: \$265,000

#### *Work Force Program College Success Initiative*

In FY 2010, CHA's Resident Services department started the College Success program to offer The Work Force alumni much-needed support in completing their post-secondary education. This program will continue in FY 2013 as CHA continues efforts to increase college retention rates among The Work Force alumni.

The College Success initiative was initially designed to offer extensive case management services to alumni enrolled in two- or four-year college degree programs. However, an unsuccessful fundraising campaign altered plans to hire additional staff, and the initiative was forced to implement a less ambitious set of activities.

Work Force staff maintains contact with program graduates attending college (over 95% of all The Work Force program graduates go on to secondary or higher education programs) focusing on tracking the 2010 and 2011 graduating classes. As problems and issues arise for them, staff assists them in locating appropriate support services at their respective schools. In addition, The Work Force sponsors annual alumni events, inviting recent graduates to attend college-planning workshops in which they share their experiences adapting to a college environment with current participants.

Over the longer term, staff are consulting alumni and conducting primary research to identify colleges that 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 The Work Force alumni at those schools, creating a mutual, self-sustaining support network.

In FY 2012 The Work Force staff began a thorough review of the life skills and career-readiness curriculum. Issues such as time management, financial literacy, 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 and implementation process will continue throughout FY 2013.

The Resident Services department believes that one crucial component of a successful transition to college and beyond is the teens' ability to understand the financial responsibilities that lie ahead. The department plans to explore the potential integration of its financial literacy curriculum with a set of practical real-life exercises. One idea is the creation of Individual Development Accounts (IDAs) for The Work Force students. The IDAs will allow participants to build up savings for post-secondary education while providing students meaningful financial literacy training. CHA is currently discussing a potential partnership with the Center for Enterprise Development (CFED) to help sponsor this initiative.

## **EDUCATIONAL AND VOCATIONAL SERVICES FOR ADULTS**

CHA manages several other programs that focus on providing the necessary tools for adults to expand their educational and vocational skills. In FY 2013, CHA will continue operating the following educational programs and services, funding permitted:

**Computer Centers:** thanks to the American Recovery and Reinvestment Act funds awarded by the National Telecommunications and Information Agency, three computer centers have been available to residents over the course of FY 2012, including a brand new center at Roosevelt Towers. Classes in basic and intermediate computer usage are offered during daytime and evening hours to ensure all residents have the access and skills they need to participate in an increasingly technological world. Open lab hours are also available throughout the day and evenings.

**CHA/Cambridge Employment Program (CEP):** provides 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:** offers English language classes (ESOL) and language-enhanced computer classes to CHA residents.

**Bridge-to-College:** provides individual counseling and classroom instruction to high school graduates 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.

MTW Block Grant Contribution: \$8,280

The Resident Services department has also designed a “College Prep” for Parents initiative, for which it seeks funding from the Cambridge Public Schools (CSP). Targeted towards parents of current CPS middle-school children, the program seeks to interweave a primer on adolescent development with guidance on college prep mainstays (e.g. high school course selection, financial aid, and the like). A central goal of the program is to increase parental involvement at both the middle school and high school levels, which research directly correlates to improved academic performance.

## CHILDCARE + HEALTHCARE SERVICES FOR FAMILIES

CHA believes that contributing to the well-being of its residents is instrumental to the success of its housing programs. In FY 2013, 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 2013, funding permitted:

- Baby University, an intensive 16-week parent education program conducted in collaboration with a broad range of local service agencies;

MTW Block Grant Contribution: \$25,000

- Parents ROCK (Reading on Computers with Kids), an early literacy program for children up to eight years and their parents (or other caretakers), that coordinates its service delivery with the Pathways to Family Success self-sufficiency program;
- WIC (Women, Infant, & Children) Nutrition Program at Jefferson Park;
- Head Start programs located at the Jefferson Park, Roosevelt Towers, and Washington Elms/Newtowne Court housing developments;
- Youth recreation and education programs offered at the West Cambridge Youth Center in close proximity to the Corcoran Park development;
- Recreational activities coordinated by the Boy’s and Girls Club at the Windsor Street Community Building, adjacent to the Washington Elms/Newtowne Court development; and

- Outpatient healthcare services at the Windsor Street Community Building.

## ELDER SERVICES

In FY 2013 CHA will continue working toward offering elderly residents an array of services to assist them enhance their quality of life. These are some of the services that will continue to be offered in FY 2013:

### *Service Coordinator Program*

CHA has four full-time and two part-time service coordinators. These are responsible for assisting elderly residents in gaining access to support services and helping them manage the daily demands of living independently as they age in place.

### *Elder Service Plan – PACE Program*

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

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

## OTHER SERVICES AND PROGRAMS

### *CHA Tenant Organization Recognition Policy*

In FY 2012 CHA planned to revise the Tenant Council Recognition Policy. This effort resulted in a draft Letter of Agreement with Recognized Resident Councils that was shared with all tenant council members and members of the Alliance of Cambridge Tenants (ACT) in a public comment period in late Fall 2011. CHA is in the process of evaluating all comments and expects to present a revised version of the Agreement to the Board of Commissioners in their first meeting in February 2012.

CHA's Tenant Liaison will work with each individual Tenant Council to implement this new Letter of Agreement with Recognized Resident Councils in late January 2012.

In addition throughout FY 2013, CHA will continue efforts to revise the Tenant Council Recognition Policy based on the Letter of Agreement drafted. CHA will engages all tenant councils and ACT in a similar public process as the one just completed for the Letter of Agreement.

# LONG-TERM MTW PLAN

Please see the introduction section of this Annual Plan for a brief overview of CHA's long-term plan. CHA has also described its views for the future of the MTW Program in the FY 2012 Annual Plan.



# PROPOSED MTW ACTIVITIES

## ASSET INCOME CALCULATION – OVER \$50,000

In FY 2006 CHA adopted a policy under its Rent Simplification program to disregard any value of assets under \$50,000 in the income calculation. This not only allowed residents the opportunity to establish and increase assets without being discouraged by a possible increase in their rent payments, but it also eliminated an unnecessary administrative burden to CHA staff. Nonetheless, determining asset income for those residents with \$50,000 or more in assets still proves to be a cumbersome process requiring household members to provide complicated documentation and staff to calculate the income derived from each asset, including IRAs, trusts, and stocks, among other sources. CHA will simplify this process by adopting the following policy:

When household assets are in excess of \$50,000, CHA will only count as income the imputed asset income. Imputed income from assets will be calculated by multiplying the actual cash value of all family assets in excess of \$50,000 by the current HUD-established passbook savings rate.

## STATUTORY OBJECTIVE

This initiative meets the statutory objective of achieving greater cost effectiveness of federal expenditures. It seeks to streamline income calculation allowing staff to serve applicants and residents with other areas of their certifications. Staff will then be able to focus on other aspects of their jobs, for example, managers will have more time to address property management and upkeep issues.

## ANTICIPATED IMPACT

As mentioned above, CHA anticipates that this policy change will allow staff to focus on other pressing areas of their jobs thus generating administrative savings. At the same time, residents will be able to have a better understanding on how their income-generating asset affects their annual income calculation.

## METRICS, BASELINE + BENCHMARKS

### *Metrics*

- Number of households with assets in excess of \$50,000
- Time spent calculating asset income in minutes
- Actual cost (calculated based on full-time employee salary)
- Time saved
- Administrative savings

### *Baseline*

- Number of households with assets in excess of \$50,000 = 45 households as of Nov. 2011
- Time spent calculating asset income in minutes = 30 minutes
- Actual cost (calculated based on full-time employee salary in 2011= \$29.15/hour) = \$655.88
- Time saved = TBD
- Administrative savings = TBD

### *Benchmarks*

CHA will establish benchmarks if needed after the second year of implementation. Data will become useful for setting benchmarks after the first cycle of recertification. CHA has a biennial recertification process in its federal public housing program. For the first year CHA expects to

reduce the amount of the actual cost of a recertification by \$50. After the first year CHA will reevaluate this benchmark for the future based on actual data.

## **DATA COLLECTION PROCESS**

The Operations department will gather data on households reporting assets in excess of \$50,000 through its regular certification/recertification process. Data on salaries will be updated based on the union agreements in place.

## **MTW AUTHORIZATIONS**

This initiative is made possible through authorization granted in Attachment C, C.4 of the MTW Amended and Restated Agreement of 2009.

## **PROJECT-BASED VOUCHERS IN PUBLIC HOUSING**

CHA has used Project-based vouchers in some units as a financing mechanism for the rehabilitation and modernization of public housing developments, such as Lincoln Way. CHA believes however that the funding source for a unit should not dictate differential treatment of residents within the same development. CHA will use MTW flexibility to apply the similar public housing policies and procedures to residents in project-based units in public housing developments or former public housing developments, including any tenant protection vouchers received as part of disposition activity. These policies and procedures include those affecting program eligibility, admission, rent calculation through the Rent Simplification program, lease enforcement, continued occupancy, ceiling rents, community service, etc.

In addition, consistent with the public housing program, residents of project-based units that are located within continuing public housing developments such as Lincoln Way, will not be able to request mobility vouchers. For units that are part of the disposition/conversion process described in Chapter III, mobility options will need to be consistent with disposition requirements as well as the need for project stability and preservation. CHA would use MTW flexibility to address these issues as part of a mobility plan and to insure that all existing public housing tenants are entitled to utilize a project-based and/or tenant protection voucher to avoid displacement.

## **STATUTORY OBJECTIVE**

This initiative meets the statutory objective of achieving greater cost effectiveness of federal expenditures. Similar to the initiative above this initiative seeks to streamline a series of administrative procedures. Hence allowing CHA to improve the quality of consumer service and focus on other areas of property management that require attention.

## **ANTICIPATED IMPACT**

In addition to possibly generating administrative savings, this initiative will contribute to standardizing program management and application of policies and procedures across CHA public housing portfolio without regard to funding source. Otherwise CHA would be operating on two different tracks for rent calculation, ceiling rent policies and continued occupancy policies.



## METRICS, BASELINE + BENCHMARKS

### *Metrics*

- a. Number of households in PBA units within Public Housing developments.
- b. Time spent recertifying an average household according to PBA regulations
- c. Time spent recertifying an average household according to PH regulations
- d. Actual cost of PH recertification (based on full-time employee salary in 2011 = \$29.15/hr)
- e. Time saved (b – c)
- f. Administrative savings (time saved x actual cost)

### *Baseline*

- a. Number of households in PBA units within Public Housing developments = 0
- b. Time spent recertifying an average household according to PBA regulations = n/a
- c. Time spent recertifying an average household according to PH regulations = 1.25 hours
- d. Actual cost of PH recertification (calculated based on full-time employee salary in 2011 = \$29.15/hr) = \$36.44 per recertification
- e. Time saved (b – c) = TBD
- f. Administrative savings (time saved x actual cost) = TBD

### *Benchmarks*

As project-based units become part of a specific public housing development CHA expects to administer all of them under the same regulations as public housing. Unless there is a phased process, then CHA expects to present expected numbers as benchmarks.

## DATA COLLECTION PROCESS

The Operations department will gather data from specific sites on an annual basis through respective management offices. Data on salaries will be updated based on the union agreements in place.

## MTW AUTHORIZATIONS

This initiative is made possible through authorization granted in Attachment C, D.2.a and D.3.a and b of the MTW Amended and Restated Agreement of 2009.

## STUDENT INDEPENDENT DEVELOPMENT ACCOUNTS

CHA has opened a dialogue with the Corporation for Enterprise Development (CFED), among others, to explore potential collaboration on an Independent Development Account (IDA) program for Work Force students.

Establishing early understanding of the importance of savings in accomplishing long and short term goals can make an important difference in the chances for success of students as they enter adulthood and beyond. MTW flexibility will allow a more creative program design that can foster specific objectives without the rigidity of a traditional type of program.

This is particularly important as teenage public housing residents are often unable to gain sufficient earnings to leverage a substantive match under the terms of a conventional IDA program. This initiative will explore developing a mechanism by which, for instance, particular accomplishments by

teens could be used in lieu of (and/or in addition to) earnings which would then leverage third party IDA contributions.

While the exact program components are in a development stage, the following are possible components to a program:

- All Work Force students will be eligible participants.
- Issues such as time management, financial literacy, and self-advocacy will be addressed.
- Incentives for participation and program completion will be established, including a matched or seed contribution to a savings account.
- Tasks that will required to receive the “match” contribution will be developed.
- Educational materials and curriculum on financial literacy will be developed.
- Partnerships with the Cambridge Public Schools may also be established.

## STATUTORY OBJECTIVE

The program will further the goal of providing incentives to becoming economically self-sufficient for the children of CHA families.

## ANTICIPATED IMPACT

By providing children with education and experience in savings and the financial system, participants gain skills that can lead to greater educational and job choices. Asset-building can provide the means to continuing education or other job training. Financial literacy provides a base for integrating into the community and the economy, with the outcome of increased income. The discipline of saving over the long-term can create life-long habits that can foster other types of accomplishments. Building assets over time can increase a positive outlook for the future, with consequent development of goals for accomplishments in work and life.

## METRICS, BASELINE, + BENCHMARKS

*These will be refined based on the final program model.*

### *Metrics*

- a. Number of accounts
- b. Amount saved per person and total
- c. Amount used for IDA purposes
- d. Matching amounts
- e. Meeting criteria for the match

### *Baselines*

- a. Number of Participants that already have savings accounts
- b. Average and median amount in account
- c. Number of Participants that do not have savings accounts
- d. Number of families of participants that already have savings accounts
- e. Number of families of participants that do not have savings accounts
- f. Number of Participants who plan on attending college or other post-graduate training
- g. Amount of Household Median Income
- h. Amount of Participant’s earned income

### Benchmarks

- a. Enroll 15 number of participants in first year of program
- b. Maintain 10 number of participants per year
- c. Generate average of \$500 of savings in individual escrow accounts in first year
- d. Increase percentage of households with savings accounts by 5% in first year

## DATA COLLECTION

CHA will work with its potential partner to develop the appropriate mechanism to share and collect data. This will be described in detail once the program design has been developed.

## MTW AUTHORIZATIONS

This activity is possible through authorization granted to CHA in Attachment C.B.1.b.iii and Attachment C.B.2 of its Amended and Restated Agreement of 2009. These sections permit the provision of activities related to self-sufficiency, education, and training, and partnerships with for-profit and non-profit entities.

## FAMILY SELF-SUFFICIENCY PLUS (FSS+)

CHA has partnered with Compass Working Capital, a local non-profit, to implement a modified version of HUD's Family Self-Sufficiency Program. Compass will act as the FSS Coordinator, recruiting and enrolling participants, engaging in client case management and assisting CHA with program evaluation. This collaboration will be based on the already successful FSS program Compass administers with Lynn Housing Authority and will bring a local community-based approach, coaching participants on self-sufficiency activities. This program will be strictly voluntary.

CHA will use MTW authority to modify the conventional FSS program to increase participant independence from subsidy and increase administrative efficiency. Proposed changes requiring MTW authority for FSS+ include:

1. As participants enroll in the program and have their earned income increase, CHA anticipates that the HAP payment will decrease. This will result in savings to CHA, which will in turn fund an escrow account for the participant and offer a source of funding for other services that participants may benefit from.
2. For participants that graduate and withdraw from the MTW program, CHA will lift certain restrictions on the use of escrow dollars.
3. The FSS+ program will implement a simplified escrow calculation to reduce program administration time.
4. Program changes will also remove barriers for higher-income-residents, allowing these participants to establish and receive an escrow credit (whereas the conventional program limits the PHA's ability to establish and contribute to an escrow account for these families).
5. The FSS+ program will not allow for re-enrollment once a participant has graduated from the program.
6. As the FSS+ program is developed in full the approach and requirements for voucher and public housing families will be the same.
7. Rent changes may be made to the extent necessary to align options for program participants and program administration.

The FSS+ program will provide supportive service in five core areas:

- Income and employment
- Credit and debt
- Savings
- Utilization of high quality financial services
- Asset development.

## STATUTORY OBJECTIVE

By implementing the FSS+ program, CHA will provide new opportunities for participants to engage in self-sufficiency activities. This relates directly to the established statutory objective of the MTW program of providing incentives to families that assist in obtaining employment and becoming self-sufficient.

## ANTICIPATED IMPACT

CHA anticipates this initiative would provide participants with guidance and support to increase opportunities for career placement or advancement, building a foundation for long-term professional success and asset development.

## METRICS, BASELINE, + BENCHMARKS

These will be refined based on the final program model

### *Metrics*

- a. Average and median income of participant household
- b. Amount saved per household
- c. Amount hours of employment
- d. Number of hardships

### *Benchmarks*

CHA and Compass will market and enroll participants, aiming to have all FSS+ participants enrolled in core activities by the end of the first year. Additionally, CHA has set a goal that 50% of participants will establish an escrow account during their first year of participation.

## DATA COLLECTION

Data for new participants will gathered by CHA and Compass at admittance. Household data will then be collected CHA and Compass as there are changes they progress through the program. CHA and Compass will also collect information from participants who fail to reach graduation.

## MTW AUTHORITY

This activity is possible through the authorization granted to CHA in the following sections of its Amended and Restated Agreement of 2009. Attachment C.E. provides the authority to create FSS programs that differ from traditional programs. Attachment C.B.2 allows CHA to create partnerships with for-profit and non-profit entities. While Attachment C.B.1.b.iii permits providing activities related to self-sufficiency.

# ONGOING MTW ACTIVITIES

## PUBLIC HOUSING MANAGEMENT + OPERATIONS

### RENT SIMPLIFICATION

Due to the federalization of most of the state public housing portfolio, the Rent Simplification Program will be used agency-wide in FY 2013 with the exception of Jefferson Park (state) and the two new construction developments (Roosevelt Towers State and Putnam School). New financial and administrative software will be implemented to accommodate all rent simplification policies and procedures. This new software should improve accuracy and provide detailed worksheets and reporting options. Extensive staff training will begin in January 2013 with the roll out of the new software effective February 1, 2013.

This initiative was approved and implemented in FY 2006.

### MINIMUM RENT

As of November 1, 2011, 59 households are on minimum rent, 42 in family housing and 17 in elderly/disabled housing. The minimum rent policy allows residents to make a contribution to the ongoing maintenance of their housing without undue hardship. Oftentimes, the minimum rent is a temporary status that allows a household to remain in housing at a minimal cost while seeking wages or benefits to stabilize their income source.

