CAMBRIDGE HOUSING AUTHORITY
MOVING TO WORK

ANNUAL PLAN 2022
January 1, 2022 - December 31, 2022

Description of the artwork:
The brightly ancient bricks buildings perched crowding the oldest, taller trees, The old-fashioned lamps light the homey gardens in Harvard Square, which is a heart of Cambridge, a town with a diverse community. The artwork shows a small, attractive portion of Cambridge housing. Cambridge is the top-notch place for people with different backgrounds and cultures who come to live and embrace the community spirit. The residents of Cambridge are a variety of ages, race, gender, national origin, and income. They are connected together to feel delight by walking in busy streets, tasting local diverse cuisines, hearing music in the subway, taking a picture with John Harvard statue, watching Antonio Maycott spray painting, touring in multiple museums, and kayaking in Charles River. All of us, the community, share the characteristic of generosity that makes Cambridge a phenomenal place to live.

About the artist:
Uzma Wahid is a deaf artist and a resident of Cambridge. She discovered love for art at the age of 4. She took art classes in her childhood and developed her skills in oil painting, oil/chalk pastels drawing, and art crafts. She enjoys capturing pictures of a variety of landscapes with her own camera and then painting them onto canvas.

FISCAL YEAR 2022

CHA FISCAL YEAR 2022

OVERVIEW OF PROGRAMS + SERVICES

CHA HOUSING AND DEMOGRAPHIC INFORMATION

CAPITAL IMPROVEMENTS

VOLUNTARY COMPLIANCE

PUBLIC PROCESS SCHEDULE

AN OPEN INSTITUTION

DEPARTMENT HIGHLIGHTS

THE BUDGET

FACT SHEETS

HUD REQUIREMENTS

INTRODUCTION

GENERAL OPERATING INFORMATION

PROPOSED MTW ACTIVITIES

APPROVED MTW ACTIVITIES

SOURCES AND USES OF FUNDS

ADMINISTRATIVE

APPENDICES

TABLE OF CONTENTS

STRENGTHENING OUR FOUNDATION

CAMBRIDGE HOUSING AUTHORITY FISCAL YEAR 2022 A7

OVERVIEW OF PROGRAMS + SERVICES A9

CHA HOUSING AND DEMOGRAPHIC INFORMATION A11

CAPITAL IMPROVEMENTS - FIVE YEAR PLAN SUMMARY A15

VOLUNTARY COMPLIANCE AGREEMENT A17

PUBLIC PROCESS SCHEDULE A19

CAMBRIDGE HOUSING AUTHORITY - AN OPEN INSTITUTION A21

DEPARTMENT HIGHLIGHTS A23

THE BUDGET A47

FACT SHEETS A48

- ECONOMIC MOBILITY PROGRAMS A53
  - FINANCIAL STABILITY + SAVINGS PLUS (FSS+) PROGRAM A53
  - PATHWAYS TO PERMANENT HOUSING - HEADING HOME A54
  - PATHWAYS TO PERMANENT HOUSING - TRANSITION HOUSE A55
  - WORK FORCE COLLEGE SAVINGS PROGRAM A56
- EARLY CHILDHOOD AND YOUTH PROGRAMS A59
  - BABY U AND ALUMNI ASSOCIATION A59
  - BIG BROTHER BIG SISTER A60
  - DREAM MENTORING A61
  - HEAD START A62
  - PATHWAYS TO FAMILY SUCCESS A63
  - THE POSSIBLE PROJECT A64
  - THIS WAY AHEAD/GAP INC A65
  - TUTORING PLUS, INC A66
  - WINDSOR PRESCHOOL A67
  - WORK FORCE YOUTH PROGRAM A68
  - YOUTHBUILD (JUST-A-START) A69
- ADULT PROGRAMS A71
  - BIOMEDICAL CAREERS PROGRAM (JUST-A-START) A71
  - BRIDGE-TO-COLLEGE PROGRAM A72
  - CAMBRIDGE EMPLOYMENT PROGRAM A73
  - GATEWAYS LEARNING PROGRAM A74
- ELDERLY PROGRAMS A77
  - PROGRAM OF ALL-INCLUSIVE CARE OF THE ELDERLY (PACE) A77
  - SOMERVILLE-CAMBRIDGE ELDER SERVICES (SCES) A78

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STRENGTHENING OUR FOUNDATION

CAMBRIDGE HOUSING AUTHORITY

FISCAL YEAR 2022

JANUARY 1, 2022 - DECEMBER 31, 2022

Our 23rd year in the Moving to Work (MTW) Program

In FY22, the Cambridge Housing Authority (CHA) will look to transition back to normal operations as we work through the phases of our Covid return to work policy throughout the end of FY21.

CHA has also continued to streamline our policies to both better benefit our program participants and for administrative efficiency. To that end, CHA is proposing both streamlined deductions and tiered rents in HCV. These policy changes will bring HCV in-line with the current rent calculation used in operations. The majority of participants will see a reduction in their share of rent. Additionally, CHA anticipates this will result in both staff time saved and a reduction in rent calculation errors.

Additionally, CHA will continue the creation of programming made available to residents. Building on the success of a small training pilot conducted in partnership with the Boston-based organization "Tech Goes Home" in 2019, the CHA's Resident Services department will launch a specialized inter-generational computer training and internet access program for senior residents at two of the CHA's largest elderly developments. Funded by Google's Cambridge campus, the pilot will offer two seven-week trainings, offered sequentially, in the late fall of 2021 and the early winter of 2022.

Each training will be conducted by two upper-level Work Force students, who will serve as interns within the program's employment training component. The designated students will be trained on the Tech Goes Home platform and will work with TGH staff and the Work Force's Career Development Specialist to package a series of modules designed specifically for senior residents with limited computer and internet experience. The trainings will focus primarily on building awareness around basic functional uses of the internet, along with the importance of cybersecurity measures, with an eye towards protecting senior residents from predatory practices. After a week or two of initial planning, the students will deliver five to six weeks of weekly workshops, starting with a cohort of 8 to 10 seniors at the CHA's Manning Apartments, located in Central Square. CHA anticipates the second training, held at a different senior development, to start early in FY 2022.

CHA will also continue to advocate and work towards the creation and preservation of affordable housing in Cambridge. To that end, FY21 saw the creation of the "Stories of the Can't Wait List", a publication, that provides a snapshot of the struggles and often unmet dreams of the over 21,000 unique households spread across our wait lists. That publication is available on our website (https://cambridge-housing.org/cantwait/). In FY22, CHA will explore similar projects to assist with advocacy on the local, state, and national level.

CHA will also continue our work to preserve our existing affordable housing portfolio. This will continue using both RAD and Section 18. 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 RAD Program in December 2013. In addition to utilizing RAD, the CHA has also received 1,094 tenant protection vouchers through the Section 18 Disposition process. As of September 30, 2021, CHA will have converted 2,338 units (or 96.3%) of its 2,427 federally-assisted public housing units. An additional 37 units (or 1.5%) are anticipated to convert in 2022 for a total of 2,375, (or 97.8%) of CHA's federal public housing portfolio.

CHA looks forward to a return to standard operations in FY22 and continuing to be a forward thinking and innovative agency.

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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	225 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)	**280 Youth (includes 2 summer programs) + 130 Alumni**
	Work Force College Savings Program (CHA)	**200 Work Force Youth**
	Tutoring Plus, Inc.	55 Work Force Youth
	This Way ONWard	135 Youth; 74 Internships
	Big Brother Big Sister	110+ Youth
	The Possible Project	20 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+)	3,900 voucher households;
	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**	1,000 Elderly Adults
	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.)	**754 Youth** **4,686 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 HOUSEHOLDS[1]

	2016 BASELINE[1] HUD APPROVED 01 JUL 2017		CURRENT JUL 2021		PLANNED[2] 31 DEC 2022
MTW HOUSING UNITS					
PUBLIC HOUSING UNITS	854		101		64
PUBLIC HOUSING HOUSEHOLDS		1,363		85	
RAD UNITS			1,308		1,345
RAD HOUSEHOLDS				1,272	
FORMER PH UNITS (SECTION 18 DEMO)			1,095		**1,095**
FORMER PH HOUSEHOLDS (SECTION 18 DEMO)				807	
MTW VOUCHERS					
VOUCHER UNITS (PBV, TBV, ALL EXPIRING USE)	5,304 (RAD included)		4,153		4,153
VOUCHER HOUSEHOLDS		4,723		4,170	
TOTAL MTW UNITS AND VOUCHERS	**6,158**		**6,657**		**6,657**
TOTAL MTW HOUSEHOLDS		**6,086**		**6,334**	
NON MTW					
NON-MTW FEDERAL VOUCHERS (VASH, Shelter Plus, Mod Rehab, Mainstream, DHVP/ NED) [4]			619		619
NON-MTW FEDERAL VOUCHER HOUSEHOLDS				596	
STATE ASSISTED UNITS (NEW CONSTRUCTION) [6]			110		110
STATE ASSISTED HOUSEHOLDS (NEW CONSTRUCTION)				94	
STATE VOUCHERS (MRVP, Mod Rehab State, DMH, AHVP) [5]			196		196
STATE VOUCHER HOUSEHOLDS				134	
TOTAL NON MTW UNITS			**925**		**925**
TOTAL NON MTW HOUSEHOLDS				**824**	
TOTAL CHA UNITS AND VOUCHERS	**6,158**		**7,582**		**7,582**
TOTAL CHA HOUSEHOLDS				**7,158**	

1. This table does not include local non-traditional vouchers (sponsor-based vouchers), ports, relocation-issued vouchers.
2. Planned Units and Vouchers are only included in this table because it is difficult to predict households that will be served.
3. Conversions are pending application submissions and HUD review; exact dates of conversion are to be determined and subject to change.
4. Voucher breakdown by program: DHVP/NED 100, VASH 165, Shelter + Care 46, Mainstream 289, Mod Rehab 92. Participant breakdown by program: DHVP/ NED 86, VASH 153, Shelter + Care 29, Mainstream 244 Mod Rehab 71.
5. Voucher breakdown by program: AHVP 68, DMH 39, Mod Rehab State 27, MRVP Mobile 35, MRVP PBA 27 Participant breakdown by program: AHVP 32, DMH 31, Mod Rehab State 28, MRVP Mobile 31, MRVP PBA 17
6. This is inclusive of Putnam School.

CHA WAITLIST INFORMATION

In FY17 CHA instituted web-based waitlist platform so that CHA will only accept waitlist applications online, unless a reasonable accomodation 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 August 1, 2021

	DISTINCT APPLICANTS[1]	APPLICATIONS	AVERAGE APPLICATION(S) PER APPLICANT
CHA HOUSING	12,323	73,050	6.0
CHA VOUCHERS	17,096	106,904	6.3
SINGLE ROOM OCCUPANCY (SRO)	947	947	1

1. An applicant may be eligible for multiple programs based on age and income and appy to more than one waitlist. There were 21,307 unique applicants across all programs as of 8/1/2021.

YOUNG DISABLED[1] 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 August 1, 2021

	Total Units[2]	Units Occupied	Younger Disabled HH	Percent Young Disabled by Units	Percent Young Disabled by Occupancy
116 Norfolk Street	37	34	7	18.9%	20.6%
Daniel F. Burns	198	120	10	5.1%	8.3%
Elderly Condos	5	5	1	20.0%	20.0%
John F Kennedy	44	42	6	13.6%	14.3%
Linnaean Street	20	19	3	15.0%	15.7%
Lyndon B. Johnson Apts	177	169	16	9.0%	9.5%
Manning Apartments LLC	205	204	31	15.1%	15.2%
Millers River LLC	209	185	25	12.0%	13.5%
Putnam School	33[3]	10	1	3.3%	10.0%
R.C. Weaver Apartments	20	15	5	25.0%	33.3%
Roosevelt Midrise	77	75	20	26.0%	26.7%
Russell Apartments LLC	52	51	5	9.6%	9.8%
Saint Paul Residence	21	20	10	47.6%	50.0%

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. Note: This has been updated to include units that are offline for construction.

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

On August 2, 2021

	FORMER PUBLIC HOUSING (DISPO)	%[1]	RAD	%[1]	LIPH	%[1]	Vouchers	%[1]	Non-MTW	%[1]
INCOME[2]										
≤ 30 AMI	11	75%	952	75%	70	82%	3225	73%	706	86%
31 AMI - 50 AMI	125	15%	197	15%	12	14%	683	20%	94	11%
51 AMI - 60 AMI	28	3%	38	3%	2	2%	129	4%	5	1%
61 AMI - 80 AMI	25	3%	30	2%	1	1%	77	2%	16	2%
≥ 80 AMI	28	3%	55	4%	0	0%	24	1%	3	0%
UNIT SIZE										
0BR	114	14%	62	5%	47	87%	233	5%	191	23%
1BR	331	41%	502	39%	27	13%	1837	43%	483	59%
2BR	183	23%	378	30%	0	0%	1418	33%	110	13%
3BR	149	18%	262	21%	0	0%	631	15%	29	4%
4BR+	30	4%	68	5%	0	0%	124	3%	11	1%
RACE										
Native Hawaiian/Other Pacific Islander	11	1%	11	1%	0	0%	8	0%	0	0%
Black/African American	399	49%	695	55%	31	36%	1852	44%	336	41%
White	350	43%	477	38%	52	61%	1876	44%	462	56%
Asian	43	5%	85	7%	1	1%	485	12%	16	2%
American Indian/ Alaska Native	4	0%	4	0%	1	1%	16	0%	10	1%
ETHNICITY										
Hispanic or Latino	90	11%	173	14%	3	4%	758	18%	93	11%
Not Hispanic or Latino	717	89%	1,099	86%	82	96%	3479	82%	731	89%
CAMBRIDGE STATUS										
Living In Cambridge	807	100%	1,272	100%	85	100%	2284	54%	459	56%
TOTAL HOUSEHOLDS[2]	**807**		**1,272**		**85**		**4,243**		**824**	

CAPITAL IMPROVEMENTS
FIVE YEAR PLAN SUMMARY (AVAILABLE IN BOARD DRAFT)

SOURCES	2022	2023	2024	2025	2026	Total
Capital Fund Program	$ 2,339,376	$ 1,500,000	$ 750,000	$ 500,000	$ 500,000	$ 5,589,376
MTW Block Grant	$ 1,050,000	$ 1,200,000	$ 1,500,000	$ 1,500,000	$ 1,500,000	$ 6,750,000
State or Local Subordinate Loan	$ 9,936,222	$ 23,574,663	$ 13,893,320	$ 13,881,944	$ 1,278,734	$ 62,564,883
LIHTC or Historic Equity	$ 116,819,501	$ 39,405,791	$ 51,404,065	$ 40,698,063	$ 45,397,741	$ 293,725,161
Development Period Cash Flow/Accrued Interest	$ 5,025,794	$ 782,771	$ 704,317	$ 137,154	$ -	$ 6,650,036
Construction/Permanent Loan	$ 215,825,839	$ 77,683,790	$ 156,661,328	$ 159,987,333	$ 232,997,812	$ 843,156,101
Replacement Reserves	$ 2,045,549	$ 3,557,300	$ 805,000	$ 805,000	$ 805,000	$ 8,017,849
Earned Developer Fees	$ 4,930,347	$ 5,176,864	$ 5,435,708	$ 5,707,493	$ 5,992,868	$ 27,243,279
Total Sources	$ 390,190,816	$ 164,905,089	$ 244,822,962	$ 245,913,137	$ 310,266,271	$ 1,356,098,276

USES	2022	2023	2024	2025	2026	Total
Administrative Costs	$ 4,930,347	$ 5,176,864	$ 5,435,708	$ 5,707,493	$ 5,992,868	$ 27,243,279
Archtectual and Engineering Fees and Costs	$ 13,144,103	$ 7,837,005	$ 14,895,907	$ 12,892,263	$ 27,884,913	$ 76,654,191
	$ 34,172,656	$ 17,678,206	$ 24,133,998	$ 21,479,667	$ 35,999,318	$ 133,463,845
Operating and Replacement Reserves	$ 4,818,681	$ -	$ 1,702,353	$ 4,004,056	$ -	$ 10,525,090

CONSTRUCTION USES	2022	2023	2024	2025	2026	Total
Millers River Apartments	$ 18,632,743		$ -	$ -	$ -	$ 18,632,743
Revitalizaton Burns Apartments	$ 31,058,494	$ 750,000	$ -	$ -	$ -	$ 31,808,494
Revitalization Roosevelt Towers Low-Rise	$ 15,924,617	$ -	$ -	$ -	$ -	$ 15,924,617
Revitalization 78-80 Porter Road	$ -	$ -	$ -	$ -	$ -	$ -
Truman Revitalization	$ 8,813,363	$ -	$ -	$ -	$ -	$ 8,813,363
Putnam School	$ 11,558,555	$ 963,213	$ -	$ -	$ -	$ 12,521,768
Revitalization Jefferson Park Federal	$ 34,380,798	$ 75,784,129	$ 64,354,996	$ 41,403,332		$ 215,923,255
Revitalization 116 Norfolk Street	$ 7,066,667	$ 16,783,333	$ 3,975,000	$ -	$ -	$ 27,825,000
Revitalization JFK HVAC Upgrades	$ 75,000	$ -	$ -	$ -	$ -	$ 75,000
Manning HVAC Upgrades	$ 75,000	$ -	$ -	$ -	$ -	$ 75,000
Jefferson Pk Apts Balcony	$ 360,000	$ -	$ -	$ -	$ -	$ 360,000
Trim Repairs Jefferson Park Apts BDI	$ 120,000	$ 40,000	$ -	$ -	$ -	$ 160,000
Antenna Linnaean Street Window	$ 300,000	$ -	$ -	$ -	$ -	$ 300,000
Replacement Hingham St Selective	$ 191,000	$ 191,000	$ -	$ -	$ -	$ 382,000
Exterior Modernization Corcoran Park Exterior Step	$ 150,000	$ 150,000	$ -	$ -	$ -	$ 300,000
Repairs Repurposing of Program	$ 90,000	$ -	$ -	$ -	$ -	$ 90,000
Space into Office Roosevelt Twrs Mid-Rise	$ 500,000	$ -	$ -	$ -	$ -	$ 500,000
Program Space Conversion 15 Inman Street Exterior	$ 350,000	$ 200,000	$ -	$ -	$ -	$ 550,000
repairs Putnam Gardens Fencing	$ 75,000	$ 125,000	$ -	$ -	$ -	$ 200,000
Replacement/Repairs Lancaster Street Plumbing	$ 100,000	$ -	$ -	$ -	$ -	$ 100,000
Repairs Washington Elms Site	$ -	$ 400,000	$ -	$ -	$ -	$ 400,000
Improvements Woodrow Wilson Roof	$ -	$ 550,000	$ -	$ -	$ -	$ 550,000
Replacement River Howard Storage	$ -	$ 215,000	$ -	$ -	$ -	$ 215,000
Garage Roof Replacement Columbus	$ -	$ 25,000	$ -	$ -	$ -	$ 25,000

Selective Modernizations	$ 250,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 2,250,000
Scattered Condos Misc. site, interior or exterior upgrades	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 375,000
Weaver Revitalization	$ -	$ 2,000,000	$ 5,000,000	$ 5,000,000		$ 12,000,000
Corcoran Park Revitalization	$ -	$ 3,000,000	$ 54,000,000	$ 54,000,000	$ 54,000,000	$ 165,000,000
Roosevelt Towers Mid-Rise Revitalization	$ -	$ 1,250,000	$ 36,000,000	$ 44,000,000	$ 3,750,000	$ 85,000,000
Cambridge Street Bldg 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
Linnaean Street Revitalization	$ -	$ -	$ -	$ 1,344,000	$ 12,096,000	$ 13,440,000
River Howard Homes Revitalization	$ -	$ -	$ -	$ 5,000,000	$ 21,880,000	$ 26,880,000
155 Willow Street New Construction	$ -	$ -	$ -	$ -	$ 6,520,500	$ 6,520,500
JFK Apartments Revitalization	$ -	$ -	$ -	$ -	$ 5,175,000	$ 5,175,000
Willow Street Homes Revitalization	$ -	$ -	$ -	$ -	$ 1,750,000	$ 1,750,000
Lancaster Street Apartments Revitalization	$ -	$ -	$ -	$ -	$ 2,500,000	$ 2,500,000
Total Construction	$ 130,146,237	$ 103,001,675	$ 176,904,996	$ 177,322,332	$ 121,246,500	$ 708,621,740

USES	2022	2023	2024	2025	2026	Total
Repayment of Construction Loans	$ 202,978,792	$ 31,211,339	$ 21,750,000	$ 24,507,327	$ 119,142,673	$ 399,590,131
Total Uses	$ 390,190,816	$ 164,905,089	$ 244,822,962	$ 245,913,137	$ 310,266,271	$ 1,356,098,276

VOLUNTARY COMPLIANCE AGREEMENT

CHA will fulfill its Voluntary Compliance Agreement (VCA) with HUD's Office of Fair Housing and Equal Opportunity prior to the submission of its FY 2022 MTW Annual Plan to HD. The last five (5) of the forty-two (42) wheelchair accessible units that it needed to create in its federal public housing or formerly public housing portfolio were completed by October 2021. These five units are located at Millers River Apartments, and is the culmination of construction which started at that site in 2019. While 5 units were required to meet the requirements under the VCA, CHA is constructing a total of fifteen accessible units at Millers River.Ten units are expected to be completed at Millers River by the end of December 2021 with the balance of five expected to be completed by April 2022. An additional 8 accessible units are under construction at Burns Apartment as part of its revitalization. Work at Burns Apartments started in February 2020 with the handicapped accessible units also expected to be completed in two phases, three in December 2021 and five in July 2022. The work at both of those locations will add 18 more accessible units to CHA's inventory beyond the 42 identified below.

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 Frank J. Manning Apartments
5	5		10/ 2021	Units completed at Millers River Apartments
42	**42**			**Total**

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PUBLIC PROCESS SCHEDULE FOR FY22

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
FY22 ANNUAL PLAN	Public hearing and 30-day comment period
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)	Quarterly meetings, available upon request, that 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)	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.
MEETING ON METRICS	Two working sessions on request.

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AN OPEN INSTITUTION[1]

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 HUD[2] and Massachusetts Department of Housing and Community Development (DHCD)[3].

