



CAMBRIDGE HOUSING AUTHORITY **MOVING TO WORK**

ANNUAL PLAN 2019
January 1, 2019 - December 31, 2019



Global Communities, Shared Housing

Tessa Love Baker

Annual Art Contest Winner

Tessa Baker was born and raised in Cambridge. She attended Cambridge Public Schools and finds the murals there inspiring as well as the art work around the city. Seeing the murals makes her feel at home. The drawing *Global Communities, Shared Housing* is a reflection of community and that shared sense of home.

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CHA FISCAL YEAR 2019

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STRENGTHENING OUR FOUNDATION

CAMBRIDGE HOUSING AUTHORITY

FISCAL YEAR 2019

JANUARY 1, 2019 - DECEMBER 31, 2019

Our 20th year in the Moving to Work (MTW) Program

In FY19, the Cambridge Housing Authority (CHA) will place a continued emphasis on the utilization of best practice approaches in the implementation of all CHA programming and services. Over the past year, Executive Director, Michael Johnston has kept CHA on trajectory for long term stability, while promoting organizational innovation, allowing CHA to remain a national leader among housing authorities. This has left us well-prepared to effectively address current challenges and continue to plan for and move towards greater success in the future.

CHA continues to work diligently to enhance existing programming and partnerships. This work included the growth of our economic mobility programs, and the related cultivation of a wide range of nonprofit partnerships, which significantly benefited CHA tenants at all stages of life. In FY19, CHA intends to strengthen our most productive partnerships, while actively seeking future opportunities for collaboration that will benefit the people that we serve. CHA's continued use of both the Rental Assistance Demonstration (RAD) and Section 18 Disposition initiatives continues to support and enhance the ongoing transition of our funding to a project-based subsidy platform, which should positively impact the fiscal and programmatic outlook for the agency. This includes completing the transition of the remaining half of our portfolio and includes the anticipated closing and commencement of construction at Miller's River, a \$100,000,000 project.

CHA's ongoing and past RAD conversions has served as an opportunity to leverage private equity but presents new and unique challenges in asset management. This is due in part to the additional compliance requirements and other obligations that comes with additional stakeholders. In order to best manage these challenges, CHA has brought on a full-time asset manager. Through careful analysis and guidance of our deals, the asset manager, will help maximize the benefit of each property for our residents

CHA engaged in an agency-wide strategic planning process in FY18 and the insights garnered from that process will begin to roll out September 2018. CHA seeks to improve existing programming and provide additional supports for staff. More specifically, CHA hopes to boost the efficiency of its operations, and promote a client-centered and staff-friendly work environment. CHA will also use this process as an opportunity to more effectively provide our staff with tools for success. These resources may include education and training opportunities, allowing for retention of highly qualified staff and assisting staff in developing clear long-term career paths at the housing authority. A key driver to the implementation of these changes as well as the overall positive growth at CHA has been an ongoing commitment to providing genuine avenues and opportunities for communication within the organization. Consistent with this approach, CHA continues to convey to all employees that this is a workplace culture where input is valued and heard. CHA made an effort to move away from a top-down management style and towards a more equalitarian approach, which was evidenced by more clearly implementing an open door management policy in FY18. In FY19, CHA will continue to institutionalize the "open door" management paradigm shift, demonstrating to staff the positive impact that is achievable from sharing their ideas, concerns, and questions. We look forward to creating actionable deliverables through this process.

CHA has also moved forward with our work on innovative policies and solutions for our residents and voucher-holders. Drawing on the success of our public housing biennial recertifications, CHA was able to vastly improve our voucher program with a similar biennial rent recertification schedule. In FY19, we will begin to see and document the full benefits of this new implementation system. This year will also provide two critical hallmarks

regarding the efficacy of our current self-sufficiency programs. The HCV FSS will produce a large graduating class in the fall from our FSS+ (Financial Stability and Savings) program and in early 2019, the pilot period of Rent-to-Save, CHA's public housing FSS program, will conclude. CHA hopes to learn from both programs and to continue creating opportunities for self-sufficiency for both voucher-holders and CHA residents.

CHA has been and will continue to be forward thinking in the preservation and development of affordable housing. By the end of FY18, CHA will have completed the conversion of 2,134 public housing units under RAD or Section 18 disposition to project-based assistance and is working to move forward on an additional 293 units. CHA recognizes the challenges faced in maintaining affordable housing in Cambridge. To that end, CHA's current plans include additional units at both Jefferson Park's revitalization and at the Roosevelt Towers redevelopment. Additionally, CHA is actively looking into the potential of adding new units to existing properties or possibly changing the occupancy status. Doing so would allow us to use pre-existing assets to create more affordable housing Cambridge. More information about these topics can be found in the department highlights section.

CHA continues to work through periodic challenges as they arise. While many issues may be unpredictable, CHA has proven it can find and/or create industry-leading solutions to mitigate these concerns.

PROGRAMS + SERVICES

CHA has developed formal relationships with a number of organizations. The following programs generally include dedicated slots for CHA families. Programs may receive CHA funding, made possible through MTW authority and/or independently operated. Fact sheets on some of the programs are available at the end of this section.

	PROGRAM NAME	OPTIMAL ANNUAL CAPACITY
EARLY CHILDHOOD	Baby University	40 Families
	Baby U Alumni Association	139 Families and growing
	Pathways to Family Success	15 Families
	Head Start	40 families
	Windsor Street Preschool	34 Families, 17 dedicated slots for CHA families
YOUTH	DREAM Mentoring	15 Youth
	Work Force Youth Program (CHA)	275 Youth (includes 2 summer programs)
	Work Force College Savings Program (CHA)	200 Work Force Youth
	Tutoring Plus, Inc.	55 Work Force Youth
	This Way Ahead/Gap Inc	135 Youth; 70 Internships
	Big Brother Big Sister	110+ Youth
	The Possible Project	60 Youth
	Youthbuild (Just-A-Start)	3-5 slots for young Adults
ADULT	Biomedical Careers Program (Just-A-Start)	3-5 slots for Adults
	Bridge-to-College Program	5 Adults
	Community Computer Centers (CHA)	200 Youth; 110 Adults
	Cambridge Employment Program	95 Adults
	Gateways Learning Program	100 Adults (all below fine except aging)
	Financial Stability and Savings (FSS+) and Rent-to-Save (RTS)	3,900 voucher households; 320 Jefferson Park + Corcoran Park Families
	Pathways to Permanent Housing - Heading Home	45 Adults
	Pathways to Permanent Housing - Transition House	4 Families (20 Families over 5 years)
AGING IN PLACE	Service Coordination Program (Elder Services - CASCAP, Inc)	1,000 Elderly Adults (non-PACE)
	Program of All-inclusive Care for the Elderly (PACE)	70 Elderly Adults
	Somerville-Cambridge Elder Services (SCES)	9 Elderly Adults
TOTAL (Households are counted more than once if participating in more than one program.)		655 Youth 4,920 Families ¹ 1,079 Elderly ² Adults

1. The Family count aggregates optimal annual capacity adults and MTW voucher households (approximately 3,900, inclusive of elderly heads of household and households living in buildings preserved through CHA's Expiring Use program).

2. The Elderly Adult count aggregates optimal annual capacity Elderly Adults.

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CHA HOUSING AND DEMOGRAPHIC INFORMATION

CHA HARD UNITS AND VOUCHER INVENTORY AND HOUSEHOLDS¹

	2016 BASELINE ¹ HUD APPROVED 01 JUL 2017		CURRENT 01 JUL 2018		PLANNED ² 31 DEC 2019
MTW HOUSING UNITS					
PUBLIC HOUSING UNITS	854		532		0
PUBLIC HOUSING HOUSEHOLDS		1,363		510	
RAD UNITS			1,226		1,525
RAD HOUSEHOLDS				1,006	
FORMER PH UNITS (SECTION 18 DEMO)			802		1,035
FORMER PH HOUSEHOLDS (SECTION 18 DEMO)				645	
MTW VOUCHERS					
VOUCHER UNITS (PBV, TBV, ALL EXPIRING USE)	5,304 (RAD included)		4,179		4,179
VOUCHER HOUSEHOLDS		4,723		4,096	
TOTAL MTW UNITS AND VOUCHERS	6,158		6,739		6,739
TOTAL MTW HOUSEHOLDS		6,086		6,257	
NON MTW					
NON-MTW FEDERAL VOUCHERS (VASH, Shelter Plus, Mod Rehab, Mainstream, DHVP/ NED)			580		580
NON-MTW FEDERAL VOUCHER HOUSEHOLDS				511	
STATE ASSISTED UNITS (NEW CONSTRUCTION)			110		110
STATE ASSISTED HOUSEHOLDS (NEW CONSTRUCTION)				108	
STATE VOUCHERS (MRVP, Mod Rehab State, DMH, AHVP)			192		192
STATE VOUCHER HOUSEHOLDS				136	
TOTAL NON MTW UNITS			882		882
TOTAL NON MTW HOUSEHOLDS				755	
TOTAL CHA UNITS AND VOUCHERS			7,621		7,621
TOTAL CHA HOUSEHOLDS				7,012	

1. This table does not include local non-traditional vouchers (sponsor-based vouchers), ports, relocation-issued vouchers. There were 14 relocation-specific vouchers leased up on July 1, 2018

2. Planned Units and Vouchers are only included in this table because it is difficult to predict households that will be served.

CHA WAITLIST INFORMATION

In FY17 CHA instituted web-based waitlist platform so that CHA will only accept waitlist applications online, unless a reasonable accommodation request to apply using a paper application is submitted. On October 1, 2016 CHA re-opened its voucher waitlist and on July 5, 2017, CHA re-opened its elderly/disabled waitlist for public housing, RAD, and former public housing sites. With the voucher re-opening, site-based waitlists (SBWL) were established to enable applicants to select project-based voucher site(s) that meet(s) their needs and enable site-based owners to contact only those applicants that have expressed interest in their properties. With the elderly/disabled waitlist re-opening, CHA modified its policy so that applicants are no longer limited to selecting only 3 site lists and can apply to as many site lists as fit their needs. This applies to any unit in CHA housing, including the family waitlist that re-opened on August 1, 2018.

On May 24, 2017 CHA's Board of Commissioners approved modifications to the SRO waitlist policy so that applicants are centralized on one list rather than two lists and an applicant's preference does not advance his/her position on the waitlist. Rather, the applicant's waitlist position will be ordered according to the date timestamp of application submission. This policy applies only to the SRO waitlist.

CHA WAITLIST NUMBERS ON JUNE 26, 2018

	DISTINCT APPLICANTS ¹	APPLICATIONS	AVERAGE APPLICATION(S) PER APPLICANT
CHA HOUSING	5,293	18,160	3
CHA VOUCHERS	12,618	75,961	6
SINGLE ROOM OCCUPANCY ² (SRO)	1,897	1,897	1
	19,808	96,018	

1. An applicant may be eligible for multiple programs based on age and income and apply to more than one waitlist.
2. Recent MTW Annual Plans and Reports grouped Putnam Square Apts as a separate category or part of a general Other category due to CHA's organization and administration of wait lists. With the recent transition to an online waitlist application system, CHA further reorganized and updated its wait list administration. Moving forward, Putnam Square Apts is folded into the voucher waitlist.

YOUNG DISABLED¹ HOUSEHOLDS SERVED

The table below provides the count of young disabled households at each CHA elderly/disabled property and the proportion young disabled households served relative to (1) total living units in the building (occupied and vacant status) and (2) occupied units.

YOUNG DISABLED HOUSEHOLDS

On June 26, 2018

	Total Units ²	Units Occupied	Younger Disabled HH	Percent Young Disabled by Units	Percent Young Disabled by Occupancy
116 Norfolk Street ³	37	35	7	18.9%	20%
Daniel F. Burns	197	192	24	12.2%	12.5%
Elderly Condos	5	5	0	0.0%	0.0%
Harry S. Truman Apartment	59	54	11	18.6%	20.4%
John F Kennedy	42	42	3	7.1%	7.1%
Linnaean Street	19	18	2	10.5%	11.1%
Lyndon B. Johnson Apts	177	167	16	9.0%	9.5%
Manning Apartments LLC	195	164	7	3.7%	6.3%
Millers River LLC	276	243	38	13.8%	15.6%
Putnam School	33	31	5	15.2%	16.1%
R.C. Weaver Apartments	20	20	4	20.0%	20.0%
Roosevelt Midrise	75	72	23	30.7%	31.9%
St. Paul Residence ³	18	12	6	33.3%	50.0%
	1154	1057	159	13.8%	15.0%

1. CHA's Designated Housing Plan requirement is 13.5% per Massachusetts General Laws (Chapter 121B, Section 39).
2. Total Unit count for each development may not match unit counts under RAD or counts from previous years because this table counts units according to a unit's vacancy detail in Elite. Vacancy detail indicating :lease up, make-ready or occupied were counted. Units that may be offline, merged or have another description were not counted in Total Units.
3. St. Paul's Residence (18 out of its 20 units) and 116 Norfolk are single-room occupancy (SRO) units that use separate wait lists from the other sites. St. Paul's remaining two units are family units and therefore not counted in this table. Generally, SRO units house a different resident profile than those living in elderly/disabled buildings and therefore likely to result in a higher proportion of young disabled households.

HOUSEHOLD INCOME/UNIT SIZE/RACE/ETHNICITY/CAMBRIDGE RESIDENT STATUS

On June 3, 2018

	FORMER PUBLIC HOUSING (DISPO)	% ¹	RAD	% ¹	LIPH	% ¹	Vouchers	% ¹	Non- MTW	% ¹
INCOME ²										
≤ 30 AMI	488	76%	654	65%	300	59%	2894	71%	629	86%
31 AMI - 50 AMI	105	16%	197	20%	105	21%	884	22%	77	10%
51 AMI - 60 AMI	25	4%	48	4%	32	6%	166	4%	13	2%
61 AMI - 80 AMI	16	2%	42	5%	36	7%	116	3%	6	1%
≥ 80 AMI	11	2%	65	6%	37	7%	39	1%	9	1%
UNIT SIZE										
0BR	304	47%	63	6%	57	11%	213	5%	211	29%
1BR	168	26%	416	41%	139	27%	1785	44%	399	54%
2BR	90	14%	259	26%	150	29%	1404	34%	87	12%
3BR	72	11%	217	22%	127	25%	600	15%	29	4%
4BR ⁺	11	2%	51	5%	37	7%	97	2%	8	1%
RACE										
Native Hawaiian/ Other Pacific Islander	6	1%	8	0%	2	0%	3	0%	1	0%
Black/African American	257	40%	537	53%	280	55%	1711	42%	281	38%
White	347	54%	396	39%	202	40%	1867	46%	423	58%
Asian	30	5%	61	6%	25	5%	499	12%	22	3%
American Indian/ Alaska Native	5	1%	4	1%	1	0%	14	0%	6	1%
ETHNICITY										
Hispanic or Latino	67	10%	113	11%	67	13%	667	16%	74	10%
Not Hispanic or Latino	578	90%	801	89%	443	87%	3427	84%	659	90%
CAMBRIDGE STATUS										
Living In Cambridge	645	100%	914	100%	510	100%	2114	52%	458	62%
TOTAL HOUSEHOLDS²	645		1006		510		4099		734	

1. Percentages have been rounded and may not total 100.

2. Area Median Income (AMI) as defined by HUD. (<https://www.huduser.gov/portal/datasets/il.html>)

3. CHA Household Total is 6,902. There may be slight discrepancies in household counts under race and ethnicity because a race or ethnicity may not be identified for a household.

CAPITAL IMPROVEMENTS

FIVE YEAR PLAN SUMMARY

SOURCES	2019	2020	2021	2022	2023	Beyond 2023	Total
Capital Fund Program	\$2,800,000	\$2,800,000	\$1,400,000	\$1,400,000	\$350,000	\$350,000	\$9,100,000
State Modernization Program	\$375,000	\$562,500	\$31,250	\$-	\$-	\$-	\$968,750
MTW Block Grant	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$4,500,000
State or Local Subordinate Loans	\$-	\$3,000,000	\$15,000,000	\$15,000,000	\$6,250,000	\$2,000,000	\$41,250,000
LIHTC Equity	\$12,500,000	\$2,589,412	\$38,184,999	\$65,792,907	\$82,142,089	\$83,216,589	\$284,425,996
Development Period Cash Flow	\$1,000,000	\$2,500,000	\$3,000,000	\$3,000,000	\$1,500,000	\$-	\$11,000,000
Construction/ Permanent Loan	\$25,799,394	\$110,804,939	\$142,496,237	\$127,327,624	\$21,941,650	\$43,874,154	\$472,243,998
CHA Program Loan	\$8,294,125	\$9,843,750	\$16,836,272	\$13,862,588	\$9,396,941	\$10,000,000	\$68,233,675
Replacement Reserves	\$1,521,000	\$843,750	\$1,163,728	\$4,137,413	\$3,103,059	\$-	\$10,768,950
Earned Development Fee	\$3,446,383	\$3,549,774	\$3,656,268	\$3,765,956	\$3,103,148	\$3,196,215	\$20,717,744
Total Sources	\$56,485,902	\$137,244,125	\$222,518,754	\$235,036,487	\$128,536,887		\$923,209,113

USES	2019	2020	2021	2022	2023	Beyond 2023	Total
Program Costs and Overhead	\$3,446,383	\$3,549,774	\$3,656,268	\$3,765,956	\$3,103,148	\$3,196,242	\$20,717,770
Architectual and Engineering	\$4,660,737	\$10,695,548	\$16,684,999	\$15,033,786	\$4,831,178	\$3,678,080	\$55,584,327
Fees and Costs	\$5,592,885	\$16,043,322	\$25,027,498	\$22,550,679	\$7,246,766	\$7,815,920	\$84,277,070
Operating and Replacement Reserves	\$1,000,000	\$-	\$2,800,000	\$11,348,209	\$11,044,020	\$8,720,716	\$34,912,945
Construction							
Manning Apartments Revitalization	\$150,000	\$-	\$-	\$-	\$-	\$-	\$150,000
Jefferson Park Apartments New Construction	\$100,000	\$-	\$-	\$-	\$-	\$-	\$100,000
Russell Apartments Revitalization	\$3,300,000		\$-	\$-	\$-	\$-	\$3,300,000
Garfield Apartments Revitalization	\$150,000	\$2,175,000	\$75,000.00	\$-	\$-	\$-	\$2,400,000
St. Paul's Residence Revitalization	\$366,667	\$4,400,000	\$733,333	\$-	\$-	\$-	\$5,500,000
Millers River Apartments Revitalization	\$30,769,231	\$30,769,231	\$30,769,231	\$7,692,308	\$-	\$-	\$100,000,000
689 Misc Improvements	\$300,000	\$450,000	\$25,000	\$-	\$-	\$-	\$775,000
JFK Fire Pump Replacement	\$120,000	\$-	\$-	\$-	\$-	\$-	\$120,000
Willow Street Exterior Painting	\$80,000	\$-	\$-	\$-	\$-	\$-	\$80,000
22 Lopez Street Rear Egress Stairs	\$120,000	\$-	\$-	\$-	\$-	\$-	\$120,000
Lancaster Street Masonry Repairs	\$100,000	\$25,000	\$-	\$-	\$-	\$-	\$125,000
Lancaster Street Heat Plant Replacement	\$500,000	\$50,000	\$-	\$-	\$-	\$-	\$550,000
Roof Replacement - Valentine and Fairmont	\$250,000	\$-	\$-	\$-	\$-	\$-	\$250,000
Roof Replacement - Hingham Street	\$50,000	\$-	\$-	\$-	\$-	\$-	\$50,000
Window Replacement - Hingham Street	\$80,000	\$-	\$-	\$-	\$-	\$-	\$80,000
Roof Replacement - Columbus	\$25,000	\$-	\$-	\$-	\$-	\$-	\$25,000
155 Willow Street New Construction	\$250,000	\$7,650,000	\$2,550,000	\$-	\$-	\$-	\$10,450,000
Jefferson Park Federal Revitalization	\$250,000	\$46,500,000	\$46,500,000	\$46,500,000	\$-	\$-	\$139,750,000
Roosevelt Towers Low-Rise Revitalization	\$250,000	\$4,480,000	\$8,960,000	\$8,960,000	\$4,480,000	\$-	\$27,130,000
Burns Apartments Revitalization		\$150,000	\$14,296,800	\$14,296,800	\$6,998,400	\$-	\$35,742,000
Corcoran Park Revitalization	\$-	\$150,000.00	\$12,810,000	\$12,810,000	\$12,810,000	\$-	\$38,580,000
Misc. Site Improvements - Any Dev	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$150,000
Misc. Exterior Improvements - Any Dev	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$150,000
Misc. Interior Improvements - Any Dev	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$150,000
Truman Revitalization	\$-	\$3,581,250	\$7,162,500	\$3,581,250	\$-	\$-	\$14,325,000
Weaver Apartments Revitalization	\$-	\$4,050,000	\$1,350,000	\$-	\$-	\$-	\$5,400,000

Woodrow Wilson Court Roof Replacement	\$-	\$550,000.00	\$-	\$-	\$-	\$-	\$550,000
116 Norfolk Street Revitalization	\$-	\$1,900,000	\$7,600,000	\$-	\$-	\$-	\$9,500,000
Lancaster Fire Panel Upgrades	\$-	\$-	\$125,000	\$-	\$-	\$-	\$125,000
Roosevelt Towers Mid-Rise Revitalization	\$-	\$-	\$19,818,750	\$26,425,000	\$6,606,250	\$-	\$52,850,000
Cambridge Street Building New Construction	\$-	\$-	\$5,125,000	\$10,250,000	\$5,125,000		\$20,500,000
Lambert Street New Construction	\$-	\$-	\$7,875,000	\$15,750,000	\$7,875,000		\$31,500,000
Scattered Site and Condos - Selected Upgrades	\$-	\$-	\$999,375	\$3,997,500	\$2,998,125	\$-	\$7,995,000
Linnaean Street Revitalization	\$-	\$-	\$-	\$-	\$1,344,000	\$12,096,000	\$13,440,000
River Howard Homes Revitalization	\$-	\$-	\$-	\$-	\$-	\$26,880,000	\$26,880,000
JFK Apartments Revitalization	\$-	\$-	\$-	\$-	\$-	\$5,175,000	\$5,175,000
Willow Street Homes Revitalization	\$-	\$-	\$-	\$-	\$-	\$1,750,000	\$1,750,000
Total Construction	\$37,285,897	\$106,955,481	\$166,849,989	\$150,337,858	\$48,311,775	\$45,976,000	\$555,717,000
							\$-
Repayment of Construction Loans	\$4,500,000	\$-	\$7,500,000	\$32,000,000	\$54,000,000	\$74,000,000	\$172,000,000
Total Uses	\$56,485,902	\$137,244,125	\$222,518,754	\$235,036,487	\$128,536,886		\$923,209,113

VOLUNTARY COMPLIANCE AGREEMENT

CHA continues to work towards fulfilling its Voluntary Compliance Agreement with HUD's Office of Fair Housing and Equal Opportunity. Thirty-seven (37) wheelchair accessible units in its Public Housing portfolio were completed as of July 2018. Construction of the final five (5) required units will begin in early 2019 as the Revitalization of Millers River gets underway. Construction at that 297-unit site will take close to three years, with the handicapped accessible units expected to be completed by mid-2021.

PLANNED UNITS	COMPLETED UNITS	PLANNED DATE	COMPLETED DATE	STATUS
2	2		03 / 2008	Units completed at Lyndon B. Johnson Apartments
5	5		12 / 2008	Units completed at Frank J. Manning Apartments
5	5		05 / 2010	Units completed at Frank J. Manning Apartments
1	1		03 / 2010	Unit completed at Willow Street Homes
3	3		11 / 2011	Units completed at Jackson Gardens
1	1		02 / 2012	Unit completed at Lyndon B. Johnson Apartments
4	4		03 / 2012	Units completed at Lyndon B. Johnson Apartments
4	4		08 / 2013	Units completed at Lincoln Way
2	2		12 / 2015	Units completed at Temple Place ¹
8	8		07/ 2018	Units completed at Jefferson Park State
2	2		07/ 2018	Units completed at Manning Apartments
5		6/2021		Units planned for Millers River Apartments
42	37			TOTAL

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PUBLIC PROCESS SCHEDULE FOR FY19

The following table lists opportunities for public participation. These events, along with any additional public meetings and working sessions will be announced on the CHA website (www.cambridge-housing.org) and, whenever required, in the Legal Notices section of local newspapers.

ACTIVITY	OPPORTUNITIES FOR PUBLIC PARTICIPATION
	Public Meeting on September 5, 2018 at 6 pm (CHA Central Office).
FY19 ANNUAL PLAN	Public comment period commenced on August 17, 2018 at 12 pm. The Plan was available for download and review on the CHA website. Hard copies were available for pick up at the CHA Central Office on August 20 starting at 12 pm. Public comment ended on Thursday, September 20th at 5 pm.
CAPITAL PLANNING	Ongoing Resident meetings at various properties as CHA moves ahead with RAD and Section 18 Disposition.
SECTION 3 PLAN	If changes are made there will be a thirty-day public comment period. One working session with advocates and resident leaders during the public comment period.
CHA TENANT LEADERS MEETING(S)	The meetings are open to tenant council officers, ACT Board and Committee members.
RAD	CHA will provide advance copies of various RAD and disposition documents to ACT, CEOC and legal services.
ADMINISTRATIVE PLAN	30-day comment period for substantial policy changes.
POLICY DOCUMENTS (ACOP AND ADMIN PLAN) CHECK IN	Meet with tenants, CEOC and legal services to discuss the Admin Plan (3 Parts) and ACOP if and when policy changes in the documents are being considered. May involve more than one meeting.
RESIDENT TRAINING	Ongoing. CHA will continue to provide training sessions (including but not limited to reasonable accommodation, the conference panel, and the grievance panel); provide training on the low-income housing tax credit (LIHTC) program; arrange orientation/training for tenant coordinators; and work with ACT and tenant councils to plan trainings and workshops on policies and topics that build resident capacity and leadership.
MTW PLAN AND REPORT MEETING ON METRICS	Two working sessions.

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AN OPEN INSTITUTION¹

EXECUTIVE COMPENSATION

CHA has reported its top five salaries to HUD since the FY14 Annual Plan. As of this writing, the agency's top five earners are below. Salary caps on compensation are set by both HUD² and Massachusetts Department of Housing and Community Development (DHCD)³.

FIVE HIGHEST SALARY EARNERS

Executive Director	\$175,000	Deputy Executive Director	\$156,700
Director of Planning + Development	\$167,732	Director of Leased Housing	\$130,050
Chief Financial Officer	\$156,500		

BOARD OF COMMISSIONERS

NAME	MEMBER SINCE	APPOINTMENT	EXPIRATION OF TERM
Susan Connelly	2014	Governor's appointee	November 11, 2018
Gerard Clark	1974	City of Cambridge appointee	January 26, 2020
N/A*		City of Cambridge appointee	
Anthony Pini	2010	City of Cambridge appointee/Labor representative	October 20, 2019
Victoria Bergland	2013	City of Cambridge appointee/CHA Resident	December 14, 2019

* At the time of this writing, this board position was still being filled.

BOARD OF COMMISSIONERS DUTIES

APPOINTMENT: Four members are appointed by Cambridge's City Manager subject to City Council approval. One member is appointed by the Governor of the Commonwealth of Massachusetts. Five members total.

BOARD MEMBERSHIP REQUIREMENTS: 1) All members must maintain Cambridge residency. 2) One member must be a CHA resident. 3) One member represents Labor.

BOARD MEETING SCHEDULE: Generally second and fourth Wednesday of each month.

BOARD RESPONSIBILITIES:

- Approve all significant contract awards and changes
- Approve all budget decisions and audits
- Approve formal submissions to state and federal funding agencies
- Set policy and approve all major policy decisions
- Hire CHA Executive Director
- Approve planning and reporting documents

WEBLINK: www.cambridge-housing.org/About-the-CHA/Board-of-Commissioners

1. CHA's FY14 Annual Plan includes a new section on governance and executive compensation, voluntarily created in light of the negative publicity around public housing authorities across the country. CHA is committed to providing the status of executive compensation and Board composition.
2. The FY14 Consolidated Appropriations Act that was passed by the Senate on January 16, 2014 continues the cap on housing authority salaries that was set in the FY12 appropriations law and applies only to expenditure of Section 8 or Section 9 funds (i.e., Housing Choice Voucher or Public Housing operating funds). In cases where other sources of funds – such as de-federalized or state resources – are used, the cap can be exceeded.
3. DHCD adopted a salary cap by notice, dated February 15, 2012.

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DEPARTMENT HIGHLIGHTS

PROPERTY MANAGEMENT/PUBLIC HOUSING

The Property Management/Public Housing Department maintains the grounds, buildings, building systems and all aspects of CHA's portfolio of hard units (including various Affiliate and non-profit properties). The majority of CHA's portfolio has converted to project-based subsidies under HUD's Rental Assistance Demonstration (RAD) and Section 18 Disposition, with continued expectations of completing a full conversion within the next five years. CHA's elderly/disabled waiting list re-opened on July 5, 2017 and CHA's family site based waiting list, which has been closed since January 1, 2015, re-opened on August 1, 2018.

CONTINUED RAD RELOCATION

Relocation efforts will continue in strength for FY19 and will rely on the use of vacant units portfolio-wide to house affected residents while renovations continue. This relocation process and recycling of vacant units in our housing stock has been successful in prior years

With additional Section 18 Disposition and RAD projects scheduled for the fourth quarter (Q4) of 2018, we anticipate that relocation efforts will continue through 2019 and beyond. CHA continues to utilize multiple approaches to provide the best housing solutions for residents and has a strong working relationship with residents requiring relocation. Many residents have been highly flexible and willing to live in units that may not be an exact trade from their permanent residence. The agency is committed to performing these tasks at the highest level and has a dedicated team of three (3) full-time employees for this process.

RESIDENT POLICIES AND PROCEDURES

As CHA public housing properties convert to Rental Assistance Demonstration (RAD), three different types of "rent" impact the final determination of the rent charged to the residents:

1. Existing CHA Ceiling Rent
2. Tax Credit Maximum Rent
3. Contract Rent

The intersection of these three types of "rent" created a large disparity between what residents pay from one development to another, and from one unit type to another within the same development. CHA developed a revised rent policy that found common ground between the rent types and results in the most equitable treatment of all residents possible given the statutory regulations of LIHTC and Section 8 rules.

As developments convert to Project Based Vouchers (PBVs), CHA will no longer use the current ceiling rent as the maximum rent charged for a unit. Instead, CHA sets the ceiling rent at either the Tax Credit Maximum Rent (minus the utility allowance) or \$1 below the Contract Rent (which already subtracts the utility allowance), whichever is higher. CHA settled on \$1 below the Contract Rent to meet the Low Income Housing Tax Credit (LIHTC) program requirement that subsidy is paid on the unit in order to exceed the Tax Credit Maximum Rent for the unit. CHA will continue to utilize the rent simplification rent charts that public housing residents have grown accustomed to, but certain bands will be adjusted to reflect these new ceiling rents.

Residents that fall below the ceiling rent band will continue to pay according to the appropriate rent schedule for their building. Under this policy over 90% of residents will not experience a change in rent.

Households that experienced an increase in rent charge under the new rent schedule would see the increase phased over a 3-year span beginning in calendar year 2017.

FAMILY SITE BASED WAITLIST OPENING

The Operations Department opened the Family site based wait lists, effective August 1, 2018 at 12AM. This was advertised during the month of July in accordance with our Affirmative Marketing Plan found in Appendix 3 of the Admissions and Continued Occupancy Policy. Applications will be primarily online but paper applications are available to applicants via a reasonable accommodation.

Soon after the initial lottery period has closed, applicants will be able to confirm and check their status on the waitlists by accessing the portal. They will also be able to update their contact information.

POLICY CHANGES

The CHA updated some policies to facilitate the opening of our family site based waiting lists. We met with the advocate community and took into account all feedback that they thoughtfully provided, and amended our propositions in respect to our shared vision of a fair and efficiently running program.

The most noteworthy change was the revamp of our current over-housed/under-housed transfer policy, which, unfortunately, had proven to be inefficient and difficult to administer. By having all lists open, all under-housed families will be able to apply to the developments that offer the appropriate bedroom size for their family, if they choose to. They will be placed on these lists with a local preference and in accordance of our newly amended hierarchy. This change will decrease the total number of apartment turnovers and decrease vacancy loss. When a family becomes overhoused, they will be placed on all site based waiting list for which they are eligible. Upon coming to the top of the list, it will be considered a lease violation to not move forward with the screening/transfer process. This newly adopted policy will aggressively address the issue of residents not being properly housed.

Another policy change pertains to our treatment of applicants after they have been offered a unit. The current policy states the applicant will be removed from all waitlists administered by the Operations department if they either accept or reject the unit offer, as they have either been successfully housed or have refused a unit without showing good cause to do so. In either circumstance, they would remain on all waitlists administered by the Leased Housing department. The proposed change removes the applicant from all CHA waiting lists, with the exception of placement in a Single Room Occupancy unit.

In collaboration with CHA's Leased Housing Department, we agreed that due to the scarcity of affordable housing in Cambridge, the CHA's resources would be better utilized to serve new households that are still waiting for assistance than those that have already been assisted. The issuance of a mobile voucher is a significant dedication of resources; although we agree it is unfortunate that the household has not been successfully housed, all recipients of the voucher are made fully aware that this would be the case if they accepted the offer and did not successfully find a unit. With these two items in consideration, we believe removal from all waitlists is the best course of action. However, if an applicant can prove good cause for not finding a unit, the Director of Leased of Housing may approve an extension in accordance with Leasing & Occupancy's current policies and procedures.

SAFETY AND SECURITY

As our commitment to quality housing continues we recognize that we must be more creative in establishing a comfortable level of safety for our residents. Newly renovated sites have been equipped with security camera systems to cover more area on the property, coupled with a digital recording system that provides a quicker method to locate specific footage. Our property management teams continue to physically inspect entry doors and grounds to ensure there is no easy path of entrance for non-residents. CHA will continue monthly briefings and sharing information regarding Safety and Security in the developments between property managers at CHA and the Cambridge Police Department (CPD).

Furthermore, CHA conducted a series of Fire Prevention Trainings at our developments in partnership with the Cambridge Fire Department. These meetings were held in May and June of 2018 and were very well attended. Residents were given detailed information on what to do in case of a fire and best practices for fire prevention. They were given a handout on CHA's fire and evacuation procedures and were able to ask questions pertaining to this topic

In an effort to empower residents to feel safer and more confident, especially in controlling their perceptions and fear of crime within the developments, CHA will hold monthly meetings with CHA residents and the Cambridge Police Department (CPD). The goal of the meetings is to establish a strong bond, mutual trust, understanding and respect for each other. In 2018, CPD in cooperation with CHA has continued their door-to-door campaign at public housing sites to offer information, make introductions as well as bridge a gap between CPD and the public. The hope is to build further efforts like this into 2019.

Another goal is to create a strong tenant council in each CHA properties to facilitate improved communication between residents and management. In understanding each other's goals and objectives, we can directly improve safety and security across all CHA properties.

LEASED HOUSING/HOUSING CHOICE VOUCHER (HCV)

The Leased Housing Department manages all of CHA's Federal and State voucher programs including the Housing Choice Voucher Tenant-Based Voucher program (TBV), the Project Based Voucher program (PBV), the Single Room Occupancy program (SRO), the Veteran's Affairs Supportive Housing Program (VASH), Non-Elderly Disabled voucher programs (NED), and vouchers funded by the Commonwealth of Massachusetts Alternative Housing Voucher Program (AHVP), Massachusetts Rental Voucher Program (MRVP), and Department of Mental Health subsidies (DMH). Using its MTW flexibility, CHA also provides sponsor-based assistance to local agencies who provide shelter and supportive services to hard-to-house individuals. Through its Expiring Use Preservation Program, CHA administers Project-Based and Enhanced Vouchers to over 1,700 families ensuring long-term affordability in and outside of Cambridge. CHA has and continues to develop innovative programming to assist voucher holders to find and maintain affordable housing and achieve economic self-sufficiency. Recent projects and initiatives are outlined below.

SPONSOR BASED VOUCHER PROGRAM

In FY17 CHA added two new sponsor based programs. Following the success of its existing sponsor-based partnership at Roxbury Village CHA has expanded its partnership with the Home for Little Wanderers to a new site in Somerville. This new site will serve fifteen young adults who have aged out of the foster care system. Additionally, CHA has established a new partnership with Casa Myrna Vazquez, a local non-profit committed to ending domestic and dating violence. CHA has committed 8 sponsor based vouchers to be used at a confidential location in Boston. The sponsor-based voucher was essential to establishing this partnership as it preserves the confidentiality of the participants.