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

### CEILING RENTS

CHA will continue to apply HUD's Operating Cost Adjustment Factor (OCAF) to ceiling rents in all federal public housing developments on a yearly basis. Currently there are 110 households on ceiling rent in the federal family public housing program.

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

### MIXED FAMILY RENT FORMULA

In FY 2011, there were 29 households that based on their immigration status are considered mixed family. With the addition of the federalized developments, the number has increased to 46. These households have their rents calculated based on a 10% increase from the regular Rent Simplification rent charts.

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

### INTEGRATE NEAR-ELDERLY INTO ELDERLY SITE WAITING LISTS

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. Since January 2011, 10 applicants in this category have been placed in elderly housing.

This initiative was approved and implemented in FY 2010.

## HOUSING CHOICE VOUCHER PROGRAM

### CAREER FAMILY OPPORTUNITY CAMBRIDGE (CFOC)

The Career Family Opportunity Cambridge (CFOC) program, a five-year self-sufficiency program operated in cooperation with the Crittenton Women's Union (CWU), offer participants a continuous comprehensive support system over a 60 month period 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 ratio increasing over time.

As of this writing CFOC has 19 participants enrolled in the Assessment Stage of the program. A total of 15 households are voucher holders while 4 households are public housing residents. 99% of participants are female single-head of households with an average of 2 minor dependants. CHA expects all 20 subsidies allocated for this program will be in use throughout FY 2013.

More detailed information on the design and eligibility requirements can be found in CHA's FY 2011 Annual Plan.

As this Annual Plan goes to print CHA is finalizing a series of discussions with CWU and two other local organizations, Heading Home Inc. and One Family Inc., to identify opportunities to expand and enrich the CFO program in order to serve more households. CHA

This initiative was approved and implemented in FY 2011.

### FAMILY OPPORTUNITY SUBSIDY (FOS) PROGRAM

FOS is a ten-year, voucher-based program offered to families staying in Cambridge/Boston area homeless shelters. FOS's goal is to help homeless families achieve long-term economic self-sufficiency in ten years. The program will enter its third year of operation in FY 2013. There are currently 35 active participants in the program:

- 16 participants are currently in stage 2 of the program and were issued a FOS subsidy. Out of the 16 participants 11 are receiving subsidy payments directly to their checking accounts. The remaining 5 participants are in the process of securing a lease, after which they will also receive a FOS subsidy.
- 19 participants are currently in stage 1 (sponsor-based program). Out of the 19 participants 14 are in the process of being referred to stage 2. The remaining 5 participants have recently enrolled in the program and are in the early stages of the sponsor-based phase or stage 1.
- 6 participants were terminated for failing to comply with program obligations. All 6 households were terminated in stage 1 of the program.

In 2013 CHA will scale down the program from 55 to 50 subsidies. This will allow case managers to have a more focused and comprehensive relationship with participants. It is expected that by early FY 2013, 25 households will sign the FOS Family Participation agreement with CHA, which provides them with a tenant-based subsidy deposited directly to their checking accounts.

Throughout FY 2012 CHA met regularly with Heading Home staff and shared valuable discussions about issues that arose during the implementation of the program and that were not necessarily captured in the program design or participant agreement. Both, CHA and Heading Home agreed to engage in a thorough revision of the program design to incorporate certain adjustments to improve and ease the program implementation in the field. There were no substantive changes to the program concepts but the language was made clearer and specific procedures were outlined to make staff better prepared. In addition, CHA is working with Heading Home Inc. and other local organizations to evaluate program guidelines, such as the case management component. During this revision process CHA intends to identify opportunities to implement best practices which have already been tested and proven successful at peer agencies. CHA considers these changes an enhancement to the workability of the program. CHA has not yet updated the subsidy value amount but expects to do so in FY 2013 to better reflect the high costs of the Cambridge rental market. More detailed information about the components and regulations for this program can be found in Appendix 5 of CHA's MTW FY 2010 Annual Report.

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

As this Annual Plan goes to print CHA is finalizing a series of discussions with CWU, Heading Home Inc. and One Family Inc., to identify opportunities to expand and enrich CHA's current self-sufficiency programs (CFO and FOS) in order to serve more households. This collaboration has resulted in a new opportunity known as the Co-Invest Initiative.

Co-Invest is based on an innovative economic mobility platform designed to align resources and services to support low-income families as they reduce their reliance on housing subsidies and other public benefits while achieving greater levels of economic self-sufficiency. In order to serve more households, the Co-Invest model will create a tiered 'community of mobility' assessing families based on their individual goals related to family stability, well-being, education and training, financial management, and employment and career management. Similar to the CFO and FOS programs, participants will be voluntarily recruited from CHA subsidized housing voucher holders, public housing residents and waitlists as well as Heading Home family shelters.

Once the program elements are finalized, CHA will share the details with the public and engage in a public process if MTW authority is necessary.

## **EXPIRING USE PRESERVATION PROGRAM**

Through this initiative CHA planned to convert enhanced, expiring use vouchers, to Project Based vouchers and hence ensure the long-term affordability of these developments. In early FY 2012, CHA executed an agreement for 116 project-based units at Inman Square Apartments and by the end of FY 2012, and additional 98 units at Cambridge Court will be project-based as part of another expiring use preservation agreement. In FY 2013 CHA will be working with owners and PHA's in other communities to allow others to benefit from the CHA preservation model.

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

## **NEW ADMINISTRATIVE PLAN**

CHA will share a draft revision of the new Administrative Plan for CHA's Leased Housing programs with advocates by March 2012. The redrafting of this important document has been extended throughout FY 2011 to allow for a more comprehensive participation of the staff in the editing



process. The Administrative Plan has been updated to reflect current policies that have been implemented throughout the years including inspection protocol, biennial recertifications for elderly and disabled households, emergency criteria and waiting list preferences, among others.

CHA is confident that this new Administrative Plan will be an improvement, and expects to implement this new plan in full by the end of FY 2013.

This initiative was proposed and approved in FY 2006.

## **SPONSOR-BASED PROGRAM**

CHA allocated 59 subsidies in FY 2011 to assist hard-to-house households through nine local service providers (CASCAP, Inc., Heading Home Inc., Just A Start Corp., North Charles Inc., YWCA, Transition House, Specialized Housing Inc., Home Start Inc., and Vinfen). These service providers rent units in and around Cambridge and provide case management to participating households. While CHA allocates a specific number of vouchers, service providers may be able to serve more than one household per voucher issued.

CHA did not expand the program in FY 2012 but will continue to explore options to incorporate new providers or increase the number of subsidies allocated in FY 2013 if viable projects arise.

This initiative was approved and implemented in FY 2008.

## **MASSACHUSETTS RENTAL VOUCHER PROGRAM PRESERVATION (MRVP)**

The Massachusetts Rental Voucher Program (MRVP) has not been able to adjust its payment standards to reflect increase in rental costs, especially in Cambridge. Thanks to the budgetary flexibility allowed under MTW, CHA is able to increase funding for the MRVP program, allowing approximately nine families to remain in apartments that would otherwise be unaffordable. For the past ten years CHA has been able to fund the MRVP program to raise its payment standards to the level of the federal program. CHA contributed \$28,096 in FY 2012 to stabilize the MRVP program and plans on allocating approximately \$21,600 in FY 2013. This decrease is due to the natural attrition of the program as CHA does not plan on increasing the number of participants in the near future.

This initiative was approved and implemented in FY 2001.

## **REVISION TO RENT REASONABLENESS + RENT SETTING**

CHA continues update its database of real-time market data provided by an outside firm to establish rent reasonableness at lease-up and rent increase requests. The majority of rents paid for subsidized units continues to be well below market rents for similar units in Cambridge.

CHA plans to use this data to refine the rent reasonableness procedure and allow staff to complete rent reasonableness certifications in less time. The Leased Housing department has been working on this revision and expects to review its rent reasonableness certification procedures in the near future.

Additionally, in FY 2013 CHA will continue to set its own Payment Standards using actual Cambridge market data, rather than HUD's Fair Market Rents. 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.

The 2011 Cambridge Payment Standards are as follows:

UNIT SIZE	STUDIO	1BR	2BR	3BR	4BR
CHA Payment Standard	\$1,220	\$1,362	\$1,685	\$2,000	\$2,191
HUD Fair Market Rent	\$1,083	\$1,149	\$1,349	\$1,613	\$1,773

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

## IMPLEMENT MINIMUM RENTS

In FY 2011 CHA developed a monthly report to track households paying minimum rent at the beginning of the fiscal year and record any changes in income once they come out of the minimum rent payment period. Initial data has been reviewed in FY 2012 and changes were made to improve the usefulness of the report. This report will be implemented in FY 2013.

This initiative was approved and implemented in FY 2006.

## LOCAL PROJECT-BASED ASSISTANCE PROGRAM

In FY 2012 CHA decided to not make any changes to the design of the Project-Based Program as it focused on project-basing units in its own Public Housing portfolio as funding for part of its five-year capital plan. In addition, CHA executed its first Expiring Use Preservation agreement at Inman Square Apartments as mentioned earlier in this Plan. CHA will explore changes to its current Project-Based Program based on the implementation of these two initiatives.

Initially CHA envisioned using between 400 and 782 PBA subsidies to support its own at-risk public housing stock through the Public Housing Preservation Fund established in FY 2010. This number was reduced in FY 2011 to a range between 275 and 400 due to the receipt of stimulus funds. CHA's FY 2011 schedule projected the use of 17 PBA subsidies in FY 2012; we remain on schedule to use these subsidies as part of the ongoing Lincoln Way revitalization efforts.

During FY 2011, CHA started planning for the Phase 2 Public Housing Preservation Program which, given current funding constraints, will likely be more reliant on PBA resources to support the needed modernization activities. It may be necessary in FY 2013 to utilize up to 108 PBA vouchers at Jefferson Park - State, located on Rindge Avenue given its poor physical condition and lack of available capital funds to initiate its rehabilitation.

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

This initiative was approved and implemented in FY 2001.

## PLANNING + DEVELOPMENT

### LIBERATING ASSETS

Since HUD's approval of the initiative on December 27, 2010, CHA has made steady progress with implementing the early phases of the program as follows:

#### *Phase 1 – Financial Modeling*

CHA completed and submitted to HUD financial modeling of potential housing developments using both the HUD calculator and a CHA-developed financial model. CHA initiated a benchmarking study to compare its operating expenses with the operating expenses of other affordable housing developments in Massachusetts.

The benchmark study on operating expenses found that:

- The total operating costs for the two elderly properties in our initiative, Frank J. Manning Apartments and Millers River Apartments, are more than 20% below the benchmarking averages, both currently and post rehab. For example, per unit annual operating expenses post-rehab for these two properties are projected at: \$8,462 and \$8,447 for Frank J. Manning and Millers River respectively vs. the benchmark average of \$10,882.
- The total operating costs for the two family properties in our initiative, Putnam Gardens and Jefferson Park, are within 1% of the benchmarking average. Per unit annual operating expenses currently are: \$9,336 and \$11,613 for Putnam Gardens and Jefferson Park respectively versus the benchmarking average of \$10,352.
- The study also identified specific areas where CHA's expenses were either higher or lower than the benchmark average. For example, CHA has significantly lower expenses in replacement reserve deposits and real estate taxes than the benchmark properties. Conversely, CHA's fees (e.g. management and bookkeeping) were significantly higher than the benchmark properties.

Overall CHA's expenses are within industry norms. However, CHA is looking to reduce operating costs associated with line items that are higher compared to the benchmark.

#### *Phase 2 – Investment Community Review*

CHA has initiated numerous discussions with potential investors, both low-income housing credit investors and banks. The housing market in Cambridge remains very strong, and many banks continue to target Cambridge for its Community Reinvestment Act investments. However, both investors and bankers stated a preference that the market-based rental subsidy be structured in a manner as similar as possible to the Project-Based vouchers. The underwriting with such a model would be much more straightforward than for program funding that was markedly different.

#### *Phase 3 – Program Proposal*

Much of CHA's efforts in the program proposal phase have been focused on financial elements, specifically identifying the scope and cost of the rehabilitation required at each property. Towards that end, CHA has been soliciting proposals from architectural teams for each location. Since Spring 2010, CHA has awarded contracts to three architectural firms plus given a fourth firm that was already under contract authorization to proceed with preliminary investigatory and design work. Once CHA has a draft rehabilitation plan, efforts to develop a financing plan will accelerate

along with work on the various program issues related to long-term affordability and transforming properties from public housing to use-restricted housing. CHA anticipates submitting the first of its program proposals in March 2012, with all proposals to be submitted to HUD by May, 2012. Note, all awards use CHA's MTW flexibility to create and maintain a pool of working capital for this type of pre-development activity.

#### *Phase 4 – Implementation*

This phase will proceed after an initial proposal(s) is approved by HUD. Given the complexity of financing and the planned modernization work, CHA anticipates that it will take approximately a year to close on these deals and begin construction once we begin working on the implementation phase.

This initiative was proposed and approved in FY 2011. Please note that this initiative may be supplanted by CHA's plans to submit disposition applications for a substantial portion of its federally-assisted public housing developments. However, while the applications are being developed and processed, CHA will continue to explore with HUD the possibility of proceeding with one or more properties under this initiative or through the Rental Assistance Demonstration.

## OTHER ONGOING MTW INITIATIVES

### ALL FISCAL YEARS

#### *Increase Number of Households Served*

Currently serving 4,726 households in all programs. 2,377 in Public Housing programs and 2,349 in Leased Housing programs. Representing approximately 300 more households compared to the 1999 baseline.

#### *Expand Supply of Permanently Affordable Housing*

352 units were acquired or built with \$12 million MTW funds and \$68.9 million of non-MTW funds. In FY 2013, CHA does not anticipate any specific projects for new acquisitions. The Planning and Development department will however continue to pursue creative ways to expand the City's affordable housing stock through the Agency's affiliate non-profits. For more details on the ongoing development efforts through CHA affiliate non-profits. CHA anticipates adding 42 units by FY 2014 to the city-wide affordable housing stock through the upcoming project at the YWCA Pool site. Please see the

Affiliates section earlier in this Chapter III.

#### *Expand Supply of Affordable Housing through Acquisition of Condominiums*

Since inception in the MTW program 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 2013 CHA will allocate **\$2,707,500** for activated funded through the MTW Block Grant. A detailed overview of the proposed expenditures is given in Chapter VII.

### FISCAL YEAR 2000

#### *Allow Tenants to Pay Over 40% of Their Income for Rent*

There are approximately 30 households paying over 40% of their income toward rent. CHA will continue this initiative in FY 2013 as it allows participants the possibility

of renting units that may offer them an improved lifestyle. Participants will continue to certify that they are able to afford their payments.

#### *Implement Vacancy and Damage Payments*

CHA plans to continue offering vacancy and damage payments to landlords in the MTW Leased Housing Programs in FY 2013. As of this writing only \$545 in payments were made in FY 2012.

### **FISCAL YEAR 2001**

#### *Request for regulatory relief for Mixed Finance*

This initiative is on hold as it may be rendered moot by CHA's potential disposition of its federally-assisted public housing units and/or CHA's Liberated Assets initiative from FY 2011's MTW Plan was approved.

### **FISCAL YEAR 2002**

#### *Locally Determined Annual Adjustment Factor (AFF)*

In FY 2012 CHA did not apply a portfolio-wide increase based on its own AFF. This was due to the already high value of rental units in Cambridge. CHA will however continue to review the rents of all current subsidized voucher units and when necessary will apply an increase in order to retain units in its affordable rentals pool as landlords may decide to leave the program otherwise.

### **FISCAL YEAR 2003**

#### *No New Initiatives*

### **FISCAL YEAR 2004**

#### *No New Initiatives*

### **FISCAL YEAR 2005**

#### *No New Initiatives*

### **FISCAL YEAR 2006**

#### *Initiatives described earlier in this chapter.*

### **FISCAL YEAR 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 Career Family Opportunity Program launched in FY 2011. Details on the progress of these programs are given earlier in this chapter.

### **FISCAL YEAR 2008**

#### *Project-Based Vouchers in Cooperation with the City's Housing Trust Fund*

CHA has set aside forty vouchers through this initiative. Eight units were awarded to Elm Place and are currently under leased as of July 2011. An additional 32 vouchers were issued to Putnam Green. This project is under construction and is expected to be completed by early FY 2013. For more details please refer to the section on Anticipated Project-Based Units in Chapter II.

#### *MTW Transfer Category*

In the past fiscal year CHA only had one transfer from the Housing Choice Voucher program to the Public Housing program. This transfer was completed as part of a reasonable accommodation request.

#### *Inspection Protocol*

CHA has reviewed its inspection protocol in FY 2012 and decided to secure the services

of an outside party to conduct all of the HQS inspections. CHA expects to award a contract by the end of FY 2012 and have the contracted firm begin work in FY 2013.

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

*Align income deductions with Federal Public Housing Rent Simplification deductions*

Pending implementation. This initiative is currently being considered under the Administrative Plan revision.

*Change income calculation to allow use of prior year income*

Pending implementation. This initiative is currently being considered under the Administrative Plan revision.

*Biennial Recertification for Elderly/ Disabled Households*

In November of 2010 CHA's Board Of Commissioners approved biennial certifications for Elderly/ Disabled households. In FY 2012 CHA conducted a review of these household's files and throughout FY 2013 the first cycle of biennial recertifications will be completed.

This activity was approved in FY 2008 and implemented in FY 2011.

*Implement recertifications every two years for households living in Project Based units*

Pending implementation. This initiative is currently being considered under the Administrative Plan revision.

## FISCAL YEARS 2009–2011

*Initiatives described earlier in this chapter.*

## OUTSIDE EVALUATORS

Two of CHA's major MTW self-sufficiency programs, the Career Family Opportunity Cambridge (CFOC) program and the Family Opportunity Subsidy program (FOS, are currently being evaluated by outside institutions/evaluators).

The CFOC program is part of two separate evaluations. Researchers at Brandeis University are focusing on a quantitative evaluation of the program based on a Return on Investment (ROI) model. They are compiling quarterly data from both, CHA and Crittenton Women's Union (CWU) to assess the effect the program has on subsidy use. The expected outcome is to see an overall decrease in all welfare subsidies including housing while showing a high ROI rate. The other evaluation is being conducted by Boston College and seeks to evaluate the impact on program participants. This qualitative evaluation attempts to identify program areas/components that may especially contribute to a positive participant experience. Both evaluations will produce a preliminary report by mid 2012.