FIVE HIGHEST SALARY EARNERS			
Executive Director	$196,000	Chief Financial Officer	$176,940
Director of Planning + Development	$181,511	Director of Leased Housing	$148,331
Deputy Executive Director	$177,185		

BOARD OF COMMISSIONERS

NAME	MEMBER SINCE	APPOINTMENT	EXPIRATION OF TERM
Susan Connelly	2014	Governor's appointee	November 2024
Gerard Clark	1974	City of Cambridge appointee	July 28, 2025
Elaine Derosa	2018	City of Cambridge appointee	October 16, 2023
Louis Bacci	2020	City of Cambridge appointee/Labor representative	July 28, 2025
Victoria Bergland	2013	City of Cambridge appointee/CHA Resident	December 14, 2022

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 Operations Department maintains the grounds, buildings, building systems and all other aspects of CHA's portfolio of hard units. This includes 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, laying the groundwork for a full conversion within the next three years.

COMMITMENT TO HEALTHY RESIDENTS AND STAFF

The Department has taken on major changes to combat the spread of COVID-19. Sanitation protocol were increased to twice per day cleaning of all common areas, spaces, and utilities from laundry rooms to elevator buttons. Unit construction, inspections, and transfers have cautiously proceeded on a case-by-case basis following an indefinite suspension in FY21. All non-medically visitors continue to be encouraged not to enter our buildings. Lockboxes are collecting paperwork at each site, and most transactions with residents are held over e-mail or the phone. At this time, we anticipate facilitating safe in-person interactions later this year. The Department remains vigilant and effective at providing personal protective equipment and sanitation supplies for the sites and will continue to be as necessary in FY22.

STAFF ENRICHMENT

Operations maintains that a major component to the success of the agency is the successful training of our employees. In FY20, Operations shifted the training focus on preventing the spread of COVID-19. Directors worked with District Managers to clearly outline what tasks and responsibilities can be accomplished on workdays away from the office, and the maintained productivity has greatly benefited both staff and residents. The department plans to sustain this model until the pandemic has been effectively neutralized. We are also continuing routine courses for IREM certifications and tax-credit education via Spectrum

CONTINUED RAD RELOCATION

In FY20, Operations achieved a significant milestone in winning a contract to manage the Cambridge YWCA's Tanner Residence, a 103-unit building for women seeking assistance. This allowed CHA to provide much-needed staff, protocol, and building improvements to benefit resident quality of life. Even more recently, CHA entered into a consulting agreement with the Belmont Housing Authority to manage their 254 unit state-funded portfolio. We will continue to actively pursue such opportunities as they arise in FY21.

CONTINUED CONSTRUCTION RELOCATION

Having been delayed by the COVID-19 pandemic, relocation efforts will continue throughout FY22 and will rely on the use of vacant units across the portfolio to house those residents affected while renovations continue. This relocation process and targeting the use of vacant units citywide has proven to be successful in prior years. With additional Section 18 Disposition and RAD projects scheduled, we anticipate that Relocation efforts will continue beyond 2022. CHA continues to provide the best housing solutions for residents and has a strong working relationship with residents and management staff to ensure a smooth transition. Our relocation staff works closely with every family that faces relocation to find them a unit that meets their needs and preferences whenever possible. The agency is committed to performing these tasks at the highest level and has a dedicated team of (4) full-time employees for this process.

SAFETY AND SECURITY

As our commitment to quality housing continues and we recognize that we must be more creative in establishing a comfortable level of safety for our residents. Having secured new federal funding in FY21, all sites are in the

process of being equipped with high tech security camera systems to cover more area on the property and coupled with a digital recording system that provides a quicker method to locate specific footage. We recently hired 1ST Armor Security, who will begin work around July 15th. They will provide security services at Manning and Millers River Apartments. In addition, 1ST Armor will also provide a roving patrol vehicle to visit other CHA properties, increasing both Safety and Security throughout all CHA developments. Property Management teams and maintenance staff 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 the Property Management staff at CHA and the Cambridge Police Department (CPD) via online video conferencing. In addition, lighting surveys are done at every development throughout the city twice a year. These lighting surveys are done after dark to ensure that the properties are adequately illuminated. In an effort to empower residents to feel safer in their neighborhoods, CHA holds sporadic neighborhood meetings with CHA residents and the Cambridge Police Department (CPD). The goal of these meetings is to build a strong bond, trust, and respect between all parties involved. This gives CHA residents a platform to express safety concerns in their neighborhood and gives CPD a forum to outline their efforts and strategy to keep the neighborhood safe. At the time of this writing, the meetings are on hold until the fall season and will continue normally during FY21. CHA uses these multiple platforms to partner with the Cambridge Police Department and Cambridge Fire Department to bring services and information to our resident population. CHA maintains a great working relationship with both agencies and relies on the agencies to make our properties safer.

LEASED HOUSING

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) – including Mainstream 5-year and 811 Mainstream, 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 administers a Sponsor-Based Voucher Program to local agencies who provide shelter and supportive services to hard-to-house individuals, as well as and Expiring Use Preservation program that has preserved over 2,000 units of affordable housing in and outside of Cambridge.

In FY 2021, CHA was awarded additional Mainstream vouchers as well as the newly-funded Emergency Housing Vouchers (EHVs), as authorized under the American Rescue Plan. The Leased Housing Department is currently conducting screening for these voucher opportunities and working with the City of Cambridge Continuum of Care (CoC) to coordinate referrals and services to support these vouchers.

In FY2022 the Leased Housing Department will continue to explore ways to streamline the recertification and related processes for program participants. Past policy initiatives have included transitioning to biennial and triennial recertifications, as well as a variety of procedural changes initially implemented in response to COVID-19.

In FY2022, CHA will propose to implement further changes to the recertification process in order to simplify the verification and rent calculation methodology, streamline administrative processes, reduce paperwork burdens on participants and staff, as well as reduce tenant share of rent for the majority of program participants. This will also help to align policies across all of CHA's MTW programs, as the rent simplification activity being proposed is the same methodology that is currently used by participants in CHA's public housing, former public housing, and RAD programs. This will make the rent determination process more transparent and easier for participants to understand, as well as make it easier for participants when transferring across different CHA programs (for example, if a household that lives in a CHA-managed RAD unit is approved for a Tenant-Based Section 8 voucher or transfers to a different PBV unit managed by a private owner, their rent will be calculated in the same way and many of the policies will be the same as in their prior unit/program).

CHA will also be making operational changes to how Section 8 assistance is administered at CHA-owned RAD and Former Public Housing (FPH) properties who have converted from traditional Public Housing to a Section 8 funding platform. The Operations Department (which oversees management of CHA and affiliate-owned properties) will transition to a new software platform (Yardi Systems), which will improve tracking of rent and subsidy collection, work orders, tax credit compliance, and other key property management functions. The rent calculation and subsidy functions will remain in the current software system (Emphasys Elite) and will be transitioned into a module that encompasses all of CHA's Section 8 participants. Additionally, the information collected by the property managers for the Section 8 recertification will be reviewed, checked for accuracy, and entered in the system by Leased Housing staff. This will provide greater checks and balances among the property management and Section 8 subsidy functions, reduce errors, streamline reporting to HUD systems (such as PIC and VMS) and enhance compliance across all programs. The software transition and unification and standardization of rent and subsidy calculation will improve CHA's customer service to residents and program participants, as staff will be spending less time navigating the complexities of the software system and will be able to spend more time attending to resident and participant needs.

PLANNING + DEVELOPMENT

The Planning + Development (P+D) Department secures capital funding from a variety of state, federal, local and private sources for both the revitalization of our housing portfolio (approximately 3,000 hard units in the City of Cambridge) and the development of new affordable housing. In 2022, P+D will be responsible for more than $483 million in overall on-going capital improvements, with an emphasis on long-term durability, livability, energy efficiency and high-quality construction. In 2022, P+D will also be continuing CHA's conversion process of its federal public housing properties as well as adding some new federal public housing units which will subsequently convert to project-based voucher units through HUD's Rental Assistance Demonstration Program (RAD).

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 RAD Program in December 2013. In addition to utilizing the RAD, the CHA has also received 1,094 tenant protection vouchers through the Section 18 Disposition process. As of September 30, 2021, CHA will have converted 2,338 units (or 96.3%) of its 2,427 federally-assisted public housing units. An additional 37 units (or 1.5%) are anticipated to convert in 2022 for a total of 2,375, (or 97.8%) of CHA's federal public housing portfolio.

RENTAL ASSISTANCE DEMONSTRATION/SECTION 18 DISPOSITION

The chart below details the conversions completed or anticipated to be completed under RAD or Section 18 Disposition to date or through March 31, 2023:

Property	Conversion Date	# of Units	Funded Rehab[1]	Comment
Putnam Gardens	01/01/2015	122	$24,778,740	Construction was completed in July 2018.
JFK Apartments	01/01/2015	44[2]	NA	Property did not require any rehab as it was comprehensively rehabbed in 2004
LBJ Apartments	01/01/2015	177	NA	Property did not require any rehab as it was comprehensively rehabbed in 2013
Lincoln Way	01/01/2015	53[3]	NA	Property did not require any rehab as it was newly constructed in 2013
Jackson Gardens	01/01/2015	45	NA	Property did not require any rehab as it was comprehensively rehabbed in 2011

1 Rehab $ as of September 2021.

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

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

Newtowne Court	04/01/2015	268	$48,205,170	Construction was completed in March 2018.
Washington Elms	04/01/2016	175	$28,070,614	Construction was completed in July 2017.
Woodrow Wilson Ct	04/01/2016	68	$2,566,099	Construction was completed in November 2016.
Manning Apartments	03/01/2016	198[4]	$65,990,119	Construction was completed in December 2018.
Millers River	06/01/2016	297[5]	$113,956,482	Construction is now expected to be completed by 04/15/22. The schedule has been impacted by the COVID-19 pandemic.
Russell Apartments	01/01/2018	51[6]	$14,304,230	Construction was completed in March 2019.
Burns Apartment	06/01/2018	198	$69,837,142	The 28-month construction period started in March 2020 and will be substantially completed by August 2022. The schedule has been impacted by the COVID-19 pandemic.
Corcoran Park	06/01/2018	153	$46M to $150M estimated	The range in rehab reflects the potential to add units at this site. Financial closing/construction is anticipated to occur by Spring 2023.
River Howard	07/01/2018	32	NA	Project did not require any rehab as it was comprehensively rehabbed in 2007.
Willow Street Homes	07/01/2018	14	NA	Project did not require any rehab as it was comprehensively rehabbed in 2011.
Cambridgeport Commons	06/01/2019	10	$4,235	Project only required installation of water saving toilets and other energy conservation measures which has been completed.
UDIC	07/25/2019	26	$2,053	Project only required installation of energy conservation measures and a project sign as it was comprehensively rehabbed in 2011. The RAD conversion items
Jefferson Park Fed	10/09/2019	175[7]	$197M estimated	The estimated rehab includes the addition of 102 units. Financial closing/construction are anticipated to occur by July 2022.
Garfield Street	09/30/2019	8	$2,406,774	Construction was completed in February 2020.

4 As part of the rehabilitation, 6 new units were created and are supported by traditional Section 8 PBAs resulting in a total of 204 units at Manning Apartments.
5 As part of the rehabilitation, 3 units are being restored at Millers River to housing units from non-housing uses.
6 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.
7 As part of the rehabilitation, the CHA is hoping to add 102 new affordable units to Jefferson Park. The exact count will be finalized during the planning process. The projected cost includes the new units.

Roosevelt Towers	12/30/2019	112	$39,356,592	Construction started January. 2020. The completion date was impacted by the COVID-19 pandemic with work now scheduled to be completed in May 2022
St. Paul's Residence	03/06/2020	20[8]	$6,409,383	Construction was completed in October 2020.
Scattered Site Portfolio	07/01/2020	33	NA	The Section 18 conversion did not require any immediate rehab.
Truman Apartments	12/23/2020	59	$23,369,214	Construction started in February 2021 and is expected to be completed by February 2022.
116 Norfolk Street	07/31/2022	37[9]	$26,000,000 estimated	Will be a combined RAD/Section 18 blended transaction with new units being developed as federal public housing to RAD units. Financial closing and construction start anticipated to be July 2022.
Weaver Apartments	03/31/2023	20	$7,000,000 estimated	Will be a combined RAD/Section 18 blended transaction with the possibility of new units being developed as federal public housing to RAD units. Financial closing and construction start anticipated to be March 2023, or earlier if CHA can access private activity bonds.
Total		2,387	Actual $439,256,847 Estimate $269,000,000 to $373,000,000 Total $715,256,847 to $819,256,847	**96.3% of CHA's federal public housing units will have been converted by 09/30/2021**

During 2022, major rehabilitation will be completed at four Section 18 sites and one non RAD/Section 18 site, and will start at two additional RAD/Section 18/Faircloth to RAD sites. In addition, more routine modernization activity will be occurring at numerous locations across the portfolio as detailed in "Other Modernization Activities" below

The conversion to Section 8 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 will complete the conversion of 2,375 federal public housing units, or 97.8% of the portfolio through RAD or Section 18 disposition by the close of 2022 and is working to move forward on the remaining 52 units, once 116 Norfolk converts. In addition to the on-going conversion efforts, the CHA has secured (in the case of Jefferson Park and 116 Norfolk Street) or is seeking to obtain the resources needed to proceed with renovations at 492 units (which includes the 89 remaining federal public housing units). CHA's efforts to move forward with these renovations have been hampered by the fact that the properties were in worse condition than anticipated. As a result, we had to increase construction scope and costs in order to restore the units and meet the 20-year RAD viability standards. This was exacerbated by the current construction boom in the Greater Boston area, the escalation of construction pricing due to COVID-19 supply chain disruptions and the tight labor market. Over past couple of years and months, construction costs have increased by double digits.

8 As part of the rehab, the CHA added 4 additional single room occupancy units at St. Paul's
9 Thirty-seven (37) units will be converted to RAD. An addition to the building will add up to 23 additional units bring the total units up to 60.

In addition to managing the challenge of very high construction costs, CHA is also experiencing delays in accessing 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 for preserving a substantial number of affordable units that 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 its RAD/Section 18 disposition projects to proceed in a timely fashion. In fact, an allocation of $193 million in private activity bonds has been provided to CHA in the past three years which has allowed the CHA to proceed with the much-needed rehabilitation of totaling $260 million improving 729 deeply affordable units. The State has also made a commitment to provide approximately $137 million in tax exempt bond financing in 2022 which will allow CHA to construct or renovate 337 units of deeply affordable housing.

CHA's ability to put together financing plans for the remainder of its Phase 2 sites is contingent upon the timely receipt of private activity bonds and the receipt of additional Section 18 TPVs being made available through 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 will be in a better position to move forward with a viable financing plan for the remainder of its public housing units.

Below is the anticipated schedule for the Phase 2 projects based upon projected access to the required private activity bonds:

Property	# of Units	Total Development Cost[10]	Estimated Tax Exempt Bond Amount	Anticipated Closing Date	Potential Application Under PIH 2018-4
Putnam School	33	$20,395,200	$10,345,000	October 2021	Obtained MUTM[11] rent increase in March 2018, and allocation of 2021 bonds from MassDevelopment.
Jefferson Park Fed	277[12]	$230,999,300	$115,650,000	July 20222	Already have Sec 18 approved. MassHousing has committed bonds to allow for a 2022 closing
Corcoran Park	153	$TBD	$35,492,000 to $108,400,000	Spring/ Summer 2023	Already have Sec 18 approved. Expect to proceed with at least Phase 1 construction in 2023, but still need allocation of bonds

10 Includes acquisition costs since the 4% LIHTC are a combination of acquisition and rehabilitation.
11 MUTM = Mark up to Market. Putnam School was converted from an old school house to elderly housing in the early 1980's using Section 8 New Construction vouchers administered by the State agency making it eligible for a MUTM rent increase which will help support the much needed renovation to the building. As part of the upcoming rehab, CHA will pursue an additional rent increase.
12 Includes 102 new units of affordable housing – see description later in this section.

116 Norfolk Street	37	$41,575,000	$21,750,000	Spring 2022	Will pursue a RAD/ Section 18 blended disposition, and new units under the Faircloth Amendment MassDevelopment has committed bonds to allow for a 2022 closing.
Roosevelt Tower Mid-Rise	154[13]	$109,988,000	$55,050,000	2023 estimated	Obtained MUTM[14] rent increase Mar 2018. Hope to proceed with a rehabilitation program in 2023 but need bonds.
Weaver	20	$14,000,000	7,400,000	2023 estimated	RAD, Sec 18 or Sec 22 applications under consideration
Total	700	$474,882,400 to $613,790,900	$211,395,000 to $319,795,000		Rehab Units = 531 units New Units = 169 units

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	Linnean Street	20	Mid-2024	RAD, Sec 18, or Sec 22 Applications under consideration
	Total	**20**		

In addition to pursuing disposition under the provisions of PIH Notice 2018-4, CHA will continue to assess and evaluate the possibility of streamlined voluntary conversion as provided by PIH Notice 2019-05. It is possible that the CHA may pursue the PIH Notice 2019-05 option in case its efforts to obtain disposition approvals under PIH Notice 2018-04 or the more standard disposition routes are not successful or RAD conversions not viable.

In June 2017, the CHA established the Cambridge Housing Affordable Lending LLC (Lending LLC) to expand its business services 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, bridge financing, or support the issuance of tax-exempt bond proceeds for lower cost financing. As part of its 2020 and future year projects, the CHA is expanding the Lending LLC's role to

13 Includes 67 new units of affordable housing – see description later in this section.
14 MUTM = Mark up to Market. Roosevelt Towers Mid-Rise was rehabilitated in the early 1980's using Section 8 Substantial Rehabilitation vouchers administered by the State Agency making it eligible for a MUTM rent increase which will help support the much needed renovation/addition to the building.

include serving as the guarantor of the financing and required commitments as well as the repository of pooled operating reserves.

To date, the Lending LLC has provide or will provide loans to the following properties:

Property	# of Units	Loan Date	Loan Amount
Russell Apartments	52	12/22/2017	$7,867,000
River Howard	32	07/01/2018	$4,229,076
Willow Street Homes	14	07/01/2018	$1,229,689
Cambridgeport Commons	10	06/01/2019	$880,654
UDIC Properties	26	07/25/2019	$2,390,314
Garfield Street	8	09/30/2019	$1,719,534
St. Paul's Residence	24	03/06/2020	$3,101,382
Total	166		$21,417,649

2021 CONSTRUCTION CONTINUING INTO 2022

RAD and Section 18 Related Construction Projects

WORK IS UNDERWAY OR EXPECTED TO BE UNDERWAY AND EXTENDING INTO 2022 AT FOUR RAD OR SECTION 18 LOCATIONS AS NOTED BELOW:

1. ***Millers River Apartments Revitalization - $114 million construction contract***

   Millers River Apartments, a 297-unit high-rise development, was approved for disposition under Section 18 of the U.S. Housing Act of 1937 (as amended) in 2015. An interim disposition occurred on June 1, 2016 with the final transfer to the LIHTC equity investor in December 2018 as part of a $114 million revitalization of the property. The property is located in Cambridge within walking distance of the Lechmere stop on the MBTA Green Line. Funding includes $71 million in LIHTC equity, including bond financing during construction through a conduit issuance by Mass Housing and subordinate financing from the Cambridge Housing Authority. A $49.7 million permanent loan is being supported by project-based vouchers provided by the Cambridge Housing Authority. The interim period was designed to allow the CHA to secure tax credit equity (4%) and both short term and long-term private debt. Construction started in January 2019, and is scheduled to be completed by March 2022. The project's schedule has been impacted by the COVID- 19 pandemic. Three additional units are being created in the building from converting existing office space. Work complies with the Enterprise Foundation's Green Communities standards. As of June 30, 2021, the project is 81% complete.

   The scope of work of the Miller River Revitalization project 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 in 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

Interior Common Areas:

- Creation of new community spaces closer to the existing tower
- Renovation and reconfiguration of the first-floor common spaces
- Refurbishment of common hallways throughout the building

2. ***Burns Apartments Revitalization - $70 million construction***

Burns Apartment was approved for disposition under Section 18 of the U.S. Housing Act of 1937 (as amended) on June 1, 2018, and the final transfer to the LIHTC equity investor occurred in February 2020. Like Miller's River, this interim period was needed to secure the tenant protection vouchers needed for the property and to allow the CHA to secure tax credit equity (4%) and both short term and long-term private debt. Funding for the renovation includes $37 million in LIHTC equity, bond financing during construction through MassHousing and Wells Fargo and subordinate financing from the Cambridge Housing Authority. A $43.7 million permanent loan from MassHousing is being supported by project-based vouchers provided by the Cambridge Housing Authority. Burns Apartments consists of two pre-cast concrete buildings totaling 198 units (121 studio apartments, 76 one-bedroom units and one two-bedroom unit) serving an elderly/disabled population. After construction, there will be 197 one-bedroom units and one two-bedroom apartment. Construction began in March 2020 but work was suspended due to the COVID-19 pandemic from March until June 2002. The project is now anticipated to be completed in August 2022. As of June 30, 2021, the project was approximately 41% complete.

The project's scope of work includes the following:

Building System Work:

- Building envelope improvements to address 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 to improve air quality and to eliminate the negative air pressure in the buildings
- Installation of a central air conditioning system to the entire buildings
- Replacement of the entire waste and water piping in the buildings

- Significant upgrades to electrical equipment and distribution: switchgear, distribution equipment, panel boards, and the transformer are original to the buildings' initial construction
- Upgrade to trash handling system

Apartment Interior Work:

- Enclosure of existing underutilized 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

Interior Common Areas:

- Renovation and reconfiguration of the first-floor common spaces
- Refurbishment of common hallways throughout the buildings

3. ***Roosevelt Towers Low-Rise* – $39 million construction**

CHA received approval from HUD of its Section 18 Disposition Application in January 2018, but was not eligible for Tenant Protection Vouchers (TPV) until the financing for the comprehensive modernization was secured. CHA obtained initial approval from Mass Development in 2020 for $30.5 million in private activity bonds. These bonds provide access to tax credit equity, and with the TPVs the property would be able to support the debt required to proceed with the required renovations. The project closed on its financing in late December 2019 with construction beginning in early January 2020. Similar to other CHA construction projects, construction was suspended due to the COVID-19 pandemic from March to June 2020. Construction is now scheduled to be completed by May 2022. As of June 30, 2020, it was approximately 35% complete.

The proposed rehabilitation scope for Roosevelt Towers Low-Rise project is:

Site Work

- Repair cracked and broken sidewalks
- Repave central roadway.
- Refurbish common courtyards repairing and updating finishes.
- Upgrade trash collection system to include new compactors.

Building Envelope

- Complete upgrades to the building's exterior masonry envelope, replace select lintels as needed, and repointing and replacing bricks.
- Install a new fully adhered EPDM roofing.
- Replace all the windows.
- Replace all exterior doors.

