CAMBRIDGE HOUSING AUTHORITY
MOVING TO WORK

ANNUAL PLAN 2023
January 1, 2023 - December 31, 2023

UNITY Drawing

This image represents the positive spirit of family, community, and diversity which all translate into happiness. Women are the backbone of society—they bring life into the world and care for the young and old. Therefore, I chose to portray a woman as the center of our community, though the spirit of children, men, and the nonbinary are integral to us. My mother when single, raised us with much hope and triumph. Though we collectively face adversity (the clouds and the rain), there is always light and hope for us—which is represented by the sun and the rainbow. We all love eating ice cream in the summertime and feeling connected to friends and family. Unity is what brings us together, regardless of which direction we are facing in our community—be it the North, South, East or the West. Be it our passion for basketball, play, the outdoors, or an education, or be it our desire for belonging and a sense of home. There is a spark within all the members of the Cambridge community.

About the Artist

Tamanna Syed is an author of the “Falcon and the Dove” poetry book. She is a Bangladeshi American artist, poet, advocate, and public health professional. She has received an MPH candidacy from the BU School of Public Health and has studied at Harvard TH Chan.

While her interests are in health program management and communications, art and digital media are her passions. She has curated public health films highlighting quality healthcare promotions in historically marginalized communities.

Tamanna loves screenwriting, film, painting, listening to music, and spending time with loved ones. For queries and information, reach out to her at asktsyed@gmail.com.

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STRENGTHENING OUR FOUNDATION

CAMBRIDGE HOUSING AUTHORITY

FISCAL YEAR 2023

JANUARY 1, 2023- DECEMBER 31, 2023

Our 24th year in the Moving to Work (MTW) Program

In FY23, the Cambridge Housing Authority (CHA) will continue to seek opportunities both to preserve affordable housing and to strengthen educational, vocational, and other services for our residents and voucher holders.

Additional offerings will include expansion of CHA's successful FY22 launch of the intergenerational computer training program. The Resident Services department recently received an additional commitment of $30,000 from Google to extend the Intergenerational Computer Training and Internet Access Program into two additional senior CHA developments: Millers River, located in east Cambridge, and Burns Apartments, located at the opposite end of the city, in north Cambridge. This grant will field three additional cohorts -- each comprised of no more than 10 residents -- over the coming year. Given the size of the newly renovated Millers River complex, we are planning, as with Manning Apartments, to complete two cohorts in succession; the third and final cohort will be drawn from residents at Burns.

CHA also is in the process of revising our Section 3 Policy to provide more meaningful opportunities for program participants seeking employment or better employment opportunities. This revised Section 3 policy is being created by a cross-department working group and is being guided by survey efforts and one-on-one conversations with both residents and voucher holders.

CHA also continues to streamline internal procedures. Both to the benefit of our program participants and for administrative efficiency. To that end, CHA has implemented 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. With the transition to Yardi Systems software, the Operations Department (which oversees management of CHA and affiliate-owned properties) will collect the Section 8 recertification documents and submit them to the Leased Housing department staff who will review, check for accuracy, and enter into the Emphasys Elite software that will continue to be used for the administration of these subsidies. This change in process provides for greater checks and balances among the property management and Section 8 subsidy functions and we anticipate it will reduce errors, streamline reporting to HUD systems (such as PIC and VMS) and enhance compliance across all programs.

CHA will also continue our work to preserve our existing affordable housing portfolio. This will continue making use of 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 the RAD, the CHA has also received 1,094 tenant protection vouchers through the Section 18 Disposition process. As of December 31, 2022, CHA anticipates it will have converted a total of will have converted 2,375 units (or 97.8%) of its 2,427 federally-assisted public housing units with the anticipated December 2022 closing of the 116 Norfolk Street Revitalization project. An additional 20 units (or 0.8%) are anticipated to convert in late 2023 or early 2024 for a total of 2,395, (or 98.6%) of CHA's federal public housing portfolio.