The FOS program continues to be part of larger research study coordinated by Prof. Dennis Culhane from the School of Social Policy of the University of Pennsylvania. Heading Home Inc. continues gathering data on relevant metrics and reports to CHA on a regular basis. As of this writing there is no update on the status of the research study.

# SOURCES + USES OF FUNDING

## BUDGET ASSUMPTIONS

CHA's MTW program is funded through three main sources: Public Housing Operating Subsidy, Leased Housing Subsidy (both sources are based on a formula established by the 1999 MTW Agreement), and an annual amount of Federal Capital Fund budget authority. In general, annual CHA budgets comply with HUD's Asset Management guidelines. Deviations from the guidelines are stated in CHA's Local Asset Management Plan in Appendix 4.

Public Housing Authorities are currently facing a high level of uncertainty as the Federal Public Housing funds are budgeted at 83% proration while the Housing Choice Voucher program is budgeted at 98% proration. CHA is mindful of the effects this budget could have in the programs it administers, hence no small capital improvements at the properties are budgeted at the moment for FY 2013. Any small capital work would depend on the federal funding received, in addition to any carry over balance that may be available at the end of FY 2012.



## MOVING TO WORK FUNDS

	Federal Public Housing*	MTW Housing Choice Vouchers	Capital / MTW Funds	TOTAL MTW FUNDS
<b>SOURCES</b>				
Operating Receipts	\$10,007,585	\$17,200		\$10,024,785
HUD Funds	\$10,345,005	\$37,595,135	\$3,522,388	\$51,462,528
Operating Transfers In	\$657,197	\$0		\$657,197
<b>TOTAL SOURCES</b>	<b>\$21,009,787</b>	<b>\$37,612,335</b>	<b>\$3,522,388</b>	<b>\$62,144,510</b>
<b>USES</b>				
Administrative	\$4,938,238	\$2,318,322	\$554,694	\$7,811,254
Tenant Services	\$756,908	\$283,547		\$1,040,455
Maintenance Labor	\$2,443,389			\$2,443,389
Materials, Supplies, Contract Costs	\$5,042,253			\$5,042,253
General Expenses	\$2,719,260	\$377,988		\$3,097,180
Rent Payments		\$31,742,004		\$31,742,004
Utilities	\$5,039,814			\$5,039,814
Extraordinary Maintenance – Non-Routine	\$69,925			\$69,925
<b>TOTAL OPERATING EXPENSES</b>	<b>\$21,009,787</b>	<b>\$34,721,861</b>	<b>\$554,694</b>	<b>\$56,286,342</b>
Capital Improvements	\$0	\$0	\$2,967,694	\$2,967,694
<b>TOTAL EXPENSES</b>	<b>\$21,009,787</b>	<b>\$34,721,861</b>	<b>\$3,522,388</b>	<b>\$59,254,036</b>
Operating Transfers Out	\$0	\$2,860,000	\$0	\$2,860,000
<b>TOTAL EXPENSES</b>	<b>\$21,009,787</b>	<b>\$37,581,861</b>	<b>\$3,522,388</b>	<b>\$62,114,036</b>
<b>NET INCOME (DEFICIT)</b>	<b>\$0</b>	<b>\$30,474</b>	<b>\$</b>	<b>\$30,474</b>

\*Subsidy prorated at 83%, pending receipt of final funding notice. The Federal Public Housing budget balances due to fiscal fungibility as provided by the MTW Agreement.

## OTHER FEDERAL FUNDS

In addition to MTW funds, CHA also receives funds from other federal programs such as the Mainstream Voucher, Moderate Rehabilitation, and Service Coordinator programs. Federal Grants, such as the one awarded through the Broadband Technology Opportunities Program, are also sources of income to the agency.

	Non-MTW Vouchers	Tenant Services	ARRA Competitive Funds*	TOTAL OTHER FUNDS
<b>SOURCES</b>				
Operating Receipts	\$194	\$282,535		<b>\$282,729</b>
HUD Grants	\$3,295,825	\$299,048		<b>\$3,594,873</b>
ARRA Funds			\$1,664,470	<b>\$1,664,470</b>
<b>TOTAL SOURCES</b>	<b>\$3,296,019</b>	<b>\$581,583</b>	<b>\$1,664,470</b>	<b>\$5,542,072</b>
<b>USES</b>				
Administrative	\$287,904			<b>\$287,904</b>
Tenant Services		\$825,028		<b>\$825,028</b>
General Expenses	\$53,927			<b>\$53,927</b>
Rent Payments	\$2,919,782			<b>\$2,919,782</b>
<b>TOTAL EXPENSES</b>	<b>\$3,261,613</b>	<b>\$825,028</b>		<b>\$4,086,641</b>
Capital Improvements			\$1,664,470	\$1,664,470
<b>NET INCOME (DEFICIT)</b>	<b>\$34,406</b>	<b>(\$243,445)</b>		<b>(\$209,039)</b>

## STATE FUNDS

Due to federalization of a large number of units, only 139 units are expected to remain under state funding by the end of FY 2013.

	State Public Housing	State Leased Housing	Other	TOTAL STATE FUNDS
<b>SOURCES</b>				
Operating Receipts	\$510,306	\$4	\$1,380,501	\$1,890,811
Operating Subsidy	\$378,610	\$1,495,524		\$1,874,134
Operating Transfers in	\$211,227	\$138,593	\$17,893	\$367,713
<b>TOTAL SOURCES</b>	<b>\$1,100,143</b>	<b>\$1,634,121</b>	<b>\$1,398,394</b>	<b>\$4,132,658</b>
<b>USES</b>				
Administrative	\$428,098	\$182,355	\$314,880	\$925,333
Tenant Services			\$7,352	\$7,352
Maintenance Labor	\$132,848		\$138,550	\$271,398
Materials, Supplies, Contract Costs	\$199,025		\$318,405	\$517,430
Protective Services		\$1,248		\$1,248
General Expenses	\$102,829	\$34,874	\$299,311	\$437,014
Rent Payments		\$1,410,300		\$1,410,300
Utilities	\$237,343		\$282,536	\$519,879
Extraordinary Maintenance – Non-Routine			\$4,000	\$4,000
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,100,143</b>	<b>\$1,628,777</b>	<b>\$1,365,034</b>	<b>\$4,094,954</b>
<b>NET INCOME (DEFICIT)</b>	<b>\$0</b>	<b>\$5,344</b>	<b>\$33,360</b>	<b>\$38,704</b>

NOTE:

1. The State Public Housing budgets balance due to use of MTW Block Grant funds and fungibility as provided in the MTW Agreement.

## CENTAL OFFICE COST CENTER

Various fixed and fees-for-service fees support the Central Office Cost Center (COCC) budget. Apart from management fees earned through the Federal and State LIPH programs, the COCC also earns fees from the mixed financed projects it administers. The overhead costs directly associated with the capital fund programs are not reflected in the COCC budget. These are budgeted in accordance with CHA's local asset management plan, as they are program specific costs.

FY 2013		
SOURCES		
	Total Management Fees	\$2,078,273
	Fee-for-Service	\$3,322,481
	<b>TOTAL SOURCES</b>	<b>\$5,400,754</b>
USES		
	Salaries	\$2,221,535
	Benefits	\$1,260,627
	Central Maintenance Labor	\$873,526
	Administrative Contracts	\$248,000
	Office Rent	\$314,565
	Other Administrative Overhead	<b>\$408,707</b>
	<b>TOTAL EXPENSES</b>	<b>\$5,326,960</b>
	<b>NET INCOME (DEFICIT)</b>	<b>\$77,794</b>

## BLOCK GRANT

The Block Grant funds allows the CHA to account for MTW activities while illustrating CHA's use of MTW single fund flexibility (fungibility). The table below shows the estimated funds to be allocated to the Block Grant in FY 2013.

Small capital projects at the properties are currently deferred until CHA can establish more reliable budget estimates based on the subsidy provided.

FY 2013		
<b>ESTIMATED BEGINNING CASH – APRIL 1, 2012</b>		<b>\$1,233,235</b>
SOURCES OF CASH		
	Trans-MTW HCV	\$2,700,000
	Miscellaneous Income	\$7,500
	<b>TOTAL SOURCES</b>	<b>\$2,707,500</b>
	<b>TOTAL CASH</b>	<b>\$2,707,500</b>
USES OF CASH		
	Operating Transfers	
	<i>Transfers to Federal LIPH</i>	\$657,197
	<i>Transfers to State LIPH</i>	\$211,227
	<i>Transfers to MRVP</i>	\$138,593
	<b>SUBTOTAL</b>	<b>\$1,007,017</b>
CAPITAL EXPENDITURES		
	P+D Capital	\$2,679,793
	<b>SUBTOTAL</b>	<b>\$2,679,793</b>
	<b>TOTAL USES</b>	<b>\$3,686,810</b>
	<b>3/31/2013 ESTIMATED BALANCE</b>	<b>\$253,925</b>

## MTW ESTIMATED OPERATING RESERVES

The following table shows LIPH estimates of 30 day operating reserves at the properties as required by Asset Management guidelines. These estimates are based on the new structure of AMPs to be implemented at the beginning of FY 2013 and the MTW plan year FY2013. The MTW Housing Choice Voucher program will continue to have a 60 day reserve as required by CHA's MTW Agreement.

	THIRTY-DAY OPERATING RESERVES
Washington Elms	\$167,444
Corcoran Park	\$143,525
Putnam Gardens	\$132,560
Newtowne Court	\$214,699
D.F. Burns Apartments	\$154,164
Millers River Apartments	\$231,191
Jefferson Park	\$167,855
Roosevelt Towers	\$124,611
116 Norfolk Street	\$39,490
CambridgePort Common	\$13,333
F.J. Manning Apartments	\$149,607
L.J. Russell Apartments	\$41,833
Elderly Condos	\$3,377
Woodrow Wilson Court	\$50,796
<b>SUBTOTAL</b>	<b>\$1,634,485</b>
MTW Housing Choice Vouchers	\$5,034,881
<b>SUBTOTAL</b>	<b>\$5,034,881</b>
<b>TOTAL RESERVES</b>	<b>\$6,669,366</b>

# ADMINISTRATIVE

## CERTIFICATIONS 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 4/1/12, 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

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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 - 0003 - 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)

WARREN R. McMANUS  
Name of Authorized Official

CHAIR, BOARD OF COMMISSIONERS  
Title

Attachment B  
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Reginald S. Adams  
Signature

1/23/12  
Date



# BOARD APPROVAL OF THE ANNUAL PLAN

## EXTRACT OF THE MINUTES OF THE SPECIAL MEETING OF THE BOARD OF COMMISSIONERS OF THE CAMBRIDGE HOUSING AUTHORITY MONDAY, JANUARY 23, 2012 -5:30 P.M.

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

MEMBERS ABSENT: ANTHONY PINI, TREASURER


ALSO PRESENT: GREGORY RUSS, EXECUTIVE DIRECTOR  
SUSAN C. COHEN, GENERAL COUNSEL  
MICHAEL JOHNSTON, EXECUTIVE DEPARTMENT  
TERRY DUMAS, PLANNING & DEVELOPMENT DEPARTMENT  
SHIRLEY SANFORD, RECORDING SECRETARY

### **SUBMISSION OF FY 2013 MTW ANNUAL PLAN**

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

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, 2012, 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.

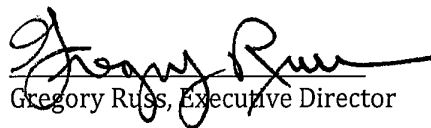
16. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal 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. Stockard seconded the motion, which upon being put to vote, was passed unanimously.

  
Gregory Russ, Executive Director

Attest   
Seal

**EXTRACT OF THE MINUTES OF THE SPECIAL MEETING OF THE  
BOARD OF COMMISSIONERS OF THE  
CAMBRIDGE HOUSING AUTHORITY  
MONDAY, JANUARY 23, 2012 -5:30 P.M.**

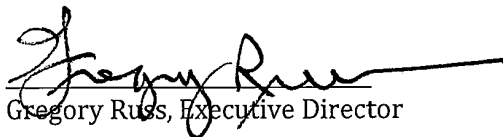
MEMBERS PRESENT:           WARREN R. MCMANUS, CHAIRPERSON  
                                  JAMES G. STOCKARD, JR., VICE-CHAIRPERSON  
                                  GERARD J. CLARK, ASSISTANT TREASURER  
                                  JACQUELINE F. ADAMS, MEMBER

MEMBERS ABSENT:           ANTHONY PINI, TREASURER

ALSO PRESENT:            GREGORY RUSS, EXECUTIVE DIRECTOR  
                                  SUSAN C. COHEN, GENERAL COUNSEL  
                                  MICHAEL JOHNSTON, EXECUTIVE DEPARTMENT  
                                  TERRY DUMAS, PLANNING & DEVELOPMENT DEPARTMENT  
                                  SHIRLEY SANFORD, RECORDING SECRETARY

**SUBMISSION OF FY 2013 MTW ANNUAL PLAN**

**MOTION :** Ms. Adams moved that the Board of Commissioners is approving this Plan and all initiatives contained herein. Mr. Clark seconded the motion, which upon being put to vote, was passed unanimously.

  
Gregory Russ, Executive Director

Attest  
Seal 

# APPENDICES

**APPENDIX 1:** HOUSEHOLDS SERVED

**APPENDIX 2:** WAITING LIST

**APPENDIX 3:** MANAGEMENT INDICATORS

**APPENDIX 4:** LOCAL ASSET MANAGEMENT PLAN

**APPENDIX 5:** POLICY + TECHNOLOGY LAB – DRAFT PROGRAM DESIGN

**APPENDIX 6:** PUBLIC COMMENTS

# HOUSEHOLDS SERVED INFORMATION

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

PROGRAM	1999 BASELINE	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012 PLAN	FY 2013 PLAN
<b>FEDERAL FAMILY</b>							
0 BR	0	4	0	0	0	0	0
1 BR	144	151	149	150	178	183	192
2 BR	466	448	460	450	477	476	477
3 BR	386	370	380	376	392	391	386
4 BR +	108	96	98	96	104	104	104
<b>SUBTOTAL</b>	<b>1,104</b>	<b>1,069</b>	<b>1,087</b>	<b>1,072</b>	<b>1,151</b>	<b>1,154</b>	<b>1,159</b>
<b>FEDERAL ELDERLY / DISABLED</b>							
0 BR	574	364	453	462	419	443	474
1 BR	274	247	246	259	242	250	494
2 BR	3	3	3	3	3	3	13
3 BR	0	0	0	0	0	0	0
4 BR +	0	0	0	0	0	0	0
<b>SUBTOTAL</b>	<b>851</b>	<b>614</b>	<b>702</b>	<b>724</b>	<b>664</b>	<b>696</b>	<b>981</b>
<b>TOTAL FEDERAL PH</b>	<b>1,955</b>	<b>1,683</b>	<b>1,789</b>	<b>1,796</b>	<b>1,815</b>	<b>1,850</b>	<b>2,140</b>
<b>STATE FAMILY</b>							
0 BR	-	0	10	11	4	5	1
1 BR	-	73	53	57	82	80	84
2 BR	-	147	152	131	98	101	85
3 BR	-	95	94	70	36	35	35
4 BR +	-	10	3	5	3	3	3
<b>SUBTOTAL</b>	<b>-</b>	<b>325</b>	<b>312</b>	<b>274</b>	<b>223</b>	<b>224</b>	<b>208</b>
<b>STATE ELDERLY / DISABLED PH*</b>							
0 BR	-	43	50	43	52	55	5
1 BR	-	259	248	243	275	278	24
2 BR	-	10	12	11	11	10	-
3 BR	-	0	1	1	0	0	-
4 BR +	-	0	0	0	0	0	-
<b>SUBTOTAL</b>	<b>-</b>	<b>312</b>	<b>311</b>	<b>298</b>	<b>338</b>	<b>343</b>	<b>29</b>
<b>TOTAL STATE PH</b>	<b>-</b>	<b>637</b>	<b>623</b>	<b>572</b>	<b>561</b>	<b>567</b>	<b>237</b>
<b>GRAND TOTAL PH</b>	<b>-</b>	<b>2,320</b>	<b>2,412</b>	<b>2,368</b>	<b>2,376</b>	<b>2,417</b>	<b>2,377</b>

\*Data for the State Public Housing Program for FY 2008 is based on that fiscal year's MTW Annual Plan.

\*\*Includes residents at Roosevelt Towers State and Putnam School, which are properties owned by CHA but are not counted in the inventory as public housing properties as they are part of the Other State assisted category.

### NOTES:

1. Data for the 1999 baseline for State Public Housing units is not available.
2. In the last day of FY 2011, 326 state family public housing units were transferred to the Federal program. While 55 dwelling units were transferred in FY 2012.
3. As of this writing 163 units are offline due to modernization and/or rehabilitation construction work.