EXPIRING USE PRESERVATION INITIATIVE

CHA is committed to preserving affordable units both in and outside of Cambridge and continues to seek out partnerships with public, private, and non-profit partners to assist in this effort. To date CHA has preserved over 1,700 units since 2011. In late 2016, CHA received vouchers for the preservation of fifteen units at Landfall Apartments in East Boston. In FY17, CHA received 161 vouchers for the preservation of Quincy Tower, an elderly/disabled development in Boston's Chinatown neighborhood. One hundred fifty-eight (158) eligible households received enhanced vouchers and upon turnover CHA will project base these units in order to preserve long-term affordability of this valuable community resource. The first seventeen (17) units will have a preference for chronically homeless individuals, through a referral partnership with the City of Boston's Continuum of Care.

OPENING OF HOUSING CHOICE VOUCHER TENANT-BASED AND SITE-BASED WAITLISTS

On October 3, 2016 CHA opened its Housing Choice Voucher (HCV) waitlist. This was the first time the waitlist had been opened since it last closed in 2008 and the first time CHA utilized an online application. CHA used a lottery system for all applications received during the first month in order to assign applicants a position on the waitlist. Following the initial lottery period the waitlist has remained open; however, applications received after the initial lottery period are sorted by date and time. CHA received 7,898 during the first month after opening the waitlist, demonstrating the high demand for affordable housing in the community. Applicants have the option of applying to the tenant-based list in addition to a variety of site-based lists based on their individual needs or preferences.

PLANNING + DEVELOPMENT

The Planning + Development (P+D) Department secures capital funding from a variety of different state, federal, local and private sources for both the revitalization of our housing portfolio (approximately 2,900 hard units in the City of Cambridge) as well as for the development of new affordable housing opportunities. In 2019, P+D will be responsible for more than \$56 million in overall capital improvements, with an emphasis on long-term durability, livability, energy efficiency and high-quality construction.

The CHA has been working to convert its federally-assisted public housing portfolio to the Section 8 program since HUD's approval of CHA's portfolio conversion application under HUD's Rental Assistance Demonstration (RAD) Program in December 2013. In addition to utilizing the RAD, the CHA has also received or will receive 998 tenant protection vouchers through the Section 18 Disposition process. As of July 1, 2018, CHA will have converted 1,895 units of its 2,427 federal public housing units, or 78%. An additional 239 units, or 10%, are anticipated to convert before December 2018, for a total of 2,134, or 88% of CHA's federal public housing portfolio.

SCHEDULE OF RAD/SECTION 18 DISPOSITION SITES TO BE CONVERTED BY END OF FY18

	Property	Conversion Date	Units	Funded Rehab ¹	Comment
1	Putnam Gardens	01/01/2015	122	\$24,591,488	Construction is anticipated to be completed in August 2018.
2	JFK Apartments	01/01/2015	44 ²	NA	Property did not require any rehab as it was comprehensively rehabbed in 2004.
3	LBJ Apartments	01/01/2015	177	NA	Property did not require any rehab as it was comprehensively rehabbed in 2013.
4	Lincoln Way	01/01/2015	53 ³	NA	Property did not require any rehab as it was newly constructed in 2013.
5	Jackson Gardens	01/01/2015	45	NA	Property did not require any rehab as it was comprehensively rehabbed in 2011.
6	Newtowne Court	04/01/2015	268	\$48,205,170	Unit work was completed in December 2017, and full project in March 2018.
7	Washington Elms	04/01/2015	175	\$27,794,377	Construction was completed in July 2017.
8	Woodrow Wilson Ct	04/01/2015	68	\$2,566,099	Construction was completed in November 2016.
9	Manning Apartments	04/01/2016	198 ⁴	\$64,751,071	Construction is anticipated to be completed in October 2018.

SCHEDULE OF RAD/SECTION 18 DISPOSITION SITES TO BE CONVERTED BY END OF FY18

	Property	Conversion Date	Units	Funded Rehab ¹	Comment
10	Millers River	06/01/2016	297	\$100M estimated	Financial closing/construction are anticipated to occur in December 2018.
11	Russell Apartments	01/01/2018	51 ⁵	\$13,835,795	Construction started in March 2018 and is expected to be done by early 2019.
12	Burns Apartments	06/01/2018	198	\$48M estimated	Financial closing/construction are anticipated to occur by August 2020.
13	Corcoran Park	06/01/2018	153	\$46M estimated	Financial closing/construction are anticipated to occur by August 2020.
14	River Howard	07/01/2018	32	NA	Project did not require any rehab as it was comprehensively rehabbed in 2007.
15	Willow Street Homes	07/01/2018	14	NA	Project did not require any rehab as it was comprehensively rehabbed in 2011.
16	UDIC	11/01/2018 estimated	26	NA	Project did not require any rehab as it was comprehensively rehabbed in 2011.
17	Cambridgeport Commons	11/01/2018 estimated	10	NA	Project did not require any initial rehab.
18	Jefferson Park Fed	10/01/2018 estimated	175 ⁶	\$130M estimated	Financial closing/construction are anticipated to occur by December 2019.
19	Garfield Street	11/01/2018 estimated	8	\$2.4M estimated	Financial closing/construction are anticipated to occur by December 2018
20	St. Paul's Residence	11/01/2018 estimated	20 ⁷	\$5.2M	Financial closing/construction are anticipated to occur by December 2018
Total			2,134	Actual \$181,660,747 Estimated \$348,600,000 Total \$527,260,000	87.9% of CHA's federal public housing units have been converted.

During 2019, construction will be underway and/or initiated at four RAD/Section 18 converted developments. The conversion and/or rehabilitation of the remainder of the portfolio will be completed in future years as CHA's access to Private Activity Bond is approved by the Commonwealth of Massachusetts. See five year plan summary for details on capital funding and planned expenditures over the next five years

As noted above, CHA anticipates it will complete the conversion of 2,134 public housing units under RAD or Section 18 disposition to project-based assistance by the close of 2018 and is working to move forward on remaining 293 units. In addition to the on-going conversion efforts, the CHA is also working to obtain the final resources needed to proceed with renovations at 786 units (which includes a portion of the 293 units). CHA's efforts to move forward with renovations have been made more difficult as it encountered much worse than anticipated existing conditions at the properties. This has meant much higher construction costs to restore units and meet the 20-year RAD viability standards. Construction costs in general in the Boston area have gone up double digits the past couple of years given the overall construction boom that is occurring.

In addition to increased construction costs, CHA is also experiencing delays in accessing the needed private activity bonds from the Commonwealth of Massachusetts. These bonds are key to the CHA's ability to raise equity through the Low-Income Housing Tax Credit (LIHTC) program. Unfortunately, the Commonwealth has a high demand for private activity bonds, including a substantial number where affordable units are at risk of being lost absent the use of private activity bonds. Despite the challenges and demands facing the Commonwealth and its allocation of private activity bonds, the Commonwealth has reiterated its commitment to work with the CHA to allow for RAD/Section 18 disposition projects to proceed in a timely fashion beginning in earnest in 2018. In fact, an allocation of \$82 million in private activity bonds is being provided which is allowing the CHA to proceed with the much needed rehabilitation of Millers River Apartments.

CHA's ability to put together a financing plan for the remainder of its Phase 2 sites is contingent upon the timely receipt of private activity bonds and the receipt of some additional Section 18 TPVs for properties qualifying for disposition based on obsolescence or for reasons specified in PIH 2018-04, Demolition and/or disposition of public housing property, eligibility for tenant protection vouchers and associated requirements. If some or all of the disposition applications are approved, CHA should be in a better position to move forward with putting together a viable financing plan for the remainder of its public housing units.

Below is the schedule that CHA submitted to DHCD at its most recent May 2018 review meeting for projects requiring private activity bonds.

SCHEDULE OF CHA DEVELOPMENTS REQUIRING PRIVATE ACTIVITY BONDS

	Property	Units	Total Development Cost ¹	Estimated Tax Exempt Bond Amount	Requested Financial Closing Date	Potential Disposition Application
1	116 Norfolk St	37	\$13,726,000	\$6,700,000	Mid-2019	Yes
2	Jefferson Park Fed	175	\$176,883,000	\$88,000,000	Late 2019	
3	Roosevelt Twr Low	124	\$51,670,000	\$25,385,000	Late 2019	
4	Truman Apts, 25 8th st	59	\$33,530,000	\$14,000,000	Mid-2019	Yes
5	Burns Apartments	198	\$75,853,000	\$37,600,000	Mid-2020	
5	Corcoran Park	153	\$72,329,700	\$35,492,000	Mid-2020	
6	Roosevelt Twr Mid	75	\$109,988,000	\$55,050,000	Mid-2022	
	Total	821	\$533,979,700	\$262,227,000		

In addition to projects requiring private activity bonds, CHA anticipates proceeding with the remaining RAD Phase 2 projects that do not need private activity bonds on the schedule below.

SCHEDULE OF RAD PHASE 2 PROJECTS (NO PRIVATE ACTIVITY BONDS NEEDED)

	Property	Units	Projected RAD Closing Date	Potential Application under PIH 2018-4
1	Small Family - 15 Inman St, 12-18 Hingham St, 125-127 Whittemore Ave. 226 Norfolk St, and 8-10 Columbus Ave	16	Mid-2019	Yes
2	Scattered Condos - 4 Centre St #5, 175 Richdale Ave, #119, 15-C Roberts Rd, 13 Seagrave Rd #1, 245 Washington St #1, 87 Amory St #3, 244 Hampshire St #1, 88 Hancock Street ##3 and 7, 118 Trowbridge St#1 and #2, 2353 Mass Ave #25, #33, #35, and #53, 14 Ware St, #34, 41 Ware St, #34	17	Mid-2019	Yes
3	Weaver Apartments, 81 Clifton St	20	Mid-2019	Yes

¹ Rehab \$ as of June 2018.

² Total units at JFK Apartments are 69 units; only 44 are RAD units, the balance are traditional Section 8 PBAs.

³ Total units at Lincoln Way are 70 units, only 53 are RAD units, the balance are traditional Section 8 PBAs.

⁴ As part of the rehabilitation, 6 new units are being created and will be supported by traditional Section 8 PBAs resulting in a total of 204 units at Manning Apartments.

⁵ As part of the rehabilitation, 1 new unit is being created and will be supported by traditional Section 8 PBAs resulting in a total of 52 units at Russell Apartments.

⁶ As part of the rehabilitation, the CHA is hoping to add 65 new affordable units to Jefferson Park. The exact count will be finalized during the planning process. The projected cost includes the new units.

⁷ As part of the rehabilitation, 4 new SRO units are being created and will be supported by HUD-Veterans Affairs Supportive Housing (VASH) Section 8 PBAs resulting in a total of 24 units at St. Paul's Residence.

4	Linnaean Street	20	Mid-2019	Yes
Total		73		

As noted, CHA is assessing if the additional remaining federal public housing properties qualify for disposition under HUD's Section 18 program rules. We have noted the possible properties that are being considered for Section 18 dispositions, and anticipate such applications will be submitted to HUD for all or most of the identified properties in the tables above.

In an effort to expand its business services, CHA established in June 2017, the Cambridge Housing Affordable Lending LLC (Lending LLC) to provide financing to affordable housing preservation and development activities. CHA has been using the Lending LLC to provide advantageous financing to benefit some of its Phase 2 deals. It also can be used in a way that would result in more cost effective financing such as lowering construction financing using funds as cash collateralization or support the issuance of tax-exempt bond proceeds for lower cost financing. It has been an exciting addition to CHA's financing toolbox.

2018 CONSTRUCTION CONTINUING INTO 2019

Work is underway or expected to be underway and extending into 2019 at three locations as noted below:

Russell Apartments Revitalization - \$14 million

Construction started at Russell Apartments in mid-March 2018 and is projected to have a 12 month construction period though the contractor is hoping to be complete by the end of 2018. The nearly \$14 million construction project includes significant upgrades and replacements to building systems and interior finishes. The heating, plumbing and electrical systems are all being upgraded; a fire sprinkler system and upgrades to the fire protection systems are being installed; new kitchens and bathrooms are being installed in units; and painting and new flooring will be provided throughout the building. With the work being completed in early 2019, we expect the project to convert to its permanent financing by Fall 2019.

Garfield Street Modernization - \$2.4 million

Final construction documents are being prepared to renovate the 8-units at Garfield Street (aka 1713-1715 Massachusetts Avenue). As part of its RAD conversion, a rehab scope of approximately \$2.4 million was developed to address building exterior and site, building systems, and unit interior improvements. This scope was necessary to address current modernization at the site as well as ensure the property's twenty (20) year viability, a standard for obtaining HUD's approval to convert a property to RAD. The project will be bid in September with 10-month construction period scheduled to start in Fall 2018.

St. Paul's Modernization - \$5.2 million

Final construction documents are also being prepared to renovate the 20-units at St. Paul's Residence and to add 4 additional SRO units. As part of its RAD conversion, a rehab scope of approximately \$5.2 million has been developed to refresh and repair building components which have seen virtually only limited modernization since its 1992 redevelopment. The scope of work includes re-building the elevator to make it code compliant and meets the building's needs. In addition, the heating and ventilation systems will be replaced and/or upgraded and interior refurbishments to the unit and common spaces completed. The masonry on the building envelope will be repairs and the windows replaced in accordance with the requirements of the Cambridge Historic Commission. The project will be bid in October with a 12-month construction period scheduled to start in late

¹ Includes acquisition costs since the 4% LIHTC are a combination of acquisition and rehabilitation.

Fall 2018. As noted, the CHA is currently evaluating this property for disposition through HUD's Section 18 Disposition program.

Project Close-Outs and Conversions

In addition to the three continuing construction projects, the P+D Department will be facilitating the loan conversion of two or three of the remaining RAD Phase 1 projects, Newtowne Court, Putnam Gardens, and Manning as well as the Jefferson Park State New Construction. These construction projects are nearing completion with the last one (Manning) scheduled to be complete in October 2018. Given the lease-up activities and the required stabilization period, it is likely that the conversions may extend into early 2019.

DISPOSITION - MILLERS RIVER APTS - 297 UNITS

Millers River Apartments was approved for disposition under Section 18 of the U.S. Housing Act of 1937 (as amended) and has capital needs of over \$90 million. An interim disposition occurred on June 1, 2016 with the projected final transfer to the LIHTC equity investor scheduled to occur by December 2018. The interim period was designed to allow the CHA to secure tax credit equity (4%) and both short term and long-term private debt. As noted earlier, CHA has received an allocation of \$82 million in private activity bonds and is on schedule to close on the project financing in late 2018 with construction to start at Millers River in January 2019. The CHA is working with the Commonwealth of Massachusetts to establish a schedule for receiving private activity bonds to allow the project to proceed to construction.

The scope of work to be completed at Miller River includes:

Building System Work:

- Building envelope improvements to address severe water infiltration problems, low performing window walls, and a complete absence of thermal breaks at walls and floors that results in significant heat loss.
- Improvements to the building's ventilation system, which is currently a significant issue as the building is under negative pressure and air quality is poor.
- Installation of a central air conditioning system to the entire building.
- Replacement of the entire waste and water piping in the building.
- Significant upgrades to electrical equipment and distribution: switchgear, distribution equipment, panel boards, and the transformer are original to the building's initial construction.
- Replacement of the high-rise building's roof, ballasted EPDM roofing that was installed in 1986 and is at the end of its useful life.
- Replacement of existing boiler system to increase efficiency and minimize operating cost.
- Upgrade to trash handling system.

Apartment Interior Work:

- Enclosure of existing balconies to increase interior living space, and to convert studios to 1-bedroom apartments.
- Replacement of most interior components, including renovation of kitchens and bathrooms including the converting bathtubs to walk-in showers.
- Replacement of unit load centers in apartment and additional outlets, including GFCI outlets.

JEFFERSON PARK FEDERAL REVITALIZATION - 175 UNITS PLUS NEW UNITS

The CHA has been studying the options to address the modernization needs of Jefferson Park for the past two years once realizing that the conditions found from the most recent existing conditions study were much worse than realized. The property is plagued by significant moisture issues in at least 42% of units in the low-rise building, or 57 units in total. These units have living spaces in the basement which suffer from chronically high moisture levels, and several units have had a lengthy history of sewer back-ups caused in part by problems with an ejector pump but also from site's poor infrastructure system. In addition to these conditions, the existing conditions study found significant issues with the building masonry system which are resulting in persistent moisture intrusion to most units. Further, the building systems and finishes installed as part of the property's last large-scale renovation in 1985 are well beyond their useful life and will need to be full replacement. Given these findings, Baker Wohl Architects, the project A&E firm, provided three options to address the conditions: 1) repair the units and buildings as currently configured; 2) abandon the basement spaces but maintain unit count with selective additions; or 3) raze all the buildings or all but the mid-rise and redevelopment the site. The last option, when priced, turned out to be the least expensive option on a per unit basis while also providing the opportunity to reconfigure the site so that it works better and allows units to have more easily identifiable front entries and to be better connected to outdoor space and parking while also allowing for an increase in affordable units at the site. CHA is currently reviewing the feasibility of this design, and will be beginning a robust resident process in September 2018 with the Jefferson Park residents to determine a final plan for the property.

Meanwhile, because conditions in the 57 units with living spaces are so poor, CHA has been vacating those units and relocating residents to more appropriate housing elsewhere at Jefferson Park or at other CHA developments. The CHA anticipates that the final relocations of the residents from those units will be completed by approximately September 30th. Once the relocation is completed, the CHA will continue with its plans for an interim disposition of Jefferson Park in anticipation of its future tax credit and debt financing. Since a substantial number of units are or will be vacant at Jefferson Park and not available to the many applicants waiting for affordable housing in Cambridge, the CHA has indicated to DHCD that Jefferson Park is our highest priority for the much sought after private activity bonds. While we have not received an allocation of 2019 private activity bonds for the project, we are continuing to press for them.

ROOSEVELT TOWERS REDEVELOPMENT - 199 UNITS PLUS NEW UNITS

There are three distinct projects planned for Roosevelt Towers: 1) new units at 155 Willow Street; 2) a comprehensive modernization of the low-rise buildings; and 3) gut rehabilitation and addition of the mid-rise building. P+D hopes to make progress on all three projects in 2019.

155 Willow Street – 155 Willow Street is located on the east side of Willow Street and is currently an under-utilized parking lot with a single stall maintenance garage. CHA has identified this parcel as a location to construct new units. CHA is working with the A&E firm, Dietz & Company to determine the size and scale of a new development on the parcel. CHA has had preliminary discussions with the Housing Staff at the City of Cambridge, and is working on a schedule that would allow the project to be an applicant for 9% LIHTC in the State's 2019 February round. As the design progress, a public process with Roosevelt Towers neighbors and abutters will begin with the goal to have zoning complete in advance of the funding round. This is an exciting opportunity for the CHA to add hard units to the City's affordable housing stock.

Roosevelt Towers Low-Rise - CHA received approval from HUD of its Section 18 Disposition Application in January 2018, but is not eligible for Tenant Protection Vouchers (TPV) until the financing for the comprehensive modernization is realized. As noted earlier, the CHA needs an allocation of \$25.4 million in private activity bonds to be able to proceed with the projected \$32 million comprehensive modernization project. The CHA has identified this project as one of its high priority projects in hopes of securing the resources to move forward with

the needed construction as well as obtain the TPVs which will ensure the property's overall financial viability for the future. While we have not received an allocation of 2019 private activity bonds for the project, we are continuing to press for them.

Roosevelt Towers Mid-Rise – CHA obtained a significant rent increase in the Section 8 contract rents from HUD through the Mark-Up to Market program for the 75-units at the Roosevelt Towers Mid-Rise building which were effective March 2018. These increased rents, coupled with tax credits would allow the CHA to complete much needed renovations at the Mid_Rise. The building was last renovated in 1982, and the building systems and finishes are in very poor condition. In addition, some of the building infrastructure, such as heating, plumbing, sanitary and storm piping, is original to when the building was built in the early 1950's. The planned renovations and additions would allow for the CHA to relocate the existing elevators to the center of the building and allow all units to be served by two elevators (right now with exception of the units on the 8th floor they are served by only one elevator which is very problematic when the elevator breaks down or needs repairs). During 2019, CHA will continue to progress the design while working to secure the necessary private activity bonds for this exciting project to proceed.

MOVING TO INDEPENDENCE - REHABILITATION OF 689/167 PROPERTIES

The CHA received a grant from DHCD in 2018 to complete needed modernization work at three properties, 11 Woodbridge Street, 71 Hammond Street, and 100 Aberdeen Avenue, that provide affordable and supportive housing to 25 individuals with disabilities while also fundamentally changing how the units are financed ensuring that the units stay financial viable and in excellent physical conditions for the next twenty years. The \$700,000 in physical work to be completed as part of a construction contract to be procured in 2019 include accessibility and energy efficiency improvements, restoration of interior finishes to a pleasant and maintainable level, and exterior envelop improvements to prolong the lives of the building. In addition to the modernization work, the CHA will be funding a capital reserve and be receiving an increase in the lease rents for the three facilities, to ensure its ability to maintain sufficient operating and capital reserves to meet the needs of the properties.

WORK IN SUPPORT OF PUBLIC HOUSING PRESERVATION

CHA continues to work toward completion of its long-term effort to preserve its “hard” affordable housing stock in Cambridge through RAD and Disposition, as detailed above; work that first started in early 2007. This effort has already resulted in the completion of major redevelopment at the three ARRA sites: L B Johnson Apartments, Jackson Gardens and Lincoln Way; the five RAD Phase 1 sites: Woodrow Wilson Court, Washington Elms, Newtowne Court, Putnam Gardens and Newtowne Court; and redevelopment of Jefferson Park State. In the past 8 years, CHA has spent nearly \$330 million to create or preserve 1,326 units in Cambridge. CHA is excited to begin its Phase 2 efforts in earnest with Millers River proceeding to its financial closing later this year, and with the work on-going at several smaller sites. As noted elsewhere, CHA continues its efforts to identify and finalize financing plans for the remainder of its Phase 2 projects.

As we have noted repeatedly since beginning this extensive capital work, aside from temporary relocation necessitated by construction CHA is committed to keeping all residents in place under the same tenant protections that exist in the public housing program regardless of the ownership entity (except where the low income housing tax credit program requires a different rule). These tenant protections include using the recently updated lease as modified for the low income housing tax credit (LIHTCs) program, grievance and pet policies, resident organization recognition and funding, and rent simplification policy as detailed in Part II and Part III of the Administrative Plan for the Federal Housing Choice Voucher Program. In accordance with its standard practice, CHA will continue to engage residents during the design and construction planning process. CHA is particularly attentive to concerns regarding disruption caused by construction. When construction necessitates temporary relocation, all residents are guaranteed the right to return. In accordance with its standard practice, CHA staff and residents, collaboratively develop a written relocation plan that will detail relocation options and policies and procedures for implementation including the right to return (regardless of income, immigration, and student status).

Temporary relocation is currently underway at Jefferson Park Federal, Millers River, Garfield Street, and St. Paul's, and will continue into 2019. In addition, the residents who were relocated from Russell Apartments earlier this year will be returning to Russell Apartments in early 2019. Finally if the Commonwealth approves additional private activity bonds for 2019 additional relocation activity would occur at the sites receiving the bonds. Potential locations include: Jefferson Park Federal, Roosevelt Towers, Burns Apartments and Corcoran Park.

OTHER MODERNIZATION ACTIVITIES

In addition, to the larger scale modernization activity recently completed or currently underway in the CHA portfolio, the P+D staff continue to support CHA Operations and Maintenance by completing smaller, more routine capital improvement projects. The projects identified for 2019 to occur by location is provided below:

DEVELOPMENT	# OF UNITS IMPACTED	WORK ITEM	ESTIMATED COST
UDIC – Fairmont and Valentine	16	Roof Replacement	\$250,000
JFK Apartments	69	Fire Pump Replacement	\$120,000
Hingham Street	4	Roof Replacement	\$50,000
Lancaster Street	65	Heat System Upgrade	\$550,000
Lancaster Street		Masonry Refurbishment	\$125,000
Hingham Street		Window Replacement	\$80,000
Willow Street	14	Exterior Painting	\$80,000
River Howard	32	Heat Plant Replacement	\$600,000
22 Lopez Street	8	Replace Rear Egress Stairs	\$120,000
8-10 Columbus Street	3	Roof Replacement	\$25,000
Total 211			\$2,000,000

NEW DEVELOPMENT OPPORTUNITIES

As part of its on-going preservation efforts of public housing, the CHA has explored the possibility of adding new units to its existing properties or possibly change the occupancy status. The CHA has identified twelve locations where the potential for new units (pending funding) exists. The chart on the following page details the low and high range of the potential new units by neighborhood:

COUNT OF POTENTIAL NEW LOW-INCOME UNITS IN CAMBRIDGE BY NEIGHBORHOOD

	Neighborhood	Low	High
1	East Cambridge	50	100
2	Area 2/MIT	0	0
3	Wellington-Harrington	49	98
4	The Port	12	24
5	Cambridgeport	8	16
6	Mid-Cambridge	0	0
7	Riverside	28	36

COUNT OF POTENTIAL NEW LOW-INCOME UNITS IN CAMBRIDGE BY NEIGHBORHOOD

	Neighborhood	Low	High
8	Agassiz	0	0
9	Neighborhood 9	15	20
10	West Cambridge	0	0
11	North Cambridge	35	75
12	Cambridge Highlands	0	0
13	Strawberry Hill	12	75
	Total	209	444

CHA will work closely with resident groups and the City of Cambridge to further assist these opportunities.

ENERGY AND WATER CONSERVATION

CHA continues to make gains in energy and water conservation, while increasing our onsite generation. Our progress from the RAD conversions with modernization work has been impressive with a 53% reduction in electric consumption, a 27% reduction in gas use, and a 37% reduction in water use. These reductions have been achieved despite increasing ventilation and adding air conditioning to our senior high-rise buildings. In addition to energy savings, the RAD conversions are all in the process of certification under the Enterprise Green Communities program for substantial renovations.

Within FY 19 CHA will continue to make progress on these goals. Miller River Apartments is on track for a significant energy reduction with fundamental conversion efforts such as building cladding, air sealing, and a high efficient condensing boiler plant, with the addition of a 250 kW Trigeneration system. The trigen system will deliver heating energy for a cost-efficient air conditioning and heat plant while also generating significant electricity and greatly reducing the electric demand usage and cost for the property.

CHA will make use of the Massachusetts Clean Energy Center (Mass CEC) funding to supplement the cost of installing an Air Source Heat Pump system for the St Paul's development, which will deliver heating and cooling to this SRO building dedicated to vulnerable/hard to house populations.

In addition to building based improvements, CHA continues to work in partnership with the City of Cambridge on future net zero/low carbon goals. Where feasible, such as St Paul's CHA will move toward an all-electric energy portfolio. While at those properties where electric rate structures make electrification less feasible, we will employ as much on-site generation as possible. Within the last three years the percentage of onsite electric generation has increased from 8 to 14%.

Energy and water consumption continues to be tracked both internally and publicly via the City of Cambridge's BEUDO (Building Energy Use Disclosure Ordinance) as well as on the Department of Energy Portfolio Manager. CHA is a member of the Department of Energy Better Buildings Challenge with the goal of reducing building energy intensity (Kbtu/sq. ft.) by 20% by 2023, with a 18% reduction to date, we are well on our way to exceeding the goal.

RESIDENT SERVICES

HUMAN CAPITAL CAMPAIGN

In FY18, the CHA officially launched an extensive “human capital campaign” to help support the agency’s unique set of social service programs and diverse partnerships with city agencies and nonprofits. The “Brighter Futures—People, Places, Potential” campaign seeks to secure additional funding to protect the CHA’s current in-house educational programs, The Work Force Youth Program and This Way Ahead, and to lay the groundwork for new innovations in the coming years.

These programs assist teens and young adults in reaching their personal, educational, and economic potential, and are in keeping with CHA’s long history of fielding innovative services and initiatives – both directly and through interagency collaboration – that help under-resourced families to break the cycle of intergenerational poverty.

Since the launch of the campaign in the fall of 2017, the CHA has brought in an additional \$120,000 from eight new funding sources, including private donors and two new foundations. During that period, we have also secured annual funding increases from several ongoing partnerships, including Bank of America Charitable, and the Cambridge Public Schools. These additional dollars help diminish the agency’s annual outlay for in-house programs managed by Resident Services, which currently funds roughly 60% of the department’s budget.

FY19 will usher in year two of our three-year campaign. Our primary focus will continue to be on cultivating a private donor base in Cambridge, and competing for new dollars from several large regional and national foundations. The development of a sustainable base of private donors remains of critical importance; to that end, the Resident Services department will build on our first successful event for private donors, recently completed in June at the house of one of our campaign committee members, by holding additional presentations and events in the coming fiscal year. These relationships take time to develop, but by broadening and deepening our support among private donors in the city, our hope is not only to communicate the agency’s mission and social service work to a broader audience, but to develop a dependable funding stream for years to come.

POST-SECONDARY SUCCESS INITIATIVE

In 2017, the CHA’s Resident Services department secured funding from The Boston Foundation’s Skillworks Funding Group in support of its Post-Secondary Success Initiative. The Skillworks funding supports an Alumni Coach for the Work Force Youth Program, who supports program seniors and their families in the college application, choice, and matriculation process, and provides “high touch” coaching for persistence to graduates for their first two years of college.

The first two years of the initiative have yielded strong outcomes. Perhaps most notably, nearly 80% of the class of 2016 who matriculated to college recently completed their sophomore year of college in good standing, and are on schedule to graduate in four years. This is well above the regional and national average graduation rates for under-resourced students, and puts the CHA’s goal of positioning 65% of the class of 2016, and 75% of the class of 2017, to complete post-secondary degrees within five years of high school graduation well within reach.

Building on these initial successes, in FY19, the CHA will be exploring options to further enhance its support of Work Force program graduates to secure post-secondary degrees within five years. Specifically, the CHA is currently in discussions with representatives of the Herb and Maxine Jacobs Foundation to pair the current Alumni Coach position with a Career Development Specialist, who would provide a set of specific supports to college juniors and seniors regarding potential career paths, internship experiences, and employment opportunities.

Integral to the Post-Secondary Success Initiative is our College Matched Savings Program, now heading into its fourth year of operation. The program is embedded in the CHA’s seven-year Work Force program, and seeks both to habituate in students and their families strong saving and credit-building habits, and to position them to secure money to help defray first-year college costs.

In the first two years of the five-year Work Force program, students and their families receive a series of specialized financial education workshops that cover core training areas, such as debt reduction, credit building,

and budgeting principles. Deposit only accounts, housed by Cambridge Savings Bank and managed by Midas Collaborative, are opened for every student at the start of their sophomore year. Over the course of three years, students save through their program employment and summer job experiences, and through a creative menu of monetized incentives geared to program performance. Student savings, with a ceiling of \$1500, are matched dollar for dollar as students graduate from the program and prepare to matriculate into post-secondary education. The first three graduating classes under the matched saving program saved slightly over \$100,000 for post-secondary expenditures

THIS WAY AHEAD

This Way Ahead, the CHA's job training and retail internship program run in partnership with Gap, Inc., has secured increased funding support from a regional foundation for FY19. This expected funding, totaling \$50,000, helps to lessen the CHA's in-house personnel and administrative costs associated with the program. The program now fields two Program Coordinators, and is managed by the CHA's Deputy Director of Resident Services.

This year's TWA program, due to finish up in early months of FY19, achieved important new benchmarks in terms of participants and internship placements. With a new recruitment outreach strategy in place, the program enrolled 135 youth for the workshop job training phase (exceeding the goal of 130), and placed 70 interns in greater Boston Gap, Old Navy, and Banana Republic stores (exceeding the goal of 65).

The CHA's Resident Services department will be working with Gap, Inc. during the coming fiscal year to secure an additional agency partner to help with Gap's ambitious plan to field well over 100 internships in the greater Boston area by 2020. The CHA will provide administrative assistance in helping the new agency to launch a partner program that will target underserved teens and young adults in the north and south shore areas of greater Boston.

CENTRAL OFFICE

The Central Office Cost Center (COCC) is located at 362 Green Street and serves as headquarters for CHA administration. In addition to the directors and office staff in the above highlighted departments, the Central Office houses the executive office, legal, human resources, the Policy and Technology Lab East (PT LAB), safety and security, energy, the tenant liaison, fiscal, and IT.

BUSINESS SYSTEMS

The IT department is working to implement fully electronic processes that both reduce reliance on paper, and streamline workflows to allow for improved staff efficiency.

As information security threats mount, the IT department continues to improve CHA's cybersecurity posture. Our strategy takes a three-pronged approach.

- 1) Staff awareness. The best fortress can easily be breached if a guard gives away the key. From network intrusions to ransomware, most computer security breaches are enabled by tricking staff into giving away login credentials or running malicious code to compromise security from the inside. This is called social engineering. CHA performs regular security awareness training and behavioral fine-tuning to reduce staff's susceptibility to social engineering, thereby enabling us to better protect our computing and information resources.
- 2) Mitigate risk of compromised credentials. Even with a successful security awareness training program, accounts will eventually be compromised. CHA has implemented two-factor security to help mitigate this risk, and is working to improve login credentials security by adopting recent changes in guidance from the National Institute of Standards and Technology.

3) Improved internal monitoring. Firewalls and antimalware were until recently deemed sufficient to defend computer systems from attack and intrusion, but no longer. CHA IT is changing its security posture to reflect today's consensus wise starting point, which is to assume systems are already breached and monitor for usage anomalies that might spotlight malicious activity.

HUMAN RESOURCES

In FY18 CHA added the critical position of Asset Manager to provide day-to-day operational, financial and regulatory oversight of the Cambridge Housing Authority's portfolio of multi-family properties. Given the current uncertainty around funding, and ongoing union negotiations we do not anticipate any major staffing level changes in FY19. Our Human Resources team continues to promote an inclusive culture that values respect and inclusivity, and that reflects the diversity of the communities we serve.

POLICY AND TECHNOLOGY LAB EAST (PT LAB)

RENT-TO-SAVE

Rent-to-Save (RTS) was designed as a three-year asset-building pilot that adopts the Financial Stability and Savings Plus (FSS+) financial coaching and savings model, but also infuses an automatic savings formula that allows participants to save a portion of their rent charged. The program was launched on March 1, 2016 at Jefferson Park and Corcoran Park. The RTS pilot will come to an end on February, 28, 2019. At this time, eligible participants will receive a final disbursement of funds saved in the program. CHA looks forward to using the end of the pilot as an opportunity to measure the success and viability of the program.

CREATING MOVES TO OPPORTUNITY

PT Lab will continue its participation in the Creating Moves to Opportunity (CMTO) working group. CMTO grew out of a 2015 conference that CHA jointly hosted with the Harvard Lab for Economic Applications and Policy (LEAP) and J-PAL North America, drawing from the research study released by Chetty, Hendren and Katz titled

The Effects of Exposure to Better Neighborhoods on Children: New Evidence from the Moving to Opportunity Experiment. At the time of this writing, the group meets on a quarterly basis (via phone conference). CHA remains interested in the research of the team as they examine big data to identify common indicators of opportunity neighborhoods.

PT LAB FELLOWSHIPS

The PT Lab is currently hosting one internship. This internship is focused on AFFH and more detail can be found in the following policy considerations section. CHA will continue to seek out talented interns to work on innovative projects.

POLICY CONSIDERATIONS

AFFIRMATIVELY FURTHERING FAIR HOUSING

Following HUD's decision to withdraw the assessment tool for local governments, as well as suspend the requirement to submit an assessment of fair housing, the Fair Housing Enforcement Office emphasized that current regulations still require local governments to continue to affirmatively further fair housing and submit analyses of impediments (AIs) in accordance with HUD's 1996 Fair Housing Planning Guide.

To that end, CHA will continue to collaborate with the City of Cambridge to certify that we will work to affirmatively further fair housing, as well as conduct an analysis of impediments to fair housing. Further, CHA will work with the City of Cambridge to take appropriate actions to overcome the effects of any impediments

identified, and maintain records reflecting the analysis and actions.