Unit Interiors

- Upgrade kitchens: replace cabinets, countertops, sinks and faucets.
- Upgrade bathrooms: replace bathtubs, toilets, and sink.

- Refurbish other interior finishes including painting, flooring, shades, etc.

Plumbing, Heating and Ventilation

- Replacement to the extent possible the drain, waste, vent and water distribution piping.
- Installation of water saving devices to showers and faucets.
- Modifications to the exhaust ductwork to increase energy efficiency
- Installation of a new heating system that will service the 112-unit property.
- Replacement of fans and installation of new make-up air units to improve building and unit ventilation.
- Replace current gas stoves.

Electrical and Fire Protection

- Upgrade smoke detection in units and the central fire alarm system for the buildings as required by code.
- Install a fire protection sprinkler system.
- Install emergency lighting in egress stairs.
- Install new fixtures and receptacles are required by code.
- Replace existing lighting with energy efficiency ones.
- Install a cogeneration unit.

4. ***Truman Apartments – $23.4 million construction***

CHA's application for disposition was approved in July 2020. The disposition approval allowed for the CHA to apply for tenant protection vouchers which were received prior to the end of 2020. These vouchers served as a catalyst for the CHA to proceed with the financing for the project. MassDevelopment approved $18,700,000 in tax-exempt private activity bonds which helped the CHA secure $13.8 million from low-income housing tax credit investor. Boston Private Bank & Trust is providing construction financing as well as $12 million permanent loan. The project financing closed on December 23, 2020, with construction starting February 1, 2021 once the final residents were relocated from the building. Construction is anticipated to be substantially complete in February 2022. As of June 30, 2021, the project is 35% complete.

The proposed rehabilitation scope for the Truman project is:

Site Work

- Replace sanitary main
- Disconnect the site drainage system from the municipal sewer system
- Reconstruct sidewalks and walkways to meet accessibility standards
- Install/improve landscaping and new plantings

Building Envelope

- Potentially install new insulated building envelope system to address failing masonry, and improve energy efficiency and resident comfort
- Replace roof
- Replace all windows, and exterior doors and frames

Mechanical, Electrical and Plumbing

- Install new heating, cooling, ventilation system
- Replace electrical distribution system
- Replace sanitary and domestic hot and cold water piping

Environmental

- Abate asbestos containing materials throughout the building

Fire Protection

- Install new fire command center
- Extend fire sprinkler system and replace fire alarm system

Interiors

- Modernize all kitchens and baths with new cabinets, counters, appliances
- Replace all bathtubs with walk-in showers to support aging in place
- Install new flooring and update other finishes.

Other Construction Projects

In addition to the RAD and Section 18 construction activities, the CHA is anticipating one additional larger scale projects in 2022 which will start in 2021 and continue into 2022.

1. ***Rehabilitation of Putnam School – estimated $12 million construction***

   Putnam School Apartments, located at 86 Otis Street in East Cambridge, is a historic schoolhouse built in 1890 that was converted to elder housing by CHA in 1983. It is a 4-story building with 24 one-bedroom apartments and 3 congregate apartments on the fourth floor that each house three residents for a total of 33 units. The site is a small corner lot of 14,400 square feet, with no front setbacks and only small rear yards. The building, which was rehabilitated into housing in 1983, serves low-income elderly and disabled residents.

   The proposed rehabilitation scope for this project is:

   Building Envelope

   - Repair to masonry as needed
   - Cut and re-flash failing flashing joints at the chimney
   - Add a handicap accessible ramp in rear of the building

   Mechanical, Electrical and Plumbing

   - Provide new cooling system, make-up air and ventilation systems with energy recovery capabilities
   - Replace and expand elevator
   - Install new high-efficiency boiler
   - Replace electrical distribution system
   - Replace all sanitary piping and domestic water distribution

   Fire Protection

   - Replace fire alarm panel
   - Extend sprinkler system into all residential units

Interiors

- Modernize all kitchens and baths with new cabinets, counters, appliances
- Replace all bathtubs with walk-in showers to support aging in place
- Install new flooring and upgrade other interior finishes
- Convert underutilized common space into two 1-BR apartments and expand a one-bedroom into a two-bedroom
- Convert nine congregate units into eight apartments (seven 1-beds and one 2-bed)
- Convert basement space into common space and management space

The total project cost of this revitalization effort is $17.9 million. A construction contract totaling $12,109,074 was awarded in June 2021 with construction expected to start in October 2021 once we close on the financing and resident relocation is complete.

2022 AND BEYOND LARGE-SCALE DEVELOPMENT AND MIXED FINANCING PLANNING

CHA's planning efforts for properties that have not yet been renovated since beginning its repositioning program in 2010 will continue in 2022. The projects that will be worked on by the Planning and Development Department are detailed below.

Jefferson Park Federal Revitalization – 175 units plus the potential of over 100 new units - $197 million estimated

The CHA has been studying the options to address the modernization needs of its Jefferson Park Federal development for the past three years once realizing that the conditions found from the 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 for an increase in unit counts and for 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.

Meanwhile, because conditions in the 57 units with living spaces were so poor, CHA has vacated those units and relocated residents to more appropriate housing elsewhere at Jefferson Park or at other CHA developments while CHA worked to secure the funding and complete the design work.

After several years of discussion and planning, MassHousing indicated to CHA that it would be able to commit the needed private activity bonds for the project to move forward in 2022. With MassHousing's commitment in hand, the CHA restarted the resident process to begin to finalize the construction design. Despite the challenges of the COVID-19 pandemic, the CHA was successful in engaging the residents via Zoom meetings, newsletters, individual phone calls, surveys, a dedicated website, and outside tabling. In all, CHA staff have directly engaged

with 70 households at Jefferson Park, over 60% of the current households since restarting the resident engagement process in late 2020.

The design of the new Jefferson Park, which has been revised to comply with the requirements of the City of Cambridge Affordable Housing Overlay (AHO) which the City adopted in October 2020 to make the permitting process more predictable for 100% affordable housing projects, has progressed with an updated Schematic Design be completed in May 2021. The required City AHO submission will be made in late July with the expectation that the City 's approval will come by October 2021. The CHA has already procured the services of a Construction Manager at Risk, and they are currently assisting the design team through constructability and value engineering reviews.

Construction documents for the project will be completed in February 2022, with construction bidding occurring immediately thereafter. A final construction price for the project will be in place by late April 2022 allowing for the project to close by mid-to-late July 2022. Construction is anticipated to take approximately three years.

As noted above, the planned redesign of Jefferson Park includes the ability to increase the number of units at Jefferson Park. CHA will submit a Mixed Finance Application to HUD in Fall 2021to add the new units to its public housing portfolio using authority available to it under its "Faircloth Limit" and then use the recently established streamlined process to convert them to RAD PBVs immediately thereafter

116 Norfolk Street – Comprehensive Modernization and Expansion - $26 million estimated

116 Norfolk Street, located within walking distance of Central Square and bus and subway transit, is a former convent that was converted to congregate elder housing by CHA in the mid-1970's. It is a 4-story building with 37 congregate apartments with residents sharing common bathrooms and kitchen. The building is located on a lot of 27,111 square feet, allowing for the possible expansion of the building and service program at the site. The building has had only limited upgrades in the forty-five years that the CHA has owned it so extensive, comprehensive modernization to building systems and finishes is required.

CHA hired an A/E firm in February 2021 to begin the assessment and design work, and entered into a Memorandum of Agreement with a service provider in April 2021 to establish a supportive services program . The A/E is completing the schematic design phase of the project and has identified options to increase the unit count to approximately 60 units while also converting the congregate units to studio units which will allow residents to each have their own kitchen and bathroom facilities.

Similar to Jefferson Park, the design is being completed to meet the requirements of the Affordable Housing Overlay. The required CHA AHO submission will occur in late winter 2021 with approvals received in time for a mid-2022 closing. CHA submitted in early 2021 a RAD Application for the existing units, and will be submitting a Mixed Finance Proposal to use its Faircloth authority to provide operating subsidy for any added units proposed for the site. CHA also expects to utilize the streamlined process to convert any new units to RAD PBV immediately thereafter. It also expects that the property will qualify for a RAD/Section 18 blended transaction given the extensive capital needs of the existing units.

Weaver Apartments Revitalization - $7 million estimated

Weaver Apartments is a three-story 20 unit elderly development located at 81 Clifton Street in North Cambridge. It was constructed in 1973, and has seen only selected modernization since its occupancy. The nine studio units and eleven one bedroom units are located on a 11,761 square foot parcel. CHA is planning to submit a RAD application for the property in 2022, and proceed with a RAD/Section 18 blended transaction in early 2023. The property also is a good candidate for an addition allowing for additional units and/or conversion to family units. Any additional units would be developed using its available Faircloth authority, and would be developed as federal public housing units. Similar to other new Faircloth development activity, the CHA would utilize the streamlined process provided by HUD to convert the new federal public housing units to RAD PBV immediately after acceptance as federal public housing.

Revitalization of Corcoran Park - $35 million to $150 million estimated depending upon scope

Corcoran Park is a 153-unit family development in the Strawberry Hill neighborhood of Cambridge. It last re-

ceived major renovations in late 1990's as part of HUD's Major Rehabilitation of Obsolete Projects (MROP). CHA submitted a Section 18 disposition application for Corcoran Park in December 2016 as the property met HUD's definition for obsolescence. HUD approved CHA's application in September 2017, and the CHA completed an interim conveyance of Corcoran Park in June 2018. The interim period is designed to allow the CHA to secure tax credit equity (4%) and both short-term and long-term private debt. As noted elsewhere, access to the private activity bonds required for the 4% tax credits is very constrained in Massachusetts and it remains uncertain when the bonds will be made available to the project.

During this interim period, the CHA has been studying the options to address the modernization needs of Corcoran Park for the past two years once realizing that the conditions found from the most recent existing conditions study were much worse than realized. We are continuing to work with the architectural team and residents to determine the appropriate scope, and to assess whether a more modest scope should be implemented on an interim basis while we work to develop a more exhaustive solution. As the 2022 financed projects get finalized, CHA will devote additional staff resources to identify the best path forward as well as work with its state partners to determine when it might receive the required private activity bonds.

Corcoran Park also presents the opportunity to add additional units to the CHA portfolio. Similar to Jefferson Park, the CHA intends to apply to HUD to add the increase in units to its public housing portfolio using authority available to it under its "Faircloth" Limit, and obtain HUD public housing operating subsidy for the new units and then use the recently established streamlined process to convert them to RAD PBVs immediately thereafter.

Roosevelt Towers Redevelopment – 87 units plus the potential of over 90 new units

There are three distinct projects associated with Roosevelt Towers: 1) comprehensive modernization of the low-rise buildings; 2) gut rehabilitation and addition of the mid-rise building; 3) new units at 155 Willow Street. As noted above, construction on the low-rise units will begin in early 2020. CHA hopes to make progress on the two remaining Roosevelt Towers projects during the next 18 to 24 months with an eye towards 2023 closings for the Mid-Rise and a 2025 closing for 155 Willow Street .

> ***Roosevelt Towers Mid-Rise –*** The second component of the Roosevelt Towers redevelopment is the redesign and addition for the existing Roosevelt Towers Mid-Rise building. The project has the potential to add approximately 64 new units to the existing 75 units in the building, and would be financially supported by a substantial increase in operating income the CHA received through the Mark-Up to Market program when it renewed its Section 8 lease for the 75 units for an additional 20-years. The HAP rents in the building when from approximately 73% FMR to 163 FMR%.
>
> 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). 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. During 2022, CHA will continue to progress the design while working to secure the necessary private activity bonds for this exciting project to proceed.
>
> ***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 has worked with the A&E firm, Dietz & Company to determine the size and scale of a new development on the parcel. CHA has also had preliminary discussions with the Housing Staff at the City of Cambridge, and is assessing the project to determine if it should pursue a 9% LIHTC allocation from the Commonwealth of Massachusetts. Given the extensive construction currently occurring at the Low-Rise buildings and planned for the Mid-Rise building, plans to move forward with 155 Willow Street are on-hold. When CHA is ready to move forward with the design, it will begin a public process with Roosevelt Towers neighbors and abutters and will revised the design to bring it into conformance with the City of Cambridge Affordable Housing Overlay.

Both Roosevelt Towers project are exciting opportunities for the CHA to add hard units to the City's affordable

housing stock. As with other new development opportunities the CHA intends on applying to HUD to use its authority under its Faircloth limit to obtain a HUD public housing operating subsidy for the new units.

New Development at Millers River – potential of over 100 new units

A $175 million revitalization of CHA's Millers River Apartments is underway, as noted above. With the project well into construction and with the construction including the relocation of the existing community building, CHA can now work to evaluate opportunities to further develop the site and better integrate the existing tower into the surrounding neighborhood. CHA has identified the possibility of new development activity to occur in three locations:

- Possible construction of a 16-story addition to the existing Millers River building
- Possible construction of a 5 or 6 story free-standing building along Cambridge Street with commercial uses on the ground floor and offices and/or residential uses on the upper floors.
- Possible construction of some type of residential building with parking along Gore Street.

CHA's planning efforts on the new development at Millers River will begin into 2022 with some conceptual design developed and finalized. CHA is currently assessing the possibility of pursuing Section 202 funding should there be a future round for a portion of the new development through a partnership with an unaffiliated non-profit or healthcare partner or independently. Beyond that funding opportunity, CHA will continue to assess possible new federal public housing, more traditional low-income housing and new market tax credit options as well as non-traditional funding streams to move forward with this exciting, much needed opportunity to expand affordable housing in Cambridge and to better integrate the existing building to its neighbors/

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 the redevelopment of Jefferson Park State. Since 2010, CHA has spent over 580 million to create or preserve 2,053 units in Cambridge. CHA was excited to begin its Phase 2 efforts in earnest with construction beginning at Millers River in January 2019, and with the work on-going at several smaller sites. As noted elsewhere, CHA was able to obtain the financial commitments to allow five additional projects moving forward in 2020 and 2021, including Burns Apartments, Porter Road, Roosevelt Towers, Truman Apartments and Putnam School Apartments. While we are grateful for the ability to move forward on these five projects, CHA will continue its efforts to identify and finalize financing plans for the remainder of its Phase 2 projects and for new development opportunities.

The CHA commits to having the rights and protections currently applicable to CHA's federal public housing applicants and tenants 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 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, regardless of income, immigration, and student status. 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.

RELOCATION ACTIVITIES

Temporary relocation is currently underway at Millers River, Burns Apartments, Roosevelt Towers Low-Rise, CAHC's Porter Road. Truman Apartments Putnam School, and Jefferson Park and will continue into 2022 (with the exception of CAHC's Porter Road which will be completed in 2021). We will be starting up relocation activities at 116 Norfolk Street later in 2021 in anticipate of a mid-year 2022 construction start. Finally, if the Commonwealth approves additional private activity bonds for 2021 additional relocation activity would occur at the sites receiving the bonds. Potential locations include but may not be limited to Corcoran Park, Roosevelt Towers Mid-Rise and Weaver Apartments.

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 2021 to occur by location is provided below:

Development	# of Units Impacted	Work Item	Estimated Cost in 2021	Total Cost
Manning Apartments	205	HVAC Upgrades	$75,000	$75,000
JFK Apartments	69	HVAC Upgrades	$75,000	$75,000
JP Apartments	104	Balcony Trim Repairs	$360,000	$400,000
JP Apartments	As above	BDI Antenna	120,000	$160,000
Linnaean Apartments	20	Window Replacement	$300,000	$300,000
Hingham Street	4	Selective Exterior Modernization	$191,000	$382,000
Corcoran Park	50	Exterior Step Repairs	$150,000	$300,000
Agency Wide	NA	Repurpose Space into Offices	$90,000	$90,000
Roosevelt Towers Mid-Rise	1	Repurpose Space into Unit	$500,000	$500,000
15 Inman Street	4	Selective Exterior Modernization	$350,000	$550,000
Lancaster Street	65	Plumbing Repairs	$100,000	$100,000
Putnam Gardens	122	Fencing repairs and replacement	$75,000	$200,000
Various Locations TBD	TBC	Misc. site, interior or exterior upgrades	$75,000	$375,000
Various Condo Upgrades	TBD	Misc. improvements upon turn over	$250,000	$2,250,000
Total	644		$2,711,000	$5,757,000

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

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

	Neighborhood	Low	High
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
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.

Given the high demand placed on private activity bonds in MA, the CHA is exploring other ways of funding rehabilitation or new construction projects, including applying for 9% LIHTCs, which are competitively awarded by DHCD, and partnering directly with mission-oriented equity investors.

As part of any new development opportunities, the CHA will also explore the possibility of developing some of these units as new federal public housing units since it has room under its Annual Contributions Contract with the U.S. Department of Housing and Urban Development to add new units while remaining under its "Faircloth Limit"[15]. Any of the locations previously identified in this section such as Jefferson Park, 116 Norfolk Street, Roosevelt Towers Mid-Rise, Corcoran Park and Cambridge Street could possibility yield new public housing development applications and if applicable subsequent RAD applications as opportunities arise. CHA is particularly interested in the streamline Faircloth to RAD process established by HUD's Offices of Public Housing Investments and Recapitalization, and would anticipate utilizing that approach for any federal public housing units it develops.

COLLABORATIVE PROJECTS

The CHA has undertaken several collaborative activities to assist other housing authorities to reposition and/or redevelop their housing. As part of these collaborative efforts, the CHA may utilize some of its "Faircloth" units and/or other MTW resources including a local subsidy program, low-interest loans through CHA's Lending Company to assist these other housing authorities in these efforts or to participate as a partner. Activities are currently underway in Lewiston ME, and Brockton, Brookline, Medford, Needham, Watertown, and Worcester, MA.

15 The Faircloth Limit refers to an amendment to Section 9(g)(3) of the Housing Act of 1937 ("Faircloth Amendment") which limits the construction of new public housing units. The Faircloth Amendment stipulates that HUD cannot fund the construction or operation of new public housing units with Capital or Operating Funds if the construction of those units would result in a new increase in the number of units the public housing agency owned, assisted or operated as of October 1, 1999. As of November 30, 2020, CHA's Faircloth limit was 1,644, and with the approved Section 18 disposition there is substantial room for the Authority to potentially add additional units.

ENERGY AND WATER CONSERVATION

CHA's energy and sustainability plan continues to evolve from traditional energy conservation efforts to incorporate newer technologies and programs, such as Passive House design and near net zero design. Within 2022 planning efforts are focused on the transformative new design for the Jefferson Park Federal development, as well as 116 Norfolk and Putnam School. While these projects vary in scope from new construction to historic renovation, they share the common goal of providing increased fresh air ventilation, electric heating and cooling, and increased insulation rates to assure resident health and comfort.

These three projects will be certified under the Enterprise Green Communities criteria at a level that corresponds to LEED Gold. Jefferson Park and 116 Norfolk will also be enrolled in the Passive House program with the goal of full PHIUS certification. These projects in design along with those already in construction (Millers River, Roosevelt Towers, and Burns Apartments) will result in over 650 newly renovated, highly efficient units for CHA residents.

CHA has reduced greenhouse gas emissions by over 35% over the past ten years by building based energy improvements, lighting retrofits, and onsite generation via solar and combined heat and power (cogen). Within 2021 - 2022 the agency is adding another 220 kW of onsite generation to the portfolio, as we continue make substantial annual decreases to our energy use from the utility grid and reduction in carbon emissions.

CHA has reduced greenhouse gas emissions by over 35% over the past ten years by building based energy improvements, lighting retrofits, and onsite generation via solar and combined heat and power (cogen). Within 2021 the agency will add another 185 KW of onsite generation to the portfolio, as we make substantial annual decreases to our energy use from the utility grid. By the completion of 2021 our carbon decrease over the past 10 years will be equal to the carbon use of 1,000 homes in the Commonwealth of Massachusetts

RESIDENT SERVICES

FUNDRAISING CAMPAIGN - CREATION OF AN ENDOWMENT FOR RESIDENT SERVICES

Over the past several years, the CHA's Resident Services Department has conducted a successful fundraising campaign to secure additional funding for our youth development programs, and to lay the groundwork for innovations in the coming years. Nationally recognized, 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 quality services and initiatives – both directly and through interagency collaboration – that help under-resourced families to break the cycle of intergenerational poverty.

In each of the past several years, we have made steady progress in disseminating our message to a wider audience regionally, and in expanding our funding base. Since the inception of the campaign, Resident Services has secured slightly over $1 million annually from external sources, including private donors, increased outlays from continuing partners, and a variety of new regional foundations.

During the current fiscal year, the Resident Services department was the recipient of a $500,000 gift from a private donor to start an endowment with the intent of providing long-term support for our in-house programming. We are in the process of finalizing the structure and guidelines for the endowment and choosing a proven partner to manage the administration of the fund. Our long-term goal is to grow the endowment to at least $1.5 million to ensure a sizeable annual interest yield that can support period programmatic needs and new initiatives. To that end, in FY 22, we will be implementing an additional component in our fundraising efforts to raise dollars targeted for the endowment.

WORK FORCE - MENTAL HEALTH SUPPORTS INITIATIVE

The Resident Services department has again secured renewed city funding in FY 22 to continue its successful Mental Health Supports Initiative. Over the past two years, the department has contracted with a clinician and mental health

professional to provide specialized staff trainings covering adolescent mental health issues and professional boundary setting, individualized intake support for select program participants, and workshops for youth transitioning to post-secondary life.

These efforts were particularly impactful in helping current participants and select alumni to deal with the isolation, losses, and exigencies related to the pandemic. We expect that many of these mental health needs will continue to be prevalent among our youth and families as we seek return to some semblance of normalcy over the coming academic year. To address these critical needs, we will continue in FY 22 to offer the specialized supports, trainings, and resources to our staff and families alike.

INTERGENERATIONAL COMPUTER TRAINING AND INTERNET ACCESS PROGRAM

Building on the success of a small training pilot conducted in partnership with the Boston-based organization "Tech Goes Home" in 2019, the CHA's Resident Services department will launch a specialized inter-generational computer training and internet access program for senior residents at two of the CHA's largest elderly developments. Funded by Google's Cambridge campus, the pilot will offer two seven-week trainings, offered sequentially, in the late fall of 2021 and the early winter of 2022.