# 1 - 2 CAMBRIDGE FEDERAL HCV PROGRAM: HOUSEHOLDS LEASED BY UNIT SIZE – FY 2013 ANNUAL PLAN

PROGRAM	1999 BASELINE	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012 PLAN	FY 2013 PLAN
FAMILY MTW HCV							
0 BR	35	55	64	109	62	53	61
1 BR	169	434	483	522	536	538	436
2 BR	438	580	589	543	547	565	573
3 BR	304	338	339	311	345	325	374
4 BR +	45	61	48	51	52	74	46
<b>SUBTOTAL</b>	<b>991</b>	<b>1,468</b>	<b>1,523</b>	<b>1,536</b>	<b>1,542</b>	<b>1,555</b>	<b>1,490</b>
ELDERLY MTW HCV							
0 BR	21	38	43	87	44	46	41
1 BR	155	299	306	275	349	323	352
2 BR	115	120	134	124	115	125	118
3 BR	22	24	29	17	16	18	20
4 BR +	0	3	4	4	5	4	5
<b>SUBTOTAL</b>	<b>313</b>	<b>484</b>	<b>516</b>	<b>507</b>	<b>529</b>	<b>516</b>	<b>536</b>
<b>TOTAL MTW HCV</b>	<b>1,304</b>	<b>1,952</b>	<b>2,039</b>	<b>2,043</b>	<b>2,071</b>	<b>2,071</b>	<b>2,026</b>
NON-MTW HCV	884*	505	514	464	461	441	482
<b>GRAND TOTAL FED HCV</b>	<b>2,188</b>	<b>2,457</b>	<b>2,553</b>	<b>2,507</b>	<b>2,532</b>	<b>2,512</b>	<b>2,508</b>

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

## NOTE:

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



# 1 - 3 CAMBRIDGE PUBLIC HOUSING: HOUSEHOLDS SERVED BY INCOME RANGE – FY 2013 ANNUAL PLAN\*

PROGRAM	0 – 30% of AMI		30 – 50% of AMI		50 – 80% of AMI		> 80% of AMI		TOTAL
FEDERAL FAMILY									
Washington Elms	82	48.81%	42	25.00%	27	16.07%	17	10.12%	168
Corcoran Park	81	53.64%	34	22.52%	28	18.54%	8	5.30%	151
Putnam Gardens	67	57.76%	34	29.31%	11	9.48%	4	3.45%	116
Newtowne Court	142	55.47%	67	26.17%	38	14.84%	9	3.52%	256
UDIC***	18	69.23%	1	3.85%	4	15.38%	3	11.54%	26
River Howard Homes	15	46.88%	12	37.50%	4	12.50%	1	3.13%	32
Jefferson Park	92	55.42%	46	27.71%	18	10.84%	10	6.02%	166
Scattered Sites****	6	46.15%	5	38.46%		0.00%	2	15.38%	13
Garfield Street	4	50.00%	2	25.00%	1	12.50%	1	12.50%	8
Roosevelt Towers	62	50.41%	30	24.39%	23	18.70%	8	6.50%	123
Hingham Street	3	75.00%	1	25.00%		0.00%		0.00%	4
Inman Street	1	25.00%		0.00%	2	50.00%	1	25.00%	4
Cambridgeport Condos	4	40.00%	2	20.00%	1	10.00%	3	30.00%	10
St. Paul's Residence	1	50.00%	1	50.00%		0.00%		0.00%	2
Willow Street	8	57.14%	2	14.29%	2	14.29%	2	14.29%	14
Woodrow Wilson Court	43	65.15%	15	22.73%	6	9.09%	2	3.03%	66
Jackson Gardens	-	-	-	-	-	-	-	-	-
SUBTOTAL	629	54.27%	294	25.37%	165	14.24%	71	6.13%	1,159
FED ELDERLY / DISABLED PH									
H.S. Truman Apartments	42	76.36%	11	20.00%	2	3.64%	0	0.00%	55
D.F. Burns Apartments	144	78.69%	25	13.66%	12	6.56%	2	1.09%	183
Millers River Apartments	218	77.86%	51	18.21%	10	3.57%	1	0.36%	280
L.B. Johnson Apartments	101	80.80%	20	16.00%	4	3.20%	0	0.00%	125
R.C. Weaver Apartments	14	70.00%	4	20.00%	2	10.00%	0	0.00%	20
116 Norfolk Street	29	85.29%	3	8.82%	2	5.88%	0	0.00%	34
45 Linnaean Street	15	78.95%	2	10.53%	2	10.53%	0	0.00%	19
F.J. Manning Apartments	155	80.73%	29	15.10%	8	4.17%	0	0.00%	192
L.J. Russell Apartments	35	68.63%	12	23.53%	4	7.84%	0	0.00%	51
St. Paul's Residence	17	100.00%	0	0.00%	0	0.00%	0	0.00%	17
Elderly Condos	3	60.00%	2	40.00%	0	0.00%	0	0.00%	5
SUBTOTAL	773	78.80%	159	16.21%	46	4.69%	3	0.31%	981
TOTAL FEDERAL PH	1,402	65.51%	453	21.17%	211	9.86%	74	3.46%	2,140
STATE FAMILY									
Jefferson Park State	65	64.36%	21	20.79%	12	11.88%	3	2.97%	101
Lincoln Way	6	25.00%	8	33.33%	6	25.00%	4	16.67%	24
Scattered Condos	2	28.57%	4	57.14%	1	14.29%		0.00%	7
Roosevelt Towers State	52	68.42%	13	17.11%	8	10.53%	3	3.95%	76
SUBTOTAL	125	60.10%	46	22.12%	27	12.98%	10	4.81%	208
STATE ELDERLY / DISABLED									
Putnam School	18	62.07%	6	20.69%	5	17.24%	0	0.00%	29
SUBTOTAL	18	62.07%	6	20.69%	5	17.24%	0	0.00%	29
TOTAL STATE PH	143	60.34%	52	21.94%	32	13.50%	10	4.22%	237
GRAND TOTAL PH	1,545	65.00%	505	21.25%	243	10.22%	84	3.53%	2,377

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

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

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

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

† Roosevelt Towers State and Putnam School are properties owned by CHA but are not counted in the inventory as public housing properties as they are part of the Other State assisted category.

# 1 - 4A CAMBRIDGE PUBLIC HOUSING: HOUSEHOLDS SERVED BY RACE – FY 2013 ANNUAL PLAN\*

PROGRAM	American Indian		Black		Asian		White		Other		TOTAL
FEDERAL FAMILY											
Washington Elms	3	1.79%	102	60.71%	6	3.57%	57	33.93%	0	0.00%	168
Corcoran Park	4	2.65%	97	64.24%	3	1.99%	47	31.13%	0	0.00%	151
Putnam Gardens	0	0.00%	79	68.10%	4	3.45%	32	27.59%	1	0.86%	116
Newtowne Court	2	0.78%	161	62.89%	13	5.08%	80	31.25%	0	0.00%	256
UDIC**	0	0.00%	13	50.00%	0	0.00%	13	50.00%	0	0.00%	26
River Howard Homes	0	0.00%	15	46.88%	2	6.25%	15	46.88%	0	0.00%	32
Jefferson Park	1	0.60%	118	71.08%	9	5.42%	38	22.89%	0	0.00%	166
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	0.81%	77	62.60%	6	4.88%	39	31.71%	0	0.00%	123
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
Cambridgeport Condos	0	0.00%	7	70.00%	0	0.00%	3	30.00%	0	0.00%	10
St. Paul's Residence	0	0.00%	1	50.00%	0	0.00%	1	50.00%	0	0.00%	2
Willow Street	0	0.00%	11	78.57%	1	7.14%	2	14.29%	0	0.00%	14
Woodrow Wilson Court	0	0.00%	46	69.70%	0	0.00%	20	30.30%	0	0.00%	66
Jackson Gardens	-	-	-	-	-	-	-	-	-	-	-
SUBTOTAL	11	0.95%	744	64.19%	45	3.88%	358	30.89%	1	0.09%	1,159
FED ELDERLY / DISABLED PH											
H.S. Truman Apartments	0	0.00%	9	16.36%	2	3.64%	44	80.00%	0	0.00%	55
D.F. Burns Apartments	2	1.09%	47	25.68%	6	3.28%	128	69.95%	0	0.00%	183
Millers River Apartments	1	0.36%	61	21.79%	8	2.86%	207	73.93%	3	1.07%	280
L.B. Johnson Apartments	0	0.00%	49	39.20%	2	1.60%	74	59.20%	0	0.00%	125
R.C. Weaver Apartments	0	0.00%	9	45.00%	0	0.00%	11	55.00%	0	0.00%	20
116 Norfolk Street	0	0.00%	9	26.47%	2	5.88%	23	67.65%	0	0.00%	34
45 Linnaean Street	0	0.00%	3	15.79%	0	0.00%	16	84.21%	0	0.00%	19
F.J. Manning Apartments	1	0.52%	80	41.67%	17	8.85%	93	48.44%	1	0.52%	192
L.J. Russell Apartments	0	0.00%	16	31.37%	1	1.96%	34	66.67%	0	0.00%	51
St. Paul's Residence	0	0.00%	7	41.18%	0	0.00%	10	58.82%	0	0.00%	17
Elderly Condos	0	0.00%	2	40.00%	0	0.00%	3	60.00%	0	0.00%	5
SUBTOTAL	4	0.41%	292	29.77%	38	3.87%	643	65.55%	4	0.41%	981
TOTAL FEDERAL PH	15	0.70%	1,036	48.41%	83	3.88%	1,001	46.78%	5	0.23%	2,140
STATE FAMILY											
Jefferson Park State	0	0.00%	57	56.44%	8	7.92%	36	35.64%	0	0.00%	101
Lincoln Way	0	0.00%	15	62.50%	0	0.00%	9	37.50%	0	0.00%	24
Scattered Condos	0	0.00%	2	28.57%	0	0.00%	5	71.43%	0	0.00%	7
Roosevelt Towers State	0	0.00%	31	40.79%	1	1.32%	42	55.26%	2	2.63%	76
SUBTOTAL	0	0.00%	105	50.48%	9	4.33%	92	44.23%	2	0.96%	208
STATE ELDERLY / DISABLED											
Putnam School	1	3.45%	9	31.03%	1	3.45%	16	55.17%	2	6.90%	29
SUBTOTAL	1	3.45%	9	31.03%	1	3.45%	16	55.17%	2	6.90%	29
TOTAL STATE PH	1	0.42%	114	48.10%	10	4.22%	108	45.57%	4	1.69%	237
GRAND TOTAL PH	16	0.67%	1,150	48.38%	93	3.91%	1,109	46.66%	9	0.38%	2,377

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

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

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

† Roosevelt Towers State and Putnam School are properties owned by CHA but are not counted in the inventory as public housing properties as they are part of the Other State assisted category.

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

PROGRAM		HISPANIC		NON-HISPANIC		TOTAL
FEDERAL FAMILY						
Washington Elms	30	17.86%		138	82.14%	168
Corcoran Park	14	9.27%		137	90.73%	151
Putnam Gardens	9	7.76%		107	92.24%	116
Newtowne Court	29	11.33%		227	88.67%	256
UDIC***	6	23.08%		20	76.92%	26
River Howard Homes	6	18.75%		26	81.25%	32
Jefferson Park	16	9.64%		150	90.36%	166
Scattered Sites****	2	15.38%		11	84.62%	13
Garfield Street	0	0.00%		8	100.00%	8
Roosevelt Towers	20	16.26%		103	83.74%	123
Hingham Street	2	50.00%		2	50.00%	4
Inman Street	1	25.00%		3	75.00%	4
Cambridgeport Condos	3	30.00%		7	70.00%	10
St Paul's Residence	0	0.00%		2	100.00%	2
Willow Street	3	21.43%		11	78.57%	14
Woodrow Wilson Court	11	16.67%		55	83.33%	66
Jackson Gardens	-	-		-	-	-
SUBTOTAL	152	13.11%		1,007	86.89%	1,159
FEDERAL ELDERLY / DISABLED PH						
H.S. Truman Apartments	1	1.82%		54	98.18%	55
D.F. Burns Apartments	12	6.56%		171	93.44%	183
Millers River Apartments	23	8.21%		257	91.79%	280
L.B. Johnson Apartments	4	3.20%		121	96.80%	125
R.C. Weaver Apartments	0	0.00%		20	100.00%	20
116 Norfolk Street	2	5.88%		32	94.12%	34
45 Linnaean Street	0	0.00%		19	100.00%	19
F.J. Manning Apartments	17	8.85%		175	91.15%	192
L.J. Russell Apartments	2	3.92%		49	96.08%	51
St. Paul's Residence	1	5.88%		16	94.12%	17
Elderly Condos	0	0.00%		5	100.00%	5
SUBTOTAL	62	6.32%		919	93.68%	981
TOTAL FEDERAL PH	897	21.0%		891	21.0%	1,687
STATE FAMILY						
Jefferson Park State	15	14.85%		86	85.15%	101
Lincoln Way	4	16.67%		20	83.33%	24
Scattered Condos	2	28.57%		5	71.43%	7
Roosevelt Towers State	8	10.53%		68	89.47%	76
SUBTOTAL	29	13.94%		179	86.06%	208
STATE ELDERLY / DISABLED						
Putnam School	3	10.34%		26	89.66%	29
SUBTOTAL	3	10.34%		26	89.66%	29
TOTAL STATE PH	32	13.50%		205	86.50%	237
GRAND TOTAL PH	246	10.35%		2,131	89.65%	2,377

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

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

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

† Roosevelt Towers – State and Putnam School are properties owned by CHA but are not counted in the inventory as public housing properties as they are part of the Other State assisted category.

# 1 - 5 CAMBRIDGE PUBLIC HOUSING: YOUNG DISABLED HOUSEHOLDS SERVED – FY 2013 ANNUAL PLAN\*

PROGRAM	ACCESSIBLE UNITS	YOUNG DISABLED HOUSHOLDS	PERCENTAGE
FEDERAL FAMILY			
Washington Elms	169	9	5%
Corcoran Park	153	5	3%
Putnam Gardens	122	3	2%
Newtowne Court	261	26	10%
UDIC**	26	2	-
River Howard Homes	32	1	3%
Jefferson Park	175	12	7%
Scattered Sites***	13	0	0%
Garfield Street	8	0	0%
Roosevelt Towers	124	2	2%
Hingham Street	4	0	0%
Inman Street	4	1	25%
Cambridgeport Condos	10	0	0%
St. Paul's Residence	2	0	0%
Willow Street	14	2	14%
Woodrow Wilson Court	68	0	0%
Jackson Gardens	-	-	-
<b>SUBTOTAL</b>	<b>1,185</b>	<b>63</b>	<b>5%</b>
FEDERAL ELDERLY / DISABLED PH			
H.S. Truman Apartments	59	6	10%
D.F. Burns Apartments	184	25	14%
Millers River Apartments	292	30	10%
L.B. Johnson Apartments	125	14	11%
R.C. Weaver Apartments	20	1	5%
116 Norfolk Street	37	8	22%
45 Linnaean Street	20	1	5%
F.J. Manning Apartments	194	20	10%
L.J. Russell Apartments	51	5	10%
St. Paul's Residence	18	10	56%
Elderly Condos	5	0	0%
<b>SUBTOTAL</b>	<b>1,005</b>	<b>120</b>	<b>12%</b>
<b>TOTAL FEDERAL PH</b>	<b>2,190</b>	<b>183</b>	<b>8%</b>
STATE FAMILY			
Jefferson Park State	108	4	4%
Lincoln Way	24	1	4%
Scattered Condos	7	0	0%
Roosevelt Towers State	77	11	14%
<b>SUBTOTAL</b>	<b>216</b>	<b>16</b>	<b>7%</b>
STATE ELDERLY / DISABLED			
Putnam School	33	4	12%
<b>SUBTOTAL</b>	<b>33</b>	<b>4</b>	<b>12%</b>
<b>TOTAL STATE PH</b>	<b>249</b>	<b>20</b>	<b>8%</b>
<b>GRAND TOTAL PH</b>	<b>2,439</b>	<b>203</b>	<b>8%</b>

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

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

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

and Richdale Street Condos.

† Roosevelt Towers State and Putnam School are properties owned by CHA but are not counted in the inventory as public housing properties as they are part of the Other State assisted category.

#### 1 - 6 FY 2012 AREA MEDIAN INCOME (AMI) LIMITS BY HOUSEHOLD SIZE

HOUSEHOLD SIZE	30% of AMI	50% of AMI VERY LOW-INCOME	80% of AMI LOW-INCOME
1 PERSON	\$20,250	\$33,750	\$44,950
2 PEOPLE	\$23,150	\$38,550	\$51,400
3 PEOPLE	\$26,050	\$43,350	\$57,800
4 PEOPLE	\$28,900	\$48,150	\$64,200
5 PEOPLE	\$31,250	\$52,050	\$69,350
6 PEOPLE	\$33,550	\$55,900	\$74,500
7 PEOPLE	\$35,850	\$59,750	\$79,650
8 PEOPLE	\$38,150	\$63,600	\$84,750

NOTE:

1. Effective May, 2011. These limits are determined by the U.S. Department of Housing and Urban Development and are subject to change.

# WAITING LIST INFORMATION

## 2 - 1A CAMBRIDGE PUBLIC HOUSING: WAITING LIST BY UNIT SIZE – FY 2013 ANNUAL PLAN

PROGRAM	1999 BASELINE	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012 PLAN	FY 2013 PLAN
FEDERAL FAMILY							
0 BR	-	13	98	0	0	0	0
1 BR	-	2,224	3,083	1,141	732	1,042	677
2 BR	-	1,698	2,357	1,551	2,125	1,466	2,554
3 BR	-	663	970	793	1,056	756	1,217
4 BR +	-	130	170	162	174	158	223
<b>SUBTOTAL</b>	-	<b>4,728</b>	<b>6,678</b>	<b>3,647</b>	<b>4,087</b>	<b>3,422</b>	<b>4,671</b>
FEDERAL ELDERLY / DISABLED							
0 BR	-	1,282	1,384	1,177	1,404	1,194	1,258
1 BR	-	113	220	179	791	681	1,474
2 BR	-	50	81	34	71	60	77
3 BR	-	2	3	0	786	0	1
4 BR +	-	1	1	0	0	0	0
<b>SUBTOTAL</b>	-	<b>1,448</b>	<b>1,689</b>	<b>1,390</b>	<b>3,052</b>	<b>1,935</b>	<b>2,810</b>
<b>TOTAL FEDERAL PH</b>	-	<b>6,176</b>	<b>8,367</b>	<b>5,037</b>	<b>7,139</b>	<b>5,357</b>	<b>7,481</b>
STATE FAMILY							
0 BR	-	0	20	98	0	0	0
1 BR	-	633	1,862	2,904	503	653	336
2 BR	-	507	1,754	2,192	1,032	846	912
3 BR	-	78	616	1,002	390	353	276
4 BR +	-	64	117	136	23	25	22
<b>SUBTOTAL</b>	-	<b>1,282</b>	<b>4,369</b>	<b>6,332</b>	<b>1,948</b>	<b>1,877</b>	<b>1,546</b>
STATE ELDERLY / DISABLED							
0 BR	-	956	1310	1,590	237	211	0
1 BR	-	126	135	162	1,427	1,198	193
2 BR	-	45	62	77	55	44	-
3 BR	-	0	3	4	1	1	-
4 BR +	-	0	0	0	0	0	-
<b>SUBTOTAL</b>	-	<b>1,127</b>	<b>1,510</b>	<b>1,833</b>	<b>1,720</b>	<b>1,454</b>	<b>193</b>
<b>TOTAL STATE PH</b>	-	<b>2,409</b>	<b>5,879</b>	<b>8,165</b>	<b>3,668</b>	<b>3,331</b>	<b>1,739</b>
<b>GRAND TOTAL PH</b>	-	<b>8,585</b>	<b>14,246</b>	<b>13,202</b>	<b>10,807</b>	<b>8,688</b>	<b>9,220</b>