CHA believes that the structure provided by the Affirmatively Furthering Fair Housing rule was useful, and in FY 19, with the assistance of the City of Cambridge and an intern from MIT, will continue to work within that structure to create a more robust analysis of impediments which will include:

1. Past fair housing goals and progress towards achieving those goals;
2. Current contributing barriers to fair housing;
3. Disparities in access to opportunities, in conjunction with the Cambridge Community Development Department ;
4. Future fair housing goal;
5. Research from MIT faculty ; and
6. Visual representations of the assessment of fair housing in Cambridge to support future community outreach.

LIMITED ENGLISH PROFICIENCY (LEP) POLICY AND LANGUAGE ASSISTANCE PLAN

CHA continues to work towards meeting the goals of the Language Assistance Plan adopted by the Board of Commissioners on February 27, 2008.

A review of data provided by the Department of Housing and Urban Development via the Affirmatively Furthering Fair Housing Data Tool, as well as data garnered from the City of Cambridge revealed that the primary languages in households with incomes less than \$40,000 in Cambridge are as follows:

- 1) Spanish (10.4%)
- 2) French or Haitian Creole (6.5%)
- 3) Amharic (3.5%)

CHA will ensure that the following “vital documents” are translated into the three languages, no later than December 2018:

LIMITED ENGLISH PROFICIENCY POLICY - VITAL DOCUMENTS

1	Language Identification Form	8	Grievance and Conference Hearing Notices and Procedures
2	Initial and Final Application(s) for housing	9	Recertification Related Forms and Notices
3	Appointment Notices	10	Inspection Notices and Results
4	Consent Forms	11	Rent Simplification Notices and Schedules
5	Lease including lease addenda	12	Rent Change Notices
6	Lease Compliance notices including notices to quit	13	Transfer Policies and Procedures
7	Termination notices	14	Section 8 Family Obligations
15	Agreements for Judgement		

In FY19 CHA will take a three-pronged approach to ensuring compliance with its LEP policy:

- 1) Staff Training – CHA will conduct a staff-wide training on our obligations under the current LEP policy, as well as use of language assistance resources (phone translation, document translation, and in-person translators).
- 2) Data Collection – CHA will continue to use the language identification form as part of the recertification process to collect the most accurate written and spoken communication preferences of residents and participants.
- 3) Technology – CHA will identify and implement software that will enable us to provide written communication in the appropriate language to residents and participants.

NATIONAL POLICY DIRECTION

CHA remains active in the coalition of 39 MTW agencies that has been coordinating on common issues since the negotiations with HUD over the terms of the extension of the MTW Agreement in 2015. While HUD has yet to implement the expansion of the program, as is mandated in the Congressional action in 2015, CHA and the other agencies are monitoring HUD's notifications and direction to insure that the integrity and vision of the MTW program remains intact. The agencies are now working to establish a more permanent organizational structure that will operate under the Council of Large Public Housing Authorities (CLPHA) umbrella.

IMMIGRATION

CHA has played a major role in coordinating other agencies around immigration issues and its potential impact on both agencies and the clients they serve. This has taken the form of periodic national conference calls to share information, as well as working toward establishing a portal on the HousingIs website that is being established by CLPHA. There continue to be draft immigration Executive Orders that could impact eligibility of our residents and participants. CHA will monitor the progress of these policies and do its best to insure that our client population is protected to the best of our ability.

CITY POLICIES

CHA has been active in advocating for adoption of public housing reform measures that would bring the state enabling action. M.G.L. c.121B, into conformity with current ways of financing and operating our housing. There has been a unified effort to work with other housing authorities by commenting on pending legislation, testifying before committees in the state legislature, and drafting proposed amendments where advisable. .

SECTION 3 PLAN

CHA's Section 3 Plan was last revised in 2013. The Section 3 Plan is available for review on the CHA website.

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THE BUDGET

MTW FUNDS

Under the MTW Program, CHA is funded through three main sources: Public Housing Operating Subsidy, Housing Choice Voucher Program Subsidy, and a Capital Fund. The first two sources are based on a formula established by the MTW Agreement between CHA and HUD that was signed in 1999, while funds allocated to the Capital Fund are determined on an annual basis through the Federal budget process. CHA estimates an 85% proration in its Federal Public Housing Operating Subsidy, 98% proration in the Housing Choice Voucher Subsidy and 75% proration on the administrative fee portion of the MTW funding. In FY14, CHA was approved by HUD to proceed with the conversion of its federal public housing portfolio under HUD's Rental Assistance Demonstration Project (RAD). In FY19 CHA will complete conversion of all public housing units under RAD or an alternative mixed finance project.

	Federal Public Housing	MTW Housing Choice Vouchers	Preservation Programs	RAD	Capital Fund	Total MTW Funds
Sources						
Tenant Rent Collections	\$1,765,308					\$1,765,308
Administrative Fees		\$6,774,158	\$167,218	\$1,271,683		\$8,213,509
Subsidy Earned	\$1,711,296	\$76,910,879	\$3,751,052	\$9,118,157	\$1,758,025	\$93,249,408
MTW Layer for HAP Payments		(\$4,705,136)		\$4,705,136		
Total Sources	\$3,476,604	\$78,979,901	\$3,918,270	\$15,094,976	\$1,758,025	\$103,227,775
Uses						
Administrative Salaries and Benefits	\$432,201	\$1,784,372	\$71,961		\$175,803	\$2,464,336
Maintenance Labor and Benefits	\$424,393					\$424,393
Tenant Services	\$65,126	\$310,405				\$375,531
Materials & Supplies, Contract Costs	\$989,359					\$989,359
General Expenses	\$640,604	\$2,658,316	\$91,166			\$3,390,086
Housing Assistance Payments		\$69,778,242	\$3,751,052	\$13,823,293		\$87,352,587
Utilities	\$686,696					\$686,696
Capital Improvement					\$1,582,223	\$1,582,223
Total Uses	\$3,238,379	\$74,531,334	\$3,914,180	\$13,823,293	\$1,758,025	\$97,265,211
CASH BEFORE OPERATING TRANSFERS	\$238,224	\$4,448,567	\$4,090	\$1,271,683	\$0	\$5,962,564
Operating Transfers to Block Grant		(\$500,000)				(\$500,000)
Transfers for RAD & DISPO		(\$2,796,663)		(\$1,271,683)		(\$4,068,345)
CASH AFTER OPERATING TRANSFERS	\$238,224	\$1,151,904	\$4,090	\$0	\$0	\$1,394,219

OTHER FEDERAL FUNDS

In addition to MTW funds, CHA also receives funds from other federal programs. These programs include both MTW and non-MTW voucher funding from HUD. Non-MTW vouchers include Mainstream, Moderate Rehabilitation, and NED (Non-Elderly and Disabled)/VASH (Veterans Assisted Supportive Housing). In 2018, the Agency was awarded an additional 89 Mainstream vouchers which will be leased up from November 2018 through 2019.

	NED/VASH	Mainstream	Mod Rehab and Shelter Care	Total Other Federal Funds Budget
SOURCES				
HUD Subsidy Income	\$2,434,407	\$2,822,579	\$1,042,429	\$6,299,415
Administrative Fee Income	\$210,571	\$242,924	\$106,826	\$560,321
Release of NED/VASH Reserves	\$97,595			\$97,595
Block Grant Transfers	\$48,665	\$11,266	\$27,000	\$86,931
Total Sources	\$2,791,238	\$3,076,769	\$1,176,255	\$7,044,262
USES				
Administrative	\$259,236	\$254,190	\$132,932	\$646,358
Tenant Rent Collections	\$2,532,002	\$2,822,579	\$1,042,429	\$6,397,010
Total Expenses	\$2,791,238	\$3,076,769	\$1,175,361	\$7,043,368
NET SURPLUS (DEFICIT)	\$0	\$0	\$894	\$894

NON-FEDERAL FUNDS

Non Federal funds are primarily fees earned by CHA for services that pertain to third party leased housing programs and development fees earned in mixed-finance projects. Leased housing fees may include, but are not limited to, inspection services, development and planning services, and other ancillary services that are performed by CHA to independent third parties.

ESTIMATED BEGINNING CASH-1/1/2019	\$6,500,000
Sources of Cash	
Leased housing ancillary fee income	\$15,000
RAD I Admin Fee income	\$1,271,683
Development Fee income	\$3,830,325
Total Sources	\$5,117,008
Total Cash	\$11,617,008
Uses of Cash	
Administrative Salaries	\$68,316
Administrative Costs and Overhead	\$43,010
Development Fees transfers to Block Grant	\$3,830,325
CHA Program Loans to LLCs	\$5,500,000
Total Uses	\$9,441,651
ESTIMATED CASH- 12/31/2019	\$2,175,357

STATE FUNDS

As in prior years, State voucher program realizes a deficit but CHA has been able to supplement the State Voucher program thanks to MTW budgetary flexibility. The public housing portion represents state assisted programs.

	MRVP	State Public Housing	Total State Funds
SOURCES			
Tenant Rent Collections		\$627,859	\$627,859
Operating Subsidy	\$916,350	\$2,547,822	\$3,464,173
Total Sources	\$916,350	\$3,175,681	\$4,092,031
USES			
Administrative	\$145,829	\$218,354	\$364,182
Tenant Services		\$113,133	\$113,133
Maintenance Labor		\$209,710	\$209,710
Materials/Supplies, Contract Costs		\$455,238	\$455,238
General Expenses		\$465,458	\$465,458
Housing Assistance Payments	\$852,846		\$852,846
Utilities		\$260,017	\$260,017
Total Expenses	\$998,675	\$1,721,909	\$2,720,584
Surplus (Deficit) before MTW transfers	(\$82,325)	\$1,453,772	\$1,371,447
MTW Block Grant transfers	\$83,000		\$83,000
Net Surplus (Deficit)	\$675	\$1,453,772	\$1,454,447

CENTRAL OFFICE COST CENTER (COCC)

The Central Office Cost Center (COCC) is supported by a fee-for-service structure. These fees include management, asset management and bookkeeping fees charged to all Federal and State Public Housing programs. CHA also earns management fees from the mixed-finance developments it manages.

The COCC budget includes overhead costs for most CHA departments except those in Planning + Development and Tenant Services. These costs are budgeted in accordance with CHA's local asset management plan (LAMP), as they are considered program specific costs.

SOURCES	
Total Management Fees	\$4,740,040
Fee-for-Service fees	\$1,387,750
Total Sources	\$6,127,791
USES	
Administrative Salaries	\$2,619,267
Central Maintenance	\$1,481,625
Benefits	\$1,044,571
Administrative Contracts	\$187,000
Office Rent	\$240,129
Other Admin. OH	\$667,432
Total Expenses	\$6,240,024
NET SURPLUS (DEFICIT)	(\$112,234)

BLOCK GRANT

CHA's single fund flexibility under MTW allows CHA to allocate funds to a Block Grant to support activities that may otherwise not receive adequate funding. The table shows the estimated funds allocated to the Block Grant for CY19.

CHA's ability to fund capital projects through the Block Grant at the site level is dependent on HUD's funding for both the Public Housing and the Housing Choice Voucher programs. Reduced proration over the last three years have impacted CHA's ability to fund capital projects.

ESTIMATED BEGINNING CASH-1/1/2019	\$750,000
Sources of Cash	
MTW Transfer	\$500,000
Development Fees transfers from non-federal funds	\$3,830,325
Admin Fee Transfers- Millers River/RAD	\$2,736,732
Total Cash	\$7,817,057
Uses of Cash	
Operating Transfers	
Transfers to MRVP / State Housing	\$110,000
P & D Admin Support & working capital	\$3,281,714
P& D Mixed Finance working capital	\$650,000
Program Loans to LLCs	\$2,736,732
PT Lab and MTW initiatives	\$330,366
Total Uses	\$7,108,812
Net Cash - 12/31/2019	\$708,245

ECONOMIC MOBILITY PROGRAMS FACT SHEETS

FINANCIAL STABILITY + SAVINGS PLUS (FSS+)

PATHWAYS TO PERMANENT HOUSING - HEADING HOME

PATHWAYS TO PERMANENT HOUSING - TRANSITION HOUSE

WORK FORCE COLLEGE SAVINGS PROGRAM

FINANCIAL STABILITY + SAVINGS PLUS (FSS+) PROGRAM

PROGRAM DESCRIPTION

A five-year program in which participants work with Compass to develop goals in five core areas:

1. Financial Goal Setting
2. Budgeting
3. Credit and Debt
4. Savings
5. Identifying Resources

Advancement in employment is encouraged through coaching, financial education, escrow incentives and other support. Financial education workshops are conducted on a monthly basis. By the end of the program, participants are expected to have met goals in the above five areas, improve their employment situation, and receive no cash welfare (TAFDC) during the twelve months prior to the FSS+ contract expiration.

A key component of the program is the establishment of an Escrow Savings Account for each participant. Participants who increase their wage income may save a portion of their rent increase in their escrow account. CHA maintains the account under the participant's name for up to five years. Occasional withdrawals from the account may be taken to advance goals related to financial security. Upon successful program completion, participants who remain in the MTW HCV program may use their escrow savings to meet further financial goals. Examples include but are not limited to the following.

- job training
- education
- credit repair
- small business development
- homeownership
- saving in qualified education or retirement accounts

Participants who voluntarily transition to homeownership or market rate housing upon successful program completion may use their escrow account without restriction to advance household economic independence.

PROGRAM GOAL: Increase participants' assets, improve employment, and eliminate dependence on TAFDC.

MTW AUTHORITY: Modified escrow, shared savings, simplified escrow calculations, and no income restrictions.

WHO IS ELIGIBLE: MTW voucher holders. Must be Head of Household.

PROGRAM CAPACITY: Available to all CHA MTW voucher holders.

PARTNERS: Compass Working Capital (CWC)

MTW INVESTMENT: \$160,000 per year.

FOR MORE INFORMATION

Ann Lentell, Director of Programs
Compass Working Capital
617.790.0810
alentell@compassworkingcapital.org

PATHWAYS TO PERMANENT HOUSING - HEADING HOME

PROGRAM DESCRIPTION

A two-year program in which Heading Home participant families are screened and are provided housing through a sub-lessee arrangement with Heading Home funded by a CHA Housing Choice Voucher. During the two years, the participant families work with Heading Home and CHA staff to build their credit and improve their ability to move into permanent housing. The participant family must fulfill the following conditions.

1. Comply in full with Heading Home's Participant Agreement
2. Complete at least two sessions of financial literacy training
3. Pay Heading Home's program fee (calculated at 30% of the participant family's income) on time each month for 24 consecutive months.
4. Obtain utilities in their name without incurring debt that might inhibit the ability to obtain such services in the future.

The participant family is also provided an escrow account in which they can build assets through an incentivized savings program. For families that successfully complete the two-year program and are able to come off their subsidy, Heading Home will offer the Plus One Payout.

Upon completion of the program, the participant family may pursue a CHA Housing Choice Voucher provided they successfully pass the requisite CORI, income, and eligibility screening. CHA will evaluate each participant family's ability to comply with the requirements of a CHA lease based on their Pathways to Permanent Housing - Heading Home participation and in lieu of the standard 3-5 years of housing history.

If, at the end of the two-year program period, a participating family has not sufficiently met program requirements and/or deemed ineligible for a CHA voucher, the participant family will receive a limited extension (up to three months).

PROGRAM GOAL: Stabilization for hard-to-house households.

MTW AUTHORITY: Provide sponsor-based vouchers.

WHO IS ELIGIBLE: Heading Home shelter residents screened by Heading Home staff.

PROGRAM CAPACITY: Maximum 45 participants.

PARTNERS: Heading Home, Inc.

MTW INVESTMENT: At least 30 but no more than 45 vouchers.

FOR MORE INFORMATION

Heading Home, Inc.
617.864.8140

PATHWAYS TO PERMANENT HOUSING - TRANSITION HOUSE

PROGRAM DESCRIPTION

This program provides CHA housing to Transition House clients fleeing domestic violence and working to get back on their feet. After the individual has been selected by Transition House and determined to be eligible for CHA housing, the family moves into a CHA housing unit that is leased to Transition House. Housing could be in a unit owned and/or managed by CHA or a voucher. Transition House works intensively with participants to help them move towards self-sufficiency. After one year of this sponsor-based arrangement in which the participant maintains good standing, the participant becomes a CHA household and is expected to assume the responsibilities and maintain tenancy in accordance with CHA policies.

This program includes a Community Support Partnership (CSP) team that includes 4 full-time staff (Director, Community Liaison, Community Advocate, and Child and Family Liaison). This team offers technical support and training on domestic violence to CHA staff, residents and community partners.

WALK-IN HOURS: Tuesdays, 12 pm- 2 pm at CHA central office (362 Green Street, 3rd Floor, Cambridge)

PROGRAM GOAL: To provide stable housing for individuals fleeing domestic abuse, in conjunction with case management and other support from Transition House.

MTW AUTHORITY: Funding to support the Community Support Partnership team.

WHO IS ELIGIBLE:

1. Participant must be a resident at Transition House and have participated in Transition House's program for at least 90 days.
2. Participant must have been on the CHA waiting list for at least one year.

PROGRAM CAPACITY: Up to 4 families per year.

PARTNERS: Transition House, Massachusetts Office of Victim Assistance (MOVA), the City of Cambridge, and Tufts Health Plan Foundation

MTW INVESTMENT: \$142,500 and up to 4 CHA housing units and/or vouchers per year.

FOR MORE INFORMATION

Community Advocate
Transition House
857.777.6724
cambridgeadvocate11@gmail.com

WORK FORCE COLLEGE SAVINGS PROGRAM

PROGRAM DESCRIPTION

A financial literacy and financial management skills-building program that supplements the five-year Work Force Program. The College Savings program begins with two preliminary years of financial education starting in 8th grade followed by saving wages from part-time employment starting in the 10th grade and continuing through senior year. Participants can save up to \$800 in wages. Parents are encouraged to contribute to the account. Participants receive monetized incentives for completing goals, such as the following.

- Program attendance and participation
- Positive employment evaluation
- Family engagement in select program and school activities
- Achievement of academic outputs

A one-to-one match of up to \$1,500 in savings upon participant's graduation and successful completion of the program, giving participants up to \$3,000 on education-related expenses.

PROGRAM GOAL: Promote financial literacy among Work Force Program participants, and assist them in meeting their savings goals for post-secondary education.

WHO IS ELIGIBLE: All participants (eighth through twelfth grade) enrolled in CHA's Work Force Program.

PROGRAM CAPACITY: 200 participants in a full five year cycle.

PARTNERS: Midas Collaborative, Cambridge Savings Bank and the Jacobs Foundation.

MTW INVESTMENT: Will contribute to savings match in three years and/or after grant funding is utilized.

FOR MORE INFORMATION

Kam Maali, Deputy Director of Resident Services
Cambridge Housing Authority
617.520.6246
kmaali@cambridge-housing.org

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EARLY CHILDHOOD AND YOUTH PROGRAMS FACT SHEETS

BABY UNIVERSITY AND ALUMNI ASSOCIATION

BIG BROTHER BIG SISTER

DREAM MENTORING

HEAD START

PATHWAYS TO FAMILY SUCCESS

THE POSSIBLE PROJECT

THIS WAY AHEAD/GAP Inc

TUTORING PLUS, Inc

WINDSOR STREET PRESCHOOL

WORK FORCE YOUTH PROGRAM

YOUTHBUILD (JUST-A-START)

BABY UNIVERSITY AND ALUMNI ASSOCIATION

PROGRAM DESCRIPTION

A 16-week strengths-based program designed to increase parents' knowledge on a variety of child-rearing topics, strengthen parent-child relationships, break parental isolation, and connect parents to beneficial community resources. This program was designed for parents with children pre-natal to three years of age.

All parents who complete Baby University may join the Baby U Alumni Association. The Alumni Association teaches new skills, strengthens relationships and maintains supportive connections between staff and families.

PROGRAM GOAL: To help parents to gain important skills for effective parenting.

PROGRAM STRUCTURE: 10 weeks of workshops on child development and behavioral management, followed by 6 weeks of playgroups. Families also receive 6-8 home visits throughout the 16-week program. Upon graduation, participating families are encouraged to join an alumni network.

ENROLLMENT TIMELINE: The program typically starts in early winter and runs through early May.

WHO IS ELIGIBLE: Low-income families, particularly parents with at least one child three years of age or younger living in CHA family housing or who are HCV holders living in Cambridge.

ENROLLMENT PREFERENCE: Each year program recruitment targets families located in a different geographical area of the City of Cambridge. For example, in one year the program served families from Area Four and East Cambridge.

PROGRAM CAPACITY: Approximately 40 families per year. All parents who graduate from Baby University are eligible to join the Baby U Alumni Association.

PARTNERS: The City of Cambridge

FOR MORE INFORMATION

Michelle Godfrey, Coordinator
City of Cambridge
617.620.4877
mgodfrey@cambridgema.gov

**Transportation to and from the program, along with childcare (for all children) during workshops are provided to participating families.*

BIG BROTHER BIG SISTER

PROGRAM DESCRIPTION

Big Brother Big Sister program is long standing one-to-one mentoring program that seeks to develop relationships that have a direct and lasting impact on the lives of young people. The organization, located in downtown Boston, makes meaningful, monitored matches between trained adult volunteers and children, ages 7 through high school graduation, in communities across Massachusetts Bay. By helping young people achieve their full potential, the organization aims to contribute to the creation of healthier families, better schools, and stronger communities.

PROGRAM GOAL: To provide children who need additional positive adult role models with strong and enduring, professionally supported one-to-one relationships with caring, responsible adults that can change their lives for the better.

PROGRAM STRUCTURE: One-to-one mentoring is conducted in their community-based programs, but also provides the same in school or site-based programs as well as college campus-based programs. In the one-to-one model, adults and students work together to arrange a mutually beneficial visitation schedule that allows them to participate in a broad range of activities.

WHO IS ELIGIBLE: Youth, ages 7 through 18, living in CHA family housing or who are HCV holders living in Cambridge.

APPLICATION TIMELINE: Rolling enrollment.

PROGRAM CAPACITY: The program currently serves 104 students in Cambridge public housing and is expanding to include more matches.

PARTNERS: Multiple partners

FOR MORE INFORMATION

Jenny Bautista, Coordinator
Big Brothers Big Sisters of Massachusetts Bay
75 Federal Street, 8th Floor
Boston, MA 02110
617.956.0205
info@bbbsmb.org

DREAM MENTORING

PROGRAM DESCRIPTION

DREAM, Inc. is a mentoring organization that pairs college students with youth from affordable housing neighborhoods to encourage the participant's growth. Founded in 1999, DREAM currently works with 13 colleges and 18 affordable housing neighborhoods throughout Vermont and Massachusetts. Central to the DREAM model is the concept of youth empowerment, with youth and mentors working together to create fun and rewarding activities that cultivate strong decision-making and leadership skills among participants. Spending one-on-one time with adults helps students model positive behavior and social interactions and develop their self-identity.

PROGRAM GOAL: To help low-income youth gain the network of support and learning that they need for long-term personal and professional success.

PROGRAM STRUCTURE: Participants in DREAM have access to a variety of experiences, including:

- Weekly one-on-one and group mentoring
- Summer activities in their communities
- Summer and winter programming through the organization's Adventure Programming initiatives (vary by location)
- Local and regional end-of-semester adventure trips

WHO IS ELIGIBLE: Low-income families, particularly parents with at least one child between the ages of 5 and 8 living in CHA family housing or who are HCV holders living in Cambridge.

APPLICATION TIMELINE: The program matches students to college-age mentors in September for fall start-up, but students can enroll at any time during the year provided there are mentors available. DREAM also offers an extensive summer enrichment program on-site in July and August.

PROGRAM CAPACITY: 15 mentoring matches.

PARTNERS: DREAM, Inc., Harvard University

FOR MORE INFORMATION

Jessica Souke, Regional Director
DREAM, Inc.
41 Dearborn Street
Roxbury, MA 02119
617.699.8408

HEAD START

PROGRAM DESCRIPTION

Head Start is a free pre-school program located at Jefferson Park (280 Rindge Ave) that supports early learning and development for children ages 3 to 5. Head Start is a national program launched in 1965 to provide comprehensive health, nutrition, and education services to children in low-income households. The program focuses on five domains of school readiness:

1. Language and Early Literacy
2. Mathematics and Scientific Reasoning
3. Approaches to Learning
4. Physical Development
5. Social and Emotional Development

PROGRAM GOAL: To support learning, development and school readiness of young children for income-eligible families, with priority for children in foster care, children with disabilities and/or homeless.

PROGRAM STRUCTURE: Full-day and part-day option.

WHO IS ELIGIBLE: Income eligible households with children between 3 years to 5 years old (household income below 130% of poverty guideline).

APPLICATION TIMELINE: Contact program directly.

PROGRAM CAPACITY: 34 - 40 children (2 classrooms, 17-20 students each depending on age of children)

PARTNERS: Community Action Agency of Somerville (CAAS)

FOR MORE INFORMATION

Donna Cabral
Community Action Agency of Somerville (CAAS)
617.623.7370
info@caasomerville.org

WEBSITE: <http://www.caasomerville.org/head-start/>

PATHWAYS TO FAMILY SUCCESS

PROGRAM DESCRIPTION

Pathways to Family Success is a holistic educational support program for CHA residents (public housing or Section 8) who have a child between the ages of 5 and 8. The program supports families through ongoing one-to-one case management, basic financial literacy, parenting workshops, and the Parents ROCK component (Reading on Computers with Kids), where parents spend time with their child reading and playing educational games on computers each Saturday morning as a means of promoting sound literacy practices. Adults can also take English classes at the Community Learning Center.

PROGRAM GOAL: Works with eligible families to help them reach their educational, childcare, and employment goals. Particular emphasis on helping families navigate the Cambridge Public School system.

PROGRAM STRUCTURE: The program operates out of the Work Force Computer Lab at 119 Windsor Street. Weekly workshops and individualized case management as needed.

WHO IS ELIGIBLE: Low-income families, particularly parents with at least one child between the ages of 5 and 8 living in CHA family housing or who are HCV holders living in Cambridge.

APPLICATION TIMELINE: Semester-by-semester basis.

PROGRAM CAPACITY: 15 families.

PARTNERS: Cambridge Public Health Department

FOR MORE INFORMATION

Becky Smick, Program Coordinator
Cambridge Public Health Department
617.665.3827
bsmick@challiance.org

THE POSSIBLE PROJECT

PROGRAM DESCRIPTION

The Possible Project is an afterschool program that uses entrepreneurship as a framework to close the skills and opportunities gap facing teens from low-income families. The program guides students through a dynamic curriculum that includes hands-on work experience and individualized career planning to develop the personal qualities that lead to future professional success.

PROGRAM GOAL: Works with teens to develop business ideas, mobilize a plan, and put the plan into action. Introduces students to cutting-edge business technologies and the skills necessary for post-secondary success.

PROGRAM STRUCTURE: A three-year, year-round afterschool program that starts in 10th grade. Students move through six progressive levels, gaining critical personal and professional competencies at each phase.

WHO IS ELIGIBLE: 10th grade students at Cambridge Rindge and Latin High School and local charter schools.

APPLICATION TIMELINE: Contact program for details.

PROGRAM CAPACITY: 60 students in Cambridge. The program also operates a site in Dudley Square, Boston.

PARTNERS: Multiple partners.

FOR MORE INFORMATION

The Possible Project
17 Sellers St
Cambridge, MA 02139
617.492.9200

THIS WAY AHEAD/GAP INC

PROGRAM DESCRIPTION

A ten-month job training and internship program designed to assist CHA teens interested in gaining substantive, retail job experience in a mentored environment. This Way Ahead (TWA) is offered annually and consists of three sequential steps:

1. Nine weeks of paid career exploration and job readiness workshops offered by CHA's TWA Program Coordinators.
2. Competitive three-month paid summer internships offered at select Gap, Old Navy, and Banana Republic stores in the greater Boston area.
3. Follow up case management support and additional job readiness training for graduates conducted by CHA's TWA Program Coordinators.

PROGRAM GOAL: To provide low-income teens with extensive job and career-readiness training in preparation for paid, part-time summer internships at Gap and Old Navy stores in greater Boston.

WHO IS ELIGIBLE: Low-income teens who are in school, and between the ages of 16 and 21. Teens must be a household member of a CHA resident or Housing Choice Voucher (HCV) holder.

APPLICATION TIMELINE: Program recruitment runs from January through March.

PROGRAM REQUIREMENTS: Participants start a 9-week paid job training program in April. Participants are expected to attend two sessions a week. Summer internship placements begin in July. Participants are required to commit 10 to 15 hours/week that typically involve weekend hours.

PROGRAM CAPACITY: 135 participants for each program cycle.

PARTNERS: This program is funded in part by the Gap Foundation and the Herb and Maxine Jacobs Foundation.

FOR MORE INFORMATION

Janelle Carson, TWA Program Coordinator
Cambridge Housing Authority
617.499.7125
jcarson@cambridge-housing.org

TUTORING PLUS, INC.

PROGRAM DESCRIPTION

An academic-year based tutoring program, Tutoring Plus, Inc. supports and encourages the academic, personal, and social growth of children and youth in Cambridge with the help of trained volunteers and community partners. The organization provides 1:1 tutoring for youth grades 4 through 12, and provides tutoring for teens through a partnership with CHA's Work Force program. Services are offered free of charge.

PROGRAM GOAL: To help students develop their academic skills and become stronger, more confident students in core subject areas.

PROGRAM LOCATION AND STRUCTURE: The Tutoring Plus program for grade and middle school students meets 5:30-7:00 PM, Mondays and Wednesdays at Fletcher-Maynard Academy, Tuesdays at Cambridgeport School, and Thursdays at King Open School. CHA residents may participate at these sites.

The High School One-on-One Tutoring program is for high school students in the Work Force who have expressed an interest in receiving help in one or more academic subjects. Students are matched with tutors based on academic needs. Tutoring pairs work together each week to strengthen the student's aptitude in specific academic subjects. The high school program is offered one evening a week (typically Tuesdays, 6:30 to 8:00) at three Work Force sites: Roosevelt Towers, Jefferson Park, and 119 Windsor St. Tutoring Plus' programs are carefully designed around five core values: Academic Success and Self-esteem; Mentoring; Multiculturalism; Collaboration; and Inclusiveness.

WHO IS ELIGIBLE: Youth in 4th through 8th grades that attend the above schools and high school Work Force students.

APPLICATION TIMELINE: Tutoring sessions are offered from October to January and from February to May.

PROGRAM REQUIREMENTS: Age-eligible students must be in school and be able to attend one of the above program sites on a weekly basis. The high school component is open only to Work Force students.

PROGRAM CAPACITY: 240 students. Openings based on availability of tutors.

PARTNERS: The City of Cambridge; Cambridge Public Schools; MIT, Lesley University, and other organizations

FOR MORE INFORMATION

Kathryn Fenneman, Director
Tutoring Plus
617.349.6588 x422
info@tutoringplus.org

WINDSOR PRESCHOOL

PROGRAM DESCRIPTION

Windsor Preschool is part of the City of Cambridge Preschool program and located in a CHA building at 119 Windsor Street. The program emphasizes learning through play and all classrooms are equipped with activity areas to promote developmentally appropriate activities that build social-emotional and school-readiness skills. The program is licensed by the Department of Early Care and Education and accredited by National Association for the Education of Young Children (NAEYC).

PROGRAM GOAL: To advance early learning through developmentally appropriate play and foster positive child-parent-teacher relationships that support children's healthy growth and development.

PROGRAM STRUCTURE: Full-day (10 hours per day) year-long care. Reduced schedule on snow days. Two (2) classrooms with 17 children in each class. Six (6) full-time teachers; 1 full-time Reacher/Director; 1 full-time Teacher Coordinator.

WHO IS ELIGIBLE: Children between 2.9 years to 5 years old.

APPLICATION TIMELINE: Contact program directly.

PROGRAM CAPACITY: 34 children (2 classrooms with 17 children in each); 17 out of 34 are dedicated for eligible CHA children.

PARTNERS: City of Cambridge Department of Human Service Programs

FOR MORE INFORMATION

Chandra Green, Enrollment Coordinator
City of Cambridge,
Department of Human Service Programs
617.349.6254
cgreen@cambridgema.gov

WEBSITE: <https://www.cambridgema.gov/DHSP/programsforkidsandyouth/Preschool/windsorpreschool>

WORK FORCE YOUTH PROGRAM

PROGRAM DESCRIPTION

The Work Force is a seven-year, comprehensive educational enrichment, college prep, and work-readiness program for low-income teens who live in CHA subsidized housing. The program provides participants with sustained networks of learning and support over a developmentally significant seven-year span: from the eighth grade through their senior year in high school and provides coaching through the first two years of college. Since its inception in 1984, The Work Force has focused on building students' strengths to promote achievement in all the venues in which participants conduct their lives: at home, at school and at work. Participants attend weekly paid, life skill and career-readiness workshops, attend each site's homework center, have access to an on-site computer lab, and have the opportunity to be placed in paid exploratory jobs offered through a variety of city-based employers. Academic support is provided through a partnership with Tutoring Plus, homework centers, and use of computer labs at each program site.

PROGRAM GOAL: To foster the personal and professional growth of CHA teens by helping them gain the competencies they need – at home, school, and work – to create their own pathways to educational and economic success.

PROGRAM LOCATIONS: The program operates out of four sites total in Cambridge. Three sites are CHA's largest housing developments (Jefferson Park, 119 Windsor St. adjacent to Newtowne Ct/Washington Elms, and Roosevelt Towers). The fourth site is at Cambridge Rindge and Latin High School.

WHO IS ELIGIBLE: Students 13 to 14 years of age, who are enrolled in school, and who live in CHA family developments or HCV-subsidized housing.

APPLICATION TIMELINE: Fall recruitment period for new 8th grade participants runs from late August through late September. The program operates on an academic-year schedule, with fall and spring semesters. Program classes start in late September and end in late January. After a four-week "interim cycle" that offers specialized activities, the full program begins again in late February, and runs through mid-June.

PROGRAM CAPACITY: 200 students total. Each site hosts approximately 50 (10 students per class level, 8th through 12th grades, at each site).

MTW INVESTMENT: Approximately \$178,000.

PARTNERS: Cambridge Public Schools (CPS), Tutoring Plus and Boston College PULSE Program, City of Cambridge Department of Human Service Programs.

FOR MORE INFORMATION

Carmen Blyden, Program Director
Cambridge Housing Authority
617.520.6350
cblyden@cambridge-housing.org

YOUTHBUILD (JUST-A-START)

PROGRAM DESCRIPTION

Just-A-Start (JAS) Youthbuild helps young adults develop their academic and leadership skills while contributing to the betterment of their local communities. JAS students contribute to the development and improvement of affordable housing while working towards a GED or high school diploma during the two-year program. Through academic, college-readiness, and career development support, the program helps transition students to college and long-term careers.

PROGRAM GOAL: To develop the skills and abilities of youth in order to maximize their opportunities for personal growth and productive citizenship, while involving them in community services in Chelsea, Cambridge and surrounding Metro-North communities.

PROGRAM STRUCTURE: A two-year program. JAS prepares students for a 2- or 4-year college, apprenticeships, post-secondary certificates, and job training. All students take courses in Science, Math, English Language Arts, and Social Studies, where they develop skills in critical thinking, problem-solving, reading comprehension, real-world math, and analytical, persuasive, and descriptive writing. Students can earn up to \$125/week in stipends. Students also commit to working on community service teams that develop and rehabilitate affordable housing developments in the city.

WHO IS ELIGIBLE: Young adults, ages 17 to 21, who want to earn their high school diploma or GED.

APPLICATION TIMELINE: The program typically starts in the fall of the academic year.

PROGRAM CAPACITY: A cohort of 25 students annually; 3-5 slots available for CHA teens and young adults.

PARTNERS: Multiple partners

FOR MORE INFORMATION

Gina Plata, Director of Education & Training Services
Just-A-Start
617.492.1460
ginaplata@justastart.org

ADULT PROGRAMS FACT SHEETS

BIOMEDICAL CAREERS PROGRAM (JUST-A-START)

BRIDGE-TO-COLLEGE PROGRAM

CAMBRIDGE EMPLOYMENT PROGRAM

GATEWAYS LEARNING PROGRAM

BIOMEDICAL CAREERS PROGRAM (JUST-A-START)

PROGRAM DESCRIPTION

The Just-A-Start (JAS) Biomedical Careers Program provides comprehensive biotechnology skills training to adults who do not have access to higher educational programs due to financial constraints. The academic-year program produces well-trained entry-level technicians and lab support members for the biotechnical, research, and medical industries.