Each training will be conducted by two upper-level Work Force students, who will serve as interns within the program's employment training component. The designated students will be trained on the Tech Goes Home platform, and will work with TGH staff and the Work Force's Career Development Specialist to package a series of modules designed specifically for senior residents with limited computer and internet experience. The trainings will focus primarily on building awareness around basic functional uses of the internet, along with the importance of cybersecurity measures, with an eye towards protecting senior residents from predatory practices. After a week or two of initial planning, the students will deliver five to six weeks of weekly workshops, starting with a cohort of 8 to 10 seniors at the CHA's Manning Apartments, located in Central Square. We expect the second training, held at a different senior development, to start early in FY 2022.

Recruitment of the cohorts at the respective developments will be conducted by our Career Development Specialist, working in conjunction with recommendations from CHA management staff and the Service Coordinator clinician embedded at each site. Multiple forms of outreach will be utilized to maximize cohort capacity, including mailings, posting of flyers, and presentations to each development's Tenant Council and prospective participants.

NEW PARTNERSHIP WITH RAGON INSTITUTE

In FY22, the CHA will launch a formal partnership with the Ragon Institute, an immunology research consortium comprised of scientists and medical personnel from M.I.T, Harvard, and Massachusetts General Hospital. Ragon's team of scientists and researchers has a stated goal of harnessing the immune system to prevent and cure human diseases, conducting research in such areas as HIV/AIDS, Global Infectious Diseases, Vaccine Development, and Applied Immunology.

The Institute is currently building a new research campus at 600 Main St., near Kendall Square and adjacent to the CHA's Newtowne Court/Washington Elms development. Starting this fall, and over the course of each academic year, Ragon will recruit staff to participate in select Work Force program events, such as the "Mock Interviews for Juniors" and "Exposure to Careers" events scheduled in both fall and spring semesters. We are also coordinating with Ragon staff to develop a series of paid job experiences for Work Force participants and graduates that will include the following: 1) four to six-week administrative and STEM-based internships for upper level high school participants; 2) summer internships for college-level program graduates interested in the sciences; and 3) extended research-based internships for Work Force graduates who have completed their post-secondary degrees and are planning careers in the bio-tech and/or medical research fields.

NEW TEAM OF SERVICE COORDINATORS FOR FAMILY AND ELDERLY DEVELOPMENTS

For years, the CHA maintained an extended contract with CASCAP, a nonprofit located in Somerville, MA, for the provision of a team of on-site Service Coordinators who provided a broad range of support services to residents living in

our family and senior developments. CASCAP manages a small portfolio of affordable housing in the Metro-Boston area in partnership with the Cambridge-based Homeowner's Rehab, Inc. (HRI), and until 2020, maintained a direct service component as a central dimension of their mission. During this period, the service contract with CASCAP was overseen by the CHA's Operations department.

Over the past year, this component was phased out at CASCAP, and the contract was temporarily managed by HRI to ensure uninterrupted services to CHA families and elderly. In April of this year, the CHA opted to bring the full team of seven Service Coordinators and a Director of Service Coordinators in-house as full-time employees of the CHA's Resident Services department. The Service Coordinating team joins the other 12 full-time and four part-time departmental staff who deliver the nationally-recognized Work Force and This Way Onward programs for the agency, bringing the total of Resident Services staff to 24.

After the new Service Coordinators get acclimated to the department and agency, we hope, in FY22 and beyond, to collaborate on the development of a series of innovative inter-generational initiatives that will actively involve teens and young adults from our youth programs. One such pilot, the inter-generational Computer Training and Internet Access Program, detailed earlier in the plan, is currently being planned for launch early in 2022.

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, asset management, fiscal, and IT.

BUSINESS SYSTEMS

Building on work in 2021 to simplified the authentication process by implementing single sign on wherever possible, the IT department in 2022 plans to sharply minimize, if not completely eliminate, the use of passwords. This aligns with contemporary information security guidance designed to reduce the efficacy of phishing attacks by reducing the volume of credentials to be stolen.

In conjunction with other agency functions, the IT department in 2022 will be focused keenly on the migration to a new property management system with modernized property management capabilities.

This new property management systems is cloud-based and is compatible with existing CHA cloud resources. This dovetails with another of IT's goals, which is to eliminate the agency's on-premises technology infrastructure. The end result of this initiative will be to let staff work more securely and seamlessly from any CHA-approved device and location.

Building on 2021 efforts to support digital equity for residents of agency properties, the IT department will partner with other Cambridge stakeholders to improve Internet access and computer literacy among its clients.

HUMAN RESOURCES

The Human Resources department will continue to lead the agencies ongoing response to the COVID-19 pandemic by developing and implementing policy and procedures that keep our workforce safe and enable our staff to continue delivering on our mission. Key initiatives will include virtual employee engagement activities including implementing an employee rewards strategy, engagement tool for managers and staff, and training and development portal for staff to receive annual and targeted Agency training asynchronously.

The Human Resources department will continue to support the work of the Diversity, Equity, and Inclusion Committee (DEIC) including targeted staff training and retention strategies that support our goals to promote and foster an inclusive culture that values and respects open communication, and a workforce that reflects the racial, ethnic, and economic diversity of the communities in and around Cambridge that we serve.

We are anticipating that successor contract negotiations will continue with the administrative union and begin with the maintenance union.

POLICY AND TECHNOLOGY LAB EAST (PT LAB)

PTLAB

The PTLab will continue to seek eligible interns for special policy projects in the upcoming FY. Additionally, the policy lab collaborated with CHA's Senior Program Manager of Communication to create the Can't Wait List publication. The Can't Wait List highlighted personal stories from individuals and families on CHA's Wait List.

POLICY CONSIDERATIONS/LEGAL

SAVE FEDERALLY-ASSISTED HOUSING ACT (SUPPORT ALLOWING VOLUME EXCEPTION FOR FEDERALLY-ASSISTED HOUSING ACT)

CHA continues to work closely with Congresswoman Katherine Clark, to re-introduce the SAVE Federally-Assisted Housing Act to address one of the biggest obstacles to CHA being able to complete its portfolio conversion to a Section 8 platform and to accomplish associated rehabilitation work. CHA and other housing authorities rely heavily on the contribution of private funds that are generated by the Low-Income Housing Tax Credit to its redevelopment projects. However, the limit on the amount of tax-exempt bonds that Massachusetts is authorized to issue has been a barrier to progress on these projects. The SAVE Act would create an exemption from the cap on issuance of tax-exempt bonds for public housing and other federally assisted housing, in Massachusetts and in any other states that have experienced this problem. During the past year, CHA has reached out to other housing authorities and industry groups and worked to explain the need for the legislation with Congressional leaders in both the House and Senate. CHA will continue this advocacy in the coming year and hopes to see it passed.

SUPPORT FOR PORTFOLIO CONVERSIONS

As the Planning and Development Department progresses to utilizing sophisticated proposals to accomplish portfolio conversions, such as RAD/Section 18 blends, Faircloth to RAD conversions, and identifying opportunities to partner with other agencies to more fully coordinate resources, the Legal Department has provided back-up research and advice on the legal authority and jurisdictional limitations for these plans.

LIMITED ENGLISH PROFICIENCY (LEP) POLICY & LANGUAGE ASSISTANCE PLAN

CHA continues to place increased emphasis on compliance with our Language Assistance Plan. This year, we plan to continue to work on leveraging technology for the benefit of our residents, participants, applicants and staff. To that end, we plan to reformat our staff training and the organization of our LEP resources in a way that is more readily accessible to staff and the public.

REASONABLE ACCOMMODATION AND PROCEDURE

In FY22, CHA plans to continue its evaluation of all policies related to Fair Housing, including the Reasonable Accommodation Policy. With the addition of the Senior Program Manager for Customer Service and Compliance, CHA has been able to focus more time on the processing of requests. In addition, we plan to continue our concentrated outreach to advocates to increase their understanding of CHA's RA process.

TENANCY PRESERVATION AND EVICTION PREVENTION PILOT

Even before COVID 19, the CHA legal department was reviewing the agency's practices regarding evictions, based on the understanding of the severe potential impact of simply filing an eviction action against a tenant, even if they eventually

cured the lease violation. CHA has successfully worked with a social work intern through the academic year and extended her services through the summer. Going forward, the Legal Department plans to partner with the Service Coordinators to enhance the one-on-one contact that has been shown to be essential to identifying individual problems that lead to lease violations, as well as systemic issues that the CHA can address operationally.

SECTION 3 PLAN

CHA will review and revise its Section 3 plan to conform to new Section 3 requirements and to conform to the differing requirements triggered by portfolio conversions from public housing to Section 8.

ASSET MANAGEMENT

CHA's asset manager will be assisting with projects that have gone through the RAD (Rental Assistance Demonstration) program from HUD. The RAD program has enabled CHA to tap into an enormous amount of private equity to preserve the real estate portfolio at CHA. CHA has been skillfully leveraging this new avenue of property preservation at CHA. The private capital is introduced from investors through tax credits which are then used to leverage additional lending. These complex financial structures require diligent oversight of both the operations and capital spending maximize the benefit to the residents and the Housing Authority. Until recently, Housing Authorities had not been exposed to complex financial structures around their real estate. Much of the traditional HUD regulatory issues around the operating subsidy remain in place via the Section 8 contracts. The new aspect for housing authorities is the additional oversight and compliance of multiple lenders (4-8 lenders per deal), plus additional financial reporting to the tax credit investor is required as well. Many of the investors are publicly traded financial institutions (Banks and insurance firms). CHA's asset manager will be advising on each of the deals and help inform decisions on all levels of the agency. Through careful analysis and guidance of our deals we hope to maximize the benefit of each property for our residents

The Asset Manager is leading the Agency through a strategic change in operating software for the real estate operations for the units that the agency has transitioned through RAD or Section 18 Disposition. This software transition will help the agency operate more efficiently.

ALLIANCE OF CAMBRIDGE TENANTS (ACT)

Since 2009, CHA has recognized the Alliance of Cambridge Tenants (ACT) as the jurisdiction-wide representative of CHA-housed and CHA voucher holding tenants. ACT is a voluntary organization run by a thirty-member elected board and volunteer staff of residents. ACT provides input as part of working groups with CHA staff; reviews and comments upon CHA documents and policies; advocates for individual tenant households; provides organizing help for tenant councils; recruits residents for CHA's Grievance and Conference (appeal) panels; and provides a variety of other services. CHA provides ACT with an office; basic telephone and internet service; and funding for its board elections. However, all other funding for the operation of ACT is secured by ACT's members.

THE BUDGET

	Federal Public Housing	MTW Housing Choice Vouchers	Preservation Programs	NED/VASH	Emergency Housing Vouchers	Capital Fund	Total MTW Funds
Sources							
Operating Receipts	$ 312,580						**$ 312,580**
Subsidy Earned	$ 2,128,021	$ 123,129,352	$ 7,725,250	$ 4,100,946	$ 1,627,210	$ 2,922,240	**$ 141,633,019**
Administrative Fees		$ 9,384,546	$ 372,897	$ 246,113	$ 166,320		**$ 10,169,876**
Total Sources	**$ 2,440,602**	**$ 132,513,898**	**$ 8,098,147**	**$ 4,347,059**	**$ 1,793,530**	**$ 2,922,240**	**$ 152,115,476**
Uses							
Administrative Salaries	$ 167,892	$ 2,041,159	$ 161,208	$ 130,245	$ 139,463	$ 292,224	**$ 2,932,191**
Maintenance Salaries	$ 145,902						**$ 145,902**
Resident Services	$ 16,832	$ 356,856					**$ 373,688**
Other Maintenance	$ 464,190						**$ 464,190**
General Expenses	$ 217,510	$ 3,228,787	$ 207,361	$ 161,789	$ 27,822		**$ 3,843,270**
HAP		$ 107,445,858	$ 7,725,250	$ 4,100,946	$ 1,627,210		**$ 120,899,264**
Utilities	$ 224,106						**$ 224,106**
Capital Expenditures	$ 125,000					$ 2,630,016	**$ 2,755,016**
Program Loans		$ 13,854,435					**$ 13,854,435**
Admin Fee Transfers		$ 2,855,398					**$ 2,855,398**
Total Uses	**$ 1,361,432**	**$ 129,782,493**	**$ 8,093,820**	**$ 4,392,980**	**$ 1,794,494**	**$ 2,922,240**	**$ 148,347,459**
Net Surplus (Deficit)	**$ 1,079,170**	**$ 2,731,405**	**$ 4,327**	**$ (45,920)**	**$ (964)**	**$ -**	**$ 3,768,017**
HUD ARF funding	$ 1,394,402			$ -	$ -		**$ 1,394,402**
Other transfers	$ (1,994,402)	$ (1,500,000)					**$ (3,494,402)**
MTW Transfers		$ (82,937)	$ (4,327)	$ 45,921	$ -		**$ (41,344)**
Net Surplus (Deficit)	**$ 479,170**	**$ 1,148,468**	**$ -**	**$ 0**	**$ (964)**	**$ -**	**$ 1,626,673**

OTHER FEDERAL FUNDS

In addition to MTW funds, CHA also receives funds from other federal programs. These vouchers include Mainstream, Moderate Rehabilitation, and Shelter + Care.

	Mainstream	Mod Rehab and Shelter Care	Total
SOURCES			
HUD Subsidy Income	$5,743,442	$1,126,474	$6,869,916
Administrative Fees	$417,095	$143,146	$560,241
Total Sources	**$6,160,536**	**$1,269,620**	**$7,430,156**
USES			
Administrative	$458,438	$131,140	$589,578
Housing Assistance Payments	$5,743,441	$1,126,474	$6,869,915
Total Uses	**$6,201,880**	**$1,257,614**	**$7,459,494**
NET SURPLUS (DEFICIT)	**$(41,343)**	**$12,006**	**$(29,337)**
MTW Transfers	$41,344	$18,023	$59,367
NET SURPLUS (DEFICIT)	**$0**	**$30,029**	**$30,030**

NON-FEDERAL FUNDS

Non Federal funds are primarily fees earned by CHA for services that pertain to third party leased housing programs, 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.

	CY 2022 Budget
ESTIMATED BEGINNING FUND - 1/1/2022	**$1,215,230**
Sources of Cash	
Leased housing anciallary fee income	$7,500
Admin Fee Transfers from HCV	$2,855,398
Non-dwelling rent	$24,000
Consulting Agrements	$570,000
Management Agreements	$657,799
Development Fee income	$4,282,679
Total Sources	**$8,397,376**
USES	
Administrative Salary Cost	$141,690
Consulting Agreements- P&D	$570,000
Management Agreements	$657,799
Development Fees transfers to Block Grant	$4,282,679
CHA Program Loans to LLCs	$2,000,000
Total Uses	**$7,652,168**
Net Surplus (Deficit)	**$745,208**
ESTIMATED FUND BALANCE - 12/31/2022	**$1,960,438**

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 where the surplus for these programs is being earmarked for much needed capital work.

	State Leasing Program	State Public Housing	Total
SOURCES			
Operating Receipts	$ -	$ 609,271	$ 609,271
Subsidy Earned	$ 1,213,863	$ 1,853,998	$ 3,067,861
Administrative Fees	$ 84,600	-	$ 84,600
Total Sources	$ 1,298,463	$ 2,463,270	$ 3,761,733
USES			
Administrative	$ 83,553	$ 360,055	$ 443,609
Tenant Services	-	$ 150,841	$ 150,841
Maintenance Labor	-	$ 199,737	$ 199,737
Materials/Supplies, Contract Costs	-	$ 320,823	$ 320,823
General Expenses	$ 103,789	$ 148,927	$ 252,716
Housing Assistance Payments	$ 1,213,863	$ -	$ 1,213,863
Utilities	$ -	$ 234,749	$ 234,749
Total Operating Uses	$ 1,401,206	$ 1,415,134	$ 2,816,339
Surplus (Deficit)	$ (102,743)	$ 1,048,136	$ 945,393
MTW Block Grant transfers	$ 102,743	$ -	$ 102,743
Net Surplus (Deficit)	**$ -**	**$ 1,048,136**	**$ 1,048,136**

CENTRAL OFFICE COST CENTER (COCC)

The Central Office Cost Center (COCC) is supported by a fee-for-service structure. These fees include management, asset managment and bookkeeping fees charged to all Federal and State Public Housing programs. These costs are budgeted in accordance with CHA's local asset management plan (LAMP), as they are considered program specific costs. 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 Resident Services.

	CY 2022 Budget
Sources	
Total Management Fees	$ 5,921,440
Fee-for-Service Fees	$ 1,572,607
Total Sources	$ 7,494,047
Uses	
Administrative Salaries	$ 3,329,177
Central Maintenance	$ 1,879,249
Benefits	$ 1,332,403
Administrative Contracts	$ 138,700
Office Rent	$ 223,770
Other Admin. OH	$ 731,189
Total Uses	$ 7,634,487
Net Surplus (Deficit)	$ (140,440)

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. 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.

		CY 2022 Budget
ESTIMATED BEGINNING FUND BALANCE - 1/1/2022	$	1,800,000
Sources of Cash		
HCV Transfers for MTW initiatives	$	1,500,000
HCV Transfers for program loans	$	13,854,435
LIPH transfers	$	1,994,402
Development Fees	$	4,282,679
Total Sources	$	21,631,516
Uses of Cash		
Operating Transfers		
Transfers to MRVP / State Housing	$	120,766
P & D Admin Support	$	4,282,679
Working Capital	$	450,000
Program Loans to LLCs	$	15,000,000
System Software Fund	$	750,000
Workforce/Tenant Service Funding	$	900,000
PT Lab and MTW initiatives	$	683,291
Total Uses	$	22,186,736
Net Surplus (Deficit)	$	(555,220)
ESTIMATED FUND BALANCE - 12/31/2022	$	1,244,780

Other Funds

These programs represent Resident Services/Workforce Progam and the lending arm created under the CHA umbrella to support funding development needs.

	Resident Services	Cambridge Housing Affordable Lending Corp
Sources		
Operating Receipts	$1,120,671	
Interest income		$701,927
Other Operating Receipts	$1,643,347	
Total Sources	**$ 2,764,019**	**$701,927**
Uses		
Administrative Salaries & benefits	$ 2,279,811	$24,460
Management Fees		$35,096
Interest expense		$132,439
Other Admin expenses	$681,660	$ 9,500
Total Uses	**$ 2,961,471**	**$201,495**
Net Surplus (Deficit)	**$ (197,452)**	**$500,431**
Resident Service Reserves	$197,452	
Net Surplus (Deficit)	**$ -**	**$500,431**

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 guildline).

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: 20 students in Cambridge. The program also serves a number of participants throughout Boston.

PARTNERS: Multiple partners.

FOR MORE INFORMATION

The Possible Project
17 Sellers St
Cambridge, MA 02139
617.492.9200

THIS WAY ONWARD

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 ONward is offered annually and consists of three sequential steps:

1. Nine weeks of paid career exploration and job readiness workshops offered by CHA's Program Coordinators.

2. Competitive three-month paid summer internships offered at select Old Navy stores in the greater Boston area.

3. Follow up case management support and additional job readiness training for graduates conducted by CHA's 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 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

Kambiz Maali, Deputy Director of Resident Services
Cambridge Housing Authority
617.520.6246
kmaali@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

SOMERVILLE-CAMBRIDGE ELDER SERVICES (SCES)

PROGRAM DESCRIPTION

CHA maintains an agreement with Somerville-Cambridge Elder Services (SCES). Currently, SCES is the service provider at 116 Norfolk St and provide direct services to residents throughout the city.

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.

PROGRAM GOAL: Provide SCES elderly services to eligible CHA households and voucher holders.

PROGRAM SITE(S): 116 Norfolk St and throughout Cambridge

WHO IS ELIGIBLE: 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: Contact for more information

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 2022

January 1, 2022 - December 31, 2022

HUD REQUIREMENTS

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TABLE OF CONTENTS

HUD REQUIREMENTS

CHAPTER ONE	INTRODUCTION	B5
CHAPTER TWO	GENERAL HOUSING AUTHORITY OPERATING INFORMATION	B7
	HOUSING STOCK INFO	B7
	LEASING INFO	B13
	WAITLIST INFO	B14
CHAPTER THREE	PROPOSED MTW ACTIVITIES	B16
CHAPTER FOUR	APPROVED MTW ACTIVITIES	B17
	IMPLEMENTED ACTIVITIES	B19
	NOT YET IMPLEMENTED ACTIVITIES	B51
	ACTIVITIES ON HOLD	B53
	ACTIVITIES CLOSED OUT	B54
CHAPTER FIVE	SOURCES AND USES OF FUNDS	B58
CHAPTER SIX	ADMINISTRATIVE	B63
	CERTIFICATION OF COMPLIANCE	B65
	CERTIFICATION BY STATE/LOCAL OFFICIAL	B66
	ANNUAL PLAN PUBLIC REVIEW	B67
	PLANNED OR ONGOING EVALUATIONS	B68
	LOBBYING DISCLOSURES	B69
APPENDICES	LAMP	B73
	PUBLIC COMMENTS	B77
	APPENDIX R	B95

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: Rent-to-Save ended effective March 1, 2019. CHA is exploring options to expand FSS permanently to public housing residents. CHA has also begun enrolling participants under the new escrow calculation proposed in the FY20 Plan.

HOUSING CHOICE

SHORT-TERM AND LONG-TERM

Preservation of Expiring Use Units

This activity remains a priority. 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.

COST EFFECTIVENESS

SHORT-TERM AND LONG-TERM

By the end of FY19, CHA began implementing recertifications for households in HCV every two years (see HC.2008.08). CHA plans to begin triennial recertifications for project-based households on fixed incomes beginning in 2021. CHA is also proposing a tier-based rent calculation and streamlined deductions for HCV to begin in 2022.