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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	250 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)	**320 Youth (includes 3 summer programs) + 130 Alumni**
	Work Force College Savings Program (CHA)	**200 Work Force Youth**
	Tutoring Plus, Inc.	40 Work Force Youth
	This Way ONWard	75 Youth; 40 Internships
	Big Brother Big Sister	110+ Youth
	The Possible Project	20 Youth
	Youthbuild (Just-A-Start)	3-5 slots for young Adults
	Regan Institute Summer Experience	2 Internship Slots for CHA Youth
ADULT	Biomedical & IT Careers Programs (Just-A-Start)	5 Annual Stipends for CHA Residents
	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.)	**721 Youth** **471 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 2022		PLANNED[2] 31 DEC 2023
MTW HOUSING UNITS					
PUBLIC HOUSING UNITS	854		89		69
PUBLIC HOUSING HOUSEHOLDS		1,363		74	
RAD UNITS			1,308		1,345
RAD HOUSEHOLDS				1,260	
FORMER PH UNITS (SECTION 18 DEMO)			1,095		**1,095**
FORMER PH HOUSEHOLDS (SECTION 18 DEMO)				867	
MTW VOUCHERS					
VOUCHER UNITS (PBV, TBV, ALL EXPIRING USE)	5,304 (RAD included)		4,205		4,153
VOUCHER HOUSEHOLDS		4,723		4,357	
TOTAL MTW UNITS AND VOUCHERS	**6,158**		**6,657**		**6,657**
TOTAL MTW HOUSEHOLDS		**6,086**		**6,558**	
NON MTW					
NON-MTW FEDERAL VOUCHERS (VASH, Shelter Plus, Mod Rehab, Mainstream, DHVP/ NED) [4]			942		619
NON-MTW FEDERAL VOUCHER HOUSEHOLDS				675	
STATE ASSISTED UNITS (NEW CONSTRUCTION) [6]			110		110
STATE ASSISTED HOUSEHOLDS (NEW CONSTRUCTION)				94	
STATE VOUCHERS (MRVP, Mod Rehab State, DMH, AHVP) [5]			157		196
STATE VOUCHER HOUSEHOLDS				128	
TOTAL NON MTW UNITS			**925**		**925**
TOTAL NON MTW HOUSEHOLDS				**897**	
TOTAL CHA UNITS AND VOUCHERS	**6,158**		**7,582**		**7,582**
TOTAL CHA HOUSEHOLDS				**7,455**	

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 177, Shelter + Care 32, Mainstream 416, Mod Rehab 89. Participant breakdown by program: DHVP/ NED 84, VASH 147, Shelter + Care 23, Mainstream 2303 Mod Rehab 67.
5. Voucher breakdown by program: AHVP 26, DMH 39, Mod Rehab State 30, MRVP Mobile 35, MRVP PBA 27 Participant breakdown by program: AHVP 26, DMH 33, Mod Rehab State 22, MRVP Mobile 26,, 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, 2022

	DISTINCT APPLICANTS[1]	APPLICATIONS	AVERAGE APPLICATION(S) PER APPLICANT
CHA HOUSING	11,641	66,774	5.7
CHA VOUCHERS	16,994	103,801	6.1
SINGLE ROOM OCCUPANCY (SRO)	1,217	1,217	1

1. An applicant may be eligible for multiple programs based on age and income and appy to more than one waitlist. There were 21,469 unique applicants across all programs as of 8/1/2022.

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, 2022

	Total Units[2]	Units Occupied	Younger Disabled HH	Percent Young Disabled by Units	Percent Young Disabled by Occupancy
116 Norfolk Street	37	29	5	13.5%	17.4%
Daniel F. Burns	198	120	10	5.1%	8.3%
Elderly Condos	5	5	1	20.0%	20.0%
John F Kennedy	44	43	4	9.1%	9.3%
Linnaean Street	20	19	4	20.0%	21.1%
Lyndon B. Johnson Apts	177	167	14	8.0%	8.4%
Manning Apartments LLC	205	200	27	13.2%	13.5%
Millers River LLC	209	191	56	26.8%	29.3%
R.C. Weaver Apartments	20	17	4	20.0%	23.5%
Roosevelt Midrise	77	76	19	24.7%	25.0%
Russell Apartments LLC	52	50	5	9.6%	10.0%
Saint Paul Residence	20	20	10	50.0%	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	670	77%	963	76%	61	82%	3,363	77%	575	85%
31 AMI - 50 AMI	136	16%	201	16%	13	14%	710	16%	75	11%
51 AMI - 60 AMI	20	2%	43	3%	0	2%	144	3%	13	2%
61 AMI - 80 AMI	17	2%	21	2%	0	1%	98	2%	9	1%
≥ 80 AMI	24	3%	32	3%	0	0%	42	1%	3	0%
UNIT SIZE										
0BR	4	0%	85	7%	40	87%	205	5%	26	19%
1BR	542	63%	495	39%	22	13%	1,856	42%	406	60%
2BR	168	19%	374	30%	12	0%	1,514	35%	106	16%
3BR	132	15%	244	19%	0	0%	655	15%	26	4%
4BR+	21	2%	62	5%	0	0%	127	3%	11	1%
RACE										
Native Hawaiian/Other Pacific Islander	12	1%	13	1%	0	0%	0	0%	1	0%
Black/African American	410	47%	701	56%	27	36%	1,892	43%	276	41%
White	395	46%	458	38%	45	61%	1,877	43%	379	56%
Asian	47	5%	84	7%	1	1%	559	13%	9	1%
American Indian/ Alaska Native	3	0%	4	0%	1	1%	17	0%	10	1%
ETHNICITY										
Hispanic or Latino	107	12%	164	13%	2	4%	803	18%	81	12%
Not Hispanic or Latino	760	88%	1,096	87%	72	96%	3,551	82%	594	88%
CAMBRIDGE STATUS										
Living In Cambridge	867	100%	1,260	100%	74	100%	2,388	55%	294	56%
TOTAL HOUSEHOLDS[2]	**867**		**1,260**		**74**		**4,357**		**675**	