PROGRAM GOAL: To prepare adult students for entry-level positions in the biotech, research, and medical industries. Over the past several years the program achieved a 95% graduation rate and a 75% job placement rate.

PROGRAM STRUCTURE: The full-time program provides hands-on training shaped and guided by industry experts, and a strong academic foundation in the sciences. In the academic-year, students earn 19 college credits at Bunker Hill Community College. The program offers coursework in Organic and Inorganic Chemistry, Biochemistry, Biology, Biotechnology Lab Sciences, and Medical Terminology.

WHO IS ELIGIBLE: Adults 18 years of age and older.

APPLICATION TIMELINE: Summer

PROGRAM CAPACITY: 25 enrollees per class; 3-5 slots for CHA residents.

PARTNERS: Just-A-Start, City of Cambridge, Bunker Hill Community College

FOR MORE INFORMATION

Jennifer O'Donnell, Program Director
Just-A-Start
jenniferodonnell@justastart.org
617.242.0562

BRIDGE-TO-COLLEGE PROGRAM

PROGRAM DESCRIPTION

The Bridge Program at the Community Learning Center prepares adult students for entry into college-level courses at community and four-year colleges. Classes in writing, computers, math, and study skills are offered two nights a week in Cambridge. In addition, the program provides information on colleges, tours of area colleges, and help with applications for college and financial aid.

Adults with a GED or high school diploma are eligible for this free program of academic preparation, financial aid counseling, and test readiness. After initial intake and assessment, students are accepted to Bridge based on their skill levels, city of residence, and other criteria.

PROGRAM GOAL: To prepare adults for entry into two- or four-year colleges and long-term post-secondary success.

PROGRAM STRUCTURE: Classes on Tuesdays and Thursdays from 6:15 pm to 9:15 pm.

WHO IS ELIGIBLE: Low-income families, particularly CHA residents living in public housing developments or who are HCV holders living in Cambridge.

APPLICATION TIMELINE: Classes follow the academic calendar and start in late September and run through May of the subsequent year.

PROGRAM CAPACITY: Five (5) slots annually for eligible CHA adult residents

PARTNERS: The City of Cambridge - Community Learning Center

FOR MORE INFORMATION

Maria Kefallinou, Director of Community
Community Learning Center
617.349.6365
mfkefallinou@cambridgema.gov

CAMBRIDGE EMPLOYMENT PROGRAM

PROGRAM DESCRIPTION

The Cambridge Employment Program (CEP) provides free employment assistance to Cambridge residents. Staff provide individualized career counseling and job search assistance, including help with resumes and cover letters, identifying job leads, researching employers, and using the Internet for job search. The program's job developers then work with job-ready clients to match them with open positions.

CEP provides on-site access for program clients to use. The resource room includes a fax and telephone, access to job listings, and a range of printed materials. Approximately one-third of the program's clientele are CHA residents through a contracted arrangement. CHA subsidizes one full staff position in the program to work specifically with CHA residents.

PROGRAM GOAL: To help adult CHA residents find jobs through career counseling and employment assistance.

PROGRAM STRUCTURE: CEP staff work with clients on a one-to-one basis.

WHO IS ELIGIBLE: Adults living in CHA public housing or who are HCV holders living in Cambridge.

APPLICATION TIMELINE: Rolling admission

PROGRAM CAPACITY: 95 CHA residents annually

PARTNERS: The City of Cambridge - Department of Human Services and Office of Workforce Development

FOR MORE INFORMATION

Allyson Allen, CEP Director
Office of Workforce Development
Department of Human Services
617.349.6200
aallen@cambridgema.gov

GATEWAYS LEARNING PROGRAM

PROGRAM DESCRIPTION

The Jefferson Park Gateways Learning Program helps low-income adults to improve their English for Speakers of Other Languages (ESOL) skills and to gain confidence in their abilities. The program also utilizes the Jefferson Park computer lab to help participants enhance their computer skills and develop basic life skills.

PROGRAM GOAL: To help participants sharpen their English skills in support of basic life skills development.

PROGRAM STRUCTURE: Adults participate in learning groups of 10 to 15 individuals, twice a week. Participants develop educational, career, and life plans, and take introductory and intermediate computer instruction to aid college- and career-readiness.

WHO IS ELIGIBLE: Low-income families, particularly adults living in CHA family housing or who are HCV holders living in Cambridge.

APPLICATION TIMELINE: Based on an academic year with two semesters. Summer and early fall enrollment for the Fall semester. Late winter enrollment for the Spring semester.

PROGRAM CAPACITY: Approximately 100 students annually

PARTNERS: The City of Cambridge - Community Learning Center

FOR MORE INFORMATION

John Galli, Program Director
Community Learning Center
617.349.6363
jgalli@cambridgema.gov

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ELDER PROGRAMS FACT SHEETS

PROGRAM of ALL-INCLUSIVE CARE for the ELDERLY (PACE)

SERVICE COORDINATION PROGRAM (ELDER SERVICES)

SOMERVILLE-CAMBRIDGE ELDER SERVICES (SCES)

PROGRAM OF ALL-INCLUSIVE CARE FOR THE ELDERLY (PACE)

PROGRAM DESCRIPTION

An aging in place initiative, this program provides special health care and supportive services for senior and disabled persons who are at least 55 years of age and need ongoing assistance with one or more activities of daily living. Activities may include but are not limited to bathing, dressing or transferring. On-site medical and personal care, housekeeping, meal preparation or delivery, and recreational activities are provided for program participants. On the designated floors where the program is offered, a service provider is available 24 hours per day. In addition, visiting nurses, home health aides, home makers, doctors, and other services providers may come and go as needed throughout the day. There is always a staff person on the floor who is able to respond to emergencies and other needs. This program allows the majority of required medical care to be provided in the resident's home. These services require no out-of-pocket expenses for those who meet the income eligibility criteria. All participants of the PACE program must receive their primary care from the PACE program physician(s).

PROGRAM GOAL: Provide CHA residents with comprehensive medical and personal care in an affordable assisted living setting that will enhance their ability to successfully age in the community.

PROGRAM SITES: Millers River, L.B. Johnson and J.F. Kennedy Apartments.

WHO IS ELIGIBLE: Any CHA resident who has met the eligibility criteria for enrollment in the PACE program may be authorized to transfer to one of the PACE floors. Any non-CHA resident who has been enrolled in the PACE program may be screened for admission to CHA via a special referral process.

PROGRAM CAPACITY: 61 participants total

- 16 participants at Millers River Apartments
- 20 participants at L.B. Johnson Apartments
- 25 participants at J.F. Kennedy Apartments

PARTNER: Cambridge Health Alliance Elder Services Plan

FOR MORE INFORMATION

Roberta Dignan Robinson
Director, Geriatric Outreach and Marketing
Cambridge Health Alliance
617.591.4433 (o) or 617.835.1422 (c)
rrobinson@challiance.org

SERVICE COORDINATION PROGRAM (ELDER SERVICES)

PROGRAM DESCRIPTION

A service coordination program that provides case management, medical and social service referrals, needs assessments, and social activities planning for elderly and disabled residents. A Service Coordinator is assigned to a particular development or group of developments and plans regular social activities for the residents in order to facilitate an enhanced quality of life through continued socialization. Events may include monthly birthday parties, informational coffee hours, walking groups, exercise groups, potluck parties, reading groups and the like. Additionally, Service Coordinators do routine outreach to new residents, follow up on referrals from property management staff, and work with residents who need help with homemaking, personal or medical care and other such services.

PROGRAM GOAL: Provide CHA residents with support services and referral to service providers in order to enhance their quality of life and assist them in meeting the demands of continued independent living as they age in the community.

WHO IS ELIGIBLE: All residents living in CHA Elderly/Disabled housing. Any senior and disabled persons residing in CHA family developments (Roosevelt Towers Midrise, Newtowne Court, and Washington Elms). Other residents living in CHA family housing may be served via referral from their respective property management team.

PROGRAM CAPACITY: Inclusive of any eligible and interested CHA resident.

PARTNER: Cascap, Inc.

FOR MORE INFORMATION

Kevin Braga, Director of Operations
Cambridge Housing Authority
617.520.6336
kbraga@cambridge-housing.org

SOMERVILLE-CAMBRIDGE ELDER SERVICES (SCES)

PROGRAM DESCRIPTION

CHA maintains a three year agreement with Somerville-Cambridge Elder Services (SCES) from September 1, 2016 through August 31, 2019 that enables SCES to provide care for elderly clients living in nine (9) congregate units on the fourth floor at Putnam School Apartments. This program may be extended beyond the agreement period.

Residents of this program are selected by SCES and must meet Section 8 guidelines and subject to final approval by CHA under CHA's Project-Based Voucher program. SCES provides a range of services including but not limited to Information and Care Consultation, Wellness, Nutrition, Volunteer programs, In-Home, Mental Health, and Protective Services (resulting from abuse, financial exploitation, neglect, or self-neglect). In addition, SCES will make concerted outreach efforts to engage CHA residents in both public housing/RAD and voucher holders to provide their services as part of this program.

One of the units is intended to serve as a "swing-bed unit", a form of temporary housing. Residents of this unit must be eligible for Section 8 and would stay in the unit between 2 weeks to 3 months.

PROGRAM GOAL: Provide care for elderly residents at Putnam School Apartments (9 congregate units) and provide SCES elderly services to eligible CHA households and voucher holders.

PROGRAM SITE(S): Putnam School Apartments (86 Otis Street, Cambridge)

WHO IS ELIGIBLE: Participants living in the congregate units at Putnam School are screened by SCES and must meet CHA's Project-Based Voucher requirements. Interested individuals should contact SCES for program requirements. Any CHA elderly resident or voucher holder is eligible for SCES services and should contact SCES directly for more information.

PROGRAM CAPACITY: 9 participants

PARTNER: Somerville-Cambridge Elder Services (SCES)

FOR MORE INFORMATION

Kevin Braga, Director of Operations
Cambridge Housing Authority
617.520.6336
kbraga@cambridge-housing.org

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CAMBRIDGE HOUSING AUTHORITY **MOVING TO WORK**

ANNUAL PLAN 2019

January 1, 2019 - December 31, 2019

HUD REQUIREMENTS

HUD APPROVED: DECEMBER 10, 2018

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FREQUENTLY USED ACRONYMS

ACT	Alliance of Cambridge Tenants
DHCD	Department of Housing and Community Development (Commonwealth of Massachusetts)
DISPO	Demolition and Disposition of public housing under Section 18 of the Housing Act of 1937
EOP	End of Participation (in receiving subsidized housing from CHA)
EOS	End of Subsidy
ESCO	Energy Service Company
ESOL	English for Speakers of Other Languages
FMR	Fair Market Rent
FSS+	Financial Stability and Savings Plus
HAP	Housing Assistance Payment
HCV	Housing Choice Voucher
HILAPP	High Leverage Asset Preservation Program (Commonwealth of Massachusetts)
HUD	US Dept of Housing and Urban Development
LEP	Limited English Proficiency
LIHTC	Low Income Housing Tax Credit
MTW	Moving to Work
PBV	Project Based Voucher
RAD	Rental Assistance Demonstration program
RIS	Reduction in Subsidy
RTS	Rent-to-Save
TBV	Tenant Based Voucher
TPP	The Possible Project
VASH	Veterans Affairs Supportive Housing

INTRODUCTION

OVERVIEW OF MTW GOALS AND OBJECTIVES

SELF-SUFFICIENCY

SHORT-TERM AND LONG-TERM

Financial Stability + Savings Plus (FSS+) Program and Rent-to-Save: The two programs will continue in FY19 with the Rent-to-Save pilot ending on March 1, 2019.

HOUSING CHOICE

SHORT-TERM AND LONG-TERM

Preservation of Expiring Use Units

This activity remains a priority. In FY19 CHA anticipates that properties converting under the Expiring Use Preservation Program may consist of 100% Enhanced Vouchers at the time of conversion. Regardless of the ratio of Enhanced Vouchers and Project-Based Vouchers, CHA will continue to Project-Base vouchers when a family with an Enhanced Voucher moves out of the unit. CHA will enter into HAP contracts for Expiring Use properties which will include the number of back-up vouchers slated for conversion from Enhanced to Project-Based Vouchers in order to preserve as many units as possible with long-term affordable Project-Based assistance. Households that elect CHA's project-based program will be subject to all applicable MTW policies, unless otherwise stated in the individual preservation agreement.

Preservation and Expansion of Affordable Hard Units in Cambridge

- RAD Phase II: Financial structuring of improvements, needs assessments, and procurement for services anticipated in the fiscal year and beyond.
- Section 18 Demolition: Millers River Apartments, estimated rehabilitation costs of \$100+ million.

COST EFFECTIVENESS

SHORT-TERM AND LONG-TERM

By the end of FY18, CHA will have begun implementing recertifications for households in HCV every two years (see HC.2008.08).

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GENERAL HOUSING AUTHORITY OPERATING INFORMATION

A. MTW Plan: Housing Stock Information

Planned New Public Housing Units to be Added During the Fiscal Year

AMP Name and Number	Bedroom Size						Total Units	Population Type *	# of UFAS Units	
	0	1	2	3	4	5	6+		Fully Accessible	Adaptable
NONE							0	N/A	N/A	N/A

Total Public Housing Units to be Added

0

*Select population type from: Elderly, Disabled, General, Elderly/Disabled, Other

**Description of other population type served (ie Veteran, Supportive Housing)

Planned Public Housing Units to be Removed During the Fiscal Year

PIC Dev. # / AMP and PIC Dev. Name	Number of Units to be Removed	Explanation for Removal
MA003000342/MA003342 Roosevelt Towers Low-Rise	124	Section 18 Conversion
MA003000307/MA003307 Various Sites	47	RAD conversion
175 Richdale #1	1	
Weaver Apartments	20	
Columbus Street	3	
13 Seavgrave #1	1	
Whittemore Ave	2	
Linnaean Street	20	
MA003000303/MA003303 Putnam Gardens	122	RAD conversion
245 Washington Street #1	1	
4 Centre Street #5	1	
Harry S. Truman Apts	59	
226 Norfolk Street	3	
15-C Roberts Road	1	
116 Norfolk Street	37	
15 Inman Street	4	
88 Hancock Street #3, #7	2	
118 Trowbridge #1 and #2	2	
2353 Mass Ave #25, #33, #35, #53	4	
244 Hampshire St. #1	1	
87 Amory St. #3	1	
41 Concord Ave. #1	1	
14 Ware St. #34	1	
12-18 Hingham St.	4	
Total Number of Units to be Removed	293	Exact timing is subject to funding approval and/or HUD approval.

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HUD APPROVED: DECEMBER 10, 2018

CHA ANNUAL PLAN 2019

New Project-Based Vouchers During the Fiscal Year

Property Name	Number of Project-Based Vouchers	Rad Y/N	Description
Concord Highlands	8	N	Eight project-based Units
Roosevelt Towers Low-Rise	124	Y	Section 18 Disposition
175 Richdale	1	Y	RAD Conversion
Weaver Apartments	20	Y	RAD Conversion
Columbus Street	3	Y	RAD Conversion
13 Seagrave #1	1	Y	RAD Conversion
Whittemore Ave	2	Y	RAD Conversion
Linnean Street	20	Y	RAD Conversion
245 Washington Street #1	1	Y	RAD Conversion
4 Centre Street #5	1	Y	RAD Conversion
Harry S. Truman Apts	59	Y	RAD Conversion
226 Norfolk Street	3	Y	RAD Conversion
15-C Roberts Road	1	Y	RAD Conversion
116 Norfolk Street	37	Y	RAD Conversion
15 Inman Street	4	Y	RAD Conversion
88 Hancock St #3, #7	2	Y	RAD Conversion
118 Trowbridge #1, #2	2	Y	RAD Conversion
2353 Mass Ave #25, #33, #35, #53	4	Y	RAD Conversion
244 Hampsire St #1	1	Y	RAD Conversion
87 Amory St #3	1	Y	RAD Conversion
41 Concord Ave #1	1	Y	RAD Conversion
14 Ware St #34	1	Y	RAD Conversion
12-18 Hingham St.	4	Y	RAD Conversion

New Vouchers to be Project-Based

301

Planned Existing Project-Based Vouchers

Property Name	Number of Project-Based Vouchers	Rad Y/N	Planned Status at End of Plan Year	Description
59 Norfolk St	4	N	Committed	Project-based units
Auburn Court Phase 1	40	N	Committed	Project-based units
Auburn Court Phase 2	30	N	Committed	Project-based units
JAS - Otis	7	N	Committed	Project-based units
CAH Condos	25	N	Committed	Project-based units
CAHC - 195 Prospect Street	16	N	Committed	Project-based units
CAHC - 217 Western Avenue	6	N	Committed	Project-based units
CAH Inc - Ashton Place	6	N	Committed	Project-based units
CCHD - 77 Elm St	3	N	Committed	Project-based units
CCHD - 901 Mass Ave	1	N	Committed	Project-based units
CCHD - Athens	2	N	Committed	Project-based units
CCHD - Athens & Wendell	2	N	Committed	Project-based units
CCHD - Bedrick	8	N	Committed	Project-based units
CCHD - Oxford	6	N	Committed	Project-based units
CCHD - Swartz Properties	7	N	Committed	Project-based units
Putnam Place - 264 Putnam	8	N	Committed	Project-based units
CASCAP Realty Inc - 165 Western Ave	8	N	Committed	Project-based units
CASCAP Realty Inc - 196-98 Auburn St	7	N	Committed	Project-based units
CASCAP Realty Inc - 2595 Mass Ave	8	N	Committed	Project-based units
CASCAP Realty Inc - 35 Harvey St	4	N	Committed	Project-based units
CASCAP Realty Inc - 396-398 Putnam	2	N	Committed	Project-based units
CASCAP Realty Inc - 411 Cambridge St	6	N	Committed	Project-based units
CASCAP Realty Inc - 47-49 Lee St	10	N	Committed	Project-based units
CASCAP Realty Inc - 803-815	9	N	Committed	Project-based units
Churchill Court LP	8	N	Committed	Project-based units
Columbia CAST LLC	8	N	Committed	Project-based units
Chapman Arms LLC/(Craigie Arms)	25	N	Committed	Project-based units
Harwell Homes	32	N	Committed	Preservation Property
Smith House Preservation	132	N	Committed	Preservation Property
Madison Park III	120	N	Committed	Preservation Property
McKay - 265 Rindge (Heading Home)	9	N	Committed	Project-based units
Just-A-Start Corp - Trembridge	8	N	Committed	Project-based units
JFK Apartments	25	N	Committed	Project-based units
Just-A-Start Corp - Hovey	8	N	Committed	Project-based units
Inman Square Apartments	116	N	Committed	Preservation Property
Bishop Allen Apartments	32	N	Committed	Preservation Property
Just-A-Start Corp - Scouting Way	8	N	Committed	Project-based units
402 Rindge Ave Apts	110	N	Committed	Preservation Property
Market Street	6	N	Committed	Project-based units
Neville Assisted Living	30	N	Committed	Project-based units
Cambridge Court Apartments	98	N	Committed	Preservation Property

Planned Existing Project-Based Vouchers

Property Name	Number of Project-Based Vouchers	Rad Y/N	Planned Status at End of Plan Year	Description
Putnam Green LLC - 625 Putnam	32	N	Committed	Project-based units
Squirrel Brand LP	8	N	Committed	Project-based units
Trolley Square	32	N	Committed	Project-based units
Essex St Management Inc	14	N	Committed	Project-based units
Elm Place	8	N	Committed	Project-based units
Louis Barret Residences	145	N	Committed	Preservation Property
Brookside Terrace	168	N	Committed	Preservation Property
St. Stephen's	130	N	Committed	Preservation Property
Cleaves Court	36	N	Committed	Preservation Property
Briston Arms	50	N	Committed	Preservation Property
Chauncy House	53	N	Committed	Preservation Property
Duley House II - 117 Rindge (Heading	14	N	Committed	Project-based units
455-463 Cambridge St.	5	N	Committed	Project-based units
Mass Pike Towers	157	N	Committed	Preservation Property
808 Memorial Drive Housing	76	N	Committed	Preservation Property
Coes Pond	250	N	Committed	Preservation Property
Temple Place	40	N	Committed	Project-based units
Port Landing	8	N	Committed	Project-based units
Landfall Apartments	15	N	Committed	Preservation Property
Quincy Tower	162	N	Committed	Preservation Property
Just-A-Start - Elm Street	3	N	Committed	Project-based units
St. Patrick's Place	4	N	Committed	Project-based units
Auburn Court III	8	N	Committed	Project-based units
Leanord J Russell	51	Y	Committed	Section 18 Disposition
Corcoran Park	153	y	Committed	Section 18 Disposition
Daniel F Burns	198	y	Committed	Section 18 Disposition
Jefferson Park	175	y	Committed	Section 18 Disposition
Garfield St	8	Y	Committed	RAD Conversion
121 Jackson St	10	Y	Committed	RAD Conversion
21 Valentine	6	Y	Committed	RAD Conversion
River Howard	32	Y	Committed	RAD Conversion
Willow St	14	Y	Committed	RAD Conversion
St. Paul's	20	Y	Committed	RAD Conversion
Cambridgeport	10	Y	Committed	RAD Conversion
6-8 Fairmont	10	Y	Committed	RAD Conversion
Putnam Gardens	122	Y	Committed	RAD Conversion
JFK Apartments	69	Y	Committed	RAD Conversion
LBJ Apartments	177	Y	Committed	RAD Conversion

Miller's River	297	N	Committed	Section 18 Disposition
Lincoln Way	77	Y	Committed	RAD Conversion
Manning Apartments	204	Y	Committed	RAD Conversion
Newtowne Court	268	Y	Committed	RAD Conversion
Jackson Gardens	45	Y	Committed	RAD Conversion

Planned Existing Number
of Project-Based Vouchers
Committed at the End of the
Fiscal Year***

4,364

Other Changes to the Housing Stock Anticipated During the Fiscal Year

Vacant units will continue to be held off line for relocation of residents in building requiring substantial construction.

General Description of All Planned Capital Fund Expenditures During the Plan Year

Construction		
Manning Revitalization (RAD)	\$150,000	CHA anticipates one final payment on the \$64M Manning Revitalization project which started in March 2016 and is scheduled to be completed in October 2018. The project included significant building upgrades to its façade, core systems, apartment interiors, and common spaces. Improvements included: new curtain wall and exterior cladding, upgrade to the heating and ventilation system, replacement of the waste and water piping systems and upgrade of electrical wiring elements, new kitchens and bathrooms, expanded and significant reconfigured community space, and a redesign of the building entry and adjacent plaza. Six new units of housing will be added.
Jefferson Park Revitalization (New)	\$100,000	CHA anticipates on final payment on the \$52M new construction of 104 deeply affordable family units. Work started on these new units in early 2016, and was completed in August 2018.
Russell Apartments Revitalization (Section 18 Disposition)	\$3,300,000	Work continues at Russell Apartments which is seeing a \$14M renovation of core systems, apartment interiors, and common spaces. Work includes replacement of waste and water piping, installation of a new fire protection system, upgrade of the electrical, heat and hot water systems, and new finishes in the kitchens and bathrooms. Work started in March 2018, and is scheduled to be completed by March 2019. One new unit of housing will be added.
Garfield Street Revitalization (RAD)	\$2,175,000	The revitalization of Garfield Street, an 8 unit family development just outside of Harvard Square will continue in 2019. The \$2.5M renovation includes new siding, windows, heating and hot water systems, and new finishes in the kitchens and bathrooms.
St. Paul's Residence Revitalization (RAD or Section 18 Disposition)	\$4,400,000	Work at St. Paul's will also be on-going in 2019. The \$5.5M renovation includes masonry restoration, new windows, new elevator, new heating and hot water system, new bathroom and kitchen finishes, and other systems upgrades. Four new SRO housing units will be added.

Millers River Revitalization (Section 18 Disposition)	\$30,769,231	CHA will begin work on the \$100M Millers Revitalization project in early 2019. The project included significant building upgrades to its façade, core systems, apartment interiors, and common spaces. Improvements included: new curtain wall and exterior cladding, upgrade to the heating and ventilation system, replacement of the waste and water piping systems and upgrade of electrical wiring elements, new kitchens and bathrooms, expanded and significant new community space. Three new units of housing will be added.
Misc Repairs at 689 Properties (State Mod)	\$300,000	Selective modernization will occur at three properties: 11 Woodbridge St, 71 Hammond St, and 100 Aberdeen Ave. Work will include accessibility and energy efficiency improvements, restoration of interior finishes to a pleasant and maintainable level, and exterior envelop improvements to prolong the life of the buildings.
JFK Apartments (RAD)	\$120,000	Installation of a new fire pump
Willow Street (RAD)	\$80,000	Exterior painting
22 Lopez Street (Affiliate)	\$120,000	Reconstruction of rear egress stairs
Lancaster Street (Affiliate)	\$600,000	Heating plant replacement and masonry refurbishment
Various Location (RAD or Public Housing)	\$325,000	Roof replacement at Valentine, Fairmont, Hingham and 8-10 Columbus
Hingham (Public Housing)	\$80,000	Window replacement
155 Willow Street (RAD)	\$250,000	Construction of new unit
Jefferson Park Federal Revitalization (Section 18 Disposition)	\$250,000	Start of construction of the Revitalization of Jefferson Park Federal
Roosevelt Towers Low-Rise Revitalization (Section 18 Disposition)	\$250,000	Start of construction of the Revitalization of Roosevelt Towers Low-Rise
Various Developments	\$75,000	Miscellaneous site, exterior and interior improvements as needed.
	\$37,285,897	

B. MTW Plan: Leasing Information

Planned Number of Households Served at the End of the Fiscal Year

MTW Households to be Served Through:	Planned Number of Unit Months Occupied/Leased***	Planned Number of Households to be Served**
Federal MTW Public Housing Units to be Leased	1,758****	293
Federal MTW Voucher (HCV) Units to be Utilized ^{CHA Note 1}	73,686****	5,994
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Property-Based Assistance Programs **	0	0
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Tenant-Based Assistance Programs ** ^{CHA Note 2}	1,824	152
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Homeownership Programs	0	0
Total Households Projected to be Served	77,268	6,438

* Calculated by dividing the planned number of unit months occupied/leased by 12.

** In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/households to be served, the PHA should estimate the number of households to be served.

***Unit Months Occupied/Leased is the total number of months the PHA has leased/occupied units, according to unit category during the fiscal year.

****Remaining public housing household units (293) are split 6 months in Public Housing and 6 months in HCV. The households are not duplicated in the first column for accuracy.

CHA Note 1: The voucher count includes expected 4,104 vouchers leased + 1,305 RAD units leased + 878 Section 18 Disposition leased.

CHA Note 2: The voucher count includes 7 HHs under MTW Activity HC.2001.01- Use MTW Resources to Augment State MRVP Leasing Program, 124 hard-to-house vouchers under HC.2008.03 Sponsor-based Voucher program and 21 vouchers under HC.2008.03A Pathways to Permanent Housing- Heading Home.

Local, Non-Traditional	MTW Activity	Planned Number of Unit Months Occupied/Leased	Planned Number of Households to be Served
Tenant-Based	HC.2001.01	84	7
Property-Based	HC.2008.03	1,488	124
Property-Based	HC.2008.03A	252	21
		152	1,824

Description of any Anticipated Issues Related to Leasing of Public Housing, Housing Choice Vouchers and/or Local, Non-Traditional Units and Possible Solutions

Housing Program	Description of Anticipated Leasing Issues and Possible Solutions
PUBLIC HOUSING	Vacant units will continue to be held to accommodate relocation of residents during RAD conversion and Section 18 Disposition. Additionally, CHA wants to note the upcoming 120% AMI Income Cap for public housing. CHA does not anticipate this will be an issue for the agency. This is due to the respective timelines for implementation of the regulation and CHA's timeline for having converted all of the agency's public housing portfolio.
MTW HOUSING CHOICE VOUCHER	There are no anticipated issues.
LOCAL, NON-Traditional	There are no anticipated issues.

C. MTW Plan: Wait List Information

Wait List Information Projected for the Beginning of the Fiscal Year

Waiting List Name	Description	Number of Households on Wait List	Wait List Open, Partially Open or Closed	Plans To Open The Waiting List in The Upcoming Year
FAMILY HOUSING (MTW AND NON-MTW) on 07/19/2018	Federal MTW Public Housing units, RAD, former public housing and Non-MTW New Construction buildings). Open to all eligible households.	4,102	open	Yes (Currently Open)
ELDERLY/DISABLED HOUSING (MTW AND NON-MTW) on 07/19/2018	Federal MTW Public Housing units, RAD, former public housing and Non-MTW New Construction buildings).	757	open	Yes (Currently Open)
HCV PROGRAM (MTW AND NON-MTW VOUCHERS THAT ARE NOT SROs) on 07/19/2018	Federal MTW HCV, Federal non-MTW HCV and non-Federal vouchers. Open to all eligible (e.g. elderly-aged, family, younger disabled, single)	8,932	open	Yes (Currently Open)
HCV PROGRAM SRO ONLY (MTW AND NON-MTW VOUCHERS) on 07/19/2018	Federal MTW Public Housing units, Federal MTW HCV, Federal non-MTW HCV and non-Federal vouchers. Open to all eligible applicants seeking an SRO unit.	1,370	open	Yes (Currently Open)

Please describe any duplication of applicants across waiting lists:

Applicants are welcome to apply for as many waitlists for which they have eligibility. As of June 26, 2018 there were 19,808 distinct applicants that had submitted a total of 96,018 applications across all waitlists.

Planned Changes to the Waiting List in the Plan Year:

Waiting List Name	Description of Planned Changes to Waiting List
Family Housing	There are no anticipated changes.
Elderly Disabled Housing	There are no anticipated changes.
HCV Program	There are no anticipated changes.
HCV Program SRO Only	There are no anticipated changes.

PROPOSED NEW SECTION 18 DISPOSITION APPLICATIONS

The Cambridge Housing Authority over the past decade has been diligent in its work to preserve public housing in Cambridge. As outlined in its MTW Annual Plan 2017 (FY Adjusted and Amended) and MTW Annual Plan 2018, the CHA has used various old and new programs to protect and preserve these units, and to complete the much needed, long delayed rehabilitation work required to restore these units to decent, safe and sanitary condition. These efforts have included submission of an application for a portfolio wide conversion of 2,130 units through HUD's Rental Assistance Demonstration (RAD) program, disposition of 698 units under Section 18 of the U.S Housing Act of 1937 (as amended) with an additional 299 units approved for disposition also under aforementioned Section 18 and use of the State of Massachusetts' High Leverage Asset Preservation Program (HILAPP) to revitalize the last of CHA's state public housing developments.

CHA PUBLIC HOUSING PRESERVATION PLAN: RAD CONVERSIONS

CHA obtained HUD's approval in December 2013 to convert its entire federal public housing portfolio, with the exception of one property, to the Project-Based Voucher subsidy platform through HUD's Rental Assistance Demonstration (RAD) Program.

CHA has used already RAD and its MTW flexibility to convert 1,150 units, or approximately 54% of its units approved for RAD, between December 2014 and February 2016. More recently, CHA has converted an additional 46 units to RAD as of July 1, 2018 for a total of 1,196 units, or 56%. It has several RAD financing plans pending with HUD that would convert an additional 57 to 64 units

After completing all of its RAD Phase 1 conversion in February 2016, CHA initiated updated capital needs assessments and existing conditions reports on the remaining 980 units approved for RAD conversion while working on developing financing plans with limited access to 4% credits given the scarcity of that resource in Massachusetts. CHA concluded that solely relying upon RAD as the mechanism to fund the needed renovations and ensure the long-term viability of the remaining 980 units in its portfolio-wide RAD conversion was no longer practical given the capital needs of the projects.

FINDINGS OF OBSOLESCENCE - 2016

These findings culminated in the finding by the CHA that there were additional federal public housing properties that were obsolete as to their physical condition and other factors, making them unsuitable for their intended purpose. This finding culminated in the submission of five successful Section 18 disposition applications in December 2016 on the basis of obsolescence for the following properties:

Development	# of Units	Date of Disposition Approval by HUD	Total Rehab Cost to TDC as approved
Burns Apartments	197	08/04/2017	63.17%
Jefferson Park	175	08/31/2017	86.82%
Corcoran Park	153	09/01/2017	69.70%
Russell Apartments	51	10/03/2017	67.84%
Roosevelt Towers	124	01/02/2018	74.26%
Total	700		

As further documented below, additional CHA properties and/or units are eligible for disposition by either qualifying as obsolescent under Section 18, or with changing HUD guidance specific to RAD conversions, scattered site properties, or for portfolios with less than 50 units.

OBSOLESCENT PROPERTIES AND FURTHER HUD GUIDANCE ON DISPOSITION

Based upon updated capital needs assessments completed in accordance with the requirements set forth in Section 18 of the U.S. Housing Act and PIH Notice 2012-7, the CHA has concluded that there are additional

federal public housing properties that are obsolete as to their physical condition and other factors, making them unsuitable for their intended purpose; and that regrettably no reasonable program of modification or public housing resources from the U.S Department of Housing and Urban Development is available, including RAD, to return or restore these developments to their useful life, other than the Housing Choice Vouchers that may become available through the disposition process. CHA plans to fully renovate and preserve the properties through the disposition process coupled with project-basing the anticipated Tenant Protection Vouchers. No units will be lost and no tenants will be permanently displaced.

The chart below, which is an update of one prepared in December 2016, details the current estimated capital needs for each of the remaining non-scattered site RAD Phase 2 properties as a comparison to the calculated HUD Total Development Cost as of that date. We will continue to update these numbers as we get better or more accurate information.

Development	# of	HUD TDC	Construction	Contingency and Soft Costs	Total Costs	% of Total Cost to TDC
Truman Apts	59	\$13,088,452	\$9,500,000	\$1,805,000	\$11,305,000	86.37%
116 Norfolk	37	\$5,862,866	\$3,700,000	\$703,000	\$4,403,000	75.10%
Linnaean	20	\$3,169,117	\$2,500,000	\$475,000	\$2,975,000	93.87%
Weaver	20	\$3,866,322	\$2,200,000	\$380,000	\$2,580,000	66.73%
Total	136					

HUD's threshold for obsolescence is 57.14% for buildings with no elevators and 62.5% for buildings with elevators.

Any filing of disposition applications, either the ones specifically referenced in this amendment or any ones thereafter, will only occur after notification of the affected residents, and after a 30-day disposition application review period. Any disposition plan submission requires the authorization and approval of the Board of Commissioners of the Cambridge Housing Authority.

Since the last filing of disposition applications in December 2016 and HUD subsequent approvals, several factors have emerged that either support or warrant the filing of additional disposition applications:

- First, since 2016 construction costs in Massachusetts have continued to rise at unprecedented levels and conditions at the four remaining properties – Truman, 116 Norfolk Street, Weaver and Linnaean Street – have continued to worsen. As illustrated above, the remaining four non-scattered site properties meet the threshold for obsolescence for the disposition of the full property (i.e. 100% of the units) at that time. Therefore, it is CHA's intention to apply for disposition for each property in the upcoming months.

- Second, HUD issued its PIH 2018-04 Notice in March 2018 which permits certain properties converting under RAD to receive Section 18 approval and vouchers, subject to the availability of appropriations, for a portion of units as long as it is part of a strategy to replace and redevelop units. Specifically, Section 3.A.3.c. of the notice states:

"Comprehensive Rehabilitation or Replacement through Rental Assistance Demonstration (RAD). The PHA is converting at least 75 percent of the public housing units within a project (as project is defined by RAD) under RAD and meets the requirements of the RAD Final Implementation Notice REV-3, H-2017-3, and is replacing the units proposed for disposition (up to 25 percent of the public housing units with a project) with Section 8 project-based voucher (PBV) assistance in accordance with 24 CFR Part 983. The aggregate number of replacement units (RAD and PBVs) must meet the RAD "substantial conversion of assistance" requirements. To qualify, the project-based Section 9 units (RAD and PBV) must be newly constructed or substantially rehabilitated (defined for purposes of this clause as hard construction costs, including general requirements, overhead and profit, and payment and performance bonds, in excess of 60% of the Housing Construction Costs, as published by HUD for a given market area) without using 9% Low Income Housing Tax Credits."

Of CHA's remaining public housing inventory, the following properties with up to 164 units would qualify for the split of units between RAD and Section 8 PBVs that would come through Section 18: Garfield Street, and St. Paul's, Truman Apartments, 116 Norfolk Street, Linnaean Street, and Weaver Apartments. As noted above, for four properties CHA will be initially proceeding with full disposition applications given that the properties meet HUD's definition for obsolescence, but if for some reason they are not successful, CHA reserves the option of filing an application under the PIH Notice.