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GENERAL HOUSING AUTHORITY OPERATING INFORMATION

AMP Name and Number	# of UFAS Units 1	2	3	4	6+	Total Units	Population Type *	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/

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

PIC Dev. # / AMP and PIC Dev. Name	Number of Units to be Removed	Explanation for Removal
MA003000303	**37**	**RAD/ Section 18 Blend**
116 Norfolk St	37	
Total Number of Units to be Removed	**37**	**Exact timing is subject to funding approval and/or HUD approval.**

New Project-Based Vouchers During the Fiscal Year

Property Name	Number of Project-	Rad Y/N	Description
116 Norfolk St	**37**	y	RAD Blend Conversion
Fresh Pond Apartments	**166**	N	Preservation Property

New Vouchers to be Project-Based **203**

PROPERTY NAME	Number of Project Based Vouchers	STATUS AT END OF PLAN YEAR	RAD Y/N	DESCRIPTION OF PROJECT
165 Western Ave	8	Leased/Issued	N	Project-based Units
196-98 Auburn St	9	Leased/Issued	N	Project-based Units
217 Western Avenue	6	Leased/Issued	N	Project-based Units
2595 Mass Ave	3	Leased/Issued	N	Project-based Units
35 Harvey St	5	Leased/Issued	N	Project-based Units
396-398 Putnam	2	Leased/Issued	N	Project-based Units
402 Rindge Ave Apts	110	Leased/Issued	N	Project-based Units
411 Cambridge St	98	Leased/Issued	N	Project-based Units
455-463 Cambridge St	5	Leased/Issued	N	Project-based Units
47-49 Lee St	10	Leased/Issued	N	Project-based Units
Norfolk Street	3	Leased/Issued	Y	Project-based Units
803-815 Cambridge St	11	Leased/Issued	N	Project-based Units
808 Memorial Drive Housing	76	Leased/Issued	N	Expiring Use Preservation Property
8-10 Lancaster Street	58	Leased/Issued	N	Project-based Units
Auburn Court	9	Leased/Issued	N	Project-based Units
Auburn Court Phase 1	46	Leased/Issued	N	Project-based Units
Auburn Court Phase 2	31	Leased/Issued	N	Project-based Units
Bishop Allen Apart-ments	29	Leased/Issued	N	Project-based Units
Briston Arms	48	Leased/Issued	N	Expiring Use Preservation Property
Brookside Terrace	150	Leased/Issued	N	Expiring Use Preservation Property
Burns Apartments Interim Holding LLC	199	Leased/Issued	N	Project-based Units
CAH Condos	27	Leased/Issued	N	Project-based Units
CAH Inc - Ashton Place	8	Leased/Issued	N	Project-based Units
CAHC - 195 Prospect St	17	Leased/Issued	N	Project-based Units
Cambridge Court Apts	106	Leased/Issued	N	Project-based Units
Cambridgeport Com-mons	10	Leased/Issued	Y	Project-based Units
CCHD - 77 Elm St	3	Leased/Issued	N	Project-based Units
CCHD - 901 Mass Ave	1	Leased/Issued	N	Project-based Units
CCHD - Athens	2	Leased/Issued	N	Project-based Units
CCHD - Athens & Wendell	2	Leased/Issued	N	Project-based Units
CCHD - Bedrick	7	Leased/Issued	N	Project-based Units
CCHD - Oxford	6	Leased/Issued	N	Project-based Units
CCHD - Swartz Proper-ties	9	Leased/Issued	N	Project-based Units
Center Street	1	Leased/Issued	Y	Project-based Units
Chapman Arms LLC	26	Leased/Issued	N	Project-based Units
Chauncy House	53	Leased/Issued	N	Project-based Units
Churchill Court LP	8	Leased/Issued	N	Project-based Units
Cleaves Court	36	Leased/Issued	N	Expiring Use Preservation Property
Coes Pond	250	Leased/Issued	N	Expiring Use Preservation Property
Columbia CAST LLC	9	Leased/Issued	N	Project-based Units
Columbus and Whit-temore	5	Leased/Issued	Y	Project-based Units
Corcoran Park Interim Holding LLC	153	Leased/Issued	N	Project-based Units
Elderly Condos	4	Leased/Issued	Y	Project-based Units
Elm Place	11	Leased/Issued	N	Project-based Units
Essex St Management Inc	13	Leased/Issued	N	Project-based Units
Fairmont Street LLC	10	Leased/Issued	Y	Project-based Units

Family Condos	10	Leased/Issued	Y	Project-based Units
Garfield St LLC	8	Leased/Issued	Y	Project-based Units
Harwell Homes	4	Leased/Issued	N	Project-based Units
Hingham	4	Leased/Issued	Y	Project-based Units
Inman Square Apts	115	Leased/Issued	N	Project-based Units
Inman Street	4	Leased/Issued	Y	Project-based Units
Jackson Street LLC	10	Leased/Issued	Y	Project-based Units
Jackson Gardens	44	Leased/Issued	Y	Project-based Units
Jackson Place Apts	175	Leased/Issued	N	Project-based Units
JAS - Elm St	1	Leased/Issued	N	Project-based Units
JAS - Hovey	9	Leased/Issued	N	Project-based Units
JAS - Nobrega	9	Leased/Issued	N	Project-based Units
JAS - Scouting Way	9	Leased/Issued	N	Project-based Units
Jefferson Park Apartments LLC	103	Leased/Issued	N	Project-based Units
JFK Apartments	26	Leased/Issued	N	Project-based Units
John F Kennedy	44	Leased/Issued	Y	Project-based Units
Just-A-Start Corp - Otis	8	Leased/Issued	N	Project-based Units
Landfall	15	Leased/Issued	N	Expiring Use Preservation Property
Lincoln Way	63	Leased/Issued	Y	Project-based Units
Louis Barret Residences	135	Leased/Issued	N	Expiring Use Preservation Property
Lyndon B. Johnson Apts	174	Leased/Issued	Y	Project-based Units
Madison Park III	120	Leased/Issued	N	Expiring Use Preservation Property
Manning	203	Leased/Issued	Y	Project-based Units
Market Street	8	Leased/Issued	N	Project-based Units
McKay House	10	Leased/Issued	N	Project-based Units
Millers River	296	Leased/Issued	N	Project-based Units
Neville Assisted Living	38	Leased/Issued	N	Project-based Units
New Mass Pike Towers LP	157	Leased/Issued	N	Expiring Use Preservation Property
Newtowne Court	269	Leased/Issued	Y	Project-based Units
Port Landing	7	Leased/Issued	N	Project-based Units
Putnam Gardens LLC	123	Leased/Issued	Y	Project-based Units
Putnam Green LLC	36	Leased/Issued	N	Project-based Units
Putnam Place	8	Leased/Issued	N	Project-based Units
Putnam Square Apts	96	Leased/Issued	N	Project-based Units
Quincy towers	161	Leased/Issued	N	Expiring Use Preservation Property
Richdale and Ware	2	Leased/Issued	Y	Project-based Units
Rindge House	13	Leased/Issued	N	Project-based Units
River Howard LLC	34	Leased/Issued	Y	Project-based Units
Russell Apartments LLC	54	Leased/Issued	N	Project-based Units
Saint Paul	20	Leased/Issued	Y	Project-based Units

Smith House Preservation	132	Leased/Issued	N	Project-based Units
Squirrel Brand LP	8	Leased/Issued	N	Project-based Units
St. Patrick's Place	3	Leased/Issued	N	Project-based Units
St. Stephen's	130	Leased/Issued	N	Project-based Units
Temple Place	40	Leased/Issued	N	Project-based Units
Trolley Rental LLC	34	Leased/Issued	N	Project-based Units
Truman Apartments	59	Leased/Issued	N	Project-based Units
Valentine St	6	Leased/Issued	Y	Project-based Units
Washington Elms	176	Leased/Issued	Y	Project-based Units
Willow Street Homes LLC	14	Leased/Issued	Y	Project-based Units
Woodrow Wilson Court	68	Leased/Issued	Y	Project-based Units
1221 Cambridge Street	116	Leased/Issued	N	Expiring Use Preservation Property
Harwell Homes	14	Leased/Issued	N	Expiring Use Preservation Property
St Stephens	130	Leased/Issued	N	Expiring Use Preservation Property
808 Memorial Drive Housing II	166	Leased/Issued	N	Expiring Use Preservation Property

Planned Existing Number of Project-Based Vouchers Committed at the End of the Fiscal Year***	5,414

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		
Millers River Apartments	$18,632,743	Revitalization of Property
Burns Apartments	$31,058,494	Revitalization of Property

Roosevelt Towers Low-Rise	$15,924,617	Revitalization of Property
Truman Apartments	$8,813,363	Revitalization of Property
Putnam School	$11,558,555	Revitalization of Property
Jefferson Park	$34,380,798	Revitalization of Property
116 Norfolk St	$7,066,667	Revitalization of Property
JFK Apartments	$75,000	HVAC Upgrades
Manning Apartments	$75,000	HVAC Upgrades
Jefferson Park Apartments	$360,000	Balcony Trim Repairs
Jefferson Park Apartments	$120,000	BDI Antenna
Linnaean Street	$300,000	Window Replacement
Hingham St	$191,000	Selective Exterior Modernization

Corcoran Park	$150,000	Exterior Step Repairs
Repurpose Program Space into Office (multiple)	$90,000	Self exp.
Roosevelt Towers Mid-Rise	$500,000	Program Space Conversion
15 Inman Street	$350,000	Exterior Repairs
Putnam Gardens	$75,000	Fencing Replacement/Repairs
Lancaster Street	$100,000	Plumbing Repairs
Scattered Condos	$250,000	Selective Modernization
Misc. Site, interior or exterior upgrades	$75,000	Self exp.
Total Construction	$130,146,237*	

*NOTE: This represents all planned repairs and construction. $2,339,376 of the sum is funded through the Capital Fund Program.

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	1,020	85
Federal MTW Voucher (HCV) Units to be Utilized[CHA Note 1]	76,008	6,334
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]	2,676	223
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Homeownership programs	0	0
Total Households Projected to be Served	79,704	6,642

* 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.

CHA Note 1: The voucher count includes expected vouchers leased + RAD units leased + 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, 112 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. Note, the 201 households served number for HC.2008.03 represents unit months occupied over the past 12 months per partner data.

Local, Non-Traditional	MTW Activity	Planned Number of Unit Months Occupied/Leased	Planned Number of Households to be Served
Tenant-Based	HC.2001.01	2,412	201
Tenant-Based	HC.2008.03	204	17
Tenant-Based	HC.2008.03A	60	5
		2,676	223

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	
PUBLIC HOUSING	Vacant units will continued to be held to accomodate relocation of residents during RAD Conversion and Section 18 Disposition
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 07/30/21	Federal MTW Public Housing units, RAD, former public housing and Non-MTW New Construction buildings). Open to all eligible households.	8,155	open	Yes (currently open)
ELDERLY/DISABLED HOUSING (MTW AND NON-MTW) on 07/30/21	Federal MTW Public Housing units, RAD, former public housing and Non-MTW New Construction	2,974	open	Yes (currently open)
HCV PROGRAM (MTW AND NON-MTW VOUCHERS THAT ARE NOT SROs) on 07/30/21	Federal MTW HCV, Federal non-MTW HCV and non-Federal vouchers. Open to all eligible (e.g. elderly-aged, family, younger	16,766	open	Yes (currently open)
HCV PROGRAM SRO ONLY (MTW AND NON-MTW VOUCHERS) on 07/30/21	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.	743	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 July 30,, 2021 there were 20,489 distinct applicants that had submitted a total of 171,428 applications across all waitilists.

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 MOVING TO WORK 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 Demonstraton 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

CE.2021.01 Emergency Waivers
SS.2013.01 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 FY22

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

HC.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)
PH.2010.01 Public Housing Preservation Fund

APPROVED MOVING TO WORK ACTIVITIES

IMPLEMENTED ACTIVITIES

CE.2021.01 - EMERGENCY WAIVERS

DESCRIPTION

CHA proposed this activity in 2020 in response to Covid-19 to allow for flexibility as needed should a similar local health emergency occur. CHA proposed to establish the following emergency waivers in response to economic and health related emergencies and natural disasters as declared by the Mayor or his/her designee including the authority to determine when to place and lift the waivers. CHA may revise, add and/or remove waivers as needed to address emergency related conditions.

1. Delayed Reexaminations: CHA will waive the requirement to conduct a reexamination of family income and composition at least annually. Currently CHA completes reexaminations on a biennial basis for Public Housing (PH) and Housing Choice Voucher (HCV) program households and on a triennial basis for PH households on ceiling rents and PH and HCV elderly/disabled households on fixed incomes. Where reexaminations have been delayed, CHA will complete the reexamination no later than the anniversary month of the following year. The next reexamination will be scheduled on the same anniversary month using the applicable reexam frequency for the family. For example, if a biennial reexam was due on July 2020, CHA would complete the reexam by July 2021. The next scheduled biennial reexam would take place in July 2023. This waiver applies to the PH and HCV programs.

2. Increase in Payment Standard: CHA will waive the requirement to apply the increased payment standard back to the regular effective date for delayed regular reexaminations. Instead, during periods of declared emergencies, CHA will apply the increased payment standard at the next interim reexamination after the effective date of the increased payment standard. If CHA completes a reexam late, CHA will apply the payment standard in effect on the effective date of the delayed regular reexamination. This waiver applies to the HCV program..

3. Delayed Regular HQS Inspections: CHA will waive the requirement for completion of regular HQS inspections at least biennially. Where a regular HQS inspection has been delayed, CHA will complete the HQS inspection no later than the anniversary month of the following year. The next HQS inspection will be scheduled on the same anniversary month using the applicable inspection frequency for the unit. For example, if an HQS inspection was due on July 2020, CHA would complete the inspection by July 2021. The next scheduled annual HQS inspection would take place in July 2022. CHA will continue to request a self-certification from the owner that no life-threatening conditions exist in the unit. Additionally, CHA will continue to conduct complaint inspections. This waiver applies to the HCV program.

4. Interim HQS Inspections: CHA will waive the requirement to conduct re-inspections to confirm repair; however, CHA will require that the owner self-certify and provide documentation that a life-threatening deficiency has been corrected within 24 hours of notification. CHA will accept an owner self-certification that non-life-threatening deficiencies have been corrected within 30 days of CHA notification. This waiver applies to the HCV program.

5. HQS QC Inspections: CHA will waive the requirement to conduct HQS quality control inspections and instead will suspend HQS quality control inspections until the emergency waiver has been lifted. This waiver applies to the HCV program.

6. Delayed PH Annual Self-Inspection: CHA will waive the requirement to complete annual self-inspections of PH units. CHA will continue to respond to and address serious conditions that could jeopardize life or property. When the waiver is lifted, CHA will resume self-inspections beginning with the units which were inspected on the oldest date. This waiver applies to the PH program.

7. FSS Contract of Participation: CHA will waive the requirement regarding the maximum extension of an FSS Contract of Participation (COP). During periods of declared emergency, CHA may extend a family's COP, using the declared emergency as good cause of the need for extension. For households who were already in the two-year extension period when the emergency was declared, CHA may extend their COP beyond the two year extension threshold. This waiver applies to the PH and HCV FSS program.

ACTIVITY STATUS

CHA will continue to monitor local health measures but anticipates a return to normalcy in FY22 and will only make use of these waivers during a declared emergency as described above.

ANTICIPATED CHANGES (PLANNED NON-SIGNIFICANT, SIGNIFICANT)

Non-Significant Changes: None.

Significant Changes: None.

IMPLEMENTATION YEAR

This activity was approved in the FY21 MTW Plan and implemented in FY21.

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachments C.D.1.c, C.C.4, C.E, C.D.2.a, C.D.3.b, C.D.5, C.D.c, C.D.2.b, C.C.11, C.C.9.

CHANGES TO BENCHMARKS, BASELINE, METRICS

CHA does not anticipate a health emergency in 2022 and that is reflected in the metrics provided.

CE.2020.01 EMERGENCY WAIVERS

CE #1: Agency Cost Savings		
Unit of Measurement	Baseline	Benchmark
Total cost of task in dollars (decrease)	Total Recertifications (HCV): 1,866 Recertification Time: 1.25 hours Staff Cost/hr: $42.25 Total Recertifications (PH): 1,951 Recertification time: 2.25 hours Staff Cost/hr: $42.25 Total Cost of Task: $284,015	$0

CE #2: Staff Time Savings		
Unit of Measurement	Baseline	Benchmark
Total time to complete the task in staff hours (decrease).	Total Recertifications (HCV): 1,866 Recertification Time: 1.25 hours Total Recertifications (PH): 1,951 Recertification time: 2.25 hours Total Time of Task: 6,723 hours	0

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. 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.

ACTIVITY STATUS

CHA has successfuly completed the changes needed to transition to the previously proposed bands-based escrow calculation. CHA anticipates a modest increase in escrow accrued under the new methodology.

ANTICIPATED CHANGES (PLANNED NON-SIGNIFICANT, SIGNIFICANT)

Non-Significant Changes: None.

Significant 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

No changes to methodology but due to the Rent-to-Save pilot timeline there will no longer be RTS metrics to report on.

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).	**Average earned income of the first 80 program participants:** $24,534	**Average Earned Income for all FSS+ participants**: $41,262 **Average Earned Income for FSS+ participants that will have been in the program for at least one year and experience an increase in earnings**: $39,957
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	**FSS+ participants that will have been in the program for at least one year and established an account** $3,771
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	FSS+ participants: 78
SS #6: Reducing Per Unit Subsidy Costs for Participating Households		
Unit of Measurement	**Baseline**	**Benchmark**

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

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	FSS+ Participants that will have been in the program for at least one year: 75 **Avg HAP of FSS+ participants that have been in the program for at least one year:** $1,302
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	Expected monthly TTP aggregated for FSS+ participants that have been in the program for at least one year: $81,347
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**: 44
CHA: Increase in Credit Score		
Unit of Measurement	**Baseline**	**Benchmark**
Percent who increase credit score for participants who have been in the program for one year.	0	FSS+ Participants: 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
CHA: Decrease or Maintain Zero Collection Debt		
Unit of Measurement	**Baseline**	**Benchmark**

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

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	**Percent of FSS+ participants in the program for at least an entire year and had a decrease or zero collection debt:** 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	All FSS+ participants: $37,934 **FSS+ Participants that have been in the program for at least one year and experienced an increase in earnings:** $35,656
Percent who increase annual earned income for participants who have been in the program for at least one year.	0	**FSS+ Participants:** 95%
CHA: Households Transitioned to Self-Sufficiency (RIS)		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households transitioned to self-sufficiency (increase) Reduction in Subsidy (RIS)	0	**FSS+ Participants that have been in the program for at least one year and experienced a reduction in subsidy**: 74

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	
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	
808 Memorial Drive II	Cambridge	Family	Jan 2020	FY20	136	136
Fresh Pond Apartments	Cambridge	Family	Est. 2022	FY22	166	
TOTAL PLANNED					**166**	
TOTAL COMPLETED					**1,978**	

ACTIVITY STATUS

Since implementation of this activity, 1,842 units have been preserved. CHA will utilize this program to include tenant protection vouchers that are triggered by Section 18 disposition and demolition approvals.

ANTICIPATED CHANGES (PLANNED NON-SIGNIFICANT, SIGNIFICANT)

Non-Significant: None.

Significant: None.

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

No planned changes.

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: 1,978 Units already preserved: 1,978 **Units Anticipated:** 166

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.	0
2	Heading Home, Inc.	2009	homeless families/individuals	22
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	14
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[2]	2016	homeless families/individuals	0
14	Casa Myrna Vazquez	2017	survivors of the sex trade	8
			TOTAL	**110**

1. The partnership agreement was not renewed in 2017.
2. Vouchers were always planned as temporary housing solution.

IMPLEMENTATION YEAR

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

ACTIVITY STATUS

CHA will look to create a path from sponsor-based vouchers with a potential launch of the Ladder to Opportunity in FY21.

ANTICIPATED CHANGES (PLANNED NON-SIGNIFICANT, SIGNIFICANT)

Non-Significant: None.

Significant: 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.

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 seventeen (17) vouchers issued for this activity.

ANTICIPATED CHANGES (PLANNED NON-SIGNIFICANT, SIGNIFICANT)

Non-Significant: None.

Significant: None.

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment C.D.2

CHANGES TO BENCHMARKS, BASELINE, METRICS

As agreed up in the last plan/report cycle, CHA, reports on individual households served on a 12-month basis through the sponsor-based program and not the number of households served in a year as previous metrics represented.

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

HC #5: Increase in Resident Mobility

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

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: 201 households (110 vouchers) Transition House households: 5 Heading Home households: 17 **Total Households**: 223
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: 201 households (110 vouchers) Transition House households: 5 Heading Home households: 17 **Total Households**: 223
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: 201 households (110 vouchers) Transition House households: 5 Heading Home households: 17 **Total Households**: 223
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	$3.7 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	2.5 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 (PLANNED NON-SIGNIFICANT, SIGNIFICANT)

Non-Significant: None.

Significant: 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: $83,139 Total households served: 7

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
Some potential closings are contingent upon issuance of private activity bonds from the Commonwealth of MA and Section 18 approval from HUD. This will factor into the outcome numbers for this activity.

ANTICIPATED CHANGES (PLANNED NON-SIGNIFICANT, SIGNIFICANT)
Non-Significant: None.

Significant: 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.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:2,387 Anticipated in FY22: **37** **Total units closed: 2,424**

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
2020	0	0
2019	0	0
2018	1	1
2017	2	0
2016	0	0

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 (PLANNED NON-SIGNIFICANT, SIGNIFICANT)
Non-Significant: None.

Significant: 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	0 households

HOUSING CHOICE VOUCHER (HCV) PROGRAM ADMINISTRATIVE PLAN[1]

- 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 Program[2] (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

Due to SAFMR, it is increasingly unlikely for a household to come in at a 120% exception rent.

ANTICIPATED CHANGES (PLANNED NON-SIGNIFICANT, SIGNIFICANT)

Non-Significant: None.

Significant: 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:** 0

HC.2001.01 - 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

Sections of 24 CFR 983 Waived Through MTW Authority

24 CFR	Citation	Description
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 (Finch Apartments). Additional units with nonprofit developers may occur, but it is difficult to estimate at the time of this writing.

ANTICIPATED CHANGES (PLANNED NON-SIGNIFICANT, SIGNIFICANT)

Non-Significant: None.

Significant: 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.2001.01 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: 37 Units to be project-based Expiring Use: 166 Units to be project-based through private nonprofit developers: 0 **Anticipated new units:** 260
HC #2: Units of Housing Preserved		
Unit of Measurement	**Baseline**	**Benchmark**

HC.2001.01 IMPLEMENT LOCAL PROJECT-BASED ASSISTANCE LEASING PROGRAM

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: 37 Units to be project-based Expiring Use: 0 Units to be project-based through private nonprofit developers: 0 **Anticipated new units:** 260
CHA Metric: Percentage of PBAs Relative to Total MTW Vouchers		
Unit of Measurement	**Baseline**	**Benchmark**
PBVs as percent of total MTW vouchers	26%	66%

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 (PLANNED NON-SIGNIFICANT, SIGNIFICANT)

Non-Significant: None.

Significant: 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

HC #5: Increase in Resident Mobility		
Unit of Measurement	**Baseline**	**Benchmark**

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

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 2019 there were 81 instances in which a damage/vacancy payment was made to a landlord. Payments totaled $101,906. Beginning in FY20, CHA will provide a one-time leasing incentive payment per unit – in the amount of the contract rent – to landlords who have fewer than five units currently rented to CHA families; or to landlords who have not leased a unit to a CHA HCV family in the last three years (including landlords who have never leased a unit to a CHA family). This incentive is available only for units in Cambridge. This incentive will be unavailable for new inclusionary zoning units and those owned by non-profits that are already rent-restricted. Additionally, the payment is capped at CHA's payment standard.