## 2 - 1B CAMBRIDGE PUBLIC HOUSING: WAITING LIST BY UNIT SIZE – FY 2013 PLAN

PROGRAM	FY 2013 PLAN
REGIONAL WAITING LIST	
0 BR	1,574
1 BR	88
2 BR	520
3 BR	177
4 BR +	31
<b>SUBTOTAL</b>	<b>2,390</b>

### NOTE:

1. Data for the 1999 Baseline is unavailable.

## 2 - 2A CAMBRIDGE PUBLIC HOUSING: WAITING LIST BY RACE – FY 2013 ANNUAL PLAN\*

PROGRAM	AMERICAN INDIAN		BLACK		ASIAN		WHITE		OTHER		TOTAL
FEDERAL FAMILY											
Washington Elms	11	0.80%	668	48.37%	97	7.02%	587	42.51%	18	1.30%	1,381
Corcoran Park	9	0.72%	617	49.40%	53	4.24%	556	44.52%	14	1.12%	1,249
Putnam Gardens	8	0.88%	503	55.27%	46	5.05%	340	37.36%	13	1.43%	910
Newtowne Court	8	0.48%	738	44.06%	137	8.18%	772	46.09%	20	1.19%	1,675
River Howard Homes	6	0.84%	406	56.62%	30	4.18%	270	37.66%	5	0.70%	717
Jefferson Park	16	0.77%	887	42.73%	109	5.25%	1,046	50.39%	18	0.87%	2,076
Roosevelt Towers	0	0.00%	301	42.76%	50	7.10%	344	48.86%	9	1.28%	704
Woodrow Wilson Court	8	0.91%	417	47.60%	33	3.77%	413	47.15%	5	0.57%	876
Jackson Gardens	4	0.54%	320	43.48%	44	5.98%	368	50.00%	0	0.00%	736
SUBTOTAL	70	0.68%	4,857	47.05%	599	5.80%	4,696	45.49%	102	0.99%	10,324
FED ELDERLY / DISABLED											
H.S. Truman Apartments	5	2.27%	73	33.18%	10	4.55%	131	59.55%	1	0.45%	220
D.F. Burns Apartments	2	0.34%	197	33.91%	15	2.58%	363	62.48%	4	0.69%	581
Millers River Apartments	8	1.27%	210	33.39%	20	3.18%	389	61.84%	2	0.32%	629
L.B. Johnson Apartments	3	0.80%	125	33.33%	22	5.87%	222	59.20%	3	0.80%	375
R.C. Weaver Apartments	0	0.00%	11	30.56%	6	16.67%	18	50.00%	1	2.78%	36
45 Linnaean Street	0	0.00%	39	20.53%	10	5.26%	141	74.21%	0	0.00%	190
F.J. Manning Apartments	9	0.96%	287	30.73%	98	10.49%	537	57.49%	3	0.32%	934
L.J. Russell Apartments	2	0.45%	139	31.31%	38	8.56%	263	59.23%	2	0.45%	444
SUBTOTAL	29	0.85%	1,081	31.71%	219	6.42%	2,064	60.55%	16	0.47%	3,409
TOTAL FEDERAL PH	99	0.72%	5,938	43.24%	818	5.96%	6,760	49.22%	118	0.86%	13,733
STATE FAMILY											
Lincoln Way	5	1.13%	172	38.83%	17	3.84%	249	56.21%	0	0.00%	443
Roosevelt Towers State	8	1.20%	313	46.93%	34	5.10%	303	45.43%	9	1.35%	667
SUBTOTAL	13	1.17%	485	43.69%	51	4.59%	552	49.73%	9	0.81%	1,110
STATE ELDERLY / DISABLED											
Putnam School	3	1.55%	64	33.16%	6	3.11%	119	61.66%	1	0.52%	193
SUBTOTAL	3	1.55%	64	33.16%	6	3.11%	119	61.66%	1	0.52%	193
TOTAL STATE PH	16	1.23%	549	42.13%	57	4.37%	671	51.50%	10	0.77%	1,303
GRAND TOTAL PH	115	0.76%	6,487	43.14%	875	5.82%	7,431	49.42%	128	0.85%	15,036
REGIONAL WAITING LISTS											
East Cambridge**	4	1.30%	142	46.25%	11	3.58%	147	47.88%	3	0.98%	307
Mid Cambridge***	4	1.25%	145	45.45%	12	3.76%	154	48.28%	4	1.25%	319
North Cambridge****	5	1.27%	192	48.61%	16	4.05%	178	45.06%	4	1.01%	395
Cambridge SROs	23	1.08%	916	43.11%	43	2.02%	1,076	50.64%	67	3.15%	2,125
TOTAL REGIONAL PH	36	1.14%	1,395	44.34%	82	2.61%	1,555	49.43%	78	2.48%	3,146

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

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

\*\*\*Mid-Cambridge waiting list includes the following federal sites: 19 Valentine St., 6-8 Fairmont St., 4 Centre St., 2 and 20 Chestnut St., 12-18 Hingham St., and 15 Inman St.

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



## 2 - 2B CAMBRIDGE PUBLIC HOUSING: WAITING LIST BY ETHNICITY– FY 2013 ANNUAL PLAN\*

PROGRAM	HISPANIC		NON-HISPANIC		TOTAL
FEDERAL FAMILY					
Washington Elms	394	28.53%	987	71.47%	1,381
Corcoran Park	370	29.62%	879	70.38%	1,249
Putnam Gardens	218	23.96%	692	76.04%	910
Newtowne Court	495	29.55%	1,180	70.45%	1,675
River Howard Homes	195	27.20%	522	72.80%	717
Jefferson Park	642	30.92%	1,434	69.08%	2,076
Roosevelt Towers	243	34.52%	461	65.48%	704
Woodrow Wilson Court	237	27.05%	639	72.95%	876
Jackson Gardens	235	31.93%	501	68.07%	736
SUBTOTAL	3,029	29.34%	7,295	70.66%	10,324
FED ELDERLY / DISABLED					
H.S. Truman Apartments	42	19.09%	178	80.91%	220
D.F. Burns Apartments	93	16.01%	488	83.99%	581
Millers River Apartments	95	15.10%	534	84.90%	629
L.B. Johnson Apartments	44	11.73%	331	88.27%	375
R.C. Weaver Apartments	4	11.11%	32	88.89%	36
45 Linnaean Street	20	10.53%	170	89.47%	190
F.J. Manning Apartments	140	14.99%	794	85.01%	934
L.J. Russell Apartments	49	11.04%	395	88.96%	444
SUBTOTAL	487	14.29%	2,922	85.71%	3,409
TOTAL FEDERAL PH	3,516	25.60%	10,217	74.40%	13,733
STATE FAMILY					
Lincoln Way	142	32.05%	301	67.95%	443
Roosevelt Towers State	167	25.04%	500	74.96%	667
SUBTOTAL	309	27.84%	801	72.16%	1,110
STATE ELDERLY / DISABLED					
Putnam School	19	9.84%	174	90.16%	193
SUBTOTAL	19	9.84%	174	90.16%	193
TOTAL STATE PH	328	25.17%	975	74.83%	1,303
GRAND TOTAL PH	3,844	25.57%	11,192	74.43%	15,036
REGIONAL WAITING LISTS					
East Cambridge**	67	21.82%	240	78.18%	307
Mid Cambridge***	71	22.26%	248	77.74%	319
North Cambridge****	408	58.71%	287	41.29%	695
Cambridge SROs	325	15.29%	1,800	84.71%	2,125
TOTAL REGIONAL PH	871	25.28%	2,575	74.72%	3,446

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

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

\*\*\*Mid-Cambridge waiting list includes the following federal sites: 19 Valentine St., 6-8 Fairmont St., 4 Centre St., 2 and 20 Chestnut St., 12-18 Hingham St., and 15 Inman St.

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

## 2 - 3 CAMBRIDGE PUBLIC HOUSING: WAITING LIST BY INCOME LEVEL – FY 2013 ANNUAL PLAN

PROGRAM	0 – 30% of AMI		30 – 50% of AMI		50 – 80% of AMI		> 80% of AMI		TOTAL
FEDERAL FAMILY									
Washington Elms	1,195	86.53%	154	11.15%	25	1.81%	7	0.51%	1,381
Corcoran Park	1,050	84.07%	155	12.41%	36	2.88%	8	0.64%	1,249
Putnam Gardens	761	83.63%	118	12.97%	27	2.97%	4	0.44%	910
Newtowne Court	1,457	86.99%	174	10.39%	38	2.27%	6	0.36%	1,675
River Howard Homes	582	81.17%	104	14.50%	26	3.63%	5	0.70%	717
Jefferson Park	1,890	91.04%	145	6.98%	31	1.49%	10	0.48%	2,076
Roosevelt Towers	606	86.08%	82	11.65%	13	1.85%	3	0.43%	704
Woodrow Wilson Court	770	87.90%	82	9.36%	17	1.94%	7	0.80%	876
Jackson Gardens	670	91.03%	59	8.02%	5	0.68%	2	0.27%	736
SUBTOTAL	8,981	86.99%	1,073	10.39%	218	2.11%	52	0.50%	10,324
FED ELDERLY / DISABLED									
H.S. Truman Apartments	195	88.64%	15	6.82%	8	3.64%	2	0.91%	220
D.F. Burns Apartments	532	91.57%	36	6.20%	11	1.89%	2	0.34%	581
Millers River Apartments	592	94.12%	31	4.93%	5	0.79%	1	0.16%	629
L.B. Johnson Apartments	337	89.87%	27	7.20%	9	2.40%	2	0.53%	375
R.C. Weaver Apartments	27	75.00%	5	13.89%	3	8.33%	1	2.78%	36
45 Linnaean Street	159	83.68%	21	11.05%	8	4.21%	2	1.05%	190
F.J. Manning Apartments	859	91.97%	52	5.57%	19	2.03%	4	0.43%	934
L.J. Russell Apartments	392	88.29%	37	8.33%	12	2.70%	3	0.68%	444
SUBTOTAL	3,093	90.73%	224	6.57%	75	2.20%	17	0.50%	3,409
TOTAL FEDERAL PH	12,074	87.92%	1,297	9.44%	293	2.13%	69	0.50%	13,733
STATE FAMILY									
Lincoln Way	407	91.87%	29	6.55%	7	1.58%	0	0.00%	443
Roosevelt Towers State	568	85.16%	83	12.44%	11	1.65%	5	0.75%	667
SUBTOTAL	975	87.84%	112	10.09%	18	1.62%	5	0.45%	1,110
STATE ELDERLY / DISABLED									
Putnam School	170	88.08%	17	8.81%	5	2.59%	1	0.52%	193
SUBTOTAL	170	88.08%	17	8.81%	5	2.59%	1	0.52%	193
TOTAL STATE PH	1,145	87.87%	129	9.90%	23	1.77%	6	0.46%	1,303
GRAND TOTAL PH	13,219	87.92%	1,426	9.48%	316	2.10%	75	0.50%	15,036
REGIONAL WAITING LISTS									
East Cambridge**	246	80.13%	48	15.64%	12	3.91%	1	0.33%	307
Mid Cambridge***	269	84.33%	40	12.54%	8	2.51%	2	0.63%	319
North Cambridge****	333	84.30%	48	12.15%	13	3.29%	1	0.25%	395
Cambridge SROs	1,352	92.10%	98	6.68%	14	0.95%	4	0.27%	1,468
TOTAL REGIONAL PH	2,200	88.39%	234	9.40%	47	1.89%	8	0.32%	2,489

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

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

\*\*\*Mid-Cambridge waiting list includes the following federal sites: 19 Valentine St., 6-8 Fairmont St., 4 Centre St., 2 and 20 Chestnut St., 12-18 Hingham St., and 15 Inman St.

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

### NOTES:

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

## 2 - 4 CAMBRIDGE LEASED HOUSING: WAITING LIST OVERVIEW – FY 2013 ANNUAL PLAN

	NUMBER OF HOUSEHOLDS	PERCENTAGE OF HOUSEHOLDS
NUMBER OF BEDROOMS		
0 BR	1,138	19.6%
1 BR	1,762	30.3%
2 BR	1,900	32.7%
3 BR	886	15.3%
4 BR +	122	2.1%
<b>TOTAL HOUSEHOLDS</b>	<b>5,808</b>	<b>100.0%</b>
RACE		
American Indian	62	1.1%
Black	2,891	51.7%
Asian	182	3.3%
White	2,461	44.0%
Other	0	0.0%
<b>TOTAL HOUSEHOLDS</b>	<b>5,596</b>	<b>100.0%</b>
ETHNICITY		
Hispanic	1,289	23.0%
Non-Hispanic	4,307	77.0%
<b>TOTAL HOUSEHOLDS</b>	<b>5,596</b>	<b>100.0%</b>
INCOME RANGES		
< 30% of AMI	4,859	86.8%
30 - 50% of AMI	622	11.1%
50 - 80% of AMI	88	1.6%
> 80% of AMI	27	0.5%
<b>TOTAL HOUSEHOLDS</b>	<b>5,596</b>	<b>100.0%</b>

\* The total number of applicant households by bedroom size is different from the other categories as some applicant households qualify for more than one unit size and are thus on multiple lists. Additionally, several households did not provide demographic information at the time of their initial application.

# MANAGEMENT INDICATORS

## 3 - 1A CAMBRIDGE PUBLIC HOUSING: OCCUPANCY LEVELS – FY 2013 ANNUAL PLAN\*

PROGRAM	FY 2012 YTD		FY 2013 EXPECTED	
	GROSS %	ADJUSTED %**	GROSS %	ADJUSTED %**
FEDERAL FAMILY				
Washington Elms**	96.5%	98.8%	94.0%	97.0%
Corcoran Park	99.5%	99.5%	97.0%	97.0%
Putnam Gardens	97.2%	97.2%	97.0%	97.0%
Newtowne Court**	96.9%	99.0%	97.0%	97.0%
UDIC**	66.8%	97.3%	97.0%	97.0%
River Howard Homes	97.1%	97.1%	97.0%	97.0%
Jefferson Park	97.5%	97.5%	97.0%	97.0%
Scattered Sites	100.0%	100.0%	97.0%	97.0%
Garfield Street	100.0%	100.0%	97.0%	97.0%
Roosevelt Towers	99.1%	99.1%	97.0%	97.0%
Hingham Street	100.0%	100.0%	97.0%	97.0%
Inman Street	100.0%	100.0%	97.0%	97.0%
Cambridgeport Condos	75.7%	75.7%	97.0%	97.0%
St. Paul's Residence	-	-	-	-
Willow Street	98.5%	98.5%	97.0%	97.0%
Woodrow Wilson Court	98.0%	98.0%	97.0%	97.0%
Jackson Gardens**	0.0%	0.0%	97.0%	97.0%
<b>SUBTOTAL</b>	<b>93.3%</b>	<b>98.4%</b>	<b>97.0%</b>	<b>97.0%</b>
FED ELDERLY / DISABLED				
H.S. Truman Apartments**	90.2%	94.4%	90.0%	97.0%
D.F. Burns Apartments**	90.7%	97.8%	92.0%	97.0%
Millers River Apartments**	94.1%	97.4%	97.0%	97.0%
L.B. Johnson Apartments**	73.2%	99.3%	73.0%	97.0%
R.C. Weaver Apartments	96.8%	96.8%	97.0%	97.0%
116 Norfolk Street	99.4%	99.4%	97.0%	97.0%
45 Linnaean Street	85.9%	85.9%	97.0%	97.0%
F.J. Manning Apartments	99.3%	99.3%	97.0%	97.0%
L.J. Russell Apartments	98.9%	98.9%	97.0%	97.0%
St. Paul's Residence	96.9%	96.9%	97.0%	97.0%
Elderly Condos	100.0%	100.0%	97.0%	97.0%
<b>SUBTOTAL</b>	<b>91.1%</b>	<b>97.8%</b>	<b>97.0%</b>	<b>97.0%</b>
<b>TOTAL FEDERAL PH</b>	<b>92.3%</b>	<b>98.1%</b>	<b>90.0%</b>	<b>97.0%</b>
STATE FAMILY				
Jefferson Park State	96.0%	96.0%	91.0%	97.0%
Lincoln Way**	40.4%	100.0%	53.0%	97.0%
Scattered Condos	97.3%	97.3%	97.0%	97.0%
Roosevelt Towers State	-	-	-	-
<b>SUBTOTAL</b>	<b>77.2%</b>	<b>97.4%</b>	<b>80.3%</b>	<b>97.0%</b>
STATE ELDERLY / DISABLED				
Putnam School	-	-	-	-
<b>SUBTOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL STATE PH</b>	<b>77.2%</b>	<b>97.4%</b>	<b>80.3%</b>	<b>97.0%</b>
<b>GRAND TOTAL PH</b>	<b>91.2%</b>	<b>98.1%</b>	<b>93.0%</b>	<b>97.0%</b>

\*Excludes J.F. Kennedy Apartments, 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 15 non-dwelling units.