- Third, HUD issued its PIH 2018-04 Notice in March 2018 which permits certain properties converting under RAD to receive Section 18 approval and vouchers, subject to the availability of appropriations, for a portion of units as long as it is part of a strategy to replace and redevelop units. Specifically, Section 3.A.3.e. of the notice states:

"Scattered Site Units. Due to distance between units and lack of uniformity of systems (e.g. HVAC, utilities) the PHA demonstrates an unsustainability to operate and/or maintain the units as public housing. For purposes of this notice, scattered site units generally mean units in non-contiguous buildings with four or few total units."

Of CHA's remaining public housing inventory, the CHA has five small stand-alone properties: 15 Inman Street, 12-18 Hingham Street, 125-127 Whittemore Avenue, 226 Norfolk Street, and 8-10 Columbus Avenue. Additionally, CHA owns 17 condominiums at various locations in Cambridge.

- Finally, HUD in its PIH 2018-04 Notice in March 2018 specifies in Section 3.A.3.b. of the notice that HUD it would approve disposition of the remaining units if the PHA has determined it is in the best interests of the residents and the PHA to close out its Section 9 public housing program in accordance with PIH Notice 2016-23. CHA expects at some point in the future to have a remaining federal public housing inventory of less than 50 units. At that time, CHA would submit an application to remove the remaining units from the Section 9 program.

FINDINGS

Given the aforementioned determination of obsolescence and/or opportunity to submit additional disposition applications as part of RAD conversion efforts, the CHA is amending its MTW Plan to include its plans to proceed with submitting disposition plans to obtain as appropriate.

More specifically, the CHA finds:

- CHA's remaining federal public housing properties offer the benefit of deeply affordable low income housing in a desirable community with very low surrounding poverty rates, and access to public transportation and superb medical facilities. CHA has the capacity to overcome the systematic and structural obsolescence of these properties resolving the problems of extensive capital needs in a high value public housing location.
- Consistent with the standards in 24 CFR 970.17 (b) and (c), the disposition is in the best interest of the residents and CHA since it would allow for the rehabilitation of the properties that will be more effectively operated as low-income housing, and again is consistent with the goals of the CHA, its Annual Plan, and the United States Housing Act of 1937.

CHA anticipates submitting the disposition applications as quickly as possible after the board authorization is obtained to allow for the planning of the needed modernization to proceed without delay. Once a disposition application is approved, the CHA will apply for tenant protection vouchers which the CHA would then utilize as part of the project's financing. Disposition will be contingent upon the receipt of sufficient Tenant Protection Vouchers. In the event sufficient Tenant Protection Vouchers are not awarded, the CHA would consider this to constitute a change in circumstances, and would expect that HUD would rescind any prior disposition approval based on that. Additionally, CHA included an earlier version of this document for public comment during our FY2019 MTW Plan Public Process. This document also went through board approval when CHA anticipated submitting it as an amendment to our FY2018 MTW Plan.

The specific address are 4 Centre Street, 175 Richdale Ave #119, 15-C Roberts Road, 13 Seagrave Road, 245 Washington Street, 87 Amory Street, 41 Concord Avenue, 244 Hampshire Street, 2 units at 88 Hancock Street, 2 units at 118 Trowbridge Street, four units at 2353 Massachusetts Avenue, and 15 Ware Street.

COMMITMENT ON FUTURE OPERATIONS OF DISPOSED HOUSING

The CHA commits that the rights and protections currently applicable to CHA's federal public housing applicants and tenants shall continue to apply after the disposition from public housing to project-based vouchers, regardless of the ownership entity (except where low income housing tax credit program requires a modification). These rights include but are not limited to the use of the CHA's public housing lease (and relevant addenda), grievance procedures, pet policies, resident organization recognition and funding, rent calculations, transfers, relocation, and the public housing provisions of the Admissions and Continued Occupancy Policy as reflected in the Administration Plan. In addition, the CHA commits to having the board of directors of the new ownership entities operate similar to the CHA's Board of Commissioners (vis-a-vis tenants and the public) which includes but is not limited to making available board meeting agendas in advance, holding open board meetings, making available minutes of the Board meetings, and having the governing board consist of the CHA's Board of Commissioners plus the CHA Executive Director. The CHA agrees that any future changes to the lease and/or these policies will be subject to a public notification and comment period in accordance with the notice and comment provisions of 24 CFR 966 and 24 CFR 964 as they may be amended by the MTW Agreement or MTW Annual Plan or other written agreement between the CHA and the local or city-wide tenant organization. The CHA shall memorialize the aforementioned commitments in publicly recorded affordability restrictions or regulatory, use or other similar agreements and shall make draft copies of such documents available to ACT, CASLS, and other interested persons for comment prior to being finalized.

PROPOSED MOVING TO WORK ACTIVITIES

ALLOW \$0 HAP AT HOUSEHOLD ADMISSION TO RAD UNITS

PROPOSED NEW ACTIVITIES - NONE

APPROVED MOVING TO WORK ACTIVITIES INDEX GUIDE

Self-Sufficiency (SS)

CHA considers self-sufficiency in two phases - Reduction in Subsidy (RIS) and End of Subsidy (EOS) - with regard to its programming and mission. For the purposes of meeting the requirements of the Standard HUD Metrics - *SS #8: Households Transitioned to Self Sufficiency*, EOS has been identified as the Unit of Measurement each time this metric is used.

Reduction in Subsidy (RIS): Households experience an increase in household rent contributions and/or a decrease in the CHA subsidy amount for that family. It is reasonable to assume that rent contributions may initially decrease (to balance career advancement efforts such as resuming student status, seeking job training and other work, decreasing work hours, etc.) before there is a real increase in rent contributions. The majority of our MTW economic mobility programs (indexed with an SS) aim to achieve this level of self-sufficiency.

End of Subsidy (EOS): Households exit the CHA system because they no longer rely on housing subsidies or other public assistance and maintain a stable household income (above 80% AMI) that allows them to enter the private housing market and maintain economic independence. This is difficult to achieve in Cambridge.

Housing Choice (HC)

CHA focuses on three general areas in advancing Housing Choice.

Transitional Housing and Supportive Housing: The lack of temporary and transitional shelter across MA highlights the importance of our MTW activities to support transitional housing and facilitate paths to permanent housing. The following include three core components of our transitional housing activities.

1. Transitional units to families in shelters.
2. Support services to participating families, delivered by non-profit partners.
3. Sponsor-based vouchers to support existing units/beds, with non-profit partners.

Housing Preservation: The cost of housing in the City of Cambridge continues to increase. CHA has been allocating project-based vouchers to hard units across Cambridge through HUD's Rental Demonstration Program (RAD) and in the private market. Where possible, CHA invests in new development to expand the choice of affordable units across Cambridge. Furthermore, CHA is actively pursuing opportunities to preserve expiring use developments. The following three components summarize our goals for preserving hard units.

1. Preserve CHA public housing units and other units in Cambridge.
2. Develop new units to expand and retain low-income housing subsidies in Cambridge.
3. Preserve expiring-use housing units both in and outside of Cambridge.

Policies to Increase Choice: Finding a housing unit in the Cambridge private market through the HCV program has its challenges. As such, CHA has adopted policies that provide more choice to voucher holders. In addition, some policies, such as the MTW transfer, allow for movement across traditional program boundaries that increase choice.

Cost Effectiveness (CE)

CHA has adopted a three-pronged approach in advancing cost effectiveness through our MTW activities.

Business Process: A reduction in transaction costs (e.g. increase in rental revenue, staff time savings, etc.) and other measures to assess whether the policy is working (e.g. hardships).

Leverage: Capital allocated and/or raised for investment which creates opportunities to match or increase federal investment in securing private and non-federal funds.

Impact: For every dollar of MTW dollars spent, we can expect to see X dollars of economic impact (e.g. programs to increase self-sufficiency and paths to permanent housing).

HUD Metrics Definition

The metrics tables in the following pages are HUD requirements. Baseline and Benchmark values are populated according to HUD-defined Units of Measurement.

Baseline for HUD's purposes, is defined as Unit of Measurement "prior to implementation of the activity." It is the performance level that was being achieved prior to the implementation of the MTW activity.

Benchmark for HUD's purposes, is defined as the Unit of Measurement value that CHA expects to accomplish/attain during the fiscal year. It is the projected outcome of the MTW activity and may be modified each year according to anticipated changes in the activity.

APPROVED MOVING TO WORK ACTIVITIES

MTW ACTIVITIES IMPLEMENTED

SS.2013.02	Financial Stability and Savings Plus (FSS+)
HC.2011.01	Expiring Use Preservation Program
HC.2008.03	Sponsor-Based Voucher Program
HC.2001.01	Use MTW Resources to Augment State MRVP Leasing Program
HC.2000.04	Expand Supply of Permanently Affordable Hard Units of Housing
HC.2008.02	Create MTW Transfer Category in Admin Plan (3 Parts) and ACOP (Public Housing)

HOUSING CHOICE VOUCHER (HCV) PROGRAM ADMINISTRATIVE PLAN

HC.2002.01	Rent Reasonableness Policy & 120% Exception Rents/HCV
HC.2001.01	Implement Local Project-Based Assistance Leasing Program/HCV
HC.2000.03	Allow Households to Pay over 40% of Income Toward Rent at Move-In/HCV
HC.2000.02	Implement Vacancy and Damage Payments/HCV
CE.2006.01	Rent Simplification Program (RSP)/HCV
HC.2008.08	Implement Recertifications Every Two Years for Households in Project-Based Units/HCV

PUBLIC HOUSING MTW ADMISSIONS AND CONTINUED OCCUPANCY POLICIES (ACOP)

CE.2009.01	Implement Ceiling Rents
CE.2006.01	Rent Simplification Program (RSP)/Public Housing

APPROVED AND TO BE IMPLEMENTED IN FY18

Not applicable at this time.

NOT YET IMPLEMENTED

SS.2014.02	Transition to Market Rent/Public Housing
HC.2008.04	Align Income Deductions with Federal Public Housing Rent Simplification Deductions/HCV
HC.2008.06	Change Income Calculation to Allow Use of Prior Year Income/HCV

ACTIVITIES ON HOLD

Not applicable at this time.

ACTIVITIES CLOSED OUT

PH.2010.01	Integrate Near-Elderly (58-59 year old) into Elderly Sites' Wait Lists
HC.2010.01	Public Housing Preservation Fund
HC.2008.01	Implement Revised Project-Based Vouchers in Cooperative Effort with City's Housing Trust Fund
HC.2007.01	Review of Alternative Subsidy Approaches
PD.2001.01	Request for Regulatory Relief for Mixed Finance
PD.2008.01	Liberating Assets
PH.2013.02	Project-Based Voucher in Public Housing
SS.2013.02	Work Force Success Initiative - Matched Savings Component
SS.2011.01	Career Family Opportunity - Cambridge (CFO)
CE.2008.05	Implement New Inspection Protocol

APPROVED MOVING TO WORK ACTIVITIES

IMPLEMENTED ACTIVITIES

SS.2013.01 - FINANCIAL STABILITY AND SAVINGS PLUS (FSS+)

DESCRIPTION

The FSS+ program is a five-year program in which HCV participants focus on five core areas:

1. Financial Goal Setting
2. Budgeting
3. Credit and debt
4. Savings
5. Identifying resources

CHA has partnered with Compass Working Capital to provide financial education workshops and individualized financial coaching for voucher participants. Participants work towards short- and long- term financial goals and track, prioritize, and budget in order to achieve lower-to-zero debt, higher credit scores, and increased savings. The coaches work with participants to address negative item(s) on their credit reports, develop debt repayment plans, and rebuild their credit. The coaches also connect participants with resources and organizations that help participants achieve their goals. By the end of the program, participants are expected to have met goals in the five areas listed above.

A key component of the program is the establishment of an Escrow Savings Account for each participant. Participants who increase their wage income save a portion of their rent increase in their account. CHA maintains the account under the participant's name for up to five years. Occasional withdrawals from the account may be taken to advance goals related to financial security. Upon successful program completion, participants who remain in the MTW HCV program may use their escrow savings to meet further financial goals.

RENT-TO-SAVE (RTS)

On March 1, 2016 CHA launched its 3-year Rent-to-Save (RTS) pilot at Corcoran Park and Jefferson Park. The pilot includes two components:

1. A Rent-to-Save (RTS) account is created for each head of household during the pilot period. One percent (1%) of tenant rent charged automatically accrues in the account each month. In instances where a change in income results in an increase in rent charged, fifty (50) percent of the difference is also put into the account.
2. Compass financial coaching in keeping with the above described HCV FSS+ model and its five core components.

Jefferson Park households receive both components and are required to receive a minimum level of financial coaching in order to access their RTS account balance at the end of the pilot. Corcoran Park households receive only RTS accounts and are required to complete a survey and maintain good standing in order to access their RTS account balance at the end of the pilot. The pilot is scheduled to end in FY19

ACTIVITY STATUS

Both FSS+ and RTS pilot are fully underway. FY19 will mark Year 3 of RTS.

ANTICIPATED CHANGES

None.

IMPLEMENTATION YEAR

This activity was approved in the FY13 MTW Plan and implemented in FY13.

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment C.B.1.b.iii, C.B.2 and C.E.

CHANGES TO BENCHMARKS, BASELINE, METRICS

For each metric, two sets of measurements will be reported; one set will align with FSS+ and one set will align with RTS. This is an important distinction, primarily because RTS is a short term pilot that serves a specific site-based population and could affect HCV FSS+ outcomes during the three-year pilot. RTS measurements are an aggregate of the two pilot sites (Jefferson Park and Corcoran Park). Measurements for each site are also included to see if they differ at Jefferson Park versus Corcoran Park.

SS.2013.01 FINANCIAL STABILITY AND SAVINGS PLUS (FSS+)/HCV

SS1: Increase in Household Income		
Unit of Measurement	Baseline	Benchmark
Average earned income of households affected by this policy in dollars (increase).	<p>Average earned income of the first 80 program participants: \$24,534</p> <p>Average earned income of RTS participants: \$20,124</p> <p>JP Total: \$18,676 CP: \$21,924</p> <p>Average earned income of RTS participants that have earned income: \$32,320</p> <p>JP Total: \$32,489 CP: \$32,343</p>	<p>Average Earned Income for all FSS+ participants: \$36,996</p> <p>Average Earned Income for FSS+ participants that will have been in the program for at least one year and experience an increase in earnings: \$37,310</p> <p>Average Earned Income for all RTS participants: \$24,262</p> <p>JP Enrolled in coaching: \$30,907 JP Total: \$23,606 CP: \$25,030</p> <p>Average earned income of RTS participants that have earned income: \$37,389</p> <p>JP Enrolled in coaching: \$47,550 JP Total: \$37,249 CP: \$37,544</p>
SS #2: Increase in Household Savings		
Unit of Measurement	Baseline	Benchmark
Average amount of savings/escrow of households affected by this policy in dollars (increase).	\$0	<p>FSS+ participants that will have been in the program for at least one year and established an account \$3,672</p> <p>Total RTS participants: \$986</p> <p>JP Enrolled in coaching: \$1,551 JP Total: \$1,116 CP: \$836</p>
SS #5: Households Assisted by Services that Increase Self Sufficiency		
Unit of Measurement	Baseline	Benchmark

SS.2013.01 FINANCIAL STABILITY AND SAVINGS PLUS (FSS+)/HCV

Number of households receiving services aimed to increase self sufficiency (increase).	0	FSS+ participants: 175 Total RTS participants: 319 JP Enrolled in coaching: 40 JP Total: 172 CP: 147
SS #6: Reducing Per Unit Subsidy Costs for Participating Households		
Unit of Measurement	Baseline	Benchmark
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Avg HAP at FSS+ enrollment for participants that have been in the program for at least one year: \$1008 Avg subsidy at RTS launch based on ceiling rent: \$641 JP Total: \$651 CP: \$630	FSS+ Participants that will have been in the program for at least one year: 123 Avg HAP of FSS+ participants that have been in the program for at least one year: \$988 Avg subsidy of RTS participants based on ceiling rent: \$932 JP Enrolled in coaching: \$580 JP Total: \$566 CP: \$1360 (Ceiling rents at at Corcoran Park increased with the change to FPLI and this metric reflects that change.)
SS #7: Increase in Agency Rental Revenue		
Unit of Measurement	Baseline	Benchmark
PHA rental revenue in dollars (increase).	Based on participant months in the program during the FY: \$41,583 Monthly rent charged for RTS participants at program launch: \$163,608 JP Total: \$67,351 CP: \$78,400	Expected <u>monthly</u> TTP aggregated for FSS+ participants that have been in the program for at least one year: \$120,000 Expected <u>monthly</u> rent charged for RTS participants: \$188,000 JP Enrolled in coaching: \$27,000 JP Total: \$102,000 CP: \$86,000
SS #8: Households Transitioned to Self Sufficiency		
Unit of Measurement	Baseline	Benchmark
Number of households transitioned to self sufficiency (increase).	0	Number of FSS+ participants expected to experience end in subsidy : 30 Number of RTS participants expected to experience end in subsidy : 0
CHA: Increase in Credit Score		
Unit of Measurement	Baseline	Benchmark

SS.2013.01 FINANCIAL STABILITY AND SAVINGS PLUS (FSS+)/HCV

Percent who increase credit score for participants who have been in the program for one year.	0	FSS+ Participants: 60 Total RTS Participants: 60 JP Enrolled in coaching: 60 JP Total: 60 CP: 60
Average increase in credit score for participants who have been in the program for at least one year and experienced an increase (in points).	0	FSS+ Participants: 40 Total RTS Participants: 40 JP Enrolled in coaching: 40 JP Total: 40 CP: 40
CHA: Decrease or Maintain Zero Collection Debt		
Unit of Measurement	Baseline	Benchmark
Percent who decrease or maintain zero collection debt.	Percent of participants who had been in the program for the entire year during the first full year of implementation (60 participants) and had zero collection debt at intake: 45 RTS Participants: 0	Percent of FSS+ participants in the program for at least an entire year and had a decrease or zero collection debt: 70 Percent of RTS+ participants in the program for at least an entire year and had a decrease or zero collection debt: 70 JP Enrolled in coaching: 70 JP Total: 70 CP: 70
CHA: Increase in Household Income (Median)		
Unit of Measurement	Baseline	Benchmark
Median earned income of households affected by this policy in dollars (increase). For those who have been in the program for at least one year and experienced an increase in earnings.	FSS+ Participants: \$20,800 RTS Participants: \$14,321 JP Total: \$10,400 CP: \$18,033 Median earned income of RTS participants that have earned income: \$27,081 JP Total: \$25,849 CP: \$27,939	All FSS+ participants: \$37,743 FSS+ Participants that have been in the program for at least one year and experienced an increase in earnings: \$37,831 RTS Participants: \$18,198 JP Enrolled in coaching: \$16,581 JP Total: \$15,086 CP: \$19,681 Median earned income of RTS participants that have earned income: \$30,098 JP Enrolled in coaching: \$33,758 JP Total: \$29,425 CP: \$32,420
Percent who increase annual earned income for participants who have been in the program for at least one year.	0	FSS+ Participants: 59% RTS Participants: 48% Count of RTS Participant: 153 out 319 JP Enrolled in coaching and experienced an increase: 20 JP Total that experienced an increase: 80 CP that experienced an increase: 73
CHA: Households Transitioned to Self-Sufficiency (RIS)		

SS.2013.01 FINANCIAL STABILITY AND SAVINGS PLUS (FSS+)/HCV

Unit of Measurement	Baseline	Benchmark
Number of households transitioned to self-sufficiency (increase)	0	FSS+ Participants that have been in the program for at least one year <u>and</u> experienced a reduction in subsidy: 30
Reduction in Subsidy (RIS)		RTS Participants that experienced a reduction in subsidy: 87 JP Enrolled in coaching: 19 JP Total: 77 CP: 10 (Ceiling rents at at Corcoran Park increased with the change to FPLI and this metric reflects that change.)

HC.2011.01 - EXPIRING USE PRESERVATION PROGRAM**DESCRIPTION**

CHA converts Enhanced Vouchers to Project-Based Vouchers for affordable properties (owned by private or nonprofit entities) undergoing maturing mortgages, mortgage prepayment, or attached with project-based assistance (PBA) contracts set to expire. This activity ensures affordability of hard units in Cambridge and across the state of MA for at least an additional fifteen years. Many of these expiring use units were made affordable through HUD subsidies with limited terms of between 5 and 30 years. Upon expiration of the subsidies, property owners may charge market rate rents for the same units. HUD provides Enhanced Vouchers (EV) to eligible residents who are unable to pay the market-rate rent. If the resident moves to a different property the enhanced voucher converts to a regular tenant-based voucher and the resident's former unit becomes unsubsidized and available at market-rate. This MTW activity converts Enhanced Vouchers to Project-Based Vouchers so that residents can continue to live in their unit and, at the same time, affordability is preserved and attached to the unit rather than the resident. In some instances a minimum number of tenants must elect to convert their enhanced voucher to a project-based voucher in order for the project to successfully close. In January 2014, Smith House in Roxbury, MA was CHA's first expiring-use property outside of Cambridge.

PROJECT	CITY	HOUSING TYPE	UNITS ON LINE	FISCAL YEAR	UNITS PRESERVED	FY TOTAL
1221 Cambridge Street	Cambridge	Family	Jun 2011	FY12	116	214
411 Franklin Street	Cambridge	Elderly/Disabled	Mar 2012		98	
Bishop Allen	Cambridge	Family	Apr 2012	FY13	29	29
Harwell Homes	Cambridge	Family	May 2013	FY 14	14	146
Smith House	Roxbury	Elderly/Disabled	Jan 2014		132	
402 Rindge	Cambridge	Family	Jun 2014	FY15	110	535
St. Stephens	Lynn	Elderly/Disabled	Jan 2015		130	
Louis Barrett	Lynn	Elderly/Disabled	Feb 2015		145	
Brookside Terrace	Southbridge	Family	Mar 2015		150	

PROJECT	CITY	HOUSING TYPE	UNITS ON LINE	FISCAL YEAR	UNITS PRESERVED	FY TOTAL
Cleaves Court	Boston	Family	May 2015	FY16	36	742
Chauncy House	Boston	Family	Jun 2015		53	
Madison Park	Boston	Family	Jul 2015		120	
Briston Arms	Cambridge	Family	Jul 2015		50	
Mass Pike	Boston	Family	Oct 2015		157	
808 Memorial Drive	Cambridge	Family	Nov 2015		76	
Coes Pond (250 units)	Worcester	Elderly/Disabled	Nov 2015		250	
Landfall Apartments	East Boston	Elderly/Disabled	Nov 2016	FY17	15	176
Quincy Tower	Boston	Elderly/Disabled	Apr 2017		161	
TOTAL COMPLETED					1,842	

ACTIVITY STATUS

Since implementation of this activity, 1,842 units have been preserved. Additional opportunities may arise but it is difficult to predict. Fourteen (14) buildings in the City of Boston are slated to expire in 2019 .

ANTICIPATED CHANGES

In FY19 CHA anticipates that properties converting under the Expiring Use Preservation Program may consist of 100% Enhanced Vouchers at the time of conversion. Regardless of the ratio of Enhanced Vouchers and Project-Based Vouchers, CHA will continue to Project-Base vouchers when a family with an Enhanced Voucher moves out of the unit. CHA will enter into HAP contracts for Expiring Use properties which will include the number of back-up vouchers slated for conversion from Enhanced to Project-Based Vouchers in order to preserve as many units as possible with long-term affordable Project-Based assistance. Households that elect CHA's project-based program will be subject to all applicable MTW policies, unless otherwise stated in the individual preservation agreement.

IMPLEMENTATION YEAR

This activity was approved in the FY11 MTW Plan and was implemented in FY12.

PREVIOUSLY APPROVED AUTHORIZATIONS

2009 Agreement, Attachment C.B.1.b.i, ii and vii; 2009 Agreement, Attachment C.D.2.a and D.3.a and b

CHANGES TO BENCHMARKS, BASELINE, METRICS

Benchmarks and outcome numbers include units in aggregate.

HC.2011.02 EXPIRING USE PRESERVATION PROGRAM

HC #2: Units of Housing Preserved		
Unit of Measurement	Baseline	Benchmark
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase).	0	Total Units: 1,842 Units already preserved: 1,842 Units Anticipated: 0

HC.2008.03, HC.2008.03A, HC.2008.03B - SPONSOR-BASED VOUCHER PROGRAM**DESCRIPTION/UPDATE**

CHA's Sponsor-Based Program is composed of three programs (**HARD TO HOUSE**, **PATHWAYS TO PERMANENT HOUSING - TRANSITION HOUSE**, and **PATHWAYS TO PERMANENT HOUSING - HEADING HOME**) that include either the provision of housing only or a combination of housing and supportive services. The majority of housing is established through non-profit partners receiving sponsor-based vouchers. **PATHWAYS TO PERMANENT HOUSING - TRANSITION HOUSE** is the only program that provides housing in a CHA unit.

HARD TO HOUSE PROGRAMS (HC.2008.03): CHA partners with local service providers that work directly with the hard-to-house population including individuals with psychiatric, developmental and behavioral disabilities. Participants of this program receive housing assistance from CHA and intensive support services/case management the local service provider/CHA partner. It is important to note that service providers may serve more than one household/individual per voucher during the fiscal year. The following table reflects CHA's sponsor-based partnerships.

	SERVICE PROVIDER	START	TARGET POPULATION	SBV
1	CASCAP, Inc.	2009	Housing stabilization for CASCAP tenants at risk of homelessness due to mental health, substance abuse or seeking vocational goals.	2
2	Heading Home, Inc.	2009	homeless families/individuals	30
3	YWCA	2009	Participants of YWCA Dept of Mental Health (DMH) housing program, may include services from Vinfen.	15
4	Just A Start Corp.	2009	YouthBuild participants requiring emergency or transitional housing	1
5	North Charles, Inc ¹	2008	Men in substance abuse recovery, housed in YMCA Central House; 5 SBVs committed.	0
6	Transition House	2009	victims of domestic violence	12
7	Specialized Housing, Inc.	2009	adults with developmental disabilities	1
8	Vinfen	2009	adults with psychiatric disabilities served through Cambridge Supported Housing Program.	1
9	Aids Action	2009	Individuals with AIDS/HIV; one (1) SBV committed.	1
10	The Home for Little Wanderers	2013	individuals in child welfare system; aging out of foster care system; Roxbury Village (8) and Temple Street (15)	23
11	Youth on Fire (Y2Y)	2016	homeless/street involved youth, ages 14-24	22
12	Somerville Homeless Coalition	2016	homeless families/individuals	2
13	YWCA - Bigelow Shelter	2016	homeless families/individuals	6
14	Casa Myrna Vazquez	2017	survivors of the sex trade	8
TOTAL				124

1. The partnership agreement was not renewed in 2017.

IMPLEMENTATION YEAR

This program was approved in the FY08 MTW Plan and implemented in FY08.

ACTIVITY STATUS

In 2017, CHA committed an additional 15 vouchers for Home for Little Wanderers to support the organization's Temple Street site in Somerville, bringing total voucher commitment to 23. In addition, CHA established a new partnership with Casa Myrna Vazquez. Eight (8) new sponsor-based vouchers will be used to house survivors of the sex trade in a confidential congregate site in Boston. Information about the work of Casa Myrna Vazquez may be found at www.evacenter.org.

ANTICIPATED CHANGES

None.

PATHWAYS TO PERMANENT HOUSING – TRANSITION HOUSE (HC.2008.03A): This initiative started out as a three- year pilot that includes the provision of hard units in CHA housing and services for Transition House families that have shown they are ready to move into permanent housing. CHA makes two units of housing available to Transition House, who in turn assumes all tenant responsibilities for those two units. Transition House selects and, with assistance from CHA, pre-screens two families to live in the units for one-year. The families must have been on the CHA waiting list for at least one year and be a Transition House client for at least 90 days. During the year, the families are expected to occupy the units in accordance with CHA's occupancy policies. There is an Entity Lease between Transition House and CHA (modeled after the CHA Public Housing Lease), and a Participant Agreement between Transition House and the family. The families pay a program fee based on 30% of the family income and the fee is collected by Transition House and provided to CHA. At the end of the one year period, families in full compliance may gain full CHA resident status and lease the unit directly from CHA.

In addition, four subsidies have been allocated to fund a liaison to provide supportive services concerning domestic violence-related issues to families in the program, other CHA residents, CHA staff, voucher holders, applicants, and voucher landlords for a three-year period. At the end of the three years, the four subsidies will be converted to mobile vouchers to Transition House families, with the expectation that Transition House will have secured outside funding to support the liaison position.

IMPLEMENTATION YEAR

This program was approved in the FY14 Plan and implemented in FY14.

ACTIVITY STATUS

In 2017, CHA renewed and expanded its support for this activity. CHA now provides up to 4 units that may be a combination of hard units or vouchers a year for Transition House clients. In addition, Transition House leveraged CHA's 3-year pilot investment of a dedicated Community Liaison to secure additional funding from Massachusetts Office of Victim Assistance (MOVA), the City of Cambridge, and Tufts Health Plan Foundation. The role of the community liaison has been expanded to a Community Support Partnership (CSP) team that includes 4 full-time staff (Director, Community Liaison, Community Advocate, and Child and Family Liaison). This team offers technical support and training on domestic violence to CHA staff, residents and community partners. The expanded partnership has been renamed Cambridge Community Support Partnership and was only made possible by building upon and leveraging. Whereas CHA originally supported 100% of the cost of a full-time liaison, CHA now supports 34% of the cost of the CSP team. The remaining 66% of the cost is funded by the 3 above-described organizations and agencies.

PATHWAYS TO PERMANENT HOUSING - HEADING HOME (FORMERLY KNOWN AS FAMILY OPPORTUNITY SUBSIDY (FOS) PROGRAM) (HC.2008.03.B) - Based on current needs for transitional housing in MA and an evaluation of CHA and Heading Home's experience to date, CHA modified this program to more adequately address the needs of this hard-to-house population. The program was re-designed as a two year program that supports families in building their credit, financial management, and other skills so that they may be eligible for permanent housing with CHA after program completion. In this arrangement, Heading Home serves as "CHA tenants" by assuming all tenant responsibilities attached to CHA vouchers. Heading Home selects clients based on their readiness to move into permanent or transitional housing. They then provide the units to these clients for a set amount of time. This program makes it possible for households in difficult circumstances to live in safe and secure transitional housing with the potential to move into permanent housing.

The nonprofit partner (Heading Home) will provide and administer an escrow account for participants after the sponsor-based period so that they can build assets through an incentivized savings Plus One Payout program. This program operates independent of CHA. A minimum of 30 and maximum of 45 MTW HCV subsidies have been allocated for the entire duration of this program (more than one year).

IMPLEMENTATION YEAR

This program was approved in FY10 MTW Plan and implemented in FY11. Modifications were made to this program in FY13 and FY14.

ACTIVITY STATUS

At the time of this writing, there are twenty-one (21) vouchers issued for this activity.

ANTICIPATED CHANGES

None.

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment C.D.2

CHANGES TO BENCHMARKS, BASELINE, METRICS

None.

HC.2008.03, HC.2008.03A, HC.2008.03.B SPONSOR-BASED VOUCHER PROGRAM

<i>HC #5: Increase in Resident Mobility</i>		
Unit of Measurement	Baseline	Benchmark
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0 households	Hard to House households: 124 Transition House households: 4 Heading Home households: 21 Total Households: 149

HC.2008.03, HC.2008.03A, HC.2008.03.B SPONSOR-BASED VOUCHER PROGRAM

HC #7: Households Assisted by Services that Increase Housing Choice		
Unit of Measurement	Baseline	Benchmark
Number of households receiving services aimed to increase housing choice (increase).	0 households	Hard to House households: 124 Transition House households: 4 Heading Home households: 21 Total Households: 149
SS #5: Households Assisted by Services that Increase Self Sufficiency		
Unit of Measurement	Baseline	Benchmark
Number of households receiving services aimed to increase self sufficiency (increase).	0 households	Hard to House households: 124 Transition House households: 4 Heading Home households: 21 Total Households: 149
SS #8: Households Transitioned to Self Sufficiency		
Unit of Measurement	Baseline	Benchmark
Number of households transitioned to self sufficiency (increase).	0	0
CE #4: Increase in Resources Leveraged		
Unit of Measurement	Baseline	Benchmark
Amount of funds leveraged in dollars (increase).	0	\$3.3 million
CHA HC: Number of Households Served Per Voucher		
Unit of Measurement	Baseline	Benchmark
Number of households served per voucher. (Hard to House Program only)	1 household	2.6 households

HC.2001.01 - USE MTW RESOURCES TO AUGMENT STATE MRVP LEASING PROGRAM**DESCRIPTION**

This program allows CHA to preserve its Massachusetts Rental Voucher Program (MRVP) state rental assistance subsidies. As a stand-alone program, MRVP provides exceptionally low payment standards. MTW allows CHA to supplement these vouchers with funds from the MTW Block Grant to continue the viability of these subsidies and expand the total number of rental vouchers that CHA administers in the Cambridge market.

ACTIVITY STATUS

Active.

ANTICIPATED CHANGES

None.

IMPLEMENTATION YEAR

This activity was approved in the FY01 MTW Plan and was implemented in FY01.

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment D.A.1

CHANGES TO BENCHMARKS, BASELINE, METRICS

None

HC.2001.01 USE MTW RESOURCES TO AUGMENT STATE MRVP LEASING PROGRAM

HC #4: Displacement Prevention		
Unit of Measurement	Baseline	Benchmark
Number of households at or below 80% AMI that would lose assistance or need to move (decrease).	10	7 Households
CE #4: Increase in Resources Leveraged		
Unit of Measurement	Baseline	Benchmark
Amount of funds leveraged in dollars (increase)	0	Amount of MTW funds spent: \$53,052 Total households served: 7 MRVP subsidy amount: \$35,516

HC.2000.04 - EXPAND SUPPLY OF PERMANENTLY AFFORDABLE HARD UNITS OF HOUSING

DESCRIPTION

This initiative focuses on increasing and retaining the supply of hard units in CHA's housing portfolio through an increase in project-based vouchers. This activity furthers housing choice in Cambridge for low-income households who would otherwise be excluded from living in the City due to the high cost of housing. New development is sporadic and difficult to benchmark on an annual basis. For this reason, this activity is dependent on market conditions and available development opportunities in any given year. At the time of this writing, CHA is interested in increasing units and development opportunities on existing sites slated for Section 18 Disposition. This activity includes the preservation of all CHA hard units (affiliate units, RAD, HILAPP and Section 18 Disposition) and construction of new hard units (e.g. Temple Place). Benchmarks and Outcomes are set on an aggregate basis

ACTIVITY STATUS

Anticipated units in FY include Weaver (20), Manning Apartments (198), Millers River (297), Daniel F. Burns (198), Russell Apts (51), River Howard Homes (32), Willow Street Homes (14), UDIC Properties (26), Small Family units (16), Scattered Condos (17), Cambridgeport Commons (10), and Garfield Street (8).

ANTICIPATED CHANGES

Development closing on St. Paul's, Weaver, and Daniel F. Burns are contingent upon issuance of private activity bonds from the Commonwealth of MA and their applications for demolition/disposition are pending HUD approval. These factors affect the outcome numbers for this activity.

IMPLEMENTATION YEAR

This activity was approved in the FY00 MTW Plan and was implemented in FY00.

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment C.B.1.ii, C.C.12, C.C.13

CHANGES TO BENCHMARKS, BASELINE, METRICS

In the past, we see units completed as units on-line. This metric has been adjusted to use development closing as the measure for completed. Closings are easier to track and reflect when project-based subsidies are in place.

HC.2004.04 EXPAND SUPPLY OF PERMANENTLY AFFORDABLE HARD UNITS OF HOUSING

HC #1: Additional Units of Housing Made Available		
Unit of Measurement	Baseline	Benchmark
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	0	Units completed to date: 1,895 Anticipated in FY19: 293 Total units closed: 2,427

HC.2008.02 - CREATE MTW TRANSFER CATEGORY IN ADMIN PLAN (3 PARTS) AND ACOP (PUBLIC HOUSING)

DESCRIPTION/UPDATE

This activity increases housing options for households in crisis. CHA allows voucher holders to transfer between CHA housing units and Housing Choice Voucher programs and vice-versa on a case-by-case basis. In late FY13, CHA clarified that inter-program transfers related to reasonable accommodation requests will not be considered MTW transfers because they are permitted regardless of MTW authority. The number of MTW transfers is capped at twenty-four (24) transfers in a fiscal year.