ANTICIPATED CHANGES (PLANNED NON-SIGNIFICANT, SIGNIFICANT)

Non-Significant: **None.**

Significant: None.

IMPLEMENTATION YEAR

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

PREVIOUSLY APPROVED AUTHORIZATION

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

CHANGES TO BENCHMARKS, BASELINE, METRICS

None.

HC.2000.02 IMPLEMENT VACANCY AND DAMAGE PAYMENTS/HCV

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	94 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: All HCV households are recertified on a biennial basis with the exception of CHA's proposal for project-based elderly/disabled households to be recertified on a triennial basis. Details of triennial certifications can be found under planned changes for HC.2008.08. The 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.

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 $50 per month from month one and are eligible to receive 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.

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

ACTIVITY STATUS

CHA is proposing additional rent simplification measures in 2021 that will impact the above information. Future Plans/Reports will reflect the changes upon approval

ANTICIPATED CHANGES (PLANNED NON-SIGNIFICANT, SIGNIFICANT)

Non-Significant: CHA is changing our zero income policy to $50 from month one with households keeping their utility allowance. Previously households had income set at $0 minus utility allowance for three months and then $50 without utility allowance as of month four.

Significant: None.

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.1.c and Attachment C.D.a

CHANGES TO BENCHMARKS, BASELINE, METRICS

The recertification and interim times have been reduced for calculating CE #1 and CE #2. This is in anticipation of approval of the proposed CE.2022.01 modification to rent calculation. CHA anticipates the simplified calculation will result in time and cost savings on time spent on rent calculation.

CE.2006.01 RENT SIMPLIFICATION PROGRAM (RSP)/HCV

CE #1: Agency Cost Savings		
Unit of Measurement	**Unit of Measurement**	**Benchmark**
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: $115,41**5	Recertifications to be completed: 1,681 Interims to be completed: 2,867 Recertification Time: 1 hours Interim Time: .5 hours Staff Cost/hr: $42.25 **Total Cost: $131,588**
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	Recertifications to be completed: 1,866 Interims to be completed: 2,268 Recertification Time: 1 hours Interim Time: .5 hours **Total Time: 3,000 hours**
CE #3: Decrease in Error Rate of Task Execution		
Unit of Measurement	**Unit of Measurement**	**Benchmark**
Averge error rate in complete a task as a percentage (decrease)	**Rent determination errors from a quality control audit in December 2013:** 30%	30%
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	$20,901,515

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:** $28,736
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:** $25,281

HC.2008.08 - IMPLEMENT RECERTIFICATIONS EVERY TWO YEARS OR THREE 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

In FY20 CHA implemented a triennial recertification cycle for elderly/disabled Project Based (PB) Program households where the sole source of all household income is from fixed income sources, i.e. SS, SSI or pension.

ANTICIPATED CHANGES (PLANNED NON-SIGNIFICANT, SIGNIFICANT)

Planned Non-Significant: None.

Significant: None.

IMPLEMENTATION YEAR

This initiative was approved in FY08. It was modified in FY18 and was implented in FY18.

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment C.D.C

CHANGES TO BENCHMARKS, BASELINE, METRICS

None.

SS #3: Households Increase in Positve Incomes in Employment Status		
Unit of Measurement	**Baseline**	**Benchmark**
Other: Full and/or Part-Time Employment	**Current Total:** 4094 **Total Employed:** 1783 **Percent:** 43%	**Total**: 4,182 **Total Employed:** 2,249 **Percent:** 54%
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households receiving TANF assistance (decrease).	**Households receiving TANF:** 377	**Total**: 434
SS #8: Households Transitioned to Self Sufficiency		
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: 37

PUBLIC HOUSING (PH) PROGRAM ADMISSIONS & CONTINUED OCCUPANCY POLICIES[3] (ACOP)CE.2009.01 - IMPLEMENT CEILING RENTS/PUBLIC HOUSING

• 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.

ACTIVITY STATUS

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

ANTICIPATED CHANGES (PLANNED NON-SIGNIFICANT, SIGNIFICANT)

Non-Significant: None.

Significant: 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

CE.2009.01 IMPLEMENT CEILING RENTS/PUBLIC HOUSING

CE #1: Agency Cost Savings		
Unit of Measurement	**Baseline**	**Benchmark**

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

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**: $1,124,676

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.

Additionally, an Administrative Plan Part 3 was adopted to ensure that this activity is retained in the Demo Dispo conversions, to the extent possible, even though it deviates from the project- based voucher rules. Under both Parts 2 and 3 of the Administrative Plan, the CHA continues to operates its former public housing developments as if they were CHA public housing except to the extent that Section 8 or low income housing tax credit rules require otherwise. See page A39, paragraph 2 under “Work in Support of Public Housing Preservation

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, $7,500 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 certificiation 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 (PLANNED NON-SIGNIFICANT, SIGNIFICANT)

Non-Significant: None.

Significant: 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. Metrics always reviewed to keep pay reflective of actual salary and recert times in-line with increased responsibility given tax credit recertifications.

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: 373 Total Interims: 839 Recertification time: 2.25 hours Interim Time: 2 hours Staff Cost/hr: $42.25
CE #2 Staff Time Savings		

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

Total time to complete the task in staff hours (decrease).	Number of Annual Recertifications Performed in FY06: 1,699 Number of Interims Performed in FY06: 563 Annual Recertification Time: 1.5 hours Interim Time: .75 hours **Total Time Spent on Task**: 2,971 hours	Total Recertifications: 373 Total Interims: 839 Recertification time: 2.25 hours Interim Time: 2 hours **Total Hours of Task**: 2,517
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%	Rent determination errors: 16%
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: $13,117,333
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	Total Households: 2,358 **Total Households with employment income:** 1,174
	Percent of Public Housing households that experienced Full- or Part-Time employment status on March 31, 2014: 40	**Percent of Total Households**: 50%

SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households receiving TANF assistance (decrease).	**Households receiving TANF on March 31, 2013:** 146	**Total Households receiving TANF**: 101
SS #8: Households Transitioned to Self Sufficiency		
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:** 21
CHA Metric: Average Household Income		
Unit of Measurement	**Baseline**	**Benchmark**
Average earned income of households affected by this policy in dollars.	$26,810	**Total Households Average:** $34,594
CHA Metric: Median Household Income		
Unit of Measurement	**Baseline**	**Benchmark**
Median earned income of households affected by this policy in dollars.	$24,440	**Total Households Median:** $26,592

PREVIOUSLY APPROVED AND TO BE IMPLEMENTED IN FY22 - NONE

NOT YET IMPLEMENTED

HC.2020.01 LADDER TO OPPORTUNITY

DESCRIPTION

The Ladder to Opportunity Program (LTO) provides participants who are ready to move on from Sponsor-Based Rental Assistance (HC.2008.03) with permanent housing assistance in project-based units and as-needed case management to ensure stability and promote self-sufficiency. This program will be a voluntary opportunity to transition for participants in our SBV program.

This initiative was approved in the FY20 Annual Plan.

UPDATE

CHA is working out the logistics to launch this program.

TIMELINE

CHA had to balance other priorities with Covid-19's impact on our daily operations. CHA will look to get this program running in FY22.

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

HC.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.2001.01 - 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.

PH.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	$312,580
70600	HUD PHA Operating Grants	$148,880,655
70610	Capital Grants	$2,922,240
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**	**$152,115,476**

Estimated Uses of MTW Funding for the Fiscal Year		
Uses		
FDS Line Item	**FDS Line Item Name**	
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	Total Operating - Administrative	$4,583,368
91300+91310+92000	Management Fee Expense	$2,063,803
91810	Allocated Overhead	
92500 (92100+92200+92300+92400)	Total Tenant Services	$373,688
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	$224,106
93500+93700	Labor	-
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	$610,092
95000 (95100+95200+95300+95500)	Total Protective Services	-
96100 (96110+96120+96130+96140)	Total insurance Premiums	$116,915
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	$11,374
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	-
97100+97200	Total Extraordinary Maintenance	-
97300+97350	Housing Assistance Payments + HAP Portability-In	$120,899,264
97400	Depreciation Expense	$505,600
97500+97600+97700+97800	All Other Expenses	$2,755,016
90000	**Total Expenses**	**$132,143,226**

(IV.) *PLANNED APPLICATION OF PHA UNSPENT OPERATING FUND AND HCV FUNDING*

Original Funding Source	Beginning of FY - Unspent Balances	Planned Application of PHA Unspent Funds during FY
HCV HAP*	$5,757,131.00	$5,757,13.00
HCV Admin Fee	$310,842.00	$310,842.00
PH Operating Subsidy	$1,055,152.23	$1,055,152.23
TOTAL:	**$7,123,125.23**	**$7,123,125.23**

HCV HAP

a) support increased payments to landlords on renewals

b) support continued modernization of the portfolio through various mixed financing venues. CHA has been transitioning its units out of public housing

c) expected increased utilization in EHV, Mainstream and VASH vouchers

d) to support MTW approved activities

HCV Admin Fee

a) to support continued pre-development and construction costs

b) to support other MTW activities which may included, but not limited to, supportive services to local community initiatives

PH Operating Subsidy

a) continued support of current public housing stock

b) continued support in transitioning our portfolio out of public housing

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 flexiblity 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 - AVAILABLE AFTER BOARD APPROVAL

EXTRACT OF THE MINUTES OF THE REGULAR MEETING OF THE BOARD OF COMMISSIONERS OF THE CAMBRIDGE HOUSING AUTHORITY WEDNESDAY, OCTOBER 13, 2021 5:30 P.M.

MEMBERS PRESENT:	**GERARD J. CLARK, CHAIRPERSON**
	SUSAN T. CONNELLY, TREASURER
	VICTORIA BERGLAND, ASSISTANT TREASURER
	ELAINE DEROSA, MEMBER
	LOUIS BACCI, MEMBER
ALSO PRESENT:	**BRENDA DOWNING, DEPUTY EXECUTIVE DIRECTOR**
	SUSAN COHEN, GENERAL COUNSEL
	SHIRLEY SANFORD, RECORDING SECRETARY

SUBMISSION OF THE FY22 MTW ANNUAL PLAN

Ms. DeRosa moved the following motions:

MOTION A: That the Chair be authorized to execute the Certifications of Compliance with Regulations.

MOTION B: That the Executive Director or his designee be authorized to make any technical corrections.

MOTION C: That the Board of Commissioners is approving this Plan and all initiatives contained herein.

Mr. Bacci second the motions, upon being put to roll call vote, the motion passed with 4 in favor and 1 vote no.

Brenda Downing (for)
Brenda Downing (for) (Oct 14, 2021 20:03 EDT)

Michael Johnston, Secretary

CERTIFICATION OF COMPLIANCE - AVAILABLE AFTER BOARD APPROVAL

OMB Approval No. 2577-0216 (exp. 3/31/2024)

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 Chair 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 (01/01/2022), 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.

(7) The MTW PHA will affirmatively further fair housing by fulfilling the requirements set out in HUD regulations found at Title 24 of the Code of Federal Regulations, including regulations in place at the time of this certification, and any subsequently promulgated regulations governing the obligation to affirmatively further fair housing. The MTW PHA is always responsible for understanding and implementing the requirements of HUD regulations and policies, and has a continuing obligation to affirmatively further fair housing in compliance with the 1968 Fair Housing Act, the Housing and Community Development Act of 1974, The Cranston-Gonzalez National Affordable Housing Act, and the Quality Housing and Work Responsibility Act of 1998. (42 U.S.C. 3608, 5304(b)(2), 5306(d)(7)(B), 12705(b)(15), and 1437C–1(d)(16)). The MTW PHA will affirmatively further fair housing by fulfilling the requirements at 24 CFR 903.7(o) and 24 CFR 903.15, which means that it will take meaningful actions to further the goals identified in its Analysis of Impediments to Fair Housing Choice(AI),Assessment of Fair Housing (AFH), and/or other fair housing planning documents conducted in accordance with the requirements of 24 CFR Part 5, 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), and will address impediments to fair housing choice identified in its AI, AFH, and/or other fair housing planning documents 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 and HUD's implementing regulations at 24 C.F.R. Part 146.

(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.

(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 75.

form *HUD 50900: Certifications of Compliance (9/2021)*

[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 2 CFR Part 225 (Cost Principles for State, Local and Indian Tribal Governments) and 2 CFR Part 200.

[21] The MTW PHA must fulfill its responsibilities to comply with and ensure enforcement of Housing Quality Standards, as defined in 24 CFR Part 982 or as approved by HUD, for any Housing Choice Voucher units under administration.

[22] 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.

[23] 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	MA003
MTW PHA NAME	*MTW PHA NUMBER/HA CODE*

I/We, the undersigned, certify under penalty of perjury that the information provided above is true and correct. WARNING: Anyone who knowingly submits a false claim or makes a false statement is subject to criminal and/or civil penalties, including confinement for up to 5 years, fines, and civil and administrative penalties. (18 U.S.C. §§ 287, 1001, 1010, 1012; 31 U.S.C. §3729, 3802).

Gerard Clark	Chairman
NAME OF AUTHORIZED OFFICIAL	*TITLE*
DocuSigned by: Gerard Clark	10/15/2021
SIGNATURE	*DATE*

form HUD 50900: Certifications of Compliance (3/2021)

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 2022 is consistent with the City of Cambridge current Consolidated Plan. In particular, CHA's MTW FY22 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 2022 is consistent with said analysis.

Applicant Name:	Cambridge Housing Authority
Project Name:	Moving to Work Annual Plan FY 2022
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:	10-12-2021

FY22 ANNUAL PLAN PUBLIC REVIEW

August 20, 2021, to September 27, 2021	DRAFT FY22 PLAN: Available for download and review on the CHA website on August, 20, 2021. Public comment period commenced on August 20, 2021 and ended on September 26, 2021		25 hard copies distributed on request
September 16, 2021	DRAFT FY22 Plan: Meeting with the Alliance of Cambridge Tenants and Tenant Council members.	Zoom Conference	17 attendees
September 21, 2021	DRAFT FY22 Plan: Public Meeting	Zoom Conference	34 attendees

PLANNED OR ONGOING EVALUATIONS

N/A.

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

DISCLOSURE OF LOBBYING ACTIVITIES

Approved by OMB
0348-0046

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352
(See reverse for public burden disclosure.)

1. Type of Federal Action:	2. Status of Federal Action:	3. Report Type:
b a. contract b. grant c. cooperative agreement d. loan e. loan guarantee f. loan insurance	c a. bid/offer/application b. initial award c. post-award	a a. initial filing b. material change **For Material Change Only:** year _____ quarter _____ date of last report _____

4. Name and Address of Reporting Entity:	5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime:
[x] Prime [ ] Subawardee Tier _____, *if known*: **Congressional District**, *if known*:	**Congressional District**, *if known*:
6. Federal Department/Agency: US 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*: $ 2,924,220.00
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 requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.	Signature: _____ Print Name: Mr. Michael J. Johnston Title: Executive Director, Cambridge Housing Authority Telephone No.: (617) 864-3020 Date: _____
Federal Use Only:	Authorized for Local Reproduction Standard Form LLL (Rev. 7-97)

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

Certification of Payments to Influence Federal Transactions

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

Applicant Name

Cambridge Housing Authority

Program/Activity Receiving Federal Grant Funding

FFY21 Capital Fund Program Grant

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

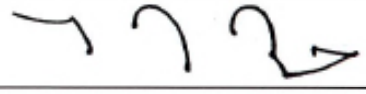
(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection 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-LLL, Disclosure Form to Report Lobbying, in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all 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 Authorized Official	Title
Michael J. Johnston	Executive Director
Signature 	**Date (mm/dd/yyyy)** 04/09/2021

Previous edition is obsolete

form HUD 50071 (01/14)
ref. Handbooks 7417.1, 7475.13, 7485.1, & 7485.3

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.

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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.

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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 budget among all expense categories including COCC fees. The HUD allowable management fee is $88.57 per eligible unit month, bookkeeping fee is at $7.50 per unit month and asset management fees at $10 per unit month if the properties have sufficient cash flow to support such fees. With the onset of RAD and DISPO conversions in transitioning our management model to accommodate these conversions, most of the non-public housing properties have a fee structure that is based on a percentage of revenue. This is in line with the third party investors and market rates

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.

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

Comment1: Tiered (banded) rent and deductions for HCVs
Medical and childcare expenses should not have a minimum; especially the exceptionally high minimum of $2500.

CHA Response: CHA believes that the proposed deductions in tandem with the hardship policy are sufficient in producing a rent that is not burdensome. This activity underwent extensive planning and an impact analysis. CHA wants to note that the percentages impacted by this activity are in-line with the impact analysis performed for the 2006 switch to tiered rent in Operations. CHA has found that activity to be successful both in terms of resident impact and required MTW metrics.

Comment2: CHA Tenant Leaders Meetings
Currently attendees allowed at Quarterly meetings = ACT Board, ACT committee members, Tenant Council Officers.
Suggestion = allow any CHA tenant to attend meetings.
Why Some CHA properties will never have tenant councils. Not all tenants whether Leased housing or Public housing will be on the Board of ACT or on ACT committees. This leaves out the voice of many.
Advantages to CHA of allowing all to attend quarterly meeting
Some problems might be experienced by multiple tenants which could identify systemic problems that CHA needs to hear about. Establishing rapport between tenants and upper management builds trust and expands communication.

CHA Response: CHA wants to note that there are many other opportunities open to all program participants. This includes public comment on the plan/report and board meeting public comment among other opportunities.

Comment3: Administration Plan, Policy Documents (ACOP and Admin Plan (3 parts)
CEOC, outside legal services (Greater Boston Legal Services), and tenants have the opportunity to meet with CHA when CHA is considering new policy.
Question
What is process of notifying tenants of these meetings?
Tenants are supposed to be notified when CHA is considering new policy. The MTW Draft FY22 tiered rents have been introduced in this MTW Draft Plan FY22. Tenants should have been in discussion during the consideration phase of changing Leased Housing to tiered rents as opposed to being informed through the MTW Draft FY22 Plan at the beginning of the 30-day comment period..

CHA Response: CHA acknowledges our requirement to meet with key stakeholders when proposing a new policy. This activity is being proposed to HUD but CHA will not move forward with implementation until a separate public process is held for all proposed changes to HCV Administrative Plan.

Comment4: Safety and Security (begins on bottom of page A-23)
New camera systems are being installed on CHA properties.
Questions
How long will digital recordings be kept.?
Will signs be posted on property notifying people that they are being recorded?
When tenants have bikes stolen on CHA property, or cars damaged in CHA parking lots, will CHA access camera recordings if tenant requests that?

CHA Response: Typically, the recordings are available for 30 days, then they disappear. If we download footage from the digital recordings, then they can be stored for as long as needed. If a tenant experiences theft, damage, then they would need to file a Police Report and the Police would request the footage from CHA.

Comment5*:* Operations Department (which oversees management of CHA and affiliate-owned properties) will transition to a new software program.
Seventh line (last sentence - page A24) *"Additionally, the information collected by the property managers for the Section 8 recertification will be reviewed, checked for accuracy, and entered in the system by Leased Housing staff. "*
Does that mean CHA property managers will collect the paperwork, but Leased Housing staff will do all the calculations for rent (whether Leased Housing occupants or CHA-owned occupants)?
Or does it mean CHA property managers will collect paperwork and calculate rent (as it is done now), but then CHA property managers will forward info to Leased Housing who will double-check it?
Suggestion:
CHA should hire people who do nothing but tax credit recertifications and rent recertifications. Hiring people for this specialized task would help ensure accuracy. Property managers and Leased Housing staff will have more time to adequately serve residents. Now is a good time to make this change since the software system is transitioning.

CHA Response: Part of the rent simplification proposed in HCV is to allow Leased Housing to enter the Section 8 recertification portion instead of Operations. This means documentation will be provided to Leased Housing Staff to enter. CHA believes this will help address the concern expressed in the above comment about having staff dedicated to different tasks.

Comment6**:** Policy Considerations/Legal
The "SAVE" Act (Save Federally-Assisted Housing Act)
Suggestion:
Advocacy outreach so that tenants could voice or write their support for issues that affect low-income housing. Maybe CHA could have an "advocacy" tab on their website, or other contact methods for tenants to get notified when important issues affecting low-income housing are being pursued and need support. Links to pre-written letters of support are quick and easy to send.

CHA Response: CHA wants to thank the commentator and will give consideration to ways that our program participants can be supportive.

Comment7: Tenancy Preservation and Eviction Prevention Pilot
A pilot program was instituted at CHA because CHA realizes the impact filing for an eviction can have on a tenant (even if that tenant fixes the lease violation). The pilot program has been succesful, so the CHA Legal Dept. now plans to partner with Service Coordinators to enhance one-on-one contact with tenants to deter evictions.
Question
Will the tenant be told of this service before CHA files for their eviction? Or, will the tenant be responsible for seeking out this service?

CHA Response: The Tenancy Preservation and Eviction Prevention Pilot is not a service, but rather a series of

procedures that will be used by CHA staff when residents are facing legal actions. As such residents will not be required to seek it out. Instead, CHA is endeavoring to make changes to our internal process so that all residents can benefit.

Comment8: Below are all great programs which not all tenants know about.
Suggestion
Introduce the programs to new tenants when they begin their tenancy or sign their lease.

Page A-41 (bottom)
Intergenerational Computer/Internet Access Program
Page A-42 (bottom)
New Team of Service Coordinators for Family and Elderly Developments
Page A-44
Section 3 program (training and employment programs with preference for people in HUD housing or with HUD vouchers) and all the other support programs CHA has Paid internships with area companies, Just-A-Start, Head Start., mentoring, tutoring, etc.

CHA Response: CHA appreciates this comment and wants to note these programs are highlighted annually in the plan and are available on our website. Additionally, CHA staff should make residents aware of programs available at their building.

Comment9: I am quite concerned with the proposed rent simplification for voucher tenants. I understand that some people under your proposal will pay less rent and be better off. However, people on the lower end of the income bands with either more childcare expenses or medical expenses will be harmed. I, myself, am on disability and have large medical expenses not covered by my private health insurance company. Some of these expenses should be covered but I have given up fighting with the company to see that they are. That is what happens in the US fragmented health system.

CHA Response: CHA wants to note that medical expenses can still be claimed and will be deducted based on where they fall in the deduction band.