CAPITAL IMPROVEMENTS
FIVE YEAR PLAN SUMMARY

SOURCES	2023	2024	2025	2026	2027	
Capital Fund Program	$ 750,000	$ 500,000	$ 500,000	$ 350,000	$ 48,000	$ 2,148,000
MTW Block Grant	$ 1,200,000	$ 1,500,000	$ 1,500,000	$ 1,500,000	$ 1,500,000	$ 7,200,000
State or Local	$ 24,010,243	$ 22,558,650	$ 16,925,138	$ 1,278,734	$ -	$ 64,772,765
Subordinante Loan LIHTC or Historic Equity	$ 32,706,729	$ 14,893,500	$ 98,546,837	$ 41,368,269	$ 25,000,000	$ 212,515,335
Development Period	$ 1,008,034	$ 827,780	$ 3,183,588	$ 973,064	$ -	$ 5,992,466
Cash Flow/Accrued Interest						
Construction/ Permanent Loan	$ 67,491,244	$ 97,107,299	$ 135,032,842	$ 126,129,885	$ 145,510,850	$ 571,272,120
CHA Program Loan	$ 20,000,000	$ 21,500,000	$ 22,500,000	$ 24,794,117	$ 2,500,000	$ 91,294,117
Replacement Reserves	$ 2,845,020	$ 2,184,261	$ 457,000	$ 457,000	$ 457,000	$ 6,400,281
Earned Developer/ Consulting Fees	$ 6,226,000	$ 6,537,300	$ 6,864,165	$ 7,207,373	$ 7,567,742	$ 34,402,580
Total Sources	$ 156,237,270	$ 167,608,790	$ 285,509,570	$ 204,058,442	$ 182,583,592	$ 995,997,664

USES	2023	2024	2025	2026	2027	Total
Administrative Costs	$ 6,226,000	$ 6,537,300	$ 6,864,165	$ 7,207,373	$ 7,567,742	$ 34,402,580
Architectual and Engineering						$ -
Putnam School	$ 255,000					$ 255,000
Revitalization Jefferson Park Federal	$ 2,033,333	$ 2,290,000	$ 1,090,000			$ 5,413,333
Revitalization 116 Norfolk Street	$ 435,024	$ 326,268				$ 761,292
Revitalization Next Large Project A/E	$ 1,175,000	$ 8,137,500	$ 10,762,500	$ 11,537,050	$ 15,830,450	$ 47,442,500
EM Project A/E	$ 561,912	$ 317,739	$ 80,000	$ 80,000	$ 80,000	$ 1,119,650
Archtectual and Engineering Fees and Costs	$ 4,460,269	$ 11,071,507	$ 11,932,500	$ 11,617,050	$ 15,910,450	$ 54,991,776
						$ -
Putnam School	$ 2,368,732					$ 2,368,732
Revitalization Jefferson Park Federal	$ 3,437,878	$ 5,166,375	$ 7,487,444	$ 3,948,919		$ 20,040,616
Revitalization 116 Norfolk Street	$ 1,671,766	$ 3,288,063				$ 4,959,829
Revitalization Next Large Projects	$ 2,350,000	$ 16,275,000	$ 21,525,000	$ 23,074,100	$ 31,660,900	$ 94,885,000
Fees/Costs EM Fees and Cost	$ 374,608	$ 206,530	$ 52,000	$ 52,000	$ 52,000	$ 737,138
Fees and Costs	$ 10,202,984	$ 24,935,968	$ 29,064,444	$ 27,075,019	$ 31,712,900	$ 122,991,315
Operating and Replacement Reserves						$ -
Jefferson Park Federal			$ 4,004,056			$ 4,004,056
Revitalization 116 Norfolk Street		$ 1,702,353				$ 1,702,353
Revitalization Operating and Replacement Reserves	$ -	$ 1,702,353	$ 4,004,056	$ 4,960,000	$ 5,952,000	$ 16,618,409