The following number of transfers have occurred in the last five (5) years:

FISCAL YEAR	HCV to PH	PH to HCV
2017	2	0
2016	0	0
2015	0	0
2014	1	3
2013*	3	6

*Includes reasonable accommodation transfers

ACTIVITY STATUS

With the conversion to RAD, where applicable, this activity will be adjusted to align with RAD units. Program transfers resulting from RAD relocation are permitted independent of this activity and therefore not counted.

ANTICIPATED CHANGES

None.

IMPLEMENTATION YEAR

This program was approved in the FY08 MTW Plan and implemented in FY08. Modifications were made to this program in FY13.

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment C.D.1.b

CHANGES TO BENCHMARKS, BASELINE, METRICS

None.

HC.2008.02 CREATE MTW TRANSFER CATEGORY IN ADMIN PLAN (HCV) AND ACOP (PUBLIC HOUSING)

HC #5: Increase in Resident Mobility		
Unit of Measurement	Baseline	Benchmark
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	2 households

HOUSING CHOICE VOUCHER (HCV) PROGRAM ADMINISTRATIVE PLAN¹

- Create MTW Transfer Category in Admin Plan and ACOP (HC.2008.02)
- Rent Reasonableness Policy & 120% Exception Rents (HC.2002.01)
- Implement Local Project-Based Assistance Leasing Program (HC.2001.02)
- Allow Households to Pay over 40% of Income Toward Rent at Move-in (HC.2000.03)
- Implement Vacancy and Damage Payments (HC.2000.02)
- Rent Simplification Program² (CE.2006.01)
- Implement Recertifications Every Two Years for Households/HCV (HC.2008.08)

HC.2002.01 - RENT REASONABLENESS POLICY & 120% EXCEPTION RENTS

DESCRIPTION

This is a rent reasonableness policy to address the high cost of housing in the City of Cambridge. To retain landlords in the private housing market, CHA pays rent increases over the amount determined by HUD based on local rental market estimates. CHA already set payment standards above 120% of HUD's Fair Market Rent (FMR) for larger bedroom units. This policy extends the payment standard to any size unit. Most landlords are receiving the maximum amount permissible under CHA's payment standard. Furthermore, on a case-by-case basis, disabled households that find a unit in the private rental market may receive an even greater exception rent.

In FY14 CHA modified its Rent Reasonableness policy to better reflect market conditions and streamline the process for determining reasonable rent. CHA standards are based on an updated market analysis provided by an independent consultant every two years. Based on data in each market area, CHA will identify a low rent and high rent in that area. Rents must be within the range of the low and high rent to be considered reasonable. CHA reserves the right, at any time, to declare a rent unreasonable or establish an alternate reasonable rent determination methodology.

CHA will determine rent reasonableness at initial move-in, before any increase in rent and before the contract anniversary date or at any other time at the discretion of CHA. CHA will not automatically redetermine rent reasonableness based on a decrease in the published FMR.

ACTIVITY STATUS

Current payment standards were last updated on October 1, 2017.

1. As authorized under CHA's Amended and Restated MTW Agreement, Attachment C, Statement of Authorizations, CHA is authorized to develop operational policies and procedures for all Section 8 assistance that CHA is providing under section 8(o) of the 1937 Act. CHA has revised and updated its Administrative Plan to implement changes in the Housing Choice Voucher program as a result of the MTW program.

2. CHA's Rent Simplification Program (CE.2006.01) applies to both the HCV program and Public Housing/RAD/Demolition Disposition programs. Program components differ slightly. Therefore the activity listed twice in this section, one for the HCV program (Admin Plan, Part I) and one for CHA's hard units (ACOP, Admin Plan Part II and III).

ANTICIPATED CHANGES

None.

IMPLEMENTATION YEAR

This policy was approved and implemented in FY09. It was further modified in FY10 and FY14.

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment C.2.a.b.c

CHANGES TO BENCHMARKS, BASELINE, METRICS

None.

HC.2002.01 RENT REASONABLENESS POLICY & 120% EXCEPTION RENTS/HCV

HC #4: Displacement Prevention		
Unit of Measurement	Baseline	Benchmark
Number of households at or below 80% AMI that would lose assistance or need to move (decrease).	0	Anticipated households that will lease units in Cambridge at over 120% FMR at initial move-in: 53

HC.2001.02 - IMPLEMENT LOCAL PROJECT-BASED ASSISTANCE LEASING PROGRAM/HCV

DESCRIPTION

This program allows CHA to expand its Project-Based portfolio beyond the 20% HUD threshold and allows property owners to project-base a building beyond the 25% HUD threshold. Property owners may coordinate with CHA to project-base up to 100% of a property. CHA originally envisioned this activity to support the Public Housing Preservation Fund (HC.2010.01 - closed out in FY14) and involve project-basing 250 to 375 vouchers to support CHA's at-risk public housing stock. The following are discrete flexibilities utilized under this activity.

Sections of 24 CFR 983 Waived Through MTW Authority

24 CFR	Citation	Description
Part 983, Subpart A	.6	Maximum Amount of PBV Assistance
Part 983, Subpart B	.51	Selection of PBV Owner Proposals
Part 983, Subpart B	.56	Cap on Number of PBV Units in Each Building
Part 983, Subpart D	.152	Purpose and Content of the Agreement to Enter into HAP Contract
Part 983, Subpart E	.202	Purpose of HAP Contract
Part 983, Subpart E	.206	HAP Contract Amendments (To Add or Subtract Contract Units)
Part 983, Subpart F	.258	Security Deposit: Amounts Owed by Tenant
Part 983, Subpart F	.261	When Occupancy May Exceed 25 Percent Cap on the Number of PBV Units in Each Building
Part 983, Subpart G	.301	Determining the Rent to Owner

Program revisions which took effect in FY14:

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

ACTIVITY STATUS

CHA established owner-managed, site-based waiting lists (SBWL) for its project-based developments. Details are included in Chapter 16 of the Administrative Plan Part 1 and in Chapter 4 of the ACOP and Admin Parts 2 and 3.

Eight (8) new project based units with nonprofit developers. Additional units with nonprofit developers may occur, but it is difficult to estimate at the time of this writing.

ANTICIPATED CHANGES+

None.

IMPLEMENTATION YEAR

This program was approved and implemented in FY01. Modifications were made to this program in FY14.

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment C.D.7

CHANGES TO BENCHMARKS, BASELINE, METRICS

CHA metric may be expanded to look at PBVs in the HCV program (not including RAD and former public housing units) as well as CHA hard units that have been project-based through RAD/DemoDispo/HILAPP.

HC.2001.02 IMPLEMENT LOCAL PROJECT-BASED ASSISTANCE LEASING PROGRAM

HC #1: Additional Units of Housing Made Available		
Unit of Measurement	Baseline	Benchmark
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	0	Units to be project-based Expanding Supply of Hard Units: 293 Units to be project-based Expiring Use: 0 Units to be project-based through private nonprofit developers: 8 Anticipated new units: 301
HC #2: Units of Housing Preserved		
Unit of Measurement	Baseline	Benchmark
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase).	0	Units to be project-based Expanding Supply of Hard Units: 293 Units to be project-based Expiring Use: 0 Units to be project-based through private nonprofit developers: 8 Anticipated new units: 301
CHA Metric: Percentage of PBAs Relative to Total MTW Vouchers		
Unit of Measurement	Baseline	Benchmark
PBVs as percent of total MTW vouchers	26%	60%

HC.2000.03 - ALLOW HOUSEHOLDS TO PAY OVER 40% OF INCOME TOWARD RENT AT MOVE-IN/HCV

DESCRIPTION

This program allow new voucher holders to pay over 40% of their income towards rent at initial lease up. This exceeds the first-year lease-up threshold set by HUD and expands housing choices so that voucher holders may locate units that fit their individual needs, provided that they demonstrate the ability to commit a higher income contribution toward rent.

ACTIVITY STATUS

Active.

ANTICIPATED CHANGES

None.

IMPLEMENTATION YEAR

This activity was approved in the FY00 MTW Plan and was implemented in FY00.

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment C.D.2.a

CHANGES TO BENCHMARKS, BASELINE, METRICS

Outcome numbers have varied year to year because \$0 income and minimum rent households may be counted under this activity. Going forward, we will exclude \$0 income and minimum rent households as it does not accurately reflect the intent of this activity.

HC.2000.03 ALLOWING HOUSEHOLDS TO PAY OVER 40% OF INCOME TOWARD RENT AT MOVE-IN

<i>HC #5: Increase in Resident Mobility</i>		
Unit of Measurement	Baseline	Benchmark
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	0 households

HC.2000.02 - IMPLEMENT VACANCY AND DAMAGE PAYMENTS/HCV

DESCRIPTION

This policy serves as an incentive for landlords to continue providing housing units to voucher holders, thereby maintaining or increasing housing choice for low-income households in Cambridge. CHA offers vacancy and damage payments to landlords in the Tenant-Based voucher program who agree to re-lease to a voucher family. Payments are also offered to landlords under a Project-Based Contract in cases where the contract already includes a clause for financial compensation for vacant units and damage reimbursements.

The following changes took effect in FY14 under the Administrative Plan Part 1 (Chapter 11)

1. Compensation in Cases of Vacancy Without Notice: In the event that a household vacates without notice, landlords may receive up to 80% of one month's contract rent if they do not require last month's rent at initial lease.
2. Guaranteed Damage Compensation: Landlords who accept a reduced security deposit are guaranteed compensation for all damages in excess of the security deposit in the event that a household fails to pay.

3. Incentive to Rent to CHA Voucher Holders: Landlords (including those who require last month's rent at initial lease) may be compensated up to 80% of contract rent to cover vacancy, provided that the new tenant is a CHA voucher holder.

ACTIVITY STATUS

In 2017, there were 93 instances in which a damage/vacancy payment was made to a landlord. Payments totaled \$120,051.

ANTICIPATED CHANGES

None.

IMPLEMENTATION YEAR

This activity was approved in the FY00 MTW Plan and was implemented in FY00.

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment C.D.1.d

CHANGES TO BENCHMARKS, BASELINE, METRICS

None.

HC.2000.02 IMPLEMENT VACANCY AND DAMAGE PAYMENTS/HCV

<i>HC #2: Units of Housing Preserved</i>		
Unit of Measurement	Baseline	Benchmark
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase).	0	19 units

CE.2006.01 - RENT SIMPLIFICATION PROGRAM (RSP)/HCV

DESCRIPTION

CHA has implemented a series of initiatives in the HCV program to simplify rent calculation and the recertification process, streamline administrative processes, and reduce paperwork burdens on clients and staff. The following is a summary of program components:

Regular and Interim Recertification: Elderly and disabled households undergo recertification on a biennial basis. CHA is also implementing biennial recertifications for non-elderly, non-disabled households. Voluntary interim recertification may be requested twice by non-elderly, non-disabled households between biennial recertifications. There is no limit on interim recertifications for elderly or disabled households. In FY14, CHA instituted a \$60 fee if a voucher holder misses his/her reexamination appointment and does not notify CHA forty-eight (48) hours advance notice to reschedule. CHA waives the fee if the circumstances were unforeseeable. This initiative encourages accountability and timely completion of the recertification process.

Minimum Rent: Minimum rent was increased from \$25 to \$50. Additionally, exception rent policies were established to provide greater flexibility for disabled households (see HC.2002.01 - RENT REASONABLENESS POLICY AND 120% EXCEPTION RENTS). Exception rents for disabled households are evaluated on a case-by-case basis. Zero income households have a minimum rent of \$0 for the first three (3) months and may be eligible to receive a utility reimbursement. Starting on the fourth month, households that have not reported income will be responsible to pay a minimum rent of \$50 to the landlord and will not be eligible for a utility reimbursement.

Definition of Annual Income:

1. **Asset Income Calculation:** In cases where household assets are valued at more than \$50,000, CHA calculates and counts only the imputed income from assets by using the market value of the asset and multiplying it by the CHA established passbook savings rate. CHA's passbook savings rate is determined consistent with HUD guidelines. Assets under \$50,000 do not factor into tenant payments.
2. Annual income does not include the 1st twelve (12) months of net income from operation of a business or profession, including any withdrawal of cash or assets from the operation of the business.

Changes in Family Composition: Households adding an adult member other than the spouse or partner of a household member, foster adult, live-in aide, or a guardian or caretaker for a minor child, will have their housing assistance payment reduced by 10% for each additional family member. The reduction will continue as long as the adult member is part of the household. The subsidy reduction is effective on the first (1st) of the month following the addition to the household.

Restriction on Moves: CHA may deny permission to move if the household was issued a voucher for a move in the past twelve (12) month period and did not move.

Mixed Family Rent: Mixed households that include both members who are citizens/eligible immigrants as well as members who do not contend to have eligible immigration status are charged 110% of the rent they would pay if the household were not a mixed family.

Households with Real Property and Significant Assets: Eligibility policies were implemented to ensure families that own real property and/or who have significant assets do not qualify for admission or continued occupancy with CHA. Housing resources are provided to those who do not have alternative housing options and do not have significant assets. Elderly and disabled households are exempt from this policy.

Households who meet the following criteria are not eligible for admission or continued occupancy:

1. Non-elderly/disabled households whose net assets exceed \$100,000.
2. Households who have a present ownership in, and a legal right to reside in, real property that is suitable for occupancy as a residence. This policy will not apply in the following circumstances:
 - A household member or members are unable to reside in the property because of domestic violence.
 - The household is making a good faith effort to sell the property.
 - The property is owned in a country where there is verifiable evidence that the household would face retribution or repression were they to return to the country where the property is owned.

Authorized Unit Size Due to Changes to the Household: CHA implemented a policy to provide for changes in the authorized unit size the month following the approval of an additional household member. For decreases in household composition, the authorized unit size will change at the first (1st) regular recertification after the decrease in household size. This policy facilitates timely subsidy

increases when household size increases.

Households that have obtained written owner approval to add a household member may request that CHA authorize addition of the household member and re-determine the subsidy size based on the occupancy guidelines. If the subsidy size for the family changes during the term of the HAP Contract, the “new” subsidy size is effective as follows:

1. If the subsidy size is increased, the change is effective on the first of the month following the date that the new household member is approved by CHA.
2. If the household provided proper written notice of a decrease in household size, the change is effective at the first regular recertification following the change.
3. If it is determined that the household failed to provide the proper written notice of a decrease in family size, change is retroactive to the first of the month following the date that the household member left the household.

In connection with this activity, CHA is committed to tracking aggregate earned income of households in the HCV program in the Annual Report.

ACTIVITY STATUS

With the conversion to RAD, no additional MTW waivers are requested or changes proposed.

ANTICIPATED CHANGES

As of 2019, all HCV participants will undergo biennial recertifications as described. The description under Regular and Interim Recertifications above was modified accordingly.

IMPLEMENTATION YEAR

Biennial recertification for elderly and disabled households and the limit on interim recertifications was approved in the FY08 MTW Plan and implemented in FY11. This initiative was modified in FY14. Minimum rent was approved and implemented in FY06 and was modified in FY09 to reflect the three (3) month minimum rent transition. The asset income policy was approved and implemented in FY06 and then modified in FY13 to reflect the imputed asset income calculation. The mixed family rent activity was approved in the FY09 MTW Plan and implemented in FY14 for the Housing Choice Voucher Program.

PREVIOUSLY APPROVED AUTHORIZATIONS

2009 MTW Agreement, Attachment C.D.1c and Attachment C.Z.a

CHANGES TO BENCHMARKS, BASELINE, METRICS

None.

CE.2006.01 RENT SIMPLIFICATION PROGRAM (RSP)/HCV**CE #1: Agency Cost Savings**

Total cost of task in dollars (decrease)	Recertifications performed in FY06: 2,120 Interims Performed in FY06: 1,033 Recertification Time: 1.25 hours Interim Time: .75 hours Staff Cost/hr: \$33.70 Total cost FY06: \$115,415	Recertifications to be completed: 2,221 Interims to be completed: 4,231 Recertification Time: 1.25 hours Interim Time: .75 hours Staff Cost/hr: \$42.25 \$178,770
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CE #2: Staff Time Savings

Unit of Measurement	Unit of Measurement	Benchmark
Total time to complete the task in staff hours (decrease)	Recertifications performed in FY06: 2,120 Interims Performed in FY06: 1,033 Recertification Time: 1.25 hours Interim Time: .75 hours Total time FY06: 3,425	6,453

CE #3: Decrease in Error Rate of Task Execution

Unit of Measurement	Unit of Measurement	Benchmark
Average error rate in complete a task as a percentage (decrease)	Rent determination errors from a quality control audit in December 2013: 30%	20%

CE #5: Increase in Agency Rental Revenue

Unit of Measurement	Unit of Measurement	Benchmark
Rental revenue in dollars (increase).	Annual aggregate amount of rent that we assume HCV holders paid to their landlords/private property owners in FY13 based on March 31, 2013 snapshot data: \$9,189,084	\$19,800,000

CHA Metric: Average Household Income

Unit of Measurement	Baseline	Benchmark
Average earned income of households affected by this policy in dollars.	\$22,072	Total Households Average: \$26,961

CHA Metric: Median Household Income

Unit of Measurement	Baseline	Benchmark
Median earned income of households affected by this policy in dollars.	\$20,138	Total Households Median: \$24,319

HC.2008.08 - IMPLEMENT RECERTIFICATIONS EVERY TWO YEARS FOR HOUSEHOLDS/HCV

DESCRIPTION

Similar to the biennial recertification policy in Public Housing, a biennial recertification schedule will apply to all HCV households. This initiative will allow residents to retain any additional income that they experience between recertifications and provide them with an opportunity to build savings and, at the same time, eases the burden of administering annual recertifications. For non-elderly, non-disabled households, up to two voluntary requests for interim rent reductions may be made between regular recertifications. The limit on interim recertifications will not apply to elderly or disabled households.

ACTIVITY STATUS

This initiative is planned to be implemented in the later part of FY18.

ANTICIPATED CHANGES

None.

IMPLEMENTATION YEAR

This initiative was approved in FY08. It was modified in FY18 and will be implemented in FY18.

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment C.D.C

CHANGES TO BENCHMARKS, BASELINE, METRICS

None

<i>SS #3: Households Increase in Positive Incomes in Employment Status</i>		
Unit of Measurement	Baseline	Benchmark
Other: Full and/or Part-Time Employment	Current Total: 4094 Total Employed: 1783 Percent: 43%	Total: 4094 Total Employed: 1783 Percent: 43%
<i>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</i>		
Unit of Measurement	Baseline	Benchmark
Number of households receiving TANF assistance (decrease).	Households receiving TANF: 377	Total: 377
<i>SS #8: Households Transitioned to Self Sufficiency</i>		
Unit of Measurement	Baseline	Benchmark
Number of households transitioned to self sufficiency (increase).	Households that left housing as a result of renting or purchasing a home in the private market in current: 16	Total: 16

PUBLIC HOUSING (PH) PROGRAM ADMISSIONS & CONTINUED OCCUPANCY POLICIES³ (ACOP)

- Create MTW Transfer Category in Admin Plan and ACOP (HC.2008.02)
- Implement Ceiling Rents (CE.2009.01)
- Rent Simplification Program (CE.2006.01)

CE.2009.01 - IMPLEMENT CEILING RENTS/PUBLIC HOUSING

DESCRIPTION

This policy simplifies ceiling rent calculations so that it reflects annual cost increases through the use of market-related indices. On an annual basis, CHA will review market-related indices applicable to ceiling rents and make a determination on the index to be applied in the given year. Prior to securing MTW status, CHA used the original ceiling rent methodology derived from the old Performance Funding System (PFS) which was discontinued when HUD adopted the Asset Management approach after the Harvard Cost Study. PFS proved to be cumbersome, time consuming, and did not factor in the actual maintenance and operation cost of public housing. Whereas an annual ceiling rent adjustment under PFS would have required at least 3 intensive days to formulate, this activity reduces the annual ceiling rent adjustment to 3 hours once a year. This initiative was implemented in FY06 and modified in FY09 to replace HUD's Annual Adjustment Factor (AFF) with the OCAF. In FY13 CHA did not implement an OCAF increase. CHA will use the higher of the OCAF, AFF, or appropriate housing market adjustment factor. Under RAD, ceiling rents are set to conform to tax credit requirements where applicable.

ACTIVITY STATUS

The three-year phased ceiling rent increases are ongoing as agreed under the RAD conversion and Admin Plan Part 2.

ANTICIPATED CHANGES

None.

IMPLEMENTATION YEAR

This program was approved and implemented in FY06 and modified in FY09 and FY14.

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment C.C.11

CHANGES TO BENCHMARKS, BASELINE, METRICS

None.

³ As authorized under CHA's Amended and Restated MTW Agreement, Attachment C, Statement of Authorizations, CHA is authorized to develop and adopt local preferences and admission policies and procedures for admission into the public housing program in lieu of HUD statutes, regulations or other requirements based in the 1937 Act. Additionally, under the Restated MTW Agreement, CHA is required to revise the Admissions and Continued Occupancy Policy (ACOP) to implement changes in Public Housing Occupancy policies as a result of the MTW program.

CE.2009.01 IMPLEMENT CEILING RENTS/PUBLIC HOUSING

CE #1: Agency Cost Savings		
Unit of Measurement	Baseline	Benchmark
Total cost of task in dollars (decrease).	Hourly cost of staff that sets annual ceiling rent: \$66 Cost of task: \$1,584	Hourly cost of staff that sets annual ceiling rent: \$68 Cost of task: \$0
CE #2: Staff Time Savings		
Unit of Measurement	Baseline	Benchmark
Total time to complete the task in staff hours (decrease)	24	0
CE #5: Increase in Agency Rental Revenue		
Unit of Measurement	Baseline	Benchmark
Rental revenue in dollars (increase)	Ceiling rent revenue collected in FY14: 1,926,858	Total: \$1,886,472

CE.2006.01 - RENT SIMPLIFICATION PROGRAM (RSP)/PUBLIC HOUSING + RAD + DISPOSITION**DESCRIPTION/UPDATE**

CHA has implemented a series of initiatives in the Public Housing and HCV programs designed to simplify rent calculation and the recertification process, streamline administrative processes, and reduce paperwork burdens on clients and staff. The following is a summary of program components. An Administrative Plan Part 2 was adopted to ensure that this activity is retained in the RAD conversion, to the extent possible, even though it deviates from the RAD Project-Based Voucher rules.

Regular and Interim Recertification: Residents are required to recertify income on a biennial basis. This initiative allows residents to increase their income without feeling the effect of an immediate increase in rent. For non-elderly, non-disabled households, up to two voluntary requests for interim rent reductions may be made between regular recertifications. The limit on interim recertifications does not apply to elderly or disabled households.

Tiered Rent Schedule and Streamlined Deductions: Under RSP, CHA implemented a tiered rent schedule. Residents' incomes fall into \$2,500 ranges and rent is set at 30% of the low end of each range (minus a utility allowance). Deductions are streamlined and may be applied to unreimbursed medical and child care expenses only. Unreimbursed child care and/or medical expenses must meet a minimum

threshold to be eligible for a deduction. Deductions amounts of either \$2,500 or \$5,000 level are applied according to the amount of unreimbursed expenses.

Minimum Rent: Households with income in the lowest tier of the rent schedule are charged a minimum rent of \$50 for a twelve (12) month period. If there is no change in income after twelve (12) months at the \$50 minimum rent, households are charged the rate of the second (2nd) tier of the rent schedule. A utility allowance may be applied to the minimum or second (2nd) tier rents, according to rent schedules for each site.

Definition of Annual Income:

1. **Asset Income Calculation:** The definition of income exclude income from assets valued at \$50,000 or less. In cases where household assets are valued at more than \$50,000, CHA calculates and counts only the imputed income from assets by using the market value of the asset and multiplying it by the CHA established passbook savings rate. CHA's passbook savings rate is consistent with HUD guidelines.
2. Annual income does not include the 1st twelve (12) months of net income from the operation of a business or profession, including any withdrawal of cash or assets from the operation of the business.

Mixed Family Rent: Mixed households include both members that are US citizens/eligible non-citizens and members that do not have eligible immigration status. Mixed households are charged 110% of the rent they would pay if the household were not a mixed family.

Households with Real Property and Significant Assets: A series of policies that ensure that families who own real property and/or who have significant assets do not qualify for admission or continued occupancy with CHA. These policies ensure that CHA housing resources serve only those who do not have alternative housing options and who do not have significant assets. Elderly and disabled households are exempt from this policy.

Households who meet the following criteria will not be eligible for admission or continued occupancy:

1. Non-elderly/disabled households whose net assets exceed \$100,000.
2. Households who have a present ownership in, and a legal right to reside in, real property that is suitable for occupancy as a residence. This policy will not apply in the following circumstances:
 - Household member or members are unable to reside in the property because of domestic violence.
 - The household is making a good faith effort to sell the property.
 - The property is owned in a country where there is verifiable evidence that the household would face retribution or repression were they to return to the country where the property is owned.

In connection with this activity, CHA intends to track the aggregate earned income of households in the Annual Report.

ACTIVITY STATUS

LIHTC requirements and associated third-party verification apply to a growing number of CHA buildings, particularly with RAD fully underway. CHA will exercise the option to accept third-party verification that is collected during LIHTC's annual recertification process to fulfill the income verification requirement at CHA certification meetings (annual, interims). The information contained in the third-party verification is provided directly by employers and contains more information about the resident's employment status than a paystub, the income verification document that has been generally accepted at CHA certification meetings. Using third-party verification streamlines the staff time needed to complete a certification and relieves the resident from locating a paystub or other income documentation in preparation for any rent certification.

ANTICIPATED CHANGES

None.

IMPLEMENTATION YEAR

Biennial recertifications, the tiered rent schedule and streamlined deductions were approved and implemented in FY06. Minimum rent was approved and implemented in the FY06 MTW Plan and was modified in FY09 to reflect the twelve (12) month limit. The asset income policy was approved and implemented in FY06 and then modified in FY13 to reflect the imputed asset income calculation. The mixed family rent activity was approved in the FY09 MTW Plan and implemented in FY09 for Public Housing.

PREVIOUSLY APPROVED AUTHORIZATIONS

2009 MTW Agreement, Attachment C.C.2, C.C.4, C.C.5, and C.C.11

CHANGES TO BENCHMARKS, BASELINE, METRICS

Benchmarks, where applicable, were adjusted to be more in line with FY15 outcomes.

CE.2006.01 - RENT SIMPLIFICATION PROGRAM (RSP)/PUBLIC HOUSING

CE #1: Agency Cost Savings		
Unit of Measurement	Baseline	Benchmark
Total cost of task in dollars (decrease).	Number of Recertifications Performed in FY06: 1,699 Number of Interims Performed in FY06: 563 Recertification Time: 1.5 hours Interim Time: .75 hours Staff Cost/hr: \$33.70 Total Cost of Task: \$100,122	Total Recertifications: 1,701 Total Interims: 429 Recertification time: 2.25 hours Interim Time: 2 hours Staff Cost/hr: \$42.25 Total Cost of Task: \$197,952

CE #2: Staff Time Savings		
Unit of Measurement	Baseline	Benchmark
Total time to complete the task in staff hours (Decrease)	Number of Recertifications Performed in FY06: 1,699 Number of Interims Performed in FY06: 563 Recertification Time: 1.5 hours Interim Time: .75 hours Total time spent on task FY06: 2,971	Total time spent on task: 4685
CE #3: Decrease in Error Rate of Task Execution		
Unit of Measurement	Baseline	Benchmark
Average error rate in completing a task as a percentage (decrease):	Rent determination errors from a quality control audit in July 2013: 7%	15%
CE# 5: Increase in Agency Rental Revenue		
Unit of Measurement	Baseline	Benchmark
Rental Revenue in dollars (increase).	Rental Revenue Collected in FY05: \$10,021,885	Total Rental Revenue: \$10,122,638
SS# 3: Increase in Positive Outcomes in Employment Status		
Unit of Measurement	Baseline	Benchmark
Other: Full and/or Part-Time Employment	Total Public Housing Households on March 31, 2014: 2,493 Total Public Housing households that experienced full or part time employment status on March 31, 2014: 1,003 Percent of Public Housing Households that experienced full or part time employment status on March 31, 2014: 40%	Total Households: 2,165 Total Households with full or part-time employment: 932 Percent of total households: 43%

<i>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</i>		
Unit of Measurement	Baseline	Benchmark
Number of households receiving TANF assistance (decrease).	Households receiving TANF on March 31, 2013: 146	Total Households receiving TANF: 93
<i>SS #8: Households Transitioned to Self Sufficiency</i>		
Unit of Measurement	Baseline	Benchmark
Number of households transitioned to self sufficiency (increase).	Households that left CHA public housing as a result of renting or purchasing a home in the private market in FY13: 46	Total Households: 19
<i>CHA Metric: Average Household Income</i>		
Unit of Measurement	Baseline	Benchmark
Average earned income of households affected by this policy in dollars.	\$26,810	Total Households Average: \$36,191
<i>CHA Metric: Median Household Income</i>		
Unit of Measurement	Baseline	Benchmark
Median earned income of households affected by this policy in dollars.	\$24,440	Total Households Median: \$28,350

NOT YET IMPLEMENTED

EM.2014.02 - TRANSITION TO MARKET RENT/PUBLIC HOUSING

DESCRIPTION

Transition to Market Rent is a program that would provide financial support to households interested in moving out of public housing and into the private market. While public housing residents must have an income below 80% of AMI at the time of their acceptance into the Public Housing Program, CHA does not enforce an income limit during the tenancy period. Households with incomes at or above 100% of the Area Median Income (AMI) –as established by HUD – may be ready to successfully transition to the private rental market. Transition to Market Rent assists these households who find a unit in Cambridge by paying for their first and last month's rent, and security deposit.

This initiative was approved in the FY14 Annual Plan.

UPDATE

CHA is considering the need for modifications to this activity.

TIMELINE

CHA will not be implementing this activity in the upcoming FY but is working to determine a feasible timeline.

HC.2008.04 - ALIGN INCOME DEDUCTIONS WITH FEDERAL PUBLIC HOUSING RENT SIMPLIFICATION DEDUCTIONS/HCV

DESCRIPTION

Similar to the medical and childcare deductions established in the Public Housing program, Housing Choice Voucher holders would adopt the same or similar deduction schedule in calculating annualized income for lease-up, interim recertification, and/or regular recertification. A household needs to show applicable expenses above \$2,500 in one category (medical or childcare) to receive a deduction. The policy provides that.

- Households, where the head, co-head and/or spouse is elderly or disabled may deduct unreimbursed medical expenses according to the table below.

Medical Expenses	Deduction
\$2,500 or Less	No deduction
\$2,501 – 5,000	\$2,500
\$5,001 – 7,500	\$5,000
More than \$7,501	Hardship Review

- In cases of questions CHA will refer to IRS Publication #502, *Medical and Dental Expenses* to verify and calculate medical expense costs.
- Elderly and disabled households with unreimbursed medical or expenses exceeding \$7,501 per year can apply for a Hardship Waiver.
- To be eligible to deduct unreimbursed child care expenses, the care must be for a child who is under thirteen years of age.
- Households may deduct unreimbursed child care expenses ONLY when the childcare enables a household member to be gainfully employed, to seek employment or to further his or her education or job training. Deductions will be applied as follows:

Child Care Expenses	Deduction
\$2,500 or Less	No deduction
\$2,501 – 5,000	\$2,500
\$5,001 – 7,500	\$5,000
More than \$7,501	Hardship Review

- Unreimbursed child care expenses cannot exceed:
 - The amount of income earned by the household member released to work; or
 - An amount determined as reasonable by CHA when the childcare permits a household member to pursue education, seek employment and job training.

- Households claiming unreimbursed childcare expenses of \$7,501 or more per year can apply for a Hardship Waiver.
- Metrics will be developed after policies are finalized and an impact analysis and public process have been completed in accordance with the MTW Agreement.

UPDATE

Implementation of this initiative was part of the Administrative Plan revision. CHA finalized the document without addressing income deduction reform. Metrics will be developed after policies are finalized and an impact analysis and public process have been completed in accordance with the MTW Agreement. The description for this activity has been expanded to include a summary of the deduction bands for medical expenses and child care expenses.

TIMELINE FOR IMPLEMENTATION

CHA will not be implementing this activity in the upcoming FY but is working to determine a feasible timeline.

HC.2008.06 - CHANGE INCOME CALCULATION TO ALLOW USE OF PRIOR YEAR/HCV

DESCRIPTION

Prospective and past income may be used to calculate resident rents, especially for families with irregular or sporadic employment histories. For example, W-2s may be used as evidence of past family income when more detailed information is not available.

This initiative was approved in the FY08 Annual Plan.

UPDATE

Implementation of this initiative was part of the Administrative Plan revision. CHA did not address rent or income calculation reform in the revised Administrative Plan. Metrics will be developed after policies are finalized and an impact analysis and public process have been completed in accordance with the MTW Agreement.

TIMELINE FOR IMPLEMENTATION

CHA will not be implementing this activity in the upcoming FY but is working to determine a feasible timeline. This activity requires further consideration as it would affect the feasibility, effectiveness, and possible implementation of an expanded FSS+ program.

ACTIVITIES ON HOLD - NONE

ACTIVITIES CLOSED OUT

PH.2010.01 - INTEGRATE NEAR-ELDERLY (58-59 YEAR OLD) INTO ELDERLY SITES' WAIT LISTS.

REASON FOR CLOSING OUT INITIATIVE

Implementation of the present Form 50900 and the requisite standard metrics led to additional review of CHA's MTW activities. Pursuant to CFR (Definitions) 945.105, this policy does not require MTW authority. Current regulations allows any PHA to implement the same policy.

This initiative was approved in the FY10 Annual Plan and implemented in FY10. This activity is ongoing but was closed out as an MTW activity in FY14.

HC.2008.01 - IMPLEMENT REVISED PROJECT-BASED VOUCHERS IN COOPERATIVE EFFORT WITH CITY'S HOUSING TRUST FUND

REASON FOR CLOSING OUT INITIATIVE

This initiative was implemented for specific sites and with a finite number of PBAs (46) allocated. Both sites are completed.

This initiative was approved in the FY08 Annual Plan and implemented in FY08. This activity was closed out in FY14.

HC. 2007.01 - REVIEW OF ALTERNATIVE SUBSIDY APPROACHES

REASON FOR CLOSING OUT INITIATIVE

Implementation of the present Form 50900 and the requisite standard metrics led to additional review of CHA's MTW activities. Upon further examination, CHA determined that the activity is composed of four distinct programs (see below), each with its own distinct metrics. It is not a stand-alone policy and therefore we have closed it out. The following four programs originally fall under this policy:

1. Sponsor-based Voucher Program;
2. Family Opportunity Subsidy, now known as Pathways to Permanent Housing - Heading Home;
3. Career Family Opportunity - CFO (closed out); and
4. Financial Stability and Savings Plus (FSS+) Program.

This initiative was approved in the FY07 Annual Plan and implemented in FY07. This activity was closed out in FY14.

PD.2000.01 - REQUEST FOR REGULATORY RELIEF FOR MIXED FINANCE

REASON FOR CLOSING OUT INITIATIVE

A HUD notice on streamlining mixed finance activities (PIH 2004-5) was issued on 04/09/04 and rendered this activity moot.

This initiative was approved in the FY00 MTW Plan, never implemented, and closed out in FY14.

PD.2008.01 - LIBERATING ASSETS

REASON FOR CLOSING OUT INITIATIVE

Implementation of the present Form 50900 and the requisite standard metrics led to additional review of CHA's MTW activities. Upon further examination, CHA determined that this activity is a component of the Public Housing Preservation Fund and not a stand-alone MTW activity. As a result, this activity has been combined and collapsed into the Public Housing Preservation Fund. This activity primarily requires Single Fund Flexibility and is described in the following chapter, SOURCES + USES OF FUNDING, in the narrative section on activities that "...Use Only MTW Single Fund Flexibility".

This initiative was approved in the FY08 Annual Plan and implemented in FY8. This activity is ongoing but was closed out as a stand-alone MTW activity in FY14.