Comment10: You are proposing that people like me may be able to go through a hardship committee. That places a huge burden on people who are elderly and/or sick. It is a tax on our time. We have to apply yearly for everything from fuel assistance to food stamps to various types of housing and more. I do not see how you can sacrifice people like me to the altar of efficiency.

CHA Response: CHA recognizes the time burden placed on those who make use of the benefits outlined. In response to the concern around this we have amended our rent simp activity to raise the top deduction band to $15k ($12.5k - $15k) . This will greatly minimize the need for households to go through the hardship process.

Comment11: I am extremely glad that Congress is giving families with children extra monthly financial assistance. I understand that the Housing Authority does not count this income in their rent calculations - which I also think is great. I want to remind you that the elderly and disabled have received no such compensation. Insurance premiums, deductibles and co-pays have drastically increased. I do not go to the doctor unless it is an emergency since my co-pay has increased to $30 per visit.

CHA Response: CHA appreciates this comment and is aware that these specific additional funds were not made to elderly and disabled households. However, in response to the COVID-19 pandemic, CHA recognized that elderly/disabled households may experience additional challenges, particularly with the recertification process;

thus, fixed income households who were scheduled to recertify in 2020 were postponed until 2022 and not required to provide recertification paperwork or update their income or expenses with CHA, keeping them at their 2018 rent amount for an additional 2 year period (until 2022). CHA hopes that this change provided some relief to participants who are on a fixed income during the COVID-19 pandemic. CHA has also assisted households with applying for State or City funds that they may be eligible for.

Comment12: I hope you will re-consider rent simplification for voucher tenants. At my private building I have to pay for every little extra thing and incur expenses public housing residents may not have. You already know which tenants are likely to be affected by this change in policy. Why do you not allow those 1100 households to deduct their expenses as they do now. Asking us to go through another hoop to ensure a just rent is not the answer.

CHA Response: CHA plans to move forward with this activity but believes there is space to make changes to the hardship policy that may resolve some of the concerns expressed. Additionally, running two different calculations for multiple households would be both administratively burdensome and confusing to program participants. It is important to note that households negatively impacted under the new calculation may see a positive impact at a future recertification.

Comment13: We continue to appreciate the CHA's commitment to having various opportunities for tenant and community/advocate input into policies, especially as most of the details of the policies are found in other documents (and not the MTW Annual Plan).

However, we request the following changes and/or additions to the Public Process Schedule:

A. Change: Under "Administrative Plan", the CHA states that it will provide a 30 day comment period for substantial policy changes and under "Policy Documents", CHA states (in part) that it will meet with tenants, CEOC, and legal services when policy changes to the Section 8 Administrative Plan are being considered (and that this may involve more than one meeting). As it appears (from the public hearing) that CHA is proceeding with major changes to the rent formula for MTW Section 8 tenants, we wanted the CHA to commit to <u>first</u> holding the working sessions on the proposed changes to the Section 8 Administrative Plan and once those meetings have concluded, then have the 30 day comment period run. In the past, the working sessions have been a very productive exchange of ideas and language, resulting in changes in the CHA's proposed policy document (so it would make sense for the written comment period to run after that process is complete).

B. Add: While CHA commits to meeting with tenants, CEOC, and legal services if <u>CHA proposes</u> policy changes to the three Admin Plans and ACOP, ACT and CASLS request that the public process specifically include an annual meeting/check-in to discuss changes (policies, procedures, forms) <u>proposed by tenants and advocacy groups</u>. It is helpful to have an annual interactive dialogue about what's working and what policies, procedures, and forms can be improved or changed.

C. Add: Although it has been the CHA's practice (from the start of MTW) to re-state or summarize each written comment received and the CHA's written response thereto at the end of each MTW Annual Plan, we wanted this practice to be codified in the Public Process Schedule (and ideally for the CHA to also attach the actual written comments received to the Plan submitted to HUD for approval).

CHA Response: CHA appreciates this comment and wants to acknowledge the importance of feedback from key community stakeholders.

A. *CHA believes the MTW authorizations requested will be necessary for any planned implementation of this policy. However, we are committed to having the stated 30-day comment period and meetings stat-*

ed as part of the Administrative Plan's public process. These working sessions will still be an opportunity to result in changes to CHA's Administrative Plan, both for this activity, and any other policies proposed.

B. *CHA believes the public process currently offers sufficient opportunity to comment and shape our policies.*

C. *CHA's inclusion of comments received is comprehensive and only minor edits are made for clarity and formatting. These comments and responses are all included when the plan is sent to HUD for approval. CHA doesn't see the need to restate the comments as an appendix or attachment. Additionally, public comment is a requirement of the MTW Planning process and CHA does not feel it is necessary to include this in the public process schedule.*

Comment14: The entire second paragraph under "Work in Support of Public Housing Preservation" should be revised so that it states the same commitment as last year (at page A39). We are unsure why CHA changed it here and included an earlier and outdated version.

CHA Response: This passage has been revised to reflect the previously updated language.

Comment15: It would be helpful to include more information about the collaborative projects of the CHA (including the housing authorities/entities involved and the type of project) and to separately list the total payment received in the budget under non-federal funds (page A48) which is currently blank on what is provided to us.

CHA Response: CHA believes the current language provides a sufficient overview of the status of our collaborative projects and don't have plans to change the budget numbers that are provided in the final draft of the plan. CHA wants to note that increasing complexity of the budget has pushed the timeline for inclusion to the board draft in recent years.

Comment16: We strongly support this pilot [intergenerational Computer Training] and hope that CHA expands it to other senior/disabled "public housing" buildings as well as to voucher tenants (including to privately owned Cambridge developments where CHA has a large number of voucher tenants and there is a computer lab, e.g. 808 Memorial Drive and 160 CambridgePark Drive). Additionally, perhaps the resident service coordinators can help facilitate 1:1 meetings with Work Force Students and elders/disabled tenants.

CHA Response: CHA appreciates this comment and will always explore possibilities to assist our program participants. CHA is also supportive of the private and nonprofit developers of these buildings working to innovate and create programs for their residents.

Comment17: We request that CHA delete the last sentence "However, all other funding for the operation of ACT is secured by ACT's members" as ACT welcomes additional financial support from CHA!

CHA Response: CHA believes the current passage accurately reflects the current relationship between CHA and ACT.

Comment18: The CHA states that it plans to reformat the organization of its LEP resources so that they more readily accessible to staff and the public. Please describe those plans. Also, the language communication form on the CHA's website[1] should be in a fillable PDF format and, as noted below and in prior comments, the CHA's computer system should designate the language preference (written and oral) for those tenants and applicants who have so notified CHA.

CHA Response: CHA will share more as plans are completed. CHA can explore adding these forms as a fillable PDF for easier access.

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1) In addition, the request for hearing, the request for a reasonable accommodation, and all other CHA forms on the website should be in fillable PDF format (so that those without access to printers and scanners/faxes can easily complete and submit the forms to CHA).

Comment19: Rent Formula for Section 8 tenants (pages B16 – 20)[2]

We understand that**, f**or those MTW Section 8 tenant and project-based voucher tenants (not under a Preservation Agreement), the CHA is proposing to calculate tenant rent at 30% of the lower number of the applicable $2500 adjusted income band (plus the amount by which the gross rent exceeds the payment standard and minus the utility allowance[3]); to totally eliminate the $400 and $480 deductions (affecting rent by $10-12/month per person); and to reduce the deductions for child care and medical expenses by aligning them with the public housing deductions in $2500 increments. .

As a result, it appears that many Section 8 tenants will be responsible for rent that is more than 30% of adjusted income (and so less affordable than now). The CHA's impact analysis (at one point in time) shows that 28% of the tenants will face an increase in rent under this new formula and that 282 tenants will face an increase of more than $25/month (with some over $200/month).[4] See page B18. As voiced at the public hearing and elsewhere, there is substantial concern about the impact of this on tenants, and in particular those working parents who will lose or have reduced child care deductions[5] and elderly/disabled persons (often on limited fixed income) who will lose or have reduced medical expense deductions.

CHA Response: CHA wants to note that the proposed rent change results in a reduction or rent or no change for 72% of voucher holders. While some voucher holders may see increase at their next recertification, they just as easily could be benefit from the new calculation depending on changes in household income and deductions. Additionally, CHA wants to note that the impact analysis showed a similar % impacted across both elderly/disabled and non-elderly/non-disabled households.

Comment20: There are a number of important differences between public housing and Section 8 programs that make this proposed change harder for Section 8 tenants than public housing and may adversely affect the CHA's Section 8 program as a whole (if tenants' rent is less tied to adjusted income, making it difficult to pay rent). Private (including for profit) landlords are involved in the Section 8 program (unlike public housing where CHA is the landlord) and such private owners may not be as tolerant as CHA if rent is not timely and consistently paid (e.g. private owners may depend on the rent for the mortgage and/or cannot wait 1-2 months while rent is being re-calculated). Section 8 tenants often have additional housing-related expenses that public housing tenants do not have, including extra fees (e.g., parking, guest parking, pet, required renter's insurance, late fees) and heat and hot water (with the utility allowance not always covering the costs). Also, unlike the public housing program, Section 8 tenants may already be paying more than 30% of income for rent as the landlord may charge more than the payment standard and the CHA's "rent reasonableness" standard offers little assistance in limiting contract rents.

CHA Response: CHA believes the simplified rent calculation will benefit landlord and tenant relationships as there will be fewer minor changes to rent and confusion over amounts owed will be minimized compared to the current calculation. Additionally, the transition to Small Area Fair Market Rents (SAFMR) has helped in reducing the number of participants in a unit where the rent charged exceeds the payment standard.

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2 The CHA states on pages B55 – 57 (H.C. 2008 – 04) that it is <u>not</u> planning to align HCV income deductions with federal public housing in the upcoming year but that is not accurate or inconsistent with the proposed change to C.E. 2022-01.

3 The complete proposal (as to addition of the amount over payment standard and subtraction of the current utility allowance) is not stated and should be.

4 It is unclear if that one month (July 2021?) in which the impact analysis was done is an accurate predictor of the ongoing impact or the impact post-COVID.

5 Under the current rent formula, a child care expense of $2499 per year reduces the rent by $62/month ($2499 divided by 12 x .30%).

Comment21: Accordingly, we request that CHA not implement this proposed change. However, if despite these strong objections, the CHA proceeds with the "income bands" and elimination and reduction of deductions for the MTW Section 8 program, we had some proposals relating to changes to the hardship policy summarized below.

CHA Response: CHA anticipates moving forward with the core aim of this activity to switch to a tiered rent system in HCV. CHA is open to suggestions around processes and policies to mitigate any detrimental impact to participants.

Comment22: If the CHA proceeds with its proposed rent formula for Section 8, we strongly suggest that both hardship criteria (who is eligible to seek a waiver) and relief (what the committee/ ED can do) be revised in an attempt to try to lessen the rent burden on those most adversely affected:

Criteria: According to the CHA's analysis (page B18), there are 282 tenants who would be paying more than $25/month under the revised formula (as compared to the current "traditional" one). We suggest that the hardship criteria (paragraph 2 on page B81) be revised to include (e) those paying rent that is at least $25/month higher than what they would be paying under the current formula (30% of adjusted income after the HUD required deductions of 400, 480, child care, medical). Additionally, as it is burdensome (on the tenant and CHA staff including ED) and time consuming to go to the hardship committee and then the ED, we suggest that the leasing officer (or supervisor) be permitted to automatically approve the use of the traditional formula for this category if the tenant so requests.

What Rent can the Hardship Committee Set: We suggest that CHA add two additional options for relief that can be recommended by the Hardship Committee and approved by the ED: (f) If a tenant is disabled and eligible for a Mainstream (or other non-MTW) voucher[6] and one is available, allow the tenant the option of switching voucher programs and (g) have the total tenant payment set at 30% of adjusted income (with the inclusion of the deductions of $400, $480, child care, and medical expenses).

The addition of these proposed changes would help ensure that no one ends up paying more than $25/month more under the new formula.

CHA Response: CHA believes the current hardship eligibility criteria is sufficient in providing for those seeing significant increases. However, CHA is open to ongoing dialogue about streamlining the hardship process. We do not plan on an option for opting into the previous rent calculation. Beyond the administrative logistics of running two parallel calculations, this would also result in confusion for both voucher holders and landlords.

Comment23: Proposed Rent Changes – Mixed Immigrant Household [7]

For mixed immigrant households, the CHA currently charges a 10% surcharge on the rent that would be due if not a mixed immigrant household. Starting at around $35,000/year income that results in increased rent of around $100/month or more as per the Section 8 rent band chart provided to us. Given this high additional rent (simply due to immigration status), the lack of state assisted housing options in Cambridge (where immigration status does not matter), and the relatively small number of CHA tenants (18 in the Section 8 program), we propose that for both Section 8 and public housing that the CHA revise its mixed immigration formula so that it is $5/month more than what it would otherwise be (rather than the 10%).

CHA Response: CHA currently has an MTW initiative that is more favorable to mixed immigration households as compared to the standard non-MTW calculation. CHA is not aware of other MTW agency's who have been

6 For those with a Mainstream or other non-MTW voucher, the CHA must continue to use the "traditional" rent formula but the tenant will have to recertify every year (rather than every two years). Nonetheless, a disabled tenant should be offered this option and allowed to make an informed choice.

7 For both the mixed immigrant and the minimum rent changes proposed, we request that CHA at least include them in the MTW Annual Plan as options (and it can then do further impact and cost analysis and discuss these during the working sessions on the Admin Plans).

approved by HUD for an MTW initiative in which the proration or additional fee is lower than the current 10% amount. CHA has very few mixed families, but, when possible, has assisted households with obtaining state assistance if it would result in a more favorable rent calculation.

Comment24: While we continue to oppose any minimum rent (for those who have no or very low income) for the reasons stated over the years, we suggest that CHA at least reduce the minimum rent to $25/month for Section 8 and public housing (and in both cases, deduct the utility allowance from that amount). $25 (minus the utility allowance) is the amount that CHA uses for its non-MTW Section 8 voucher programs and the amount that HUD requires for it "total tenant payment" for its project-based rental assistance programs (for Putnam School and 14 Roosevelt Towers) so this would result in a consistent (and aligned) CHA policy.

We also understand, as part of the Section 8 rent formula change, that CHA is proposing a change in minimum rent so that it is $50 minus utility allowance (rather than the current formula of $0 minus the utility allowance for first three months and then $50 without utility allowance as of month 4). This will result in a rent increase for those in the first 3 months. An impact analysis of this proposed change should also be provided and this should also be stated in the Plan as a proposed change.

CHA Response: CHA does not plan to make changes to the minimum rent amount of $50. CHA is willing to explore the impact of the proposed change of the implementation of the policy.

Comment25**:** If the CHA proceeds with aligning the Section 8 and public housing rent calculations, it should adopt the public housing provision that allows interim rent reductions if the income loss is expected to last 30 or more days (rather than the usual 60 days) due to medical reasons. See ACOP at pages 6-5 and 6-6.

CHA Response: CHA will consider making this change to bring the program in alignment with Operations.

Comment26**:** Given that having internet service has proven critical for many reasons (e.g. work, school, medical, court/agency hearings, and communication with CHA) as highlighted by life during COVID-19 and given that (at the September 21 public hearing) CHA stated that it has plans for installation of (STARRY?) wireless internet service in all its developments at a tenant cost of $15/month, we suggest that CHA implement a $15/month utility allowance for those who have to pay for internet service for both the Section 8 and public housing programs.

CHA Response: CHA recognizes the challenges presented by the cost and necessity of internet service. At this time, it isn't feasible to roll out an additional $15 utility allowance in HCV but we will continue to explore options to assist participants in accessing low-cost service.

Comment27: In an email to CASLS and ACT and at the public hearing, the CHA indicated that as part of its plan to change the Section 8 rent formula, it also plans to eliminate the "missed recert appointment fee" and the additional rent (10% of HAP) when a tenant adds certain people member to the household. We enthusiastically support these changes. The elimination of these fees should be added to the MTW Annual Plan as those fees are still listed on pages B42 and B43 as being in effect with nothing indicated under "anticipated changes".

CHA Response: Those changes are confirmed and the language on the above pages has been modified to reflect the intended changes.

Comment28: We again urge the CHA to adjust its software or make other arrangements to allow it to send information, notices, and forms to both the tenant/applicant and, where requested, to a helper or secondary contact. We were very pleased to hear, at the public meeting, that the Leased Housing Department does (manually?) check its records and sends out any proposed termination letters to applicable secondary contacts but we think this contact information should be part of the CHA's computer system for voucher and public housing tenants to ensure that notices are actually and consistently sent.

As you know, HUD requires that applicants and tenants have the option of designating a contact person to receive all notices or only certain ones indicated by the tenant/applicant as set forth on the Supplement to

Application for Federally Assisted Housing. Similarly, as a reasonable accommodation, tenants have requested that a helper be designated to receive, for example, the recertification packet. The CHA does collect the information and must determine a way (in its computer program or otherwise) to be able to collate and use the information provided by the tenant.

In addition to being required, having the CHA contact the designated helper would assist elderly, disabled, and other vulnerable public housing and Section 8 tenants comply with their lease and voucher obligations and maintain their tenancy and/or voucher. It also dovetails with the CHA's "Tenancy Preservation and Eviction Prevention" program of having resident service coordinators proactively assist public housing tenants avoid eviction for certain lease violations (Page A44).

Of note, the utility companies, Social Security Administration, and Department of Transitional Assistance all appear to have computer systems which allow them to send notices to the individual as well as to a legal advocate or other helper designated by the individual.

In the past, the CHA has consistently stated that its software only allows one mailing address and so it is not able to send notices to another person designated by the tenant but, in responses to last year's comments, CHA said it will be considered in future software implementation. As per page A25, the CHA's operations department is transitioning to a new software platform (Yardi). Hopefully, this request[8] was considered and will be implemented as part of the new software. If not, please describe why it was not considered or implemented.

CHA Response: CHA is working with our new vendor to figure out what, if any, customization may be needed to add these features to our new platform. Additionally, CHA wants to note that our existing software does have written and spoken language preference fields. These fields should be completed by staff.

Comment29: A. While the CHA did substantially re-design its website during the year so that it is much more user friendly than in the past, it is still difficult to find policy documents. To find them, one must click on "our agency" on the top tab and then "about us" to find the Plans, etc. This is not an intuitive link to find policy documents. We suggest having a tab at the top or a quick link at the bottom so that the policy documents can be easily found and also linking the policy documents to the tabs relating to the different housing programs (so, e.g. if someone is seeking information about the Section 8 voucher program, there will also be a link there to the Section 8 Admin Plan).

B. Additionally, the CHA needs to more timely post documents as they change:

- For example, at its April 8, 2020 meeting, the Board of Commissioners approved various changes to Grievance and Conference panel hearings but those amendments are not included in the ACOP and the 3 parts of the Section 8 Admin Plan that are posted as of September 25, 2021. (We made the same comment last year and the CHA indicated it would post changes more timely).

- Indicate which Plan (ACOP, Admin Plan part 2, Admin Plan part 3) applies to which "public housing" development/units (as this changes as public housing is converted under either RAD or demo disposition or both and new units are added). Again, in response to last year's comments, the CHA agreed to post a master list (indicating which Plan applied to what development but it appears that has not been done or if done, is not easily found on the website or in the Plans). See pages B78 -B79 of last year's plan.

- The current rent schedules for public housing should be available on the website. The CHA still has outdated ones from 2019 and although the website now indicates that they may have changed, this does not help inform tenants of the current rent schedules.

C. Add the following documents to the website

8 Similarly, we hope that the software will include a tenant/applicant's written and spoken language communication preference as well

1. All expiring use Preservation Agreements

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

3. The Section 8 Request for Tenancy Approval packet (also in PDF fillable format)

4. The Section 8 (regular and interim) Recertification packet (also in PDF fillable format)

5. Tenant Selection Plans for the CHA affiliated housing

6. once approved, the Board of Commissioners meeting minutes

Again, in response to comments made last year, the CHA did agree to include the suggested documents listed above on its website but we could not easily find them. (See pages B78-79 of last year's plan).

CHA Response: The new website has been a positive step towards better accessibility and customization. The website change has also been a small adjustment to staff in terms of learning how to upload and make edits. CHA wants to reiterate our commitment to providing the above items and apologizes for the delay during the transition. Plans/reports can be found in the drop down labeled "Our Agency" and clicking on "Annual Plans and Reports". We believe this is a straightforward path to the plans and reports. We can add a similar option for policy documents.

Comment30: In closing, we wanted to thank the CHA in advance for consideration of these comments and look forward to receiving your responses (and to implementation of those that it accepts).

CHA Response: CHA thanks the commenters for their input and time in collecting and sharing these concerns.

Comment31: I'm humbly submitting these comments on the Cambridge Housing Authority's (CHA) proposed Fiscal Year 2022 Moving To Work (MTW) Annual Plan made available in August 2021. These comments are humbly being submitted be me, an original board member of the Alliance of Cambridge Tenants (ACT). The following are comments on items and issues, that the CHA hasn't effectively addressed in the past, and addressed not at all in past Annual Planning. My humble hopes are that the CHA bring immediate attention to the following list of item regardless of the surrounding circumstances.

The Cambridge Housing Authority (CHA) should refrain from doing business with Developers, Contractors (Sub Contractors], Suppliers, Landlords, Individuals, and others that supported rent control in the past, present, and future.

CHA Response: CHA does business with organizations and individuals that meet standards required by federal, state, and local laws and regulations.

Comment32: CHA should reopen Memorandum of Understanding (MOU) talks with the Alliance of Cambridge Tenants (ACT).

CHA Response: CHA appreciates this comment and is open to discussion with ACT about the creation of an MOU.

Comment33: CHA should create another Board of Commissioners position of Homelessness Commissioner. One who will help to navigate jurisdictional homelessness issues, as they pertain to the homeless housing dilemma in the local housing jurisdiction.

CHA Response: CHA's Board of Commissioners is regulated and there are not currently plans or the capacity to change the composition of the board.

Comment34: CHA should cease from increasing poor people's rent, those under the federal government poverty level.

CHA Response: CHA is unclear on the concern presented. CHA provides subsidies to low income households that result in a decreased rent burden for households that come off of the waiting list.

Comment35: CHA should not do business with educational Institutional entities that violate the rights of the Homeless, Black Americans, and other minority students, citizens, and residents.

CHA Response: CHA does business with organizations and individuals that meet standards required by federal, state, and local laws, and regulations and does not believe the above comment is an issue with any current business arrangements.

Comment36: CHA should create a national search for its future Chief Executive Officer (s) (CEO).

CHA Response: CHA is not currently searching for a new executive director but will perform a diligent search should the need arise.