CONSTRUCTION USES	2023	2024	2025	2026	2027	Total
Burns Apartments	$ 750,000	$ -	$ -	$ -	$ -	$ 750,000
Revitalization* Putnam School	$ 11,070,000	$ 750,000	$ -	$ -	$ -	$ 11,820,000
Revitalization* Jefferson Park Federal	$ 68,901,940	$ 95,962,720	$ 56,933,205	$ 3,250,000	$ -	$ 225,047,865
Revitalization 116 Norfolk Street	$ 19,140,000	$ 13,310,250	$ -	$ -	$ -	$ 32,450,250
Revitalization Linnaean Street	$ 75,000	$ -	$ -	$ -	$ -	$ 75,000
Window Replacement* Hingham St Selective	$ 200,000	$ -	$ -	$ -	$ -	$ 200,000
Exterior Modernization* Manning HVAC	$ 75,000	$ -	$ -	$ -	$ -	$ 75,000
Upgrade* JFK A/C Unit Upgrade	$ 145,000	$ -	$ -	$ -	$ -	$ 145,000
JFK Common Area Reburbishments	$ 50,000					$ 50,000

JFK Site Drainage Issue	$ 100,000				$ 100,000
Jefferson Park Apts BDI	$ 450,000	$ -	$ -	$ -	$ -	$ 450,000
Antenna Corcoran Park Exterior	$ 300,000	$ -	$ -	$ -	$ -	$ 300,000
Step Repairs 15 Inman Street Exterior	$ 650,000	.	$ -	$ -	$ -	$ 650,000
Repairs Putnam Gardens	$ 200,000	$ -	$ -	$ -	$ -	$ 200,000
Fencing Replacement/ Repairs River Howard Storage	$ 215,000	$ -	$ -	$ -	$ -	$ 215,000
Shed River Howard Exterior	$ 150,000	$ -	$ -	$ -	$ -	$ 150,000
Painting Washington Elms Site	$ 400,000	$ -	$ -	$ -	$ -	$ 400,000
Improvements LBJ Exterior, HVAC,	$ 311,078	$ 103,693	$ -	$ -	$ -	$ 414,770
Plumbing and Common Improvements Washington Elms/	$ 25,000	$ 200,000	$ -	$ -	$ -	$ 225,000
Newtowne Ct Bath Mirror Replacement Woodrow Wilson Roof	$ -	$ 660,000	$ -	$ -	$ -	$ 660,000
Replacement Jackson Gardens	$ -	$ 200,000	$ -	$ -	$ -	$ 200,000
Recycling and Curbing Roof Replacement	$ -	$ 25,000	$ -	$ -	$ -	$ 25,000
Columbus Selective	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 1,250,000
Modernizations Scattered Condos Misc. site, interior or	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 375,000
exterior upgrades Misc. heating,	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 375,000
ventilation, plumbing and electrial upgrades Weaver Revitalization	$ 500,000	$ 7,500,000	$ 4,500,000	$ -	$ -	$ 12,500,000
Corcoran Park	$ -	$ 3,000,000	$ 45,000,000	$ 52,000,000	$ 46,000,000	$ 146,000,000
Revitalization** Roosevelt Towers Mid-	$ -	$ 1,250,000	$ 24,000,000	$ 32,000,000	$ 27,750,000	$ 85,000,000
Rise Revitalization** Cambridge Street Bldg	$ -	$ -	$ 7,875,000	$ 15,750,000	$ 4,925,000	$ 28,550,000
New Construction** Lambert Street New	$ -	$ -	$ -	$ 7,875,000	$ 15,750,000	$ 23,625,000
Construction** River Howard Homes	$ -	$ -	$ -	$ -	$ 5,000,000	$ 5,000,000
Revitalization** 155 Willow Street New	$ -	$ -	$ -	$ -	$ 6,520,500	$ 6,520,500
Construction** JFK