### 3 - 1B CAMBRIDGE PUBLIC HOUSING: OCCUPANCY OVERVIEW – FY 2013 ANNUAL PLAN\*

PROGRAM	FY 2012 PERIOD VACANCIES	FY 2012 PERIOD OCCUPANCIES
FEDERAL FAMILY		
Washington Elms	1	2
Corcoran Park	6	6
Putnam Gardens	8	10
Newtowne Court	15	14
UDIC*	9	18
River Howard Homes	1	2
Jefferson Park	14	8
Scattered Sites	0	0
Garfield Street	0	0
Roosevelt Towers	6	6
Hingham Street	0	0
Inman Street	0	0
Cambridgeport Condos	1	0
Willow Street	0	1
Woodrow Wilson Court	2	5
Jackson Gardens*	0	0
<b>SUBTOTAL</b>	<b>63</b>	<b>72</b>
FED ELDERLY / DISABLED PH		
H.S. Truman Apartments*	7	7
D.F. Burns Apartments*	10	17
Millers River Apartments*	26	25
L.B. Johnson Apartments*	22	54
R.C. Weaver Apartments	2	3
F.J. Manning Apartments*	5	5
116 Norfolk Street*	1	1
45 Linnaean Street*	10	7
L.J. Russell Apartments	2	2
St. Paul's Residence	0	0
Elderly Condos	1	2
<b>SUBTOTAL</b>	<b>86</b>	<b>123</b>
<b>TOTAL FEDERAL PH</b>	<b>149</b>	<b>195</b>
STATE FAMILY		
Jefferson Park State	6	4
Lincoln Way*	0	0
Scattered Condos	1	1
Roosevelt Towers State	7	11
<b>SUBTOTAL</b>	<b>14</b>	<b>16</b>
STATE ELDERLY / DISABLED		
Putnam School	3	6
<b>SUBTOTAL</b>	<b>3</b>	<b>6</b>
<b>TOTAL STATE PH</b>	<b>17</b>	<b>22</b>
<b>GRAND TOTAL PH</b>	<b>166</b>	<b>217</b>

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

### 3 - 2 CAMBRIDGE PUBLIC HOUSING: RENT COLLECTION LEVELS – FY 2013 ANNUAL PLAN\*

PROGRAM	FY 2012 YTD	FY 2013 EXPECTED
FEDERAL FAMILY		
Washington Elms	98.4%	98.0%
Corcoran Park	98.9%	98.0%
Putnam Gardens	99.3%	98.0%
Newtowne Court	98.6%	98.0%
UDIC***	96.3%	98.0%
River Howard Homes	97.8%	98.0%
Jefferson Park	99.5%	98.0%
Scattered Sites****	99.7%	98.0%
Garfield Street	33.0%	98.0%
Roosevelt Towers	98.0%	98.0%
Hingham Street	100.0%	98.0%
Inman Street	100.0%	98.0%
Cambridgeport Condos	90.1%	98.0%
St. Paul's Residence	-	-
Willow Street	98.4%	98.0%
Woodrow Wilson Court	99.3%	98.0%
Jackson Gardens	-	98.0%
<b>SUBTOTAL</b>	<b>98.7%</b>	<b>98.0%</b>
FED ELDERLY / DISABLED PH		
H.S. Truman Apartments	99.6%	98.0%
D.F. Burns Apartments	99.9%	98.0%
Millers River Apartments	99.8%	98.0%
L.B. Johnson Apartments	99.7%	98.0%
R.C. Weaver Apartments	100.0%	98.0%
116 Norfolk Street	98.7%	98.0%
45 Linnaean Street	100.0%	98.0%
F.J. Manning Apartments	99.6%	98.0%
L.J. Russell Apartments	99.9%	98.0%
St. Paul's Residence	97.9%	98.0%
Elderly Condos	100.0%	98.0%
<b>SUBTOTAL</b>	<b>99.7%</b>	<b>98.0%</b>
<b>TOTAL FEDERAL PH</b>	<b>99.0%</b>	<b>98.0%</b>
STATE FAMILY		
Jefferson Park State	99.2%	98.0%
Lincoln Way	98.7%	98.0%
Scattered Condos	100.0%	98.0%
Roosevelt Towers State	100.0%	98.0%
<b>SUBTOTAL</b>	<b>99.5%</b>	<b>98.0%</b>
STATE ELDERLY / DISABLED		
Putnam School	100.0%	98.0%
<b>SUBTOTAL</b>	<b>100.0%</b>	<b>98.0%</b>
<b>TOTAL STATE PH</b>	<b>99.8%</b>	<b>98%</b>
<b>GRAND TOTAL PH</b>	<b>99.2%</b>	<b>98.0%</b>

\*This chart calculates the total rent billed for as of 10/31/11 divided by the current balance excluding prepaids or other credits.

### 3 - 3 CAMBRIDGE LEASED HOUSING: INSPECTIONS – FY 2013 ANNUAL PLAN

INSPECTION TYPE	SAMPLE	INSPECTED	PASSED		FAILED	
Tenant Based – Protocol Inspection	736	407	259	63.6%	148	36.4%
Project Based – Protocol Inspection	61	29	25	86.2%	4	13.8%
<b>TOTAL PROTOCOL</b>	<b>797</b>	<b>436</b>	<b>284</b>	<b>65.1%</b>	<b>152</b>	<b>34.9%</b>
Initial Inspections (prior to move-in)		144	124	86.1%	20	13.9%
<b>TOTAL REGULAR INSPECTIONS</b>		<b>580</b>	<b>408</b>	<b>70.3%</b>	<b>172</b>	<b>29.7%</b>
Special Inspections		27	17	63.0%	10	37.0%
Re-Inspections		54	49	90.7%	5	9.3%
<b>TOTAL INSPECTIONS</b>		<b>661</b>				



# 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.

Per Attachment D, Uses of Funds, paragraph 3 of the MTW Agreement, 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, the 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 2013 FY. Instead, CHA has created a pool of working capital funds based on all capital work in planning 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 + 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 \$13 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.)

### **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.

### **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.

# POLICY + TECHNOLOGY LAB – DRAFT PROGRAM DESIGN

## MISSION, METHODS, AND GOALS

The Policy and Technology Lab (PTLab) is a unit within the Cambridge Housing Authority (CHA) that will link CHA staff, CHA tenants and voucher-holders (henceforth combined as “clients”) and third-party social service providers to students and faculty at local universities. Together they will develop, test and when feasible, take to scale evidence-based business process, program and policy innovations that meet the mission of CHA and the goals of the MTW program.

The PTLab will serve as an internal consultancy to the Agency focused on developing evidenced-based, innovative policies, programs and procedures to help its clients move out of poverty. The PTLab will test these innovations within a rigorous research evaluation framework. The results of the work of the PTLab will not only contribute to changes within the agency but could also contribute to the national policy debate about the role of public housing agencies.

CHA will host up to three student fellows each academic year for the full year, and other students, individually or in groups, who will work on semester-long projects. CHA will dedicate up to three staff to the PTLab, and other staff as needed to support the work of the fellows.

The PTLab will operate under the following Guiding Principles:

1. Projects will focus on developing CHA’s capacity as a platform for the movement of clients out of poverty and into sustainable self-reliance, in partnership with service providers, clients, universities, and other stakeholders (see Mission and MTW Goals 2 and 3);
2. Solutions will be evidence-based (MTW Goal 1);
3. Solutions will be budget-neutral with respect to federal funds and sustainable (MTW Goal 1).

Fellows at the PTLab will focus on efforts to move clients out of CHA units and off vouchers in such a way that clients “graduate” out of subsidized housing and can live self-reliantly. These efforts will be based on CHA’s Four Principles of Voucher Reform articulated in Appendix A. CHA will seek to deepen existing partnerships and create new ones to achieve this goal. Any potential solution the PTLab sponsors will address problems that have been identified through credible research, and once developed, it will be tested through an evaluation process before it is scaled up. When feasible, CHA will use its MTW budgetary flexibility to provide financial support to solutions that may require additional funding at the beginning. However, if the solution is not budget neutral all additional funding must be secured through external funders. All proposed solutions must become budget neutral over time.

## PROJECTS AT THE PTLAB

The PTLab will partner with academic institutions in Cambridge to identify projects that are of common interest to CHA and faculty and students at those institutions. There are a variety of ways in which student fellows can be involved with the PTLab:

- Year-long fellowships supervised by faculty or CHA staff or both
- Semester-long fellowships related to course-work or a specific on-going CHA project
- Other work-study arrangements that are designed to fit the particulars of a project

## RESEARCH

The research will fall into two categories: opportunity-oriented research and evaluation research.

Opportunity-oriented research will look at opportunities CHA and service providers can offer its clients to assist them along their path to self-sufficiency. The research may take a number of different forms, from focus groups with CHA clients to quantitative surveys of administrative client information. For example, the public school district may approach CHA concerned with parent engagement in their children's schooling affecting most of the families served by CHA. A graduate student focusing on Education might undertake focus groups to identify parents' concerns with their children's schooling and use findings to design of a program linked to the family housing subsidy that will support parents' engagement.

Evaluation research will focus on assessing the workability and impact of solutions to problems, which will be part of a research-oriented action taken by CHA, its clients, and service providers. In addition to identifying the problems facing CHA, its clients, and service providers fellows will help in evaluating whether the solutions that the CHA and other service providers implement actually work. This is consistent with Lubell (2008) who argued that Congressional renewal of MTW legislation should include a requirement that HUD evaluate the impact of MTW policy and program innovations on clients. Lubell pointed to the evaluations of welfare-to-work programs in the late 1980s and early 1990s as a model for how MTW evaluations might be conducted, with a heavy emphasis on randomized control trials as a way to assess impact on client well-being.

Though such trials are gaining a lot of attention as the "gold standard" for impact evaluation, they have their short-comings and are not always appropriate. Given the variety of activities that fellows working in the PTLab will be involved in evaluating – from changes in business processes to the impact of a new job training program, it is likely there will be a variety of methodologies that will be used in these evaluations.

The PTLab will engage faculty and students from a wide variety of disciplines to perform research in these categories, including, but not limited to: public policy, public and business management, economics, sociology, anthropology, architecture, urban design and planning, computational social science, and finance. The lab will also be agnostic with respect to the research methodologies and designs faculty and students use, so long as they are appropriate for the designated purpose, and are either opportunity-oriented or designed to rigorously evaluate the workability or impact of a policy or program change.

## INTERNAL CONSULTANCY

Fellows will also conduct operational analyses of CHA business processes, especially as part of any research-based solution they work on.

For example, if a new system is developed for CHA to measure energy use on a household-by-household basis, CHA might implement a reward program to incentivize residents with low energy consumption (by bedroom size) with a rent discount. This will involve looking at the way rent calculation can be modified in CHA's administrative software and whether new technologies need to be incorporated to accommodate the change.

In addition, CHA seeks to streamline and improve upon its current business systems to facilitate the management of all programs. CHA will identify areas within the agency's internal administration that would benefit from the use of technology. An example would be the automation of certain

financial reporting allowing site managers and central office staff to share budget related information simultaneously.

## CHA INFORMATION PLATFORM

One critical resource that CHA will provide to fellows will be a rich database of existing client data drawn from client application forms, 50058 reporting forms, and other data resources that CHA has. One of the first projects that the PTLab will undertake will be to inventory the existing data it has on its clients, and then convene a consortium of CHA staff, clients, academics and service providers to identify what supplemental data CHA might gather to create a database that is useful for opportunity-oriented research and service delivery design (see Box “CHA Information Platform” or “CHIP”). Note that the idea for CHIP came out of the work performed by Harvard Kennedy School students working on a project for their Operations Management class in the Fall of 2011.

### CHA INFORMATION PLATFORM (CHIP)

CHA gathers data from its clients through the application or recertification process. Its business processes also produce a lot of data related to the transactions clients engage in throughout their tenancy with CHA. Currently, CHA uses several databases to store all these data. CHIP will capture and consolidate these data into a single database.

The PTLab will then work with fellows, their faculty supervisors and service providers to identify additional data that the CHA should gather about its clients and integrate into CHIP to produce a comprehensive database that can inform the development of new policies through the PTLab.

*All data collected and held in CHIP will be confidential, and users of CHIP will not be able to identify individuals whose information will be in the database. All fellows accessing the database will be covered by an academic Human Subjects protocol that requires them to protect the confidentiality of the people from whom they collect data.*

CHIP will be a foundation stone for the work of the PTLab. It will be made available to fellows and service providers, who will use CHIP to identify target sub-populations (market segments) that may require a particular service. Service providers will negotiate with CHA for subsidies to serve particular target populations identified through CHIP in exchange for measurable outcomes. CHIP will also be used as a dataset that the fellows will analyze in their research on issues affecting particular populations of CHA clients, and to evaluate the impact of various solutions to those problems.

## IDENTIFYING OPPORTUNITIES

One potential model for how the PTLab will participate in identifying opportunities is as follows:

### RESEARCH

Identify a programmatic or administrative challenge

### CONCEPT

Identify a potential solution

### WORKABILITY

Can the relevant technologies and administrative processes be adapted to implement proposed solution?

### IMPACT

Does the solution have the desired impact?

### SCALE

Can implementation be scaled?

For example, the solution might be a change to the way the CHA responds when a resident pays their rent late – instead of simply sending a late notice they might ask the resident to attend financial management classes in the hopes that they pay their rent on time in the future. The PTLab would test the workability of this solution by seeing whether CHA could implement this policy: from notifying the tenant about the classes, to lining up a service provider specializing in financial education who could offer the classes at the right time and place, to ensuring that the tenant attended the classes. If the solution proves workable, the CHA goes to the next testing and refining stage, which would focus on whether the solution had the desired impact on the well-being of the clients. To determine this, the CHA would offer the classes to some of the late-payers, but not others, and see whether those who did get the classes were more likely to pay their rent on time in the future.

CHA administrators and clients and third-party service providers will be the main implementers of innovations, but it is also possible that faculty and students from professional schools such as the Harvard Business School, Sloan School, Kennedy School, or the Harvard Graduate School of Education, to name a few, may implement and test an idea of their own.



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# PUBLIC COMMENTS + RESPONSES

## PUBLIC HOUSING DISPOSITION

*Comment: Several commenters expressed concern over CHA's plan to dispose of most of its federal public housing units, especially as CHA has not provided enough explanation on the risks of losing units. While one commenter directly opposed the idea, several others asked CHA to list all steps the agency will take to minimize the potential risk of losing units.*

**Response:** CHA currently has the same risks now with its public housing units as all funds are allocated on an annual basis with no funding guarantees. For the past two fiscal years funding to the public housing program has seen significant cuts to both operating subsidy and capital funding while the Section 8 budget has seen cuts only to the housing authority's administrative fee.

CHA's disposition plan is designed to prevent loss of units under the current funding stream. CHA will not proceed with disposition until it has obtained or allocated the required Section 8 vouchers to support the operational needs of the property while keeping the property affordable to low-income households. In terms of tenant protection vouchers, CHA will need to be quite far along in the application process until the number of tenant-protection vouchers is known. Until then CHA won't be able to discuss the particular financials for any property.

In addition to ensuring the availability of Section 8 vouchers, there are a number of other steps CHA will take to minimize risks including use of ground leases affordable housing restrictions, and regulatory and operating agreements, use restrictions beyond the tax credit period and CHA loan documents.

As CHA's plans to submit disposition activities progress, it will conduct a series of public meetings across its portfolio to explain the disposition application process and the potential impact on a site-by-site basis.

CHA appreciates the commenters' concerns and has included more details in the language of this Plan. Please refer to page 16-17 for revised language.

*Comment: One commenter asked if any continued occupancy policies would change once the disposition of Public Housing units gets approved. On the same issue another commenter commended CHA for committing to apply similar policy and procedures to residents in project-based units in public housing or former public housing developments. However the commenter expressed concern over the use of the word 'similar' rather than 'same' and asked CHA to commit to a public process to discuss how the MTW program would continue at the affected properties..*

**Response:** CHA will use its MTW authority to keep the current Admissions and Continued Occupancy Policy, Lease and Grievance Policy, tenant participation, and other policies that apply to federal public housing in place after any conversion of units to other subsidized programs.

*Comment: One commenter asked at what point in the disposition process CHA will indicate which MTW policies it intends to apply to these properties. In addition, the commenter wanted to know if CHA will agree to tenant and advocate input in identifying and detailing how CHA's current MTW policies would continue at the buildings with PBA and/or tax credits.*

**Response:** CHA is open to discussion. We have listed certain policies in the prior response. We are also open to discussing any modifications required to ensure that these policies continued to provide



all necessary tenant protection after the disposition process.

*Comment: One commenter asked if an entire public housing site gets project-based vouchers would CHA agree to delete the community service requirement that applies to public housing tenants but not section 8 participants.*

**Response:** CHA is willing to eliminate the community service requirement in units that are transferred out of the public housing program.

*Comment: One commenter suggested that CHA should clearly state in this Annual Plan that it will treat CHA tenants in former public housing units with project-based assistance the same way as CHA's federal public housing tenants subject to MTW except to the extent that there is a contrary requirement under the tax credit or disposition programs. The commenter added that CHA should commit in this Annual Plan to providing advance notice and an opportunity for meaningful input from tenants, ACT, and advocates, where it believes it must use a different policy or procedure from its 'regular' federal public housing rules under MTW.*

**Response:** CHA agrees with the commenter and we will attempt to carry all MTW existing policies in former public housing units after disposition. A public process will take place once any specific changes are identified.

*Comment: One commenter asked if CHA plans to negotiate the 'Procedural and Organizing Rights' by property (as it was done with Lincoln Way and Jackson Gardens) or if CHA would consider allowing tenant and advocate input into one single policy for all public housing buildings with project-based assistance or tax credits.*

**Response:** As part of the redevelopment of Lincoln Way and Jackson Gardens CHA negotiated the "Resident Relocation Policies and Procedures Agreement" to establish policies and procedures for vacating and reoccupying the properties. No other policies have been negotiated in these developments. CHA will develop similar relocation policies with each resident group for mixed-finance or tax credit activities.

CHA currently has finished the public comment process on a Letter of Agreement with Recognized Tenant Councils that will be implemented on a property-by-property basis in late January 2012. For more information on this Letter of Agreement please see Chapter 3 of this Annual Plan.

CHA will follow a process that insures that tenants in each development understand and have input in the disposition process.

*Comment: Two commenters asked for clarification on the process to obtain tenant-protection vouchers. One commenter was especially concerned about the possibility of HUD not issuing enough vouchers. One commenter asked CHA to commit in this Annual Plan to a public process once more information on this is available and before plans to move forward are made final.*

**Response:** HUD is obligated by law to provide a tenant protection voucher for every unit that

has been occupied for 24 months prior to the application. If HUD is unable to provide vouchers disposition would not move forward unless CHA allocates its own vouchers to the project. If HUD is unable to provide enough vouchers to cover all units, CHA would look into staging the disposition around the availability of vouchers. CHA will engage in a public process to not only explain the disposition application process but to share more information on the availability of vouchers once known.

*Comment: One commenter noted that CHA states in this Annual Plan that it would use MTW flexibility to develop a mobility plan but provides no further details. The commenter requested clarification as to when in the process and based on what factors CHA would determine how and when a tenant would be able to request a mobile voucher.*

*Response:* CHA is not prepared to provide more details on the mobility plan at this time. However, we are committed to developing some mobility options keeping in mind that we must be mindful of the impact mobility may have on operating costs.

*Comment: One commenter asked if there is a time limit on the disposition approval.*

*Response:* CHA could get the disposition approval but not act on it right away.

*Comment: Two commenters asked CHA to clarify the possible advantages of the disposition process for CHA and for the potential investors. One commenter was particularly interested in learning more about the importance of project-basing public housing units.*

*Response:* CHA will have more funds to operate and rehabilitate the properties if the properties receive voucher funds rather than public housing funds. The investors provide capital funds to support the conversion, and receive a tax benefit in return, but will not invest if there are not enough funds to support the operation of the project and the property's rehabilitation needs are not met. Without the conversion, CHA would not have enough money to provide that assurance to the investors. The Housing Choice Voucher program provides subsidy based on market value comparisons, whereas the Public Housing program is funded through a formula that does not consider actual costs. By project-basing units CHA could increase the subsidy value from \$541 to \$990 per unit per month.