PH.2013.02 - PROJECT-BASED VOUCHER IN PUBLIC HOUSING

REASON FOR CLOSING OUT INITIATIVE

Implementation of the present Form 50900 and the requisite standard metrics led to additional review of CHA's MTW activities. Upon further examination, CHA determined that this activity is a component of the Public Housing Preservation Fund and not a stand-alone MTW activity. As a result, this activity has been combined and collapsed into the Public Housing Preservation Fund. This activity primarily requires Single Fund Flexibility and is described in the following chapter, SOURCES + USES OF FUNDING, in the narrative section on activities that "...Use Only MTW Single Fund Flexibility".

This initiative was approved in the FY13 Annual Plan and implemented in FY13. This activity is ongoing but was closed out as a stand-alone MTW activity in FY14.

SS.2013.02 - WORK FORCE SUCCESS INITIATIVE - MATCHED SAVINGS COMPONENT

REASON FOR CLOSING OUT INITIATIVE

Implementation of the present Form 50900 and the requisite standard metrics led to additional review of CHA's MTW activities. Upon further examination, this policy does not require MTW authority.

This initiative was approved in the FY13 Annual Plan and implemented in FY14. This activity is ongoing but was closed out as an MTW activity in FY14.

SS.2011.01 - CAREER FAMILY OPPORTUNITY PROGRAM (CFO)

REASON FOR CLOSING OUT INITIATIVE

Given the reductions in federal funding, CHA could not continue to provide the administrative funding to cover the program staff and related administrative costs. Further CHA and CWU (non profit partner), recognized that there is continued difficulty in recruitment and a different referral and intake process is required for CFO. The tough economy has also played a factor in the earning expectations for the families and it seems more likely that while overall participants can show improvement in many areas (including increases in income and savings) they are unlikely to achieve self-sufficiency (that is subsidy-free) within the five year timeline envisioned in the original program design.

This initiative was approved in the FY11 Annual Plan and implemented in FY11. This activity was closed out in FY14.

HC.2010.01 - PUBLIC HOUSING PRESERVATION FUND

REASON FOR CLOSING OUT INITIATIVE

After careful review, it has been determined that this fund exercises MTW single fund flexibility authority only and need not be categorized as an MTW activity. This Single Fund Flexibility activity is described in the following chapter, in the narrative section on activities that "...Use Only MTW Single Fund Flexibility".

This initiative was approved in the FY10 Annual Plan and is ongoing but was closed out as a stand-alone MTW activity in FY14.

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SOURCES + USES OF FUNDING

Estimated Sources of MTW Funding for the Fiscal Year		
Sources		
FDS Line Item	FDS Line Item Name	Dollar Amount
70500 (70300+70400)	Total Tenant Revenue	\$1,765,308
70600	HUD PHA Operating Grants	\$99,704,442
70610	Capital Grants	\$1,758,025
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	
71100+72000	Interest Income	\$-
71600	Gain or Loss on Sale of Capital Assets	\$-
71200+71300+71310+71400+71500	Other Income	\$-
70000	Total Revenue	\$103,227,775

Estimated Uses of MTW Funding for the Fiscal Year		
Uses		
FDS Line Item	FDS Line Item Name	Dollar Amount
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	Total Operating - Administrative	\$3,887,391
91300+91310+92000	Management Fee Expense	\$1,825,316
91810	Allocated Overhead	
92500 (92100+92200+92300+92400)	Total Tenant Services	\$375,531
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	\$686,696
93500+93700	Labor	\$-
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	\$1,413,752
95000 (95100+95200+95300+95500)	Total Protective Services	\$-
96100 (96110+96120+96130+96140)	Total Insurance Premiums	\$128,320
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	\$107,156
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	\$-
97100+97200	Total Extraordinary Maintenance	\$-
97300+97350	Housing Assistance Payments + HAP Portability-In	\$87,072,533
97400	Depreciation Expense	\$3,501,156
97500+97600+97700+97800	All Other Expenses	\$1,582,223
90000	Total Expenses	\$100,580,074

Explanation of Variance: The variance between Estimated Total Revenue and Estimated Total Expenses reflects expected funds available and committed for the Agency’s RAD and Disposition conversions, as well as, Block grant activities.

Describe the Activities that Will Use Only MTW Single Fund Flexibility

SINGLE FUND FLEXIBILITY

CHA will continue to exercise full fungibility across programs and Asset Management Projects (AMPs) at any time throughout the fiscal year.

Amendment 1 Section F. 2. f. provides for full authority to move funds among projects. CHA believes that continued fungibility as described above is permitted.

TRANSFERS TO PROGRAM AND ACTIVITIES USING THE BLOCK GRANT

CHA uses the block grant fund to move MTW funds across program funding streams and into particular activities or initiatives. The block grant is the fund that most expresses CHA’s use of the Single Fund Flexibility provided by the MTW agreement.

Money in the block grant is generally used in the following targeted ways:

1. Transfers to property operations (both State and Federal) to offset shortfalls in operating subsidy.
2. Transfers in support of other State programs like the Massachusetts Rental Voucher Program (MRVP) where the Federal funds supplement State funds for rental assistance (a State version of Section 8).
3. Transfers in support of a working capital fund for the planning and analysis needed to redevelop properties (see Working Capital section).
4. Transfers in support of planning and development staff that cannot be charged to a specific capital project (especially in the planning phase prior to the project closing).
5. Transfers to make capital contributions, loans or grants, and guarantees for the redevelopment of properties.
6. Transfers to a property for extraordinary maintenance needs.
7. Transfers in support of a specific resident services program or initiative, such as the Workforce Program.
8. Transfers in support of a “working capital” fund for policy development, internships, evaluations, and other costs associated with the planning, refinement, implementation, and evaluation of MTW initiatives or business systems changes that can lead to cost savings.

WORKING CAPITAL

INCLUSION OF FULL CAPITAL FUNDING PLAN (CFP) DATA ON EACH AMP BUDGET

Planning + Development single fund flexibility has been exercised for predevelopment and administrative costs related to capital projects. Given the fungibility of work items under CFP and CHA’s 5-year plan, the CHA capital plan is extensive and comprehensive. In order to plan, develop private investment opportunities and address local issues such as planning and zoning, CHA believes that it is in its best interest to not budget capital soft costs by AMP. Instead, CHA has created a pool of working capital funds based on all planned capital work for the fiscal year.

CHA’s 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 and viability assessments. As the need arises, CHA also intends to charge pre-development administrative costs to this pool. As work progresses, CHA will collapse costs into the capital budget for a specific 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 discretion, 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 possible, can be shifted or considered a direct cost to a project.

POLICY + TECHNOLOGY

The Policy + Technology Lab utilizes single fund flexibility to carry out MTW-related policy-making, research, and the funding of interns, fellows, and other academic support and consultant services.

CAPITAL PROJECTS - GUARANTEES AND TRANSFERS

Single fund flexibility has been exercised to pledge certain portions of our funding to meet investor requirements and to pay for capital projects. These projects may range from major capital improvements (e.g. elevators) to small capital improvements to large-scale portfolio changes such as the Rental Assistance Demonstration (RAD) program.

PUBLIC HOUSING PRESERVATION FUND

The goal of this program is to ensure the long-term physical and financial viability of the public housing stock in Cambridge. CHA is working toward accomplishing this goal by focusing on (1) Rental Assistance Demonstration (RAD) and (2) Section 18 Disposition for all public housing sites in CHA's portfolio.

Is the PHA allocating costs within statute? **No**

Is the PHA implementing a local asset management plan (LAMP)? **Yes**

If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. The narrative shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.

Has the PHA provided a LAMP in the appendix? **Yes**

There are no proposed changes to the LAMP.

RENTAL ASSISTANCE DEMONSTRATION (RAD) PARTICIPATION

Cambridge Housing Authority (CHA) was a successful applicant in the Rental Assistance Demonstration (RAD). On December 23, 2013 CHA received RAD conversion approval by HUD and commitments to enter into Housing Assistance Payments (CHAP) contracts for nine public housing developments in Phase 1. In total, this portfolio conversion consists of 1,151 units in Phase 1 and 979 units in Phase 2 for a total of 2,130 units. RAD Phase 1 was completed in February 2016.

- i. **Has the MTW PHA submitted a RAD Significant Amendment in the appendix? A RAD Significant Amendment should only be included if it is a new or amended version that requires HUD approval.**

No

- ii. **If the MTW PHA has provided a RAD Significant Amendment in the appendix, please state whether it is the first RAD Significant Amendment submitted or describe any proposed changes from the prior RAD Significant Amendment?**

N/A

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ADMINISTRATIVE

BOARD RESOLUTION

**EXTRACT OF THE MINUTES OF THE REGULAR MEETING OF THE
BOARD OF COMMISSIONERS OF THE
CAMBRIDGE HOUSING AUTHORITY
WEDNESDAY, OCTOBER 10, 2018 5:30 P.M.**

MEMBERS PRESENT: GERARD J. CLARK, CHAIRPERSON
VICTORIA BERGLAND, ASSISTANT TREASURER
ANTHONY PINI, MEMBER

MEMBERS ABSENT: SUSAN T. CONNELLY, TREASURER

ALSO PRESENT: MICHAEL JOHNSTON, EXECUTIVE DIRECTOR
BRENDA DOWNING, DEPUTY EXECUTIVE DIRECTOR
SUSAN C. COHEN, GENERAL COUNSEL
SHIRLEY SANFORD, RECORDING SECRETARY

SUBMISSION OF THE FY19 MTW ANNUAL PLAN

MOTION: Mr. Pini moved that the Board of Commissioners approve of the Plan and all initiatives contained herein. Ms. Bergland seconded the motion, which upon being put to vote, was passed unanimously.



Michael Johnston, Secretary

Attest
Seal



**EXTRACT OF THE MINUTES OF THE REGULAR MEETING OF THE
BOARD OF COMMISSIONERS OF THE
CAMBRIDGE HOUSING AUTHORITY
WEDNESDAY, OCTOBER 10, 2018 5:30 P.M.**

MEMBERS PRESENT: GERARD J. CLARK, CHAIRPERSON
VICTORIA BERGLAND, ASSISTANT TREASURER
ANTHONY PINI, MEMBER

MEMBERS ABSENT: SUSAN T. CONNELLY, TREASURER

ALSO PRESENT: MICHAEL JOHNSTON, EXECUTIVE DIRECTOR
BRENDA DOWNING, DEPUTY EXECUTIVE DIRECTOR
SUSAN C. COHEN, GENERAL COUNSEL
SHIRLEY SANFORD, RECORDING SECRETARY

SUBMISSION OF THE FY19 MTW ANNUAL PLAN

MOTION: Mr. Pini moved that the Executive Director or his designee be authorized to make any technical corrections. Ms. Bergland seconded the motion, which upon being put to vote, was passed unanimously.



Michael Johnston, Secretary

Attest
Seal



**EXTRACT OF THE MINUTES OF THE REGULAR MEETING OF THE
BOARD OF COMMISSIONERS OF THE
CAMBRIDGE HOUSING AUTHORITY
WEDNESDAY, OCTOBER 10, 2018 5:30 P.M.**

MEMBERS PRESENT: GERARD J. CLARK, CHAIRPERSON
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ANTHONY PINI, MEMBER

MEMBERS ABSENT: SUSAN T. CONNELLY, TREASURER

ALSO PRESENT: MICHAEL JOHNSTON, EXECUTIVE DIRECTOR
BRENDA DOWNING, DEPUTY EXECUTIVE DIRECTOR
SUSAN C. COHEN, GENERAL COUNSEL
SHIRLEY SANFORD, RECORDING SECRETARY

SUBMISSION OF THE FY19 MTW ANNUAL PLAN

MOTION: Mr. Pini moved that the Chair be authorized to execute the Certifications and Compliance with Regulations. Ms. Bergland seconded the motion, which upon being put to vote, was passed unanimously.



Michael Johnston, Secretary

Attest 
Seal

CERTIFICATION OF COMPLIANCE

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 Moving to Work Public Housing Agency (MTW PHA) listed below, as its Chairman or other authorized MTW PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the MTW PHA Plan Year beginning 01/01/2019, 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 MTW 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 MTW PHA conducted a public hearing to discuss the Plan and invited public comment.
- (2) The MTW PHA took into consideration public and resident comments (including those of its Resident Advisory Board or Boards) 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 MTW PHA certifies that the Board of Directors has reviewed and approved the budget for the Capital Fund Program grants contained in the Capital Fund Program Annual Statement/Performance and Evaluation Report, form HUD-50075.1 (or successor form as required by HUD).
- (4) The MTW 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.
- (5) The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.
- (6) The Plan contains a certification by the appropriate state or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a certification that requires the preparation of an Analysis of Impediments to Fair Housing Choice, for the MTW PHA's jurisdiction and a description of the manner in which the Plan is consistent with the applicable Consolidated Plan.
- (7) The MTW PHA will affirmatively further fair housing by fulfilling the requirements at 24 CFR 903.7(o) and 24 CFR 903.15(d), which means that it will take meaningful actions to further the goals identified in the Assessment of Fair Housing (AFH) conducted in accordance with the requirements of 24 CFR 5.150 through 5.180, that it will take no action that is materially inconsistent with its obligation to affirmatively further fair housing, and that it will address fair housing issues and contributing factors in its programs, in accordance with 24 CFR 903.7(o)(3). Until such time as the MTW PHA is required to submit an AFH, and that AFH has been accepted by HUD, the MTW PHA will address impediments to fair housing choice identified in the Analysis of Impediments to fair housing choice associated with any applicable Consolidated or Annual Action Plan under 24 CFR Part 91.
- (8) The MTW PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
- (9) In accordance with 24 CFR 5.105(a)(2), HUD's Equal Access Rule, the MTW PHA will not make a determination of eligibility for housing based on sexual orientation, gender identity, or marital status and will make no inquiries concerning the gender identification or sexual orientation of an applicant for or occupant of HUD-assisted housing.
- (10) The MTW 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.
- (11) The MTW 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.
- (12) The MTW PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.

- (13) The MTW 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.
- (14) The MTW 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.
- (15) The MTW PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
- (16) The MTW PHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58. Regardless of who acts as the responsible entity, the MTW PHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 58 and 24 CFR Part 50 and will make this documentation available to HUD upon its request.
- (17) With respect to public housing and applicable local, non-traditional development the MTW 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.
- (18) The MTW PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
- (19) The MTW PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
- (20) The MTW 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 200.
- (21) The MTW 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.
- (22) 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 MTW PHA in its Plan and will continue to be made available at least at the primary business office of the MTW PHA.

Cambridge Housing Authority

MA-0003-001

MTW PHA NAME

MTW 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).

Gerard J. Clark

CHA Board of Commissioner's Chair

NAME OF AUTHORIZED OFFICIAL

TITLE

10/10/2018

SIGNATURE

DATE

* *Must be signed by either the Chairman or Secretary of the Board of the MTW PHA's legislative body. This certification cannot be signed by an employee unless authorized by the MTW PHA Board to do so. If this document is not signed by the Chairman or Secretary, documentation such as the by-laws or authorizing board resolution must accompany this certification.*

CERTIFICATION BY STATE/LOCAL OFFICIAL

Certification of Consistency with the Consolidated Plan and Analysis of Impediments to Fair Housing Choice

I certify that the Cambridge Housing Authority Moving to Work Annual Plan for Fiscal Year 2019 is consistent with the City of Cambridge current Consolidated Plan. In particular, CHA's MTW FY19 Annual Plan supports the City of Cambridge Housing Needs (91.205), Priority Housing Needs and Specific Housing Objectives (91.215(b)), and Needs of Public Housing (91.210(b)) as well as other areas of the Consolidated Plan. I further certify that an Analysis of Impediments to Fair Housing Choice has been completed and that the MTW Annual Plan for Fiscal Year 2019 is consistent with said analysis.

Applicant Name: Cambridge Housing Authority

Project Name: Moving to Work Annual Plan FY 2019

Location of the Project: City of Cambridge, MA

Federal Program: Moving to Work Demonstration

Certifying Jurisdiction: City of Cambridge, MA

Certifying Official: Louis DePasquale

Title: City Manager

Signature: 

Date: 9/26/2018

FY19 ANNUAL PLAN PUBLIC REVIEW

DATE	ACTIVITY	LOCATION	NO. OF PARTICIPANTS
AUGUST 17, 2018 to SEPTEMBER 20, 2018	<p>DRAFT FY19 PLAN: Available for download and review on the CHA website on August 17 at 12 pm. Hard copies were available for pick up at the CHA Central Office on August 20 starting at 12 pm.</p> <p>Public comment period commenced on August 17, 2018 at 12 pm and ended on Thursday, September 20th.</p>	N/A	25 hard copies were distributed on request.
September 5, 2018 6 PM	DRAFT FY19 PLAN: Public Meeting.	CHA Central Office 362 Green Street, 4th Floor Board Room, Cambridge	7
SEPTEMBER 19, 2018 6 PM	DRAFT FY19 PLAN: Meeting with the Alliance of Cambridge Tenants and residents from CHA public housing, including tenant council members.	CHA Central Office 362 Green Street, 4th Floor Board Room, Cambridge	13

PLANNED OR ONGOING EVALUATIONS

CHA and Compass Working Capital maintain a learning partnership with a PhD student at the Kennedy School of Government. Her research on the Rent-to-Save will be used in her dissertation. This is ongoing as the Rent-to-Save Pilot is not scheduled for completion until 2019.

LOBBYING DISCLOSURE-REQUIRED FORMS (FORMS SF-LLL AND 50071)


DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352

(See reverse for public burden disclosure.)

Approved by OMB

9246-1049

1. Type of Federal Action: <input type="checkbox"/> a. contract <input type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance	2. Status of Federal Action: <input type="checkbox"/> a. b/d/offer/application <input type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award	3. Report Type: <input type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change For Material Change Only: year _____ quarter _____ date of last report _____
4. Name and Address of Reporting Entity: <input type="checkbox"/> Prime <input type="checkbox"/> Subawardee Tier _____ if known: Congressional District, if known: 4 th	5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime: Congressional District, if known:	
6. Federal Department/Agency: U.S. Department of Housing and Urban Development	7. Federal Program Name/Description: CFDA Number, if applicable: 14.872	
8. Federal Action Number, if known:	9. Award Amount, if known: \$	
10. a. Name and Address of Lobbying Registrant (if individual, last name, first name, MI):	b. Individuals Performing Services (including address if different from No. 10a) (last name, first name, MI)	
11. Information required by this form is authorized by the 2010 OMB decision 1002. The disclosure of lobbying activities is a material responsibility of the agency which must be disclosed by the first subawardee and thereafter may be passed on to other subawardees as required pursuant to 31 U.S.C. 1352. Only information submitted in accordance with this form is to be used for public inspection. Any person who fails to file the required disclosure shall be subject to the penalties of 31 U.S.C. 3203 and 31 U.S.C. 3204.	Signature:  Print Name: Mr. Michael J. Johnston Title: Executive Director, Cambridge Housing Authority Telephone No.: (617) 852-4020 Date:	
Federal Use Only:	Authorized for Local Reproduction Standard Form 101 (Rev. 7-97)	

Certification of Payments to Influence Federal Transactions

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

OMB Approval No. 2577-0157 (Exp. 01/31/2017)

Applicant Name

Cambridge Housing Authority

Program/Activity Receiving Federal Grant/Funding

FFY18 Capital Fund Program Grant

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

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-L.L.L. Disclosure Form to Report Lobbying, in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

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

Name of Author and Official

Michael J. Johnston

Title

Executive Director

Signature

772

Date (mm/dd/yyyy)

2/13/2018

Process action is complete

form HUD 50071 (01-14)
ref: Handbooks 7417.1, 7470.1, 7485.1 & 7485.3

HUD APPROVED: DECEMBER 10, 2018

CHA ANNUAL PLAN 2019

APPENDICES

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LOCAL ASSET MANAGEMENT PLAN

CHA is in compliance with the asset management/operating fund rule requirements set by HUD. The agency has established a fee-for-service and shared resources structure for most activities, as well as a Central Office Cost Center (COCC). Because of the flexibility allowed by CHA's MTW Agreement, some 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, CHA has instituted a Local Asset Management Plan. Below key differences from the HUD guidelines are outlined:

SINGLE FUND FLEXIBILITY

CHA will continue to exercise full fungibility across programs, Asset Management Projects (AMPs) and if necessary the COCC, at any time throughout the fiscal year.

Amendment 1 Section F. 2. f. provides for full authority to move funds among projects. CHA believes that continued fungibility as described above is permitted.

TRANSFERS TO PROGRAM AND ACTIVITIES USING THE BLOCK GRANT

CHA uses the block grant fund to move MTW and other funds across program funding streams and into particular activities or initiatives. The block grant is the fund that most expresses CHA's use of the Single Fund Flexibility provided by the MTW agreement.

Money in the block grant is generally used in the following targeted ways:

1. Transfers to property operations (both State and Federal) to offset shortfalls in operating subsidy.
2. Transfers in support of other State programs like the Massachusetts Rental Voucher Program (MRVP) where the Federal funds supplement State funds for rental assistance (a State version of Section 8).
3. Transfers in support of a working capital fund for the planning and analysis needed to redevelop properties (see Working Capital section).
4. Transfers in support of planning and development staff that cannot be charged to a specific capital project (especially in the planning phase prior to the project closing).
5. Transfers to make capital contributions, loans or grants, and guarantees for the redevelopment of properties.
6. Transfers to a property for extraordinary maintenance needs.
7. Transfers in support of a specific resident services program or initiative, such as the Workforce Program.
8. Transfers in support of a "working capital" fund for policy development, internships, evaluations, and other costs associated with the planning, refinement, implementation, and evaluation of MTW initiatives or business systems changes that can lead to cost savings.

WORKING CAPITAL

INCLUSION OF FULL CAPITAL FUNDING PLAN (CFP) DATA ON EACH AMP BUDGET

Planning + Development single fund flexibility has been exercised for predevelopment and administrative costs related to capital projects. Given the fungibility of work items under CFP and CHA's 5-year plan, the CHA capital plan is extensive and comprehensive. In order to plan, develop private investment opportunities and address local issues such as planning and zoning, CHA believes that it is in its best interest to not budget capital soft costs by AMP. Instead, CHA has created a pool of working capital funds based on all planned capital work for the fiscal year.

CHA's 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 and viability assessments. As the need arises, CHA also intends to charge pre-development administrative costs to this pool. As work progresses, CHA will collapse costs into the capital budget for a specific 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 discretion, 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 possible, can be shifted or considered a direct cost to a project.

POLICY + TECHNOLOGY

The Policy + Technology Lab utilizes single fund flexibility to carry out MTW-related policy-making, research, and the funding of interns, fellows, and other academic support and consultant services.

CAPITAL PROJECTS - GUARANTEES AND TRANSFERS

Single fund flexibility has been exercised to pledge certain portions of our funding to meet investor requirements and to pay for capital projects. These projects may range from major capital improvements (e.g. elevators) to small capital improvements to large-scale portfolio changes such as the Rental Assistance Demonstration (RAD) program.

COCC FEES

CHA makes every effort to reduce the burden on the property budgets. The management fee is \$65 per eligible unit month. (HUD allowable maximum rate is \$72.10). The book keeping fee is at the standard allowable rate of \$7.50 per unit month. Asset management fees are retained at cash flowing properties at \$10 per unit month. With the onset of RAD conversions and transitioning our model to accommodate these conversions, some properties may have a fee structure as a percent of revenue.

PENSION + OTHER POST EMPLOYMENT BENEFITS (OPEBS)

CHA is in compliance with the Generally Accepted Accounting Principles (GAAP) and Statement No. 45 of the Government Accounting Standards Board (GASB) in its treatment of postemployment benefits (OPEB) expenses and liabilities. Project-based budgeting and accounting is the 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 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 true project level accounting.

GROSS POTENTIAL OPERATING SUBSIDY

While HUD is planning to mandate the reporting of gross potential subsidy on each AMP, CHA's MTW 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.

FEES EARNED FOR AGENCY SERVICES

CHA has established a fund derived from fees earned by the agency for services rendered on non-public housing transactions, to be utilized for purposes consistent with the CHA's mission as determined by the Board of Commissioners and Executive Director.

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PUBLIC COMMENTS + RESPONSES

A public meeting was held on September 5, 2018 at 6 pm at CHA Central Office (362 Green Street, 3rd Floor). Seven (7) members of the public attended. The meeting started with brief introductions from each CHA department director. Discussion topics included, but were not limited to the following: challenges presented by tax credit recertifications, policy documents on the website, CHA's strategic plan, and clarification of the public meetings schedule.

A meeting was held on September 19, 2018 at 6 pm at CHA Central Office for members of the Alliance for Cambridge Tenants (ACT) and elected and committee members of CHA tenant councils. The purpose of the meeting was to provide a space for CHA residents and voucher participants to speak directly with CHA on an annual basis. The CHA Executive Director and Senior Program Manager were present to address questions and concerns. Thirteen (13) CHA residents/voucher participants attended the meeting. Discussion topics included, but were not limited to the following: perceptions of the public process schedule, methods of communicating to residents, CHA staff and tenant trust, best methodology for creation of strong tenant councils, invitees to the meeting, format of future public meetings, and clarification of CHA's Section 3 policy.

Comment1: *At the September 5, 2018 public hearing, the CHA indicated that its draft strategic plan will be done by end of September and that it hopes the final version will done by mid-Oct. 2018. It agreed to make the final one available to the public and this commitment should be so stated in the Plan (and ideally copies could be emailed to CASLS, CEOC, and ACT).*

CHA Response: CHA will make a final version of the draft available online and will provide copies to CASLS, CEOC, and ACT. Please let this comment serve to signify CHA's commitment.

Comment2: *In the chart under "State and Local Vouchers" or in footnote, it would be helpful to include the breakdown by the four subsidy types listed as at least two (DMH and AHVP) are restricted to disabled tenants and not available generally. Likewise, it would be helpful in a footnote or text to indicate the breakdown of non-MTW Federal Vouchers by subsidy type (e.g. number of VASH, Shelter Plus Care, Mod Rehab, Mainstream, and Designated Housing Voucher program). Could you also state (in footnote 3) the name of the voucher program administered through the City of Cambridge?*

CHA Response: CHA will consider changing the presentation of the inventory data in future plans. The current reporting tool for this data will need to be updated to categorize on a more granular level. Footnote 3 was carried over from last year's plan. It is unclear what program was referenced and the language has been amended.

Comment3: *As stated last year (Comment # 55) (and relating to the Annual Report), by including the family development of 14 Roosevelt Towers (Midrise), the chart is misleading as to the CHA's compliance with its Designated Housing Plan. Without Roosevelt Towers, the percent of young disabled by total units is 12.6% (not 13.8%) and by occupied units is 13.8% (not 15.0%) in its designated housing. If CHA continues to include Roosevelt Towers it should at least separate it from those developments which are part of the Designated Housing Plan and show the percentages with and without Roosevelt Tower mid-rise.*

CHA Response: The data presented here has nothing to do with CHA's DHP. The total percentage is not relevant as the DHP looks at percentages by building.

Comment4: *A. We appreciate the CHA's commitment to having various opportunities for tenant and community/advocate input into policies. We suggest that CHA add two additional opportunities:*

i. Add a brainstorming session for all 3 parts of Admin Plan and ACOP (to provide an opportunity for possible changes proposed by tenants/advocate).

ii. *Add session(s) for form review (for public housing and section 8). At the public meeting, Yuen Ting Tang Wu mentioned that the Leased Housing department was updating its forms to be more readable*

B. In addition, we request that CHA maintain a list of interested tenants who would receive email notice of opportunities for public participation (apart from ACT, CEOC, legal services). If this is adopted, ACT can follow up with suggestions on how best to develop this email list.

CHA Response: CHA appreciates this comment. At this time, CHA believes there is enough opportunity for input on these items through the semi-regular meetings between tenant/advocate groups and department heads. The tenant leader meetings indicated on A19 are also still available but require tenant leader event organizing to occur. CHA will look into more consistently using email as an outreach tool.

Comment5: *For the record, CASLS and ACT continue to object to the two policy changes made as part of the opening of the family waitlists (specifically having (i) over housed tenants being transferred anywhere in city, rather than the pre-August 2018 policy of being transferred within same development or same AMP where the unit size exists and (ii) removing applicants from all public housing lists when offered a Section 8 voucher even if the applicant later cannot find a unit with the voucher).*

CHA Response: CHA appreciates this comment and notes the objections. There is a huge demand for large bedroom sizes and these units are not readily available. Our new policy is the most feasible way to properly house our residents. CHA clearly explains this risk when an applicant is selected for a mobile HCV voucher. It is the applicant's decision on if they want to move forward having been notified of CHA's policy.

Comment6: *The commitment to operate RAD and demo disposition as close to federal public housing as possible should use the (updated and more inclusive) language that was included in the final MTW Annual Plan for 2018 (at pages A30 – A31):*

The CHA commits that the rights and protections currently applicable to CHA's federal public housing applicants and tenants shall continue to apply after the disposition from public housing to project-based vouchers, regardless of the ownership entity (except where the low income housing tax credit program requires a modification). These rights include but are not limited to the use of the CHA's public housing lease (and relevant addenda), grievance procedures, pet policies, resident organization recognition and funding, rent calculations, transfers, relocation, and the public housing provisions of the Admissions and Continued Occupancy Policy as reflected in the Administrative Plan. In addition, the CHA commits to having the board of directors of the new ownership entities operate similar to the CHA's Board of Commissioners (vis-à-vis tenants and the public) which includes but is not limited to making available board meeting agendas in advance, holding open board meetings, making available minutes of the Board meetings, and having the governing board consist of the CHA's Board of Commissioners plus the CHA Executive Director. The CHA agrees that any future changes to the lease and/or these policies will be subject to a public notification and comment period in accordance with the notice and comment provisions of 24 CFR 966 and 24 CFR 964 as they may be amended by the MTW Agreement or MTW Annual Plan or other written agreement between the CHA and the local or city-wide tenant organization. The CHA shall memorialize the aforementioned commitments in publicly recorded affordability restrictions or regulatory, use or other similar agreements and shall make draft copies of such documents available to ACT, CASLS, and other interested persons for comment prior to being finalized.

CHA Response: CHA supports this comment. Please let this response stand as a reiteration of CHA's commitment to Amendment 1 of CHA's FY17 MTW Annual Plan.

Comment7: *In response to verbal and written comments last year, the CHA amended its 2018 MTW Annual Plan to make it clear that, for relocation due to renovations, all tenants had the right to return (to their unit/development), "regardless of income, immigration, and student status." See comment #57 in 2018*

Plan. Accordingly, the CHA should add in two places that reference the “right to return” is “regardless of income, immigration, and student status” (in the paragraph at the very top).

CHA Response: CHA has added this language to page A33.

Comment8: *A. We commend CHA for committing to translate the listed vital documents into the 3 languages by December 31, 2018 and hope that this will be accomplished. We also wanted to be sure that the listed documents referred to all CHA programs (Section 8, public housing, RAD, etc).*

B. In its response to comment # 58 in the prior year’s Plan, the CHA agreed to include, as a vital document, agreements for judgment settling eviction cases. This should be added to the list in the 2019 Plan.

C. The resident tenant handbook states it is available in Spanish and Creole, and this should be listed as a vital document.

D. When CHA is implementing software to generate documents in the preferred language, can CHA also add the means to generate letters (in English and other languages) to those helpers the tenant/applicant indicates on the federal “Supplement” or as part of a reasonable accommodation request? (To date, CHA has indicated that it can only have one address for head of household).

CHA Response: A. CHA is committed to translating these documents for all housing programs.

B. CHA will add language indicating this change.

C. CHA will try to be more consistent with having the most up-to-date version of this document translated.

D. CHA will consider this request as we work towards implementing software to assist with generating translated letters.

Comment9: *As stated at the public hearing, CHA is not planning to implement the transition to market (B47) or to limit the deductions for Section 8 rent setting (B 48) in FY 2019 and so that should be clearly stated in the Timeline.*

CHA Response: The current language reads “CHA has not yet determined an implementation timeline for this activity”. CHA has not proposed implementation for FY19 or this would be indicated in the plan. Given the indefinite nature of implementation beyond FY19, the current language is appropriate.

Comment10: *At the public meeting, CHA was open to receiving a list of important documents to be included on its website. In the interest of transparency and to assist tenants/advocates/public know more about the CHA’s operation and policies, we have the following suggestions:*

1. *post more timely updates to staff directory (including who is the new asset manager mentioned on page A7)*

2. *post more timely the changes to ACOP and Section 8 Admin Plans, parts 1, 2, and 3,*

Add:

3. *All expiring use Preservation Agreements*

4. *All relocation agreements (as amended) that are currently in effect (but with tenant names/signatures redacted)*

5. *The Section 8 Request for Tenancy Approval packet*

6. *The Section 8 Recertification packet*

7. *The “public housing” Recertification packet*

8. *The Section 8 resource guide*

9. *The Public Housing Manager's resource guide*
10. *Tenant Selection Plans for the CHA affiliated housing*
11. *once approved, the Board of Commissioners meeting minutes*
12. *Tenant Council Guidebook (if/when finished)*

CHA Response: CHA appreciates this comment and will consider these suggestions.

Comment11: *This change was to implement the biennial recerts for non-elderly and non-disabled and was sent to the Board of Commissioners in August 2018 without the 30 day comment period (required under the MTW Plan FY18). It provides details about the biennial recertification but also makes other changes (some of which we support and some of which we do not). As there was no opportunity to provide comments in advance, we are including some here and request that a meeting be set up to discuss these changes prior to the planned implementation:*

A. Use of Current Payment Standard (during biennial period) when Owner Requests Rent Increase: We want to be sure that, when a property owner requests a rent increase during the biennial period (e.g. at an annual anniversary date of a lease), the CHA would apply the payment standard (and utility allowance) then in effect and not the payment standard and utility allowance as of the last biennial recertification; as otherwise, many tenants will be faced with a choice of getting evicted (for not accepting the rent increase) or paying unaffordable rent (as won't have the benefit of the then effective payment standard) The third bullet on Page 15 seems to allow at least the then-current payment standard when a new HAP contract is signed due to a change in the lease, which change should encompass an increase in the total rent. However, in order to obtain the current payment standard, the parties need to submit request of tenancy approval (which entails additional paperwork and at a time when the tenant may not know of his/her rent liability before agreeing to an increased contract rent).

B. There is a new "hardship" policy (page 7) for allowing an additional (third) interim if certain circumstances are met. These circumstances should expressly include when there is an increase in child care expenses.

C. Family Break up policy: There is some inconsistency in that the original head of household gets the voucher if there are no minor children (p. 17) but victim of abuse gets voucher (page 18). This should be clarified to provide that if the head of household is the abuser, the victim will get the voucher even if there are no minor children.

D. There seems to be a new policy (pages 3 and 4) of requiring Section 8 tenants to report income changes that occur between the recertification meeting and effective date (and it seems that such change may then affect the rent, up or down). This is not stated in the rent letters provided to tenants and is not the public housing policy, so we believe it should be discussed further.

CHA Comment: The biennial recertification policies were approved in CHA's MTW Plan, approved by HUD on January 16, 2018, after going through a public review and comment process. The policies were then incorporated into the Administrative Plan, so that CHA could begin implementation. The changes related to biennial recertifications were made available for public comment during the MTW Plan public process. CHA hosted a public meeting on August 30, 2017 where updates to proposed activities were discussed. Additionally, on October 16, 2017 CHA hosted an HCV Brainstorm session with representatives from the Alliance of Cambridge Tenants (ACT), Cambridge and Somerville Legal Services (CASLS), and Cambridge Economic Opportunity Council (CEOC), where the updates to the biennial recertification policy were also discussed. CHA has had several additional meetings with tenant and advocate groups where these changes have been discussed, as well as written correspondence pertaining to the policy changes. CHA has also solicited feedback from these groups on program forms and letters.

The remainder of the changes to the Administrative Plan CHA considers to be technical (non-substantive) changes to formatting, structure, and order. Additionally, CHA has added clarifying language to certain policies and/or practices that were already in place. CHA intends on undertaking a larger-scale update to the

Administrative Plan in 2019, at which point there will be additional opportunities for public comment.

Comment12: *As the CHA plans to implement biennial over a two year period starting 1/1/19, the Activity Status (stating that it will be implemented in later part of FY18) and the Implementation Year (FY18) should be changed.*

CHA Response: This comment was included as a suggested edit but CHA wanted to add clarification. The earliest recertification date will be 1/1/19 but the recertification begins prior to the recertification date. Therefore it is accurate to state that this activity will begin in late-2018.