Comment37: CHA should respect the Civil, Human, and Fair Housing rights of the Homeless sector and mosaic at all times.

CHA Response: CHA has been and will continue to be committed to respecting Civil, Human, and Fair Housing Rights.

Comment38*:* CHA have been talking about improving internet access for CHA tenants for over ten years. Almost nothing has been done. Lower-income tenants need and deserve full and free high-speed internet access (broadband) in order to participate in even the most mundane activities these days. In it's "Mission Statement" the CHA talk about "promoting citizenship." It's impossible to be a citizen and engage in the civic life of Cambridge - which is almost exclusively digital these days (as is the CHA) - without good internet service. CHA have hired numerous additional IT staff. CHA have purchased new software. CHA have introduced a new website. All CHA office employees have desk computers and high-speed internet. When will the low-income community CHA claim to "serve" get the internet connections we need and deserve? What is the actual PLAN of the CHA to introduce this, and what is your timeline for doing so?? [Talk, as they say, is cheap.]

CHA Response: CHA would refer the commenter to the Intergenerational Computer Training Pilot highlighted on pages A42 – A43. Additionally, CHA is in talks with Starry Internet to provide low-cost service to our residents. CHA is also considering the feasibility of a $15 utility allowance for residents towards the service.

Comment39: As with the internet, CHA have done almost nothing about Section 3 for the past fifteen years. A previous executive director said that "no one takes it seriously." How can the CHA be a so-called "Moving to Work" agency and not be serious about ensuring good job opportunities, consistent with your Section 3 obligations, for all who want to work, especially when you are spending literally *hundreds of millions of dollars of public money?*Again, talk is cheap. What is the CHA's plan - specifically - and what is your timeline for implementation?

CHA Response: CHA has an active inter-department group meeting bi-weekly to discuss changes to our Section 3 Plan to both reflect recent federal changes to Section 3 and create a more impactful program for our program participants. This group began meeting recently but will create opportunities for resident/voucher holder feedback as planning progresses.

Comment40: At Jefferson Park, about a year ago, CHA introduced new, extremely intense, lighting on three sides of the office and community building. Every night, I am forced to cross the street to avoid the extreme intensity and I still have to shield my eyes with a bag or my hand. I am actually in greater danger of tripping than I was before, but CHA don't actually care about this. It feels like we are walking by the guard tower of a prison camp, not at all a very "welcoming" experience to be subjected to every single night upon returning home. The new lighting was presumably introduced to deter disruptive late-night activity *behind the building.* But there was no evidence of any in the front, where residents enter and exit on foot along Jackson Place. CHA have never fully explained the "rationale" for this unnecessary, excessive, intrusion - that is, *on all three sides* - but man-

agers have claimed there are supposedly “some tenants” who “appreciate” it. It is impossible to tell what that actually means or exactly where they may be talking about. Tenants were involved at times in “walk-throughs” in the past to examine and evaluate lighting. This certainly was not the case here. I am certain that if there were an opportunity for a community evaluation of this extreme lighting we would find agreement and support for less intense lighting along at least the front of the building. Even in the back, where there have been chronic problems late at night, the new intense “klieg-lights” have done nothing to deter the disturbances and extremely noisy activities. In fact, around the time of high school graduation, a large group of young adult males gathered literally *directly under the surveillance cameras that are under the lights in the rear, and for two hours were shooting off rockets and fireworks.* (They were evidently undeterred!) An elderly gentleman was being cared for at home approximately thirty yards from this and other activity in that spot and has since sadly died. The disturbances continue to this day. Why can’t we have a saner and more respectful “balance” of lighting on at least the front of this building - on the complete opposite side of the building from where these chronic problems continue??

CHA Response: The lighting at Jefferson Park, in front of the Management office has been looked at by Dave Degou, Public Safety Administrator, Karrie Canavan, Deputy Director of Operations, and other CHA staff. The lighting was not deemed unnecessarily bright. The lighting was updated to create a safe, well lit, path for residents to be comfortable walking home in the dark. The lighting around the office and the entryway to the development was poorly lit.

Comment41: Sadly, ACT is not currently a legitimate representative of CHA tenants, as stated in your plan. CHA have declined to investigate serious allegations and evidence of serious violations of the ACT Bylaws, including in the peremptory expulsion of a Co-Chair of the organization and an elected member of the “governing board,” an unscrupulous action by a small minority that led to other board resignations and the departure of a long-serving Office Manager. The CHA evidently find it convenient to pretend that the current remnant “board” remain deserving of “recognition.” (It’s much easier for CHA management this way, one presumes.) The CHA provide money, an office, and telephone/internet services to ACT, which regardless of how poorly these may now be “utilized,” should not be provided without an honest and open look at was has happened - and is happening - with ACT. Specifically, at that very least, *what are the criteria used by the CHA in determining whether this (or any other) tenant organization is a legitimate one, and whether ACT, in particular, warrant CHA “recognition”?* Is this just a casual matter, or do the CHA take seriously your obligation to respect and protect the rights of tenants to be represented in a legitimate manner, by an organization you fund, even if, as you assert,“only modestly.” (If your support is, indeed, only modest, one hopes there aren’t companion, but conflicting, claims where CHA tout how much you are doing for tenant organizations such as ACT.) Absent a willingess to, at least, conduct some sort of investigation, the CHA should withdraw “recognition” until ACT undergo the planning and implementation of a new election. (This should happen immediately, in any case.)

CHA Response: CHA will reiterate that we only provide modest office space, along with a phone, and internet service to ACT. We are supportive of working with tenant organizations, but it would be unethical for CHA to become directly involved with the election process of an external tenant-led organization.

Comment42: The CHA have not provided the same number in the Plan for the cost of the total demolition and reconstruction of Jefferson Park as was provided just last week to the Cambridge Affordable Housing Trust, from which CHA secured a commitment of $43.6 million. The number used there is “currently estimated at $251,769,435,” for approximately $905,000 per unit. While much of JP is clearly in need of “modernization,” the CHA-Baker-Wohl plan adds *over one hundred additional units to the existing site*, inevitably adding additional burdens to the existing residents who already face a variety of burdens which, though much discussed in CHA documents, are evidently unappreciated by much of the CHA hierarchy. (Some have called this “pack’em and stack’em.“) The new “site plan” includes the destruction of approximately 150 of 200 trees, the introduction of streets where tenants currently enjoy beneficial relationships with existing open green spaces along the east and west periphery of the development, and a significant reduction in needed parking from a current ratio of .7 to a proposed ratio of .5. None of this will be good for either the existing tenant community or our neighbors. Some “resident design” meetings have had as few as only four or five residents in attendance. (“Relocation meetings,“ on the other hand, are typically reasonably well attended, relatively speaking, with as many

as thirty or thirty-five attendees.) Were the CHA willing to work in a genuinely collaborative fashion with the tenant community, I am convinced we could come up with a better, cheaper, plan that we could all be proud of, and could be introduced with greater dimensional latitude under the provisions of a Chapter 40B Comprehensive Permit, rather than avoiding seemingly much-feared public scrutiny by resorting to the limiting (but "safer") "as-of-right" provisions of the newly passed so-called "Affordable Housing Overlay.

CHA Response: In response to the first portion of the comment, CHA would remind the commenter that the MTW Plan is a snapshot in time. While the redevelopment report changes to reflect current status. The $230 million figure identified in the plan was accurate as of the time of writing. Costs change due to a variety of issues including, but not limited to, additional issues identified, cost of materials/labor, etc.

CHA would also like to point out that there are over 21,000 low-income households (composed of veterans, and those living or working in Cambridge) on our waiting lists that are waiting for an opportunity to live in safe and affordable housing. The proposed density is less than many other developments in the city including both affordable and market-rate housing.

Finally, CHA believes there has been a transparent and collaborative public process about the work that needs to be performed at Jefferson Park. The high costs reflect the actual work required to make Jefferson Park a livable and sustainable development for the long term.

Comment43: I am very concerned about the proposed Rent Simplification Plan for Leased Housing. I understand that CHA's mission is to serve low-income tenants or "customers". I applaud CHA's plans to fully serve their "customers " and also doing it efficiently. However, the proposed Rent Simplification for leased housing has put efficiency ahead of customer service, depriving 28% of their "customers" of benefits due to them under the current plan, clearly stated in the plan. The financial loss to over 1100 tenants is from $1 to $200 per month. CHA seems to regard the loss of up to $50 a month, or $600 a year as a minor loss to seniors and disabled who have lots of medical expenses. There is the "Hardship" policy which excludes many of the affected tenants and puts those who would retain their benefits through a hoop of paperwork and appearing before a special board, which many of them may find very difficult to accomplish. It certainly won't make their lives easier.

I would very much like to see the idea abandoned and not implemented. To match public housing--just change the public housing rent recert to match the current leased housing process. That to me would be the ideal change.

However, the essential change, the most modest, if the "band" system is still implemented, in spite of its deficiencies, would be to continue the medical and child care deductions as allowed under the current leased housing system and to do it **automatically** at one's recertification with no "hardship" policy requirements. Why have to go through such a process to get back benefits which are due to you. The public housing rent calculation should be changed to match this.

Hoping that changes I've suggested be implemented, especially regarding retention of the current medical and family deductions and the $400 Senior/disabled allowance and automatically deducting them during the financial recertification.

CHA Response: CHA wants to note that the small number of households experiencing a substantial increase could be eligible to make use of our hardship policy. While some people may experience an increase now, they could as easily benefit from the change at a future recertification. CHA also wants to reiterate that the impact of this policy was even across both elderly/disabled households and non-elderly/non-disabled households. Additionally, CHA does not plan to revert rent bands in Operations as proposed by the commenter. Doing so would be both burdensome and a return to the old calculation would likely result in an increase in rent for ~65 -70% of residents.

Comment44: I have been living at (redacted for privacy) since 2004. In October, 2003, I had a ruptured cerebral aneurysm. I had surgery at Mass General, then spent months at Spaulding Rehab learning to swallow, feed myself, and walk.

I am very concerned about this proposed change for Senior\Disabled tenants. Being here as a tenant has made a huge difference in my life. As I anticipate the aging process of having greater medical expenses, more medication expenses, and a more stressful life, this proposal adds to my anxieties.

CHA Response: CHA appreciates this comment and recognizes the commenter's concerns. As outlined in previous responses, we feel as though these changes will not have a negative overall impact on the commenter.

Comment45: 1. Above all, the proposed methodology to calculate rents of MTW Section 8 clients in the FY 22 draft plan, is unfair, in my opinion. As stated in Section B19:

64% of households will have their rents reduced; 8% will not have their rents changed and 28% will have their rents increased(9% of which, will have increases of more than $100). Why does this rent reform favor some(64%), while disfavoring others(28%) compared to the currently used rent calculation methodology. Or put another way, what accounts for the vast discrepancies in rents between the currently used and proposed rent calculation methodologies? Perhaps, the answer is that the proposed methodology is far less accurate than the currently used methodology, due to its converting actual expenses into artificial tiers(or wide ranges of dollar amounts) in order to determine allowances for child care and medical expenses. The currently used methodology, in contrast, counts nearly every single dollar, directly, toward either an increase or a decrease in rent (with the exception being that a cap is applied to protect the viability of the Section 8 program).

2. CHA has already, I understand, used the proposed methodology to calculate the rents of residents who live in public housing, and not without complaints and suffering by those so affected.

3. a. I doubt very much this proposed methodology will prove to be more efficient than the current one, or, in other words, reduce the time, significantly, required by the leasing officer to redetermine each client's rent. As a matter of fact, there may be an increase in the number of clients who apply for hardship waivers and/or interims. Then, of course, there are the appeals, all of which, could add to the workload of CHA.

   b. Why eliminate the $400 elderly allowance which would only take a few seconds to process?

CHA Response: CHA does recognize the concern of those who may experience an increase. Different income and deduction situations can see an increase under both the old and new calculation. Ultimately, the new calculation is benefiting most participants and meeting our MTW requirement of increased efficiency and providing an easier to understand program for residents, landlords, and staff. This calculation has successfully been used in our Operations programs since 2006. CHA has also bumped up the top deduction tier from $7,500 to $15,000 which should reduce the number of participants in both programs that will need to go through the hardship process and mitigate time spent on hardship review.

However, removing the $400 deduction is necessary for streamlining the program and aligning it with operations.

Comment46: I am submitting this letter in response to requests for comments on the CHA's proposed FY 20222 Moving to Work (MTW) Annual, which was only made available for review in August 2021.

By this letter, I ratify the comments and suggestions made by Atty. Susan Hegel, on behalf Cambridge & Somerville Legal Services (CASLS) and the Alliance of Cambridge Tenants (ACT), to which I belong.

In addition, I wish to urge the CHA to postpone, for at least a year, a decision on changes to the Leased Housing Administrative Plan, including, but not limited to, changes in how the rents and medical deductions would be conducted for tenants with Section 8 mobile vouchers. During such postponement of a decision, I would urge

the CHA to meet and work with all interested CHA tenants, CHA mobile voucher holders, and Susan Hegel (and other CASLS advocates), to reach a mutually agreeable compromise on changes to the Leased Housing policy and procedures.

I believe it was amply demonstrated, at the various forums involving CHA tenants and voucher holders, that there is strong opposition to the Leased Housing changes proposed. Further, many of us tenants were not persuaded by CHA representatives that the proposed changes would achieve the results the CHA states are the reasons behind the proposed changes.

I do believe that tenants who rent with a mobile Section 8 often experience higher living costs as a result of paying for utilities that can exceed utility allowance standards, other costs not included in rent, and the risk that tenants may be forced to pay more than 30% of income toward rent or go through the often difficult effort of finding alternative housing. It also seems very unfair to limit the medical deductions from income for elderly and disabled Section 8 tenants, the very folks who are most likely to have these expenses, including those whose income is not low enough to qualify for MassHealth, as well as tenants with comfort animals whose expenses such tenants are entitled to deduct as a reasonable accommodation of disability.

I appreciate your serious consideration of these comments, as well as the other tenants, and Susan Hegel on behalf of us, have made in response to problems we see with the proposed MTW plan.

CHA Response: CHA believes many of the concerns expressed were shared through the ACT/CASLS letter and those responses can be found above. CHA does not plan to postpone the inclusion of this activity in the plan but wants to note that there will be additional opportunities to provide input and comment during the Administrative Plan public process.

Comment47: When individuals become elderly, disabled and or live on fixed incomes, they often times leave a world of interdependence and now have descended into the realm of dependency.

The dependency in large rests with individuals given the authority, power and responsibility to either use fiduciary standards of decision making or using the profit /loss standard, or us against them and lastly the haves against the have nots that ultimately create divisiveness in the community, those who benefit from a plan of changes to the a plan and those who in the opinion of many are negatively impacted by the very same plan.

A draft is subject to change. An opportunity for public comments elicited from stake holders, Tenants of public housing, Tenants of affordable housing and Tenants of voucher programs, to address agreements with and concerns in the MTA draft, as well as to encourage changes in the MTA draft to reflect the opinion of those most affected by the MTW draft.

Seniors on fixed income, who have continuous health care needs and are subjected to growing pharmaceutical costs, medical care costs, and now for some, additional housing costs.

Many Seniors on fixed incomes pay federal taxes that reduce gross income substantially and must pay for use of hospital facilities in addition to paying each Doctor who is now contracted by medical institutions.

Those who do not qualify for support services that include legal services, home care services or other support service, has income drastically impacted or just go without services.

There are sections of the MTW draft that are not amenable to many Seniors. Rising housing costs, the additional documentation when a hardship surfaces and other areas.

Questions:

What happened to the old adage “the customer is always right”? Do you not say the Tenants are customers?

Can Families be allowed to afford the expenses of child care with the deductions?

Are not medical deductions for all essential as a member of the low-income community?
Can Recertification be done twice a year and include hardship determination without the need of a select group to determine who has a hardship or not?

Can the hardship be revealed during recertification and addressed at that time?

If hardship occurs before the two year certification or after the two year recertification, could adjustments be made at that time?

Is it difficult for to some to understand that for many a dollar, ten dollars or a hundred dollars can be the difference in affording healthy, nutritional groceries with costs rising; pharmaceuticals with cost rising; essential apparel and body care needs with costs rising?

Why do corporations and institution place the rising costs as well as recoupment of financial loses (especially during the nineteen or twenty months of COVID) on the consumer; the consumers most impacted are the poor, the working poor, the elderly and disabled?

Are there other measures that can be utilized to streamline in areas that can support rather than negatively impact approximately eleven hundred individuals?

Conclusion:

When one individual is negatively impacted, we all are negatively impacted in one way or another.

CHA Response: CHA believes some of these concerns have been addressed by earlier comments on this activity. CHA does want to acknowledge our responsibility in allowing participants to find safe, and affordable housing and recognize our role in that process. This policy under went substantial thought and consideration of the impact it will have on those in our HCV program. The intent of the program is to streamline our program but not to save money. In fact, this program will result in a modest increase to CHA in Housing Assistance Payments (HAP) due to the majority of participants seeing a decrease in their rent. Due to anticipated staff time saved, CHA is considering this a net neutral in terms of costs with the benefit of a simplified and easy to understand rent calculation.

The commenter is correct that this document can be shaped by public comments and concerns shared during the public process. There have been changes in past years made to directly reflect concerns raised and we believe there is room for some changes to be made around this activity but feel there is a sufficient need to move the core of this activity, tiered rents in HCV, forward. As mentioned earlier, CHA has adopted a higher top deduction band in response to concerns about the hardship process.

Comment48: *(Note: CHA received a number of technical suggestions shared below. Many of these suggestions were adopted and CHA thanks the commenter for sharing these items).*

Below are some Technical Suggestions/Typos on the pages made available to us.

Page A13 – The unit numbers for Burns Apartments needs correction. It states that 134 units are occupied but only 120 units exist. Page A31 states that there are 198 units.

Page A13 – The unit numbers for Putnam School may also need revision. There are currently 33 units (or 24 if the 9 congregate are excluded) but both total units and occupied units are listed as only 16.

Page A13 – There should be 5 elderly condos (not 4) : 2353 Mass Ave #25, 33, 35, 53

14 Ware Street # 34. If the CHA no longer owns one, please specify which one.

Page A29 – The fourth line of the last column of the chart under 116 Norfolk Street should be corrected from “uits under fair cloth” to “Units under the Faircloth Amendment”. If this is the first use of that term “Faircloth

Amendment", it should be explained in a footnote here (rather than footnote 15 on page A40). Although technically not an acronym, it might also be helpful to include "Faircloth" in the list of Frequently Used Acronyms on unnumbered page B4.

Page A37 – In the introductory paragraph under Roosevelt Towers Redevelopment, the CHA states that construction on the low rise units "will begin" in early 2020. As it has already begun, this should be changed.

Page A44 - The CHA may want to include the details of its Tenancy Preservation and Eviction Prevention Pilot as one of the Fact Sheets listed adult programs starting on page A71 (to make it more prominent and now that the implementation is via Resident Services Department as per page A42.

Page B5 – In the last paragraph, correct spelling of "recertification".

Pages B8 - B10 – The CHA may want to re-organize the list of PBV sites so that it lists (and then subtotals) the

(1) RAD conversions in Cambridge;

(2) Section 18 Conversion in Cambridge;

(3) preservation properties in Cambridge;

(4) preservation properties outside of Cambridge; and

(5) "regular" PBV in Cambridge.

This would help more easily show how MTW authority lead to the expansion of housing opportunities. Same comment as last year.

Page B25 – Under Changes to Benchmarks, the date (2021) probably needs to be changed to 2022.

Page B36 – At the chart at the very bottom, the * should probably be deleted (as it does not indicate what it relates to and, as per the text, it relates to FY13 which is no longer listed in the chart).

Page B37 – Under the sixth bullet under "Housing Choice Voucher (HCV) Program Administrative Plan", there is a reference to footnote 2 that does not exist. The substance of footnote 2 should be added or the reference to footnote 2 deleted.

Page B39 – The second paragraph under "Activity Status" refers to 8 units at the Finch Apartments. This is probably left over from the prior year's Plan so should be deleted here (and the unit information added to the chart on pages B8-10).

Page B44 – At the top of page, the last sentence under # 3 (starting "In connection…") seems to be out of place and unrelated to the first sentence.

Page B44 – Activity Status – the date should be changed from 2021 to 2022

Page B46 – The CHA should change the title to "Implement Recertifications Every Two or Three Years for Households/HCV" to make it easier to find the information on CHA's triennial recertification plans.

Pages B48 – B51 - As to the second paragraph under the Description under Ceiling Rents (page B48), the CHA inserted an earlier comment itself (rather than the proposed change) and inserted it into the wrong section as this does not relate to ceiling rents (CE2009.01) but rather to the next section CE 2006-01 on page B49. The CHA also (correctly) stated the substance under "Activity Status" on the bottom of page B50 but it belongs under "Description/Update" where CHA talks about Admin Plan 2. Our suggestion is that CHA should delete the second paragraph under "Description" on page B48; delete the paragraph at the bottom of page B50 and top of B51 ["An Administrative Plan Part 3… Housing Preservation"] and move those sentences from pages B50 and B51 to the end of the first paragraph under Description/Update on page B49 so that it reads, after the discussion of Part 2:

An Administrative Plan Part 3 was adopted to ensure that this activity is retained in Demo Dispo conversions, to the extent possible, even though it deviates from the project-based voucher rules. Under both Parts 2 and 3

of the Admin Plan, CHA continues to operate its former public housing developments as if they were CHA public housing except to the extent that Section 8 or low income housing tax credit rules require otherwise. See page A38 paragraph 2 under "work in Support of Public Housing Preservation."

Page B83 – Under number 1, it refers to a Table A but none is attached to the copy of the Plan provided to us.

Page B84 – Under number 5, the page reference should be changed from A21 to A17. Note that depending on other changes that CHA makes (affecting pagination), different or additional corrections to cross page references may need to be made.

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 Planning + Development Narrative (Page A25) for up-to-date list of developments undergoing conversion.

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 A17** 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 A17**. 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.
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	CHA Lease - Section 10.J (Notice of Tenant's Right to Grieve). CHA Administrative Plan as revised September 30, 2015 - Section 14: Grievance Procedure.
9. Earned Income Disregard	Not applicable under CHA's Rent Simplification Program, authorized by MTW Agreement, Attachment C, Section C.11 (Rent Policies and Term Limits). 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." CHA's MTW Rent Simplification Program/Public Housing Tiered Rent Schedule and Streamlined Deductions.
10. Jobs Plus	Not applicable. CHA is not a Jobs Plus grantee.
11. When Total Tenant Payment Exceeds Gross Rent	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.

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.