*Comment: One commenter asked if project-based units would only receive funds for one year.*

*Response:* Every program CHA administers is funded on a yearly basis through the U.S. Congress appropriations process.

*Comment: One commenter asked CHA to clarify language in this Annual Plan where CHA states that it intends to attach vouchers to units to the "extent feasible". The commenter wants CHA to clarify what it means by stating "extent feasible" and to explain under what circumstances would not attach a voucher to a unit if it indeed obtains sufficient vouchers for its 'converted' public housing units.*

**Response:** CHA is mindful that it may not get enough tenant-protection vouchers to cover all units. We have used the ‘extent feasible’ phrase to refer to the availability of vouchers. CHA’s intention is to use all vouchers received in the properties being converted. Further, CHA will consider, as outlined in prior year plans, the use of existing MTW vouchers to support the conversion to project-based subsidy. However, CHA is also mindful that such a choice could reduce the number of tenant vouchers available and therefore would weigh this option with care. These considerations are why CHA used the term “to the extent feasible”.

**Comment:** *Several commenters asked for clarification on the possible impact the project-basing of units would have on the tenant-based vouchers.*

**Response:** Under this disposition proposal CHA seeks to make maximum use of the available tenant-protection vouchers. If CHA does not receive enough tenant-protection vouchers, it will determine on a property-by-property basis whether to use any additional tenant-based vouchers.

CHA wants to make it clear that any current tenant-based voucher holder will not lose the voucher but CHA reserves the right to project-base a tenant-based voucher upon turnover, i.e. when a tenant now on the program leaves the program.

**Comment:** *One commenter asked what would happen to over-housed households during the disposition process. The commenter was concerned that if tenant-protection vouchers are issued based on current occupancy certain households may be left homeless if they are residing in a larger unit at the time.*

**Response:** Over-housed households will remain in their unit until another appropriate size unit is available. No households will be made homeless as a result of any disposition action.

**Comment:** *One commenter requested that in the case of CHA using Low Income Housing Tax Credits to finance part of the needed renovations in the disposition of public housing units, tenants that are eligible for the public housing program but not for the LIHTC program should be able to transfer to non-LIHTC units.*

**Response:** CHA agrees with the comment. In instances where tenants may not be eligible for the LIHTC program, the CHA will allow a transfer to a non-LIHTC unit or will provide another form of assistance if such a unit is not available.

**Comment:** *One commenter asked what is the difference between the disposition and the Rental Assistance Demonstration initiative or if these connect in any way.*

**Response:** Disposition is a process that already exists within the federal public housing program, and is governed by 24 Code of Federal Regulations 970. Specifically, disposition allows a housing authority to remove units from its Annual Contributions Contract with the Federal Government when public housing units have outlived their usefulness or can better serve the community in another form. In CHA’s instance, using the properties with a rental assistance subsidy to support rehabilitation needs will better serve the community.

The Rental Assistance Demonstration (RAD) initiative is a new preservation tool that was created as part of HUD's FY 2012 Appropriations Bill authorized by Congress and is being implemented by HUD. RAD has many similarities to the disposition process CHA proposes, in that the developments will switch from public housing to voucher funding. However, it is still not clear whether the RAD vouchers will be adequately funded to make conversion feasible. It is a limited demonstration which will be evaluated for its overall effectiveness. Before the demonstration can proceed, HUD needs to draft and issue regulations for its implementation which it anticipated during in the first half of 2012.

## MIXED IMMIGRATION STATUS

*Comment: Two commenters asked what CHA's policy would be for families that have members with an immigration status not recognized by HUD. One of the commenters expressed concern for these households who were once able to be housed in state subsidized units and are now only limited to one development in the City (Jefferson Park – State). This commenter urged CHA to consider the fact that these households are not in the country illegally and if CHA decided to project-based federal vouchers in the last State-subsidized development in the city, these households would not have any other affordable housing option. Finally the commenter suggested that CHA may be able to re-use the project-based Mass. Rental Voucher program subsidies that are going to become enhanced vouchers as part of the Expiring Use Preservation initiative. This commenter urged CHA to commit in this Annual Plan to aggressively pursue all available options to secure affordable housing for new and existing tenants who do not have the HUD required immigration status.*

**Response:** CHA currently has to comply with federal requirements that delineate a different rent calculation methodology for mixed status families. CHA has used its MTW authority to streamline the rent calculation for these households with its Rent Simplification Program. Currently CHA charges all mixed status families a 10% surcharge based on the regular rent charts.

CHA had a total of five households in the state public housing properties converted to the Federal program that did not meet HUD's immigration status requirements. While Massachusetts regulations allowed these households to reside in the state subsidized properties, they are unable to reside in a federally subsidized unit. CHA has issued a Massachusetts Rental Voucher Program subsidy to these five households so that they can continue to be housed. Once they leave their units CHA won't be able to offer units to any other household that does not meet HUD's immigration status eligibility requirements.

*Comment: One commenter asked about the steps CHA takes in cases where a mixed status household is not able to pay the surcharge. The commenter asked if these households are able to transfer to a state subsidized unit.*

**Response:** Under the State Public Housing regulations there is no utility allowance given to tenants so their rent would in some cases be higher than the rent they would pay in the Federal Rent Simplification methodology including the 10% surcharge. It is possible that after the disposition of public housing units CHA will no longer administer any state-subsidized units. However, to the extent that CHA continues to have available MRVP or AHVP vouchers, CHA would make these available to such families.

*Comment:* One commenter urged CHA to apply the mixed status rent formula, currently in use in the federal public housing program, to the voucher program now rather than once the Administrative Plan revision is complete.

*Response:* CHA appreciates this comment and is willing to evaluate this change in the context of the Administrative Plan but not otherwise.

*Comment:* Two commenters asked how CHA plans to conduct outreach to voucher participants to inform the proposed changes to the Administrative Plan. The commenter asked CHA to include this information in this Annual Plan.

*Response:* CHA will notify all voucher participants through direct mailing and publicize the comment period in local newspapers as well as in CHA's website. In addition, CHA is committed to holding two working sessions with advocates.

## FSS+ PROGRAM

*Comment:* Several commenters expressed concerns about the nature and design of the FSS+ program. Two commenters urged CHA to allow for more input from the community in the design of the program. The commenters said that while it is understandable that this program is in its initial design phase CHA should make an effort to flesh out ideas with residents and the advocate community. The commenters asked CHA to include more details on this Plan to include information on how CHA will select participants and list the anticipated supportive services these will receive, as well as the consequences for not meeting goals and clarify the meaning of "graduation".

*Response:* CHA is still in discussions with its partner around the design of this program and is unable to make specific commitments or provide more details at this time. It is not CHA's intent to create any punitive component that may result in homelessness. The "plus" part of the program is so far limited to a few changes to the regular FSS program, such as providing more flexibility for the calculation and use of the escrow account for the benefit of the participant.

*Comment:* Two commenters urged CHA to make it clearer that this program will be strictly voluntary and that participants' inability to comply with requirements should not result in any sanctions that may result in homelessness. One commenter added that participants that are unable to meet the programs' objectives should be allowed to revert back to their regular tenancy. This commenter asked CHA to clarify language in the current program description to say that CHA will not allow re-enrollment in the FSS+ program but will allow a participant to revert back to the regular HCV or Public Housing program or apply again for these regular programs if no longer a participant in any CHA housing program. In addition the commenter asked CHA to gather input from the current participants and those terminated from the Family Opportunity Subsidy and the Career Family Opportunity programs, to help shape this new program.

*Response:* CHA has made a change to the language in the plan to clarify that this program will be strictly voluntary and that participants can revert back to their regular program. CHA's non-profit partners will recruit interested participants.

With regard to the input other programs could have in the design of FSS+, CHA believes that these programs substantially change the use of the regular housing subsidy, whereas FSS+ anticipates more modest change to the nature of the housing component. Hence, the other programs will likely not inform the design of this new initiative.

*Comment: One commenter said that although it is understandable to limit the number of participants in the FSS+ program CHA should consider that others in public housing may benefit from financial education. The commenter would like CHA to consider offering all tenants with difficulty making rent payments some financial education before they are sent eviction notices.*

*Response:* CHA is willing to consider expanding financial education options and identifying households that may benefit from it.

## CAPITAL PROGRAM

*Comment: One commenter asked CHA to provide an update on the use of tenant-based vouchers to project-based units as part of CHA redevelopment and modernization efforts.*

*Response:* CHA has reduced the number of vouchers projected to be used as part of the Preservation Fund to a range between 275 and 400 vouchers. As of this writing CHA is only projected to use 17 vouchers at Lincoln Way, and up to 109 vouchers at Jefferson Park State as part of its plans to rehabilitate and/or reconstruct the units at those two sites. The use of additional vouchers may be necessary if CHA is not able to identify the necessary funding required to move forward with some or all its Phase 2 of its Public Housing Preservation Program.

*Comment: One commenter asked if the Temple Place property once completed will have different eligibility criteria than other CHA public housing properties. The commenter also was interested in learning about the process to lease up units in this property; specifically whether new tenants will be from the current CHA waiting list.*

*Response:* Temple Place is not a public housing property, it will have project-based assistance. It is also being developed with Low Income Housing Tax Credits (LIHTC). As with other properties with project-based assistance, CHA will use the current Housing Choice Voucher waiting list to select potential new tenants for the Temple Place property. Eligibility criteria will vary slightly from the regular federal voucher criteria as this property will be funded in part by LIHTC. The LIHTC program has different income eligibility criteria and requires tenants to be at or below 60% of the area median income (AMI). Other funding restrictions will require 7 units to house tenants at or below 30 of AMI and 2 units at 15% of AMI.

*Comment: One commenter asked if CHA will sell any properties.*

*Response:* CHA will not sell any properties to any non-related affiliates in FY 2013. CHA is still bound by the disposition rules of public housing and will abide by them if in the future there is a potential for such transactions. This provision can be found in Section 18 of the 1937 Housing Act.



*Comment: One commenter asked if the units at Washington Elms and Newtowne Court will be affected by the Massachusetts Institute of Technology (MIT) plans to redevelop areas in the Main Street section of Cambridge.*

*Response:* No CHA units are part of MIT's redevelopment efforts.

*Comment: One commenter asked if CHA owns any properties on a temporary leased agreement.*

*Response:* CHA has two properties, Manning Apartments and St. Paul's Residences, which operate under a long-term ground leases with the City of Cambridge and Harvard University respectively. CHA also uses a ground lease as part of its public housing mixed finance transactions to provide another assurance the property will be under the control of CHA during and after the term of the commitments made in the mixed-finance transactions. These properties include: John F. Kennedy Apartments, Lyndon B. Johnson Apartments, Jackson Gardens and Lincoln Way.

*Comment: One commenter asked for an update on the Millers River rehabilitation project.*

*Response:* CHA is currently identifying additional sources of funding required to move forward. Approximately \$45 to \$50 million in construction funding is needed. In anticipation of securing funds, CHA is currently working with an architectural firm on three possible levels of rehabilitation at different price structures (low, moderate, and substantial rehabilitation). CHA has initiated a series of meetings with Millers River residents to obtain suggestions and information, and to share the findings of the on-going architectural and engineering studies.

*Comment: One commenter commends CHA on the plan, especially the Planning and Development department for all their work to advance CHA residents interests in the redevelopment and modernization projects.*

*Response:* CHA thanks all residents for taking part in the public discourse of all initiatives CHA undertakes. CHA will continue to engage with its residents, voucher participants and the advocacy community in capital projects.

*Comment: One commenter suggested that CHA has overlooked green technologies that would help reduce operating costs at certain properties.*

*Response:* CHA encourages all residents and members of the advocate community to read about all the major energy initiatives detailed in Chapter III of this Plan and in the Energy section of the FY 2011 Annual MTW Report. CHA notes that this commenter commended the CHA's efforts once the energy initiatives were detailed.

Briefly, CHA has accomplished significant advancements on its energy initiatives as follows:

#### ONSITE GENERATION

CHA is projected to generate close to 20% of our annual electricity use at the properties through both Solar Photovoltaic Arrays and Combined Heat and Power (Co-gen Plants).

By the end of 2013 CHA will have solar arrays at five properties, with Cogen Plants at four properties.

#### ENERGY CONSERVATION

Lighting Retrofits, Boiler Plant Optimization, Envelope improvements, Water Savings Retrofits. CHA is continually improving upon energy and water conservation; achieving annual decreases to electricity and water use. CHA has reduced operational costs by over \$1 Million dollars annually since we began tracking energy use in 1999.

#### COMMISSIONING

Every major construction project now includes a full commissioning scope to assure that CHA operational efficiencies are maximized at each property.

#### EMERGING TECHNOLOGIES

CHA staff are investigating solar thermal hot water treatment and green roofs, as well as greening our approaches to maintenance and cleaning at the sites.

*Comment: One commenter asked CHA to consider facilitating the development of community gardens for its public housing residents.*

*Response:* CHA believes that the City of Cambridge is already doing a great job in the provision of public space for gardening purposes. CHA encourages residents to learn more about the programs already offered by the City.

*Comment: One commenter asked CHA about its plans to market newly renovated units at its elderly/disabled properties. The commenter suggested lowering the age eligibility to 55 or 56 years old to speed the lease up process at these properties as most of the disabled applicants in this age bracket are currently part of the long and currently closed one-bedroom waiting lists.*

*Response:* CHA does not have a position on the commenter's suggestion at this time. Our current eligible age is 58 years old.

*Comment: One commenter asked why CHA has to spend money to market units. The commenter wanted to know if the demand for elderly/disabled housing was reduced to the point that the list will end before these newly renovated units completed.*

*Response:* Keeping in mind that the current turnaround rates for elderly/disabled buildings is approximately between 10 and 15% every year, CHA's waiting lists won't necessarily be depleted. However, the screening process usually results in several households not being able to move forward once they reach the top of the list due to not being eligible or due to no-shows. Hence CHA needs to market units so that more eligible households/individuals enter the applicant pool.

*Comment: One commenter asked if CHA would do anything differently in the bidding process for elevator work based on the current trade union protests taking place due to the work at Manning*



*Apartments.*

**Response:** CHA as a public agency in Massachusetts is required to follow specific state requirements when soliciting bids for construction projects, including requirements that contractors be prequalified by the Commonwealth's Department of Capital Asset Management (DCAM). These requirements were strictly followed by CHA during the bidding process for the elevator work at Frank J. Manning Apartments.

## EXPANSION OF LOCAL PROJECT-BASED ASSISTANCE PROGRAM

*Comment:* One commenter asked why CHA plans to expand the PBA program outside of Cambridge.

**Response:** There are two main reasons why CHA plans to expand the program outside of Cambridge. The projects that the CHA would participate in are "Expiring Use" developments, that will lose their affordability at the expiration of the current private owner's affordability commitment. New "enhanced vouchers" are automatically issued to tenants in these developments, so the CHA's total voucher count would increase with each of these projects. By using its MTW flexibility, CHA is in a position to assist in preserving the long-term affordability of these units. Second, by project-basing units CHA is able to generate extra income that would otherwise not have come to Cambridge. CHA is entitled to administrative fees for the PBA vouchers, as well as fees for services at the inception of the project that are paid by the developer. Such fees could be used to support initiatives in Cambridge.

*Comment:* One commenter asked for more details on this initiative. The commenter asked how this expansion to other communities outside of Cambridge will work and if CHA is having discussions with DHCD on this topic.

**Response:** CHA will negotiate with the buyer/seller of the property and the local housing authority on how to structure the use of this MTW flexibility outside of Cambridge.

## REORGANIZATION OF THE LEASED HOUSING DEPARTMENT

*Comment:* Several commenters expressed concern over the new workload distribution of the Leased Housing Department. The commenters told CHA that under the new system it is extremely difficult to contact the appropriate staff person as they do not have an assigned case worker.

**Response:** CHA is currently drafting a letter outlining the changes to be mailed by the end of January 2012 to all voucher participants. The letter lists the appropriate contact information for each type of issue that may arise. For example, if a participant has been scheduled for an annual recertification and needs to change the date, the letter informs them to call the staff responsible for annual recertifications. If the participant has actually come in for an annual and has questions or need to bring in additional information, they may call the staff responsible for verifications. The senior staff responsible for the department's operations are all still available by phone for questions. The phone number for the Leased Housing department has not changed. Hence, if participants call the receptionist and explain their inquiry or concern they will be connected to the appropriate staff

person.

*Comment: One commenter asked CHA to at least send all voucher participants a notice explaining the changes and provide a list with the appropriate contact information for all relevant processes. In addition the commenter would like CHA to hold a public meeting with voucher participants to explain the change and provide the opportunity for them to voice concerns and share their experience with the new system. The commenter suggested that there concerns about the possible hardship this new system may have on individuals with complicated circumstances who would now be recertifying their information with several staff members rather than with one leasing officer.*

**Response:** As noted in the answer above, a letter outlining the changes is being prepared and will be sent by mail to all voucher participants. CHA will not engage in a public process to discuss administrative changes within any specific department. While CHA agrees with the commenter that some participants have complicated situations, CHA believes that this new set-up would not make it any harder for those participants to be recertified.

CHA realizes that due to the increased workload in the past few years, the quality of work has sometimes suffered. We now have a staff member without a case load dedicated to quality control and another that handles direct supervision. There are now two staff members devoted to annual recertifications with a third person serving as backup. This new system allows for a continuous service as no participant with a scheduled appointment will be turned away because “their worker” is out sick.

CHA believes that this new system is more efficient and in the long run will result in better service to our participants. CHA is aware that this change has only been implemented in the past two months so will continue monitoring the progress and consider changes if needed.

## INSPECTIONS

*Comment: Two commenters expressed concerned about outsourcing the inspections in the Leased Housing Program. The commenters suggested that by allowing a third-party to be responsible for inspections the quality of work may suffer. The commenters asked CHA to clarify how the process will work.*

**Response:** CHA believes that by outsourcing inspections in the Leased Housing Program voucher participants will receive better and more timely service. CHA currently has only two inspectors who due to fluctuations in lease-up numbers also carry a caseload as Leasing Officers. Having a third-party inspector will allow the Leased Housing Department to respond to inspection request faster while freeing time for the Leasing Officers to work on their case work.

The third-party inspectors will be accountable for their work and quality control measures will be included in the contract to ensure this. These inspectors will report to a supervisor that will be in constant communication with CHA.

## LEASED HOUSING ADMINISTRATIVE PLAN

*Comment:* Several commenters urged CHA to avoid aligning deductions in the HCV program to those of the Public Housing program. One commenter asked CHA to clearly state in this Annual Plan its intention to not include rent reforms as part of this first revision to the Administrative Plan.