Comment13: *I appreciate having the opportunity to comment on the CHA's Draft FY 2019 Annual MTW Plan and a proposed amendment to the FY 2018 Annual MTW Plan. I strongly support CHA's proposal to submit disposition applications for additional RAD Phase 2 properties, including Small Family, Scattered Condos, Weaver Apartments, and Linnaean Street, if CHA's assessment of existing conditions determines that all or most of these federal public housing properties qualify for disposition under HUD's Section 18 program rules (i.e., the properties meet HUD's definition of obsolescent housing). Since 2013, CHA has been working to convert its entire federal public housing portfolio to the Section 8 program under RAD and disposition. The FY 2019 Plan reports that as of July 1, 2018, 1,895 hard units had been preserved as affordable housing, representing 78 % of CHA's federal public housing units. (page A26) At the September 5, 2018 MTW public hearing, CHA's Director of Planning and Development Margaret Moran spoke about the challenges that CHA is facing in its efforts to finance the renovations at the RAD Phase 2 properties, due to higher construction costs ("prices have gone up by double digits"), the increased needs of the properties, and the demand for private activity bonds which has reached an all-time high. The number of multifamily housing bonds declined by nearly 29 % between January and August 2018, according to Thomson Reuters. (Orla McCaffrey, "Rising Interest Rates Are Another Blow to the Affordable Housing Market," Wall Street Journal, 14 August, 2018) The financing plan depends on CHA obtaining state private activity bonds and additional Section 18 Tenant Protection Vouchers from HUD. CHA has made a commitment to preserving as many "hard" units of affordable housing as possible, including public housing/RAD/ formerly public housing and expiring-use housing, and creating new low-income units in neighborhoods across the city. There is an overwhelming demand for low- and moderate-income affordable housing in Cambridge. It is worth noting that over half of the city's inclusionary rental housing units are occupied by voucher-holders, most of whom have CHA vouchers.*

CHA Response: CHA appreciates this comment. CHA recognizes that there is an overwhelming need for low and moderate-income housing in Cambridge.

Comment14: *The CHA family public housing/RAD/former public housing waitlist was reopened on August 1, 2018 after being closed since January 1, 2015. At the MTW public hearing, CHA Director of Operations Kevin Braga said that CHA had received 2,344 applications during the initial month-long lottery period, 50 % of which were from preference applicants. Would it be possible to update the CHA Waitlist Numbers from June 26, 2018? (page A12).*

CHA Response: The table will not be edited to keep it consistent with the timing of past plans. CHA is happy to respond to a request for this data outside of the plan.

Comment15: *Why is it that a greater number of moderate -income Cambridge residents apply to the city's inclusionary rental housing program? Is it simply because inclusionary is targeted to households with incomes between 50 % and 80 % of AMI, or is it the case that inclusionary is perceived as being a different type of affordable housing, a way to move up the housing ladder?*

CHA Response: CHA would be interested in understanding this dynamic as well.

Comment16: *The section of the Plan that discusses the opening of the family SBWLs does not mention an important policy change related to the conversion of public housing, that is, the different income eligibility rules that apply to CHA's "different types of sub-programs," New Construction, LIHTC, Public Housing, FPLI, and RAD/ non-LIHTC. (Family and Elderly Housing Site Based Waitlist Requirements and Overview, page 1, www.cambridge-housing.org/about/additional-information/waitlistasp, accessed on 17 September, 2018.) Applicants need to be aware that "some housing programs are currently in transition and income limits will be subject to changes as*

housing programs undergo conversion.” (Ibid.) The trade-off involved in saving public housing by converting it to LIHTC, is that CHA will serve fewer moderate-income families in need of housing assistance, at least for the near future.

CHA Response: CHA appreciates this comment and understands this may be the outcome.

Comment17: *The public process schedule in this year’s Plan includes the Administrative Plan (Admin Plan). The opportunity for public participation is a 30-day comment period. (page A19) I assume the “Administrative Plan” means the Admin Plan Part One. Is the 30-day public comment period only required for policy changes? If yes, it should be stated more clearly.*

CHA Response: Language has been edited to indicate that this comment period is only triggered by policy changes.

Comment18: *This summer, the Leased Housing Department made changes to the Admin Plan Part One by consolidating Chapter 9, Continued Occupancy, and Chapter 10, Recertification, into one chapter, Continued Occupancy Policy. The changes/updates were related to the implementation of biennial recertifications for all MTW HCV households. The new recertification policies were discussed and reviewed as part of the FY 2018 Annual MTW Plan public process. However, tenants and advocates did not have the opportunity to provide feedback on the new chapter in the Admin Plan (which reifies the policies).*

CHA Response: Please refer to response to comment 11.

Comment19: *The public process for FY 2019 also includes Policy Documents (ACOP and Admin Plan) Check In. “Meet with tenants, CEOC and legal services to discuss the Admin Plan (3 Parts) and ACOP if and when policy changes in the documents are being considered. May involve more than one meeting.” (Ibid.) My suggestion is that CHA meet with tenants and advocates well in advance of proposing any big policy changes. Most tenants do not know which programs are covered by ACOP and the Admin Plan Parts One, Two and Three, or where the policies that apply to the different programs come from. It would make for more meaningful participation if tenants understood the reasons why there are four policy documents, and what it has to do with CHA moving out of the public housing world.*

CHA Response: CHA appreciates this comment and will consider the recommendations.

Comment20: *I would like to suggest that the Plan include the number of RAD/disposition relocations to date. (As of August 16, 2018, a total of 826 households had been relocated. This number does not include the 97 or so former Jefferson Park State residents who had to relocate during the construction of Jefferson Park Apartments.) The Plan states that “relocation efforts will continue through 2019 and beyond.” (page A23) How many relocations does CHA anticipate will occur in FY 2019?*

CHA Response: CHA will consider making this addition to future plans and is willing to work on creating this data for interested parties.

Comment21: *I think it is important that CHA track the number of under-housed and over-housed family public housing/RAD/former public housing households by development, and report on the progress that is being made in addressing the “issue of residents not being properly housed” in the Annual MTW Plan and Report. (page A24) Currently, how many households are under-housed? How many under-housed households need three-bedroom or larger size apartments? How many households are over-housed? I would like to strongly recommend that CHA do outreach to all tenants (and not just tenant councils and ACT) to educate them about the new under-housed/over-housed transfer policy, and provide information on the CHA website (possibly on the Policy Documents webpage). Many tenants mistakenly believe that they are on an internal transfer list that doesn’t exist.*

CHA Response: As of 10/2/18 CHA has identified 229 households as underhoused and 168 as overhoused. CHA will also consider the recommendation about additional outreach.

Comment22: *The Plan states that this year will “provide two critical hallmarks regarding the efficacy of our current self-sufficiency programs.” (pages A8-A9) In the fall of 2018, the FSS+ program for voucher participants*

will produce a large number of graduates, and in early 2019, the three-year Rent-to-Save (RTS) pilot program for public housing households at Jefferson Park and Corcoran Park will end. “CHA hopes to learn from both programs and to continue creating opportunities for self-sufficiency for both voucher-holders and CHA residents.” I appreciate that CHA views becoming economically self-sufficient as a process that is marked by two phases, first, a Reduction in Subsidy (RIS), and an End of Subsidy (EOS). HUD allows PHAs to create “one or more definitions for ‘self-sufficiency’ to use for the metric SS#8: Households Transitioned to Self-Sufficiency.” (HUD Form 50900: Standard HUD Metrics, page 29). However, HUD Standard Metrics require that CHA report on the number of households that experience an EOS, “Households exit the CHA system because they no longer rely on housing subsidies or other public assistance and maintain a stable household income (above 80 % AMI) that allows them to enter the private housing market and maintain economic independence.” (page B18) CHA points out that “this is difficult to achieve in Cambridge.” (Ibid.) I would suggest that the Plan describe the conditions of the private housing market in Cambridge which would explain why it is so difficult to achieve economic independence. It requires a household income of \$115,280 to affordably rent a two-bedroom apartment (“affordably” meaning not being housing-cost burdened or paying more than 30 % of one’s income for housing), and an income of \$146,586 to affordably purchase a two-bedroom condo. (Cambridge Today, An Interim Report from the Envision Cambridge planning process, 2017, page 55) It would be difficult for an “over-income” public housing household to make the leap to purchase a two-bedroom condo in Cambridge. (According to the Cambridge Community Development Department Housing Program Income Limits, 120 % of median income is \$116,520 for a three-person household, which exceeds the maximum income limits for most of the city’s housing assistance programs.) It is worth noting that under HUD’s FSS regulations, “Self-sufficiency means that an FSS family is no longer receiving Section 8, public or Indian housing assistance, or any Federal, State, or local rent or homeownership subsidies or welfare assistance. Achievement of self-sufficiency, although an FSS program objective, is not a condition for the receipt of FSS account funds.” (Part 984 — Section 8 and Public Housing Family Self-Sufficiency Program, Subpart A, Section 984-103 Definitions, page 631) I appreciate that the “majority of [CHA’s] economic mobility programs ... aim to achieve” a RIS, and not ‘graduation’ from the voucher program or CHA housing. (page B18).

CHA Response: CHA appreciates this comment and agrees that a Reduction in Subsidy (RIS) is a valuable metric for measuring success in our self-sufficiency programs.

Comment23: At first, I was surprised by the numeric benchmarks for average earned income for FSS+ and RTS participants for FY 2019: \$36,996 for all FSS+ participants and \$37,310 for all FSS+ participants that have been in the program for at least one year and experience an increase in earnings; and \$24,262 for all RTS participants, \$37,389 for RTS participants that have earned income, and even higher, \$47,550 for Jefferson Park residents who are enrolled in Compass’s financial coaching program. (page B22) I took out my copy of the FY 2017 Annual MTW Report, and discovered that the numeric outcomes for the metric SS#1: Increase in Household Income were in the same ballpark as the benchmarks included in the FY 2019 Plan. (FY 2017 Annual MTW Report, page 55) I can understand why someone who had not looked at last year’s Report would ask, what are the benchmark numbers based on? The jump from the baseline average earned income of RTS participants that have earned income, \$32,320, to \$47,550 for Jefferson Park participants who are enrolled in coaching, cannot be attributed solely to financial education. It would be helpful if the Plan included current information on the total number of FSS+ participants, the total number of RTS participants, and the total number of RTS participants who are enrolled in coaching.

CHA Response: CHA agrees that without seeing the previous data this metric would appear to be a large increase. The enrollment numbers are available on page B23. At the time the data was pulled there were 40 total participants in financial coaching at Jefferson Park. Given the increase in earned income it is likely these households are receiving substantially more than the base 1% monthly escrow. This increased escrow provides additional incentive to participate in the program.

Comment24: One of CHA’s locally developed metrics for evaluating FSS+ and RTS is an Increase in Credit Score. A low credit score is a serious obstacle to improving one’s housing situation. CHA is anticipating that in FY 2019, 60 % of both FSS+ and RTS participants who have been in the program for one year will increase their credit score.

(page B24) According to the 2017 Annual MTW Report, the benchmark for the percent of FSS+ participants who “increase their credit score who have been in the program for at least one year” was not achieved. “Close but not for FSS+. In keeping with previous years, some participants have accounts in serious delinquency or in collection. Improvements in credit score may take longer, as they work to increase their incomes and negotiate payment plans for delinquent accounts.” (FY 2017 Annual MTW Report, page 57) Given this reality, I think it would be more meaningful if CHA reported the average credit score of participants at baseline. Has CHA requested this information from Compass? Does CHA know how many FSS+/RTS participants had a credit score prior to their enrollment in these programs? The Abt evaluation of Compass’s FSS programs in Lynn and Cambridge states that “Compass participants saw a modest average increase in FICO Score between baseline and endline (23 points) and a similar increase in the median score.” (Evaluation of the Compass Family Self-Sufficiency (FSS) Programs Administered in Partnership with Public Housing Agencies in Lynn and Cambridge, Massachusetts, Abt Associates, September 2017, page 47) There is a strong correlation between a renter’s credit score and their chance of making it through a landlord’s screening process. (Twenty % of inclusionary applicants are rejected xx) Last year, a national study showed that the credit score of applicants who are approved for an apartment in Boston is 737. (“What Credit Score Do You Need to Rent an Apartment? Insanely High, If You’re in Boston or San Francisco,” 3 November, 2017, www.rentcafe.com/blog/rental-market/credit-score-to-rent-an-apartment) “Insanely expensive cities” like Cambridge have “insanely high” credit standards. (Ibid.)

CHA Response: Compass has shared this data in the past and CHA will work on getting updated data to share with interested parties. CHA recognizes the challenges a poor credit score can present in a competitive market like Cambridge.

Comment23: My understanding is that FSS+ participants and RTS participants who are enrolled in Compass’s financial coaching program complete a Financial Practices and Well-Being Survey about once a year. Does Compass provide CHA with general (non-identifiable) information about the financial and other concerns of participants that make it hard for them to achieve their goals such as a low or no credit score, housing history, household expenses, etc. This information could help CHA develop additional local metrics for evaluating FSS+.

CHA Response: CHA will look into accessing this data to assist with the development of local metrics. For reference an electronic version of the survey can be found here (<https://www.hudexchange.info/resources/documents/Financial-Practices-and-Well-Being-Survey-Compass-Working-Capital.pdf>).

Comment24: How does CHA measure the efficacy of Compass’s approach to financial coaching? Are participants ever asked about their experience working with a Compass coach? I would be interested in knowing how many Jefferson Park tenants received a minimum level of coaching, and how many chose to do more.

CHA Response: CHA has done some work both internally and with Compass to work towards establishing a sense of the value participants receive from financial coaching. CHA will consider receiving additional feedback from participants that have worked with Compass. CHA will also consider gathering more data around coaching participation.

Comment25: The Plan says that CHA hopes to learn from the RTS program as the pilot comes to an end this year. Has CHA ever considered following a peer learning model as opposed to individual financial coaching, or using community coaches?

CHA Response: CHA will evaluate all potential options at the end of RTS and is open to different models.

Comment26: The Plan states that 30 FSS+ participants are expected to experience an EOS in FY 2019. (page B23) Are all of these households graduating from the FSS+ program?

CHA Response: It is expected that all these households are experiencing a positive exit from FSS+.

Comment27: Will the FY 2018 Report include information about the number of leaver households who are purchasing a home? If yes, I would also be interested in knowing whether they are doing this with or without assistance from a homeownership program, and where they are purchasing a home (i.e., in or outside of

Cambridge). As I have commented many times before, I encourage CHA to find a way to conduct exit interviews with leaver households. This research could be the focus of a PT Lab internship

CHA Response: CHA agrees that this would be interesting information and can look into the possibility of exit interviews. CHA also agrees that this could serve as the basis for a PT Lab internship.

Comment28: *In late FY 2018, CHA will move to a biennial recertification schedule for all MTW HCV households. The Plan states “This initiative will allow residents to retain any additional income that they experience between recertifications and provide them with an opportunity to build savings and, at the same time, eases the burden of administering annual recertifications.” (page B41) I can understand how changing to a biennial recertification schedule for all voucher participants would serve to “reduce cost and achieve greater cost effectiveness in federal expenditures” (one of MTW’s three statutory objectives). There is a way for CHA to demonstrate cost and staff time savings related to the Rent Simplification Program (RSP)/HCV. CHA reports the number of recertifications and interims performed, recertification time, and interim time. The FY 2017 Report also included the hourly cost of a recertification specialist. (FY 2017 Report, page 82) Does CHA have any evidence to support the idea that families actually build savings between recertifications which in turn enables them to transition to self-sufficiency? CHA does not make this claim for RSP/PH; a biennial recertification policy was approved and implemented in public housing in FY 2006*

CHA Response: CHA will work on creating data to support this statement.

Comment29: *The Plan anticipates that 16 voucher households will leave housing (the voucher program) “as a result of renting or purchasing a home in the private market.” (page B41) In FY 2017, 16 FSS+ participants graduated from the program, eight of which purchased a home or transitioned to a market rent unit. (FY 2017 Report, page 57) While there were 32 public housing/RAD/FPH households that “left CHA public housing as a result of renting or purchasing a home in the private market.” (Ibid., page 91) It is worth noting that CHA includes an explanation of the use of the self-sufficiency metric SS#8: Households Transitioned to Self-Sufficiency/PH/RAD in the “Benchmark Achieved?” box. “HUD is requiring the use of this metric and End of Subsidy (EOS) as the unit of Measurement. CHA maintains that it is misleading to track this metric as part of this activity because it is not a required intended outcome.” (Ibid.)*

CHA Response: CHA appreciates this comment and agrees.

Comment30: *I would like to bring to CHA’s attention a different way of thinking about self-sufficiency. The District of Columbia Housing Authority (DCHA) has proposed a MTW cost effectiveness initiative called “Establishment of Resident Driven Community Based Programs to Improve Customer Service and Foster Greater Resident Empowerment.” As the title suggests, the initiative seeks to encourage residents to act collectively to address community needs.*

“In the Housing Authority industry, self-sufficiency is usually defined as obtaining work and gaining financial independence, but DCHA views self-sufficiency more broadly. Self-sufficiency refers to the state of not requiring any outside aid, support, or interaction, for survival; it is therefore a type of personal or collective autonomy. When DCHA residents come together and take ownership of community issues, and work together to develop creative solutions to those issues and create better communities, they are achieving a level of empowerment and self-sufficiency. When the solutions call on residents to assist in solving the problems, the implementation of these solutions can also achieve greater cost effectiveness in federal expenditures.

Working with Resident Councils, DCHA proposes to create resident-driven and resident-implemented community-based programs to increase and improve quality of life services at DCHA’s properties and achieve greater resident empowerment and self-sufficiency. In exchange for participating in the program by volunteering their time, residents will be rewarded with an income deduction for rent calculation purposes.”

(District of Columbia Housing Authority 2019 Moving to Work Plan, submitted for HUD approval July 13, 2018, page 92, www.dchousing.org/mtw2, accessed on 17 September, 2018)

DCHA residents are currently working on two projects: a greeters program at elderly/disabled buildings (it sounds similar to the security monitor program at LBJ Apartments) and a gardening program that would “take responsibility for creating and maintaining more elaborate gardens and lawns” at family properties. (Ibid, pages 92-93) I am not proposing that CHA duplicate this initiative. However, I think it is worth exploring the idea that there is a relationship between collective agency and self-agency (or self-sufficiency).

CHA Response: CHA agrees that there are a number of ways to look at and define self-sufficiency. CHA also agrees that it is worth exploring the relationship between collective agency and self-sufficiency.

Comment31: *Policy Considerations, the section of the Plan that gives an account of the policy issues that CHA will be engaged in in FY 2019, includes a description of the state legislative advocacy that CHA has done concerning public housing reform, particularly as it relates to the financing and operating of low-income housing. (page A39) Although this subsection is labelled City Policies, it does not mention any of the important policy advocacy work that CHA is involved in on the local level. I am aware that CHA staff and board members have served as representatives of the agency on various city boards and committees, including the Envision Cambridge Housing Working Group, the Community Preservation Act Committee, the Family Policy Council, and the Cambridge Charrette on Homelessness Steering Committee. As a member of the Affordable Housing Trust, I greatly appreciate the active participation of CHA at meetings of the Cambridge City Council Housing Committee which has been working on developing a comprehensive housing plan for Cambridge.*

CHA Response: CHA thanks the commenter for their acknowledgement of CHA’s involvement on the local level.

Comment32: *I feel that the Cambridge Housing Authority’s(CHA) policy makers are guilty thus far of neglecting the task of community wide proactive engagement in initiatives that pertain to construction and development of homeless housing from the ground up, while there is a noticeable amount of resources available for jurisdictions to do so. CHA has fallen behind the rest of society when it comes to efforts to end and eradicate homelessness, to the extent that it is also not in compliance with federal/state mandates to do so. Creation of affordable homeless housing falls under the umbrella of what the CHA is officially and formally mandated to address. I feel that the CHA must drop the bar in it’s current and present, course of actively, and aggressively move towards also helping in closing the homeless affordably housing gap in the City of Cambridge,MA and the surrounding region.*

CHA Response: CHA has actively and creatively worked towards preserving affordable housing while seeking opportunities to create new affordable housing. In a high-cost area, like Cambridge, this will always be challenging but CHA has always worked diligently to serve the city’s low-income population. CHA currently provides support to almost 12% of the population of Cambridge. Additionally, CHA subsidizes SRO-units, that often benefit homeless individuals, through both Y2Y and the YWCA. Last, CHA is not in violation of any federal or state mandates.

Comment33: *From day one the federal dictates of the Five Year/Annual planning dictates has been encouraging housing authorities like the CHA to take on the task of providing housing for the homeless, and those at risk of being homeless. Yet in the history of the CHA nothing has been officially in planning to end and eradicate homelessness. Even until today nothing is included in annual planning, etc., that will brighten the horizons of those local entities, that are without housing, and living on the streets etc. Even with the encouragement of the National Housing Trust Fund (NHTF) resources,etc., the CHA still stand by idly ignoring it’s federally mandate obligations to get the homeless off of the local streets,etc., into decent and permanent housing arrangements. Yes the CHA is also in violations of federal mandates, as long as you have been collecting and spending federal resources.*

CHA Response: CHA appreciates this comment but would like to reiterate that CHA is not in violation of any federal mandates. Additionally, CHA actively seeks to assist individuals/families that may not be eligible for our traditional affordable housing (HCV/Public Housing). CHA’s sponsor-based program works with a number of service providers to provide housing and services to individuals who have obstacles to accessing housing (poor credit, aging out of foster care, addiction, etc.). For more information, please see pages B27-B29.

Comment34: *The CHA must drop the bar and move into the arena of aggressively working towards ending and eradicating homelessness, or forever stay in violations of federal mandates to get involved securing human rights to housing for the homeless segment of your local housing jurisdiction and population. I pray for the day to come when the CHA can sleep well at nights, knowing that it has made a difference in helping the homeless cross the stream of social and environment housing equity.*

CHA Response: Please refer to CHA's responses to comment 33 and comment 34.

Comment35: *The CHA should report in greater detail on your current activity under Section 3.*

CHA Response: CHA's section 3 plan is detailed in full on the CHA website.

Comment36: *[CHA] should include brief "public comment" at Board Meetings, as is the practice at the Somerville Housing Authority.*

CHA Response: CHA appreciates this comment but believes there are other opportunities for the public to express their concerns and questions. Please refer to page A19 for more information on our annual public schedule.

Comment37: *CHA should explain the status of the continuing MOU with CEOC, and what is expected to happen with this in the coming year (including what voice tenants will have in evaluating this, and deciding/recommending on any extension); and the CHA should spell out how it's plans to expand the communication and it's relationship with the broader tenant community, not only the more limited number of tenant "leaders" typical referred to in the draft document.*

CHA Response: CHA is working on evaluating the success of this partnership over the past year. Additionally, CHA will continue to work on how to best communicate with all residents. It is CHA's hope that communication will see improvement with the upcoming implementation of the strategic plan.

Comment38: *Please add working meetings for the Administrative Plans and ACOP where tenant advocates can propose possible changes to the Plans.*

CHA Response: CHA appreciates this comment. CHA already holds a public comment period for substantial changes to these documents and tenant leaders/advocates have semi-regular meetings with department heads.

Comment 39: *"...Rent Charged amount to be 30% of the lower income on the band..." Shouldn't it say 30% of the higher income on the band (A23)?*

CHA Response: This section has been edited and the language removed.

Comment 40: *Will the tenant be informed of the "additional" information collected when the CHA uses third party verification in place of the tenant providing pay stub documentation at their rent certification? What is the "additional" information that is provided?*

CHA Response: This comment refers to page B45 where it is indicated third party verification provides more information than paystubs. The information referred to here simply means data that is not always captured by a paystub (start/end date, lengthier pay history, etc.).

Comment 41: *Please post the Preservation Agreements for the properties listed on B9 on the CHA website.*

CHA Response: CHA will work on uploading these documents to be accessible on our website.

Comment 42: *At the September 5 Public Meeting CHA said the CHA website is being redone. Please add the hours of operation for the main office in a prominent location in the site.*

CHA Response: CHA has limited ability to edit the footer on our site but will work on adding this information and will consider it for future iterations of the site.

ATTACHMENT R - RENTAL ASSISTANCE DEMONSTRATION (RAD)

Cambridge Housing Authority (CHA) was a successful applicant in the Rental Assistance Demonstration (RAD). On December 23, 2013 CHA received RAD conversion approval by HUD and commitments to enter into Housing Assistance Payments (CHAP) contracts for nine public housing developments in Phase 1. In addition, CHA was notified that it had one year to submit RAD applications for nine Phase 2 public housing developments/scattered sites. In total, this portfolio conversion consists of 1,151 units in Phase 1 and 979 units in Phase 2 for a total of 2,130 units. The RAD conversion was substantively addressed in the Draft FY15 Plan and at the Public Hearing on 1/7/14. As noted in the FY15 Plan, CHA anticipates that 34 vouchers will be allocated for Phase 2. This allocation will not impact CHA's continued service requirements as calculated using the MTW Baseline Methodology.

CHA converted to Project Based Vouchers under the guidelines of PIH Notice 2012-32, REV-1 and any successor Notices. CHA has adopted resident rights, participation, waiting list and grievance procedures listed in Section 1.6 of PIH Notice 2012-32, REV-2; and Joint Housing PIH Notice H-2014-09/PIH-2014-17. These resident rights, participation, waiting list and grievance procedures are referenced in Table 1 of this attachment. Additionally, CHA certifies that it is currently compliant with all fair housing and civil rights requirements.

RAD was designed by HUD to assist in addressing the capital needs of public housing by providing CHA with access to private sources of capital to repair and preserve its affordable housing assets. Please be aware that upon conversion, CHA's Capital Fund Budget will be reduced by the pro rata share of Public Housing Developments converted as part of the Demonstration. CHA certifies that it will maintain its continued service level pursuant to its MTW Plan under RAD.

Under HUD Notice PIH-2012-23 (HA), REV-2, CHA's RAD conversion is detailed below as part of its Annual Plan.

- 1. A description of the units to be converted, including the number of units, the bedroom distribution of units, and the type of units (e.g., family, elderly/disabled, or elderly-only).**

SEE TABLE A

- 2. Any change in the number of units that is proposed as part of the conversion, including de minimis unit reductions and unit reductions that are exempt from the de minimis cap; any change in the bedroom distribution of units that is proposed as part of the conversion.**

NONE

- 3. Any changes in the policies that govern eligibility, admission, selection, and occupancy of units at the project after it has been converted. This includes any waiting list preferences that will be adopted for the converted project as well as the Resident Rights and Participation, Tenant Protections for residents stated in Section 1.6, Attachment 1B of this Notice and the Joint Housing/PIH Notice H-2014-09/PIH-2014-17.**

The only changes that CHA anticipates under RAD relate to requirements related to the LIHTC program. CHA has held numerous meetings with our residents at all of the affected sites to discuss

the transition of properties from the public housing program to project-based assistance. CHA has revised the HCV Administrative Plan Part II to accommodate continuation of the ACOP requirements for all RAD PBV units. All tenant rights and protections as currently applicable to CHA's federal public housing applicants and tenants shall continue to apply after the conversion from public housing to project-based assistance, regardless of the ownership entity (except where the low income housing tax credit program requires a different rule) and the new owner will stand in the stead of CHA for all such purposes. Any future changes to the lease and/or these policies will be subject to a public notification and comment period in accordance with the notice and comment provisions of 24 CFR 966 and CFR 964 as they may be amended by the MTW Agreement or MTW Annual Plan, or other written agreement between the CHA and the local or city-wide tenant organization.

4. Detail any transfer of assistance to an off-site unit at the time of conversion.

NONE

5. An indication of whether the PHA is currently under a voluntary compliance agreement, consent order or consent decree or final judicial ruling or administrative ruling or decision and an assurance that compliance will not be negatively impacted by conversion activities.

Please see **Page A21** of this Plan for CHA's voluntary compliance agreement.

6. A statement certifying that the RAD conversion complies with all applicable site selection and neighborhood reviews standards and that all appropriate procedures have been followed.

CHA hereby certifies that all RAD conversions comply with the site and neighborhood standards as detailed in 24 CFR 983.57.

7. All other required information and certifications necessary to submit a Significant Amendment to the PHA Plan, including Resident Advisory Board comments and responses, challenged elements, and all required certifications.

Not applicable. This is not a significant amendment to the Plan.

8. For MTWs utilizing MTW Fungibility as defined in Section 1.9E and Section 1.6 or 1.7, as applicable, a statement explaining how the MTW will be able to maintain continued service level requirements.

CHA will comply with all MTW requirements to serve substantially the same number of families as is demonstrated in the RAD applications and associated budgets.

The public is hereby notified that the current and future Capital Fund Program grants from HUD will be reduced as a result of any projects converted to RAD. The estimated amount of current Capital Fund Program grants that are associated with the RAD conversion is shown in the Five-Year Capital Plan on **Page A20**. CHA has no Capital Fund Financing (CFFP) obligations. No Replacement Housing Factor (RHF) funds will be utilized as part of the RAD conversion effort.

Table 1: List of RAD Program Elements Affecting Resident Rights and Participation, Waiting List and Grievance Procedures for PBV

Project Based Voucher Requirements (Section 1.6 of PIH Notice 2012-32, REV-2 and the Joint Housing PIH Notice H-2014-09/PIH-2014-17)

All references may be found in CHA's Administrative Plan for Rental Assistance Demonstration (RAD) Developments – Part II of the Administrative Plan for the Federal Housing Choice Voucher Program as revised September 30, 2015, CHA 2014 Lease, Relocation Plans and RAD Conversion Commitments (RCCs) for each RAD development and Letter from Janet M. Golrick of HUD's Office of Recapitalization received on December 18, 2014 regarding CHA's Proposed RAD Conversion.

TENANT PROTECTIONS UNDER JOINT HOUSING PIH NOTICE H-2014-09/PIH-2014-17

1. Right to Return and Relocation Assistance	Relocation Plans for each RAD development.
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TENANT PROTECTIONS UNDER SECTION 1.6.C (PBV)

1. No re-screening of tenants upon conversion	Relocation Plans for each RAD development.
2. Under-Occupied Unit	CHA Administrative Plan as revised September 30, 2015.
3. Renewal of Lease	CHA Lease CHA Administrative Plan as revised September 30, 2015 - Chapter 10.
4. Phase-in of tenant rent increase:	CHA Administrative Plan as revised September 30, 2015 - Appendix 4, Section B.
5. FSS and ROSS-SC programs	Not applicable.
6. Resident Participation and Funding	RAD RCCs for each project, providing for Second Rider to RAD HAP Contract: Paragraphs 30 and 31. CHA Lease - Section 10.N (Respect of Tenant's Right to Join a Tenant Organization).
7. Termination notification	CHA Lease - Section 12 (Termination or Voiding of Lease).

Table 1: List of RAD Program Elements Affecting Resident Rights and Participation, Waiting List and Grievance Procedures for PBV

Project Based Voucher Requirements (Section 1.6 of PIH Notice 2012-32, REV-2 and the Joint Housing PIH Notice H-2014-09/PIH-2014-17)

All references may be found in CHA's Administrative Plan for Rental Assistance Demonstration (RAD) Developments – Part II of the Administrative Plan for the Federal Housing Choice Voucher Program as revised September 30, 2015, CHA 2014 Lease, Relocation Plans and RAD Conversion Commitments (RCCs) for each RAD development and Letter from Janet M. Golrick of HUD's Office of Recapitalization received on December 18, 2014 regarding CHA's Proposed RAD Conversion.

8. Grievance process	<p>CHA Lease - Section 10.J (Notice of Tenant's Right to Grieve).</p> <p>CHA Administrative Plan as revised September 30, 2015 - Section 14: Grievance Procedure.</p>
9. Earned Income Disregard	<p>Not applicable under CHA's Rent Simplification Program, authorized by MTW Agreement, Attachment C, Section C.11 (Rent Policies and Term Limits).</p> <p>Letter from Janet M. Golrick of HUD's Office of Recapitalization received on December 18, 2014 stating, "...3. use of alternative tenant payment requirements that conform to public housing rent methodology under MTW."</p> <p>CHA's MTW Rent Simplification Program/Public Housing Tiered Rent Schedule and Streamlined Deductions.</p>
10. Jobs Plus	<p>Not applicable.</p> <p>CHA is not a Jobs Plus grantee.</p>
11. When Total Tenant Payment Exceeds Gross Rent	<p>CHA Administrative Plan as revised September 30, 2015 - Chapter 6, Section H (Ceiling Rent) ensures that tenants may remain in their unit when TTP exceeds Gross Rent.</p>

Table 1: List of RAD Program Elements Affecting Resident Rights and Participation, Waiting List and Grievance Procedures for PBV

Project Based Voucher Requirements (Section 1.6 of PIH Notice 2012-32, REV-2 and the Joint Housing PIH Notice H-2014-09/PIH-2014-17)

All references may be found in CHA's Administrative Plan for Rental Assistance Demonstration (RAD) Developments – Part II of the Administrative Plan for the Federal Housing Choice Voucher Program as revised September 30, 2015, CHA 2014 Lease, Relocation Plans and RAD Conversion Commitments (RCCs) for each RAD development and Letter from Janet M. Golrick of HUD's Office of Recapitalization received on December 18, 2014 regarding CHA's Proposed RAD Conversion.

TENANT PROTECTIONS UNDER SECTION 1.6.D (PBV)

1. Establishment of Waiting List	CHA Administrative Plan as revised September 30, 2015 - Chapter 4 (Applying for Federal RAD Developments, Waiting Lists, Preferences).
2. Choice Mobility	CHA Administrative Plan as revised September 30, 2015 - Chapter 9 (Transfer Policy) Section H, RAD Mobility Voucher.

TABLE A: DESCRIPTION OF UNITS TO BE CONVERTED TO RAD

Development	Type	Phase	Studio/ Congregate	1 BDRM	2 BDRM	3 BDRM	4 BDRM	5 BDRM	6 BDRM	Total RAD Units	Total Units
Washington Elms	Family	1		29	51	59	32	4		175	175
Putnam Gardens	Family	1		15	66	29	12			122	122
Newtowne Court	Family	1		50	126	86	4		2	268	268
Manning Apartments	Elderly/ Disabled	1	1	189	8					198	198
Woodrow Wilson Court	Family	1		32	32	4				68	68
LB Johnson Apartments	Elderly/ Disabled	1	68	108	1					177	177
JF Kennedy Apartments	Elderly/ Disabled	1		44						44	69
Lincoln Way	Family	1		6	19	27	1			53	70
Jackson Gardens	Family	1		9	22	14				45	45
Corcoran Park	Family	2		15	63	64	9	2		153	153
Burns Apartments	Elderly/ Disabled	2	121	76	1					198	198
Truman Apartments	Elderly/ Disabled	2		59						59	59
Jefferson Park	Family	2		35	33	84	23			175	175
Roosevelt Towers	Family	2			75	44	5			124	124
Russell Apartments	Elderly/ Disabled	2		51						51	51
River Howard	Family	2		7	9	12	4			32	32
Willow Street	Family	2		4		4	7			15	15
Garfield Street	Family	2			4	4				8	8
Hingham Street	Family	2			2	2				4	4
Inman Street	Family	2			2	2				4	4
Fairmont Street	Family	2		4	4		2			10	10
Valentine Street	Family	2		3	3					6	6
Jackson Street	Family	2		5	5					10	10
226 Norfolk Street	Family	2			3					3	3
Columbus Ave	Family	2			3					3	3
Whittemore Ave	Family	2			1	1				2	2
Centre Street	Family	2			1					1	1
Richdale Ave	Family	2			1					1	1
Roberts Road	Family	2			1					1	1
Seagrave Road	Family	2			1					1	1
Washington Street	Family	2			1					1	1
Amory Street	Family	2			1					1	1
Concord Ave	Family	2			1					1	1
Hampshire Street	Family	2			1					1	1
Hancock Street	Family	2			2					2	2

TABLE A: DESCRIPTION OF UNITS TO BE CONVERTED TO RAD

Development	Type	Phase	Studio/ Congregate	1 BDRM	2 BDRM	3 BDRM	4 BDRM	5 BDRM	6 BDRM	Total RAD Units	Total Units
Trowbridge Street	Family	2			1	1				2	2
Chestnut Street	Family	2			10					10	10
2353 Mass Ave	Elderly/ Disabled	2		4						4	4
Ware Street	Elderly/ Disabled	2		1						1	1
Weaver	Elderly/ Disabled	2	9	11						20	20
Linnaean	Elderly/ Disabled	2	20							20	20
116 Norfolk St.	Elderly/ Disabled	2	37							37	37
St. Paul's	Elderly/ Disabled	2	18		1	1				20	20
TOTAL			274	756	559	441	92	6	2	2,131	2,173