*Response:* The new Administrative Plan is being drafted in two phases; the first to be published in FY 2013 won't include any changes to the rent calculation section with perhaps the exception of the mixed immigration status rent changes suggested by a commenter in an earlier comment. The second phase will incorporate changes to policies affecting rent and deductions. CHA has run impact analyses and has not found one rent reform model that works well for the HCV program. Nonetheless CHA will continue exploring options to streamline the rent calculation methodology and once a specific option is identified a comprehensive public process will take place.

*Comment:* Three comments asked CHA to add additional working sessions with the tenant councils, ACT members and advocates to review the revised Administrative Plan. The commenters asked for a similar public process as the one for the Admissions and Continued Occupancy Policy.

*Response:* Although CHA is not required to hold a public comment period for this document, it has decided to engage the advocate community as well as voucher holders in two working sessions in addition to a 30-day comment period.

*Comment:* Two commenters asked CHA to clarify language on the use of prior year's income for income calculation described under the Ongoing MTW Initiatives section of this Plan. One commenter suggested that this change may not work for certain individuals with temporary jobs and may not be indicative of future earnings.

*Response:* CHA lists this initiative as pending as no specific details have been developed yet. This initiative will be further developed as part of the second phase of the Administrative Plan draft in which rent calculation methodology will be explored. At that time CHA will provide more details on the possible change in policy regarding the use of prior year's income. This policy change will be subject to a comment period as well as other any changes in phase two of the Administrative Plan draft.

## FAMILY OPPORTUNITY SUBSIDY PROGRAM (FOS)

*Comment:* One commenter asked for information on why the six participants fail to comply with program requirements and what happened to them. In addition, the commenter asked whether CHA has learned from the failure of these participants.

*Response:* Of the six terminated:

- One participant abandoned the unit;
- One participant failed to comply with the Heading Home, Inc. case-plan; and
- Three participants failed to meet the work requirement
- One participant allowed the subsidy to expire

CHA doesn't follow-up on participants terminated from the program. CHA is unable to track participants once their participation ends.

Program outcomes are an important component for CHA and Heading Home Inc. CHA and Heading Home, Inc. are reviewing these outcomes as part of the program evaluation. CHA and Heading Home, Inc. want to ensure that participants receive the appropriate services resulting in successful completion. CHA and Heading Home, Inc. will continue to work with current participants to mitigate potential terminations.

*Comment: One commenter asked for details on the 'thorough' revision made in the program.*

**Response:** CHA has revised the language in this Annual Plan to clarify the current status of the revision to the program design. This revision is underway and has not yet resulted in any substantive changes. One change under consideration is for Heading Home to adopt a case management component similar to the one used by Crittendon Womens' Union. CHA is working with Heading Home Inc. and other local organizations to evaluate program guidelines and administrative components. CHA expects these changes to result in efficient and effective service delivery.

*Comment: One commenter asked CHA to clarify what are the factors used to determine the increased subsidy factor.*

**Response:** The value of the FOS subsidy is based on actual experienced subsidy payments made by CHA for all one-wage households participating in the Housing Choice Voucher program in Cambridge/Boston and other close localities as of April 1st of each year. From this data CHA computes the 75th percentile by bedroom size for units in Cambridge and outside of Cambridge. The resulting values are then adjusted based on the number of years in the program. CHA may, at its discretion, apply HUD's Annual Adjustment Factor to voucher values when there is a lag between experienced subsidy payment data and observed increases in the rental market.

*Comment: One commenter asked if the FOS program is still being evaluated by outsiders.*

**Response:** The FOS program continues to be part of a larger research study coordinated by Prof. Dennis Culhane of the University of Pennsylvania. CHA continues gathering data on all program participants but at this moment has no update on the status of the research project.

## RESIDENT SERVICES

*Comment: One commenter asked if CHA will partner with the Boys and Girls Club as part of the DREAM program being offered at Putnam Gardens.*

**Response:** The DREAM program is an independent program from the Boys and Girls Club. It provides a long-term mentoring relationship between college students and children living in Putnam Gardens. CHA is open to opportunities for partnership with other organizations if these arise.

*Comment: One commenter asked CHA to provide the percent of paid vs. non-paid staff currently*

*working for CHA as part of its resident services programs.*

**Response:** All CHA staff are paid staff. CHA currently has six full-time and four part-time employees. CHA estimates that across all tenant services programs, about 46 positions are on a volunteer basis (approximately 40 through Tutoring Plus program and 6 through PULSE program run by Boston College).

**Comment:** *One commenter asked about the possibility to expand the computer labs to other developments or at least extend the hours of operations of the current labs.*

**Response:** Given the current economic climate, and the cost of maintaining three computer labs, it is unlikely that additional labs can be added at this time. Without additional funding, it is also unlikely that hours of operation can be extended in the current labs.

**Comment:** *One commenter asked if the Work Force students will play a role in designing the Student IDA program.*

**Response:** Assuming an IDA program is feasible, the plan is to solicit input of Work Force students and alumni at various stages of the program's development. The manner in which this action will be organized and implemented has yet to be determined.

**Comment:** *One commenter commended CHA for the impressive array of resident services provided to CHA residents and voucher holders, and for its willingness to evaluate and re-tool where warranted.*

**Response:** CHA thanks the entire CHA community and its advocates for contributing to the continuing improvement of several services operated by CHA and/or partners. CHA will continue its commitment to offer services that assist the community in meeting their individual goals especially those focused on achieving economic self-sufficiency.

### SECTION 3

**Comment:** *One commenter asked CHA to provide numbers on employment that meet Section 3 criteria as well as an update on training programs with the different trade unions.*

R: CHA will make this information available as part of its FY 2012 MTW Annual Report.

**Comment:** *One commenter asked how residents and particularly voucher holders are notified of job opportunities or trainings under Section 3.*

**Response:** Mailings that advertise a diverse range of training opportunities for residents are completed by the Resident Services department three times each year (roughly 4,575 flyers per mailing). On occasion, door-to-door informational campaigns are conducted for targeted programming. Temporary job opportunities offered through capital improvement projects are handled by CHA's Planning and Development department.

*Comment:* One commenter asked CHA to allow residents and the advocate community to provide input into the revised Section 3 Plan.

*Response:* CHA intends to make the revised Section 3 Plan available for a 30-day public comment period.

*Comment:* One commenter commended CHA for using the penalty fees charged to contractors that are not in compliance with Section 3 requirements to fund the Work Force scholarship fund.

*Response:* CHA appreciates this commendation.

*Comment:* One commenter asked what are the new methods to increase resident opportunities for long-term employment that CHA plans on identifying as part of the revision of the Section 3 Plan.

*Response:* As part of the Section 3 revision process, CHA is re-evaluating ways to increase resident training and employment opportunities through capital improvement construction projects, local bio-tech training programs and partnerships, Just-A-Start's Youthbuild program, and a range of other economic opportunities.

## CHA TENANT ORGANIZATION RECOGNITION POLICY

*Comment:* One commenter asked in what ways CHA plans to revise the Tenant Council Recognition Policy based on the Letter of Agreement.

*Response:* One change that CHA plans to make to the Recognition Policy is to reduce the number of required elected officers of the tenant councils in smaller developments. HUD currently requires five elected officers regardless of the size of the property they represent. CHA believes that this requirement may be burdensome at smaller sites.

At this point no other major changes have been identified but CHA expects that the implementation of the Letter of Agreement across tenant councils may bring up other issues for consideration. If this is the case CHA will engage tenants and other advocates in any process to modify the regulations.

## MISCELLANEOUS COMMENTS

### FUNDING CUTS

*Comment:* One commenter asked if CHA will be forced to make irrevocable cuts before the finalized budget is known.

*Response:* CHA anticipates that cuts to the public housing and capital program are possible, whereas the HCV program administrative fees have been greatly reduced, but funding for vouchers in use

has not yet been cut. Barring some unforeseen action by Congress CHA believes that its FY 2013 is sound. We have not received HUD's estimate of the administrative fee cuts on our program, but CHA expects that with appropriate revisions to the FY 2013 budgets this cut could be absorbed and the damage limited thanks to use of the MTW block grant.

*Comment: One commenter asked if this MTW Annual Plan is for 2013 how CHA can be sure it will get stimulus money if there is a new U.S. Presidential administration.*

*Response:* At this point there are no stimulus funds anticipated for the coming year. If any funds become available CHA will pursue them as it has in the past.

## CHA'S PHONE SYSTEM

*Comment: Several commenters complained about CHA's phone system. The commenters expressed extreme dissatisfaction with the current system as they have experienced constant connectivity issues from being connected to the wrong extension to call drops among other frustrating issues.*

*Response:* CHA is aware of the ongoing problems with its telephone system and has recently changed vendors. The new vendor will work on updating current equipment and enabling new technologies to improve the overall service. CHA apologizes to its residents and voucher holders for the inconvenience this issue has caused to many and it expects to see improvements in the next few months.

## WAITING LISTS

*Comment: One commenter asked CHA if there is a way to get current wait time information on all waiting lists.*

*Response:* CHA is working on creating a more reliable way to report on wait times. The new administrative software is expected to create reports that may aid this effort. As of now, CHA can provide an estimate wait time average based on turnaround time and the number of applicants for each public housing site. However this calculation is difficult due to the increased number of units that are offline as part of CHA's rehabilitation and modernization efforts. Once these large construction projects are completed, more accurate data will be available.

*Comment: One commenter asked for clarification on how CHA plans to reorganize the site-based waiting lists for public housing properties. The commenter asked CHA to include more details in this Annual Plan.*

*Response:* In FY 2013 CHA will review the current organization of its waiting lists and will group some smaller sites into regional waiting lists by physical proximity. At this point however CHA is unable to provide more details as no steps have yet been taken to address this reorganization.



*Comment:* One commenter commended CHA for its plan to develop wait list status online. However, the commenter would like CHA to consider that many tenants have no access to computers and would like to make sure that these individual will still be able to access that information by phone.

*Response:* CHA has no specific timeline for launching the secure portal for waiting list status information in its website. However, regardless of this new initiative CHA will continue to offer all applicants the possibility to access their waiting list status information by phone or by making an appointment during the established office hours for Waiting List inquiries at the Central Office.

## SELF-SUFFICIENCY INITIATIVES

*Comment:* One commenter asked what are the ‘disincentives’ to economic advancement that CHA seeks to remove with the flexible subsidy proposed in the introduction of this Annual Plan.

*Response:* Some disincentives to economic advancement can be: difficulty to enroll in or finish a post-secondary degree such as college or technical/vocational training; the inability to secure affordable childcare for children so that the parents can find stable employment; limited skills to locate and apply for available work; or lack of savings to draw on to support employment goals. These disincentives may vary household-to-household- CHA is not in the position to identify all possible obstacles households face but is committed to considering and adopting policy changes that work to help the family offset these obstacles. However, CHA wants to help motivated households advance economically by providing policies that allow for flexible but appropriate uses of the subsidy.

*Comment:* One commenter asked what CHA means when it states that it will work with organizations to assist households to ‘save assets’. The commenter would like to know if CHA has knowledgeable staff in the regulations of other government programs so that tenants won’t lose access to other service while involved in such self-sufficiency programs. The commenter gave an example of a tenant being able to lose their medical insurance benefits through a state program that requires participants not to have more than \$2000 in the bank in order to be eligible.

*Response:* CHA thanks the commenter for bringing this issue to CHA’s attention. CHA will consider this issue in discussion with its partners and will ensure that provisions will be put in place to avoid unintended consequences.

*Comment:* One commenter asked if the Career Family Opportunity-Cambridge program is still being evaluated by Brandeis and Boston College. The commenter also asked for more details on the current participant’s experience. Lastly, the commenter asked when the Assessment Stage of the program ends.

*Response:* The CFOC program continues to be part of an ongoing evaluation by both Brandeis University and Boston College. CHA has added a section on Outside Evaluations in this final draft of the Annual Plan. Please refer to the end Chapter VI. More information on the program will be published as part of CHA’s FY 2012 MTW Annual Report.



*Comment:* One commenter stated that CHA makes no mention of the ‘campus’ idea from CHA’s FY 2012 MTW Annual Plan. The commenter asked if this means that CHA is no longer considering this idea.

*Response:* CHA is still interested in developing opportunities for transitional housing but at this time there are no specific plans. Development of a campus approach might still be possible if adequate capital is secured.

## **SPONSOR-BASED PROGRAM**

*Comment:* One commenter asked if CHA has collected any data regarding the number of people who have lost their ‘licenses’ under the sponsor-based program, including the reasons and the agencies involved.

*Response:* As of this writing approximately four households were terminated from the program as reported by the specific Sponsor organizations. These terminations were due to the individuals not being able to comply with specific house rules and lack of payment of the monthly program fee.

*Comment:* One commenter asked if there is any data on the number of people who became tenants of a more traditional housing program.

*Response:* Two providers, Heading Home and Transition House, report that more than half of the individuals or households they serve through the Sponsor-based program move into a stable/permanent housing situation, including placement through the Housing Choice Voucher or the Public Housing programs, and/or obtain a market rate unit. Other providers use the sponsor-based subsidy to offer transitional housing and/or stable “congregate housing”.

## **MINIMUM RENT**

*Comment:* One commenter asked what CHA has learned from the changes in income in households coming out of minimum rent payments. The commenter asked if this data is now publicly available.

*Response:* At the present time CHA has 64 households on minimum rent in the Public Housing program and 237 households in the federal tenant-based voucher program. Additional information on minimum rents will be available as part of CHA’s FY 2012 MTW Annual Report.

## **ASSET INCOME CALCULATION FOR ASSETS OVER \$50,000**

*Comment:* One commenter asked CHA to clarify what the current HUD-established passbook savings rate is. The commenter expressed that if it is still 1% this proposed change seems reasonable.

*Response:* HUD’s current passbook savings rate is 1%.

## OTHER MISCELLANEOUS COMMENTS

*Comment: One commenter asked for clarification on the definition of 'soft costs' and 'hard units' used in context when discussing the Asset Preservation in Cambridge*

**Response:** In a rehabilitation or modernization project, there are two types of expenses or cost – soft costs and hard costs. Soft costs are the expenses CHA incurs in planning, designing and supervising the implementation of the rehabilitation or modernization projects. These costs included architectural and engineering, financing and attorney costs, relocation, CHA oversight among others. Hard costs are the actual expenses CHA incurs in the reconstruction or physical modernization work, that is the construction contract.

The term 'hard units' refer to units owned by CHA or its affiliates. This term differentiates units that may be rented by tenants with mobile section 8 vouchers.

*Comment: One commenter asked how the Policy and Technology Lab will work. The commenter was interested in learning more about how residents will be involved and if there are any private or academic consultants currently working with CHA to develop a draft plan.*

**Response:** The Policy and Technology Lab is currently being developed with assistance of Prof. Guy Stuart, a former Harvard Kennedy School professor with vast experience in operational management issues as well as academic research in social policy. A draft plan for the Lab is currently being reviewed by CHA staff. CHA has included this working draft as an appendix to this Annual Plan so that interested parties can learn more about the structure and potential of this initiative.

CHA plans to launch this initiative in the 2012 Fall semester and will provide more details on its website once the program plan is complete.

*Comment: One commenter asked what trends were observed in the HCV participant households locational choices. The commenter asked how CHA intends to use this information to 'assist participants in achieving self-sufficiency goals'.*

**Response:** CHA has seen an increase in lease-ups outside of Cambridge into other communities such as Somerville and Boston for the 2005-2009 period. In that time the percent of voucher holders leasing in Cambridge has dropped from 88.9% to 77.4%. At this point CHA is unable to make any assumptions about the reasons for such trend.

CHA intends to continue working on this project to evaluate the effect that rental costs may have in this movement of vouchers outside of the City. Once more reliable information becomes available, CHA can use this information to make informed decisions about engaging in new partnerships with service providers outside Cambridge or expanding existing services to other areas in Cambridge. CHA will use this information to consider service plans that reach most of the people/households it serves regardless of where they choose to live. In addition, information on locational choices may inform future program reforms for example in enhancing the preservation of affordable housing initiatives in Cambridge.

*Comment: Two commenters asked for clarification on the the situation of units that were taken out of CHA's inventory as part of the federalization of state public housing units.*

*Response:* In the course of the federalization of state public housing units, CHA removed from its inventory units which had been previously abandoned or converted, such as basement superintendent apartments or when units are combined to make an accessible unit, or units which were seriously flawed, such as very small basement units with poor ventilation. In all, CHA removed from its unit count 10 such units.

*Comment: One commenter asked if CHA could provide a timeline for comments on the New Lease.*

*Response:* CHA has committed to conduct a series of public meetings at several public housing properties to introduce the new lease and give residents the opportunity to voice questions or concerns. In addition, CHA will make the draft Lease available for public comment for a 30-day period. CHA hopes to have a draft lease available for comment by May of this year.

*Comment: One commenter asked CHA to provide an example of tenants paying over 40% of their income in the HCV program. The commenter wanted clarification on whether this policy is voluntary.*

*Response:* Tenants are able to pay over 40% of their income towards rent only if they provide proof that they are financially capable of absorbing the difference between the Housing Assistance Payment CHA makes to the landlord – based on 30% of the tenant's income – and the total amount of the rent being charged by the landlord.

For example: a voucher holder wants to lease up a 1 bedroom unit for \$1,600 a month and has an annual income of \$20,000. Assuming this person has no eligible deductions CHA calculates the amount of the tenant contribution toward rent to be 30% of that annual income, which is \$500  $[(\$20,000/12\text{months}) \times 30\%]$ .

Based on CHA's 2011 Payment Standards for a 1 bedroom unit (\$1,362) CHA is only able to contribute the difference between this amount and the tenant's calculated 30% of their income. So in this case it will be \$862 (\$1,362 - \$500). The remaining \$238 will be up to the voucher holder to cover.

In this example the voucher holder agrees to pay the remaining \$238 even if it accounts for a total of 44% of his/her annual income. This decision to pay over 40% toward rent may be due to the participant's desire to live closer to work or have more amenities than other similar sized units. The participant may provide proof of having very limited debt and/or other financial commitments so 44% of the annual income would not be a hardship for the participant.

CHA has instituted this policy to allow voucher holders more choices when renting in Cambridge or other localities. As of FY 2011 CHA had only 26 households in this situation paying an median of \$348 a month toward rent, which in turns accounts for an average of 46.8% of their total annual income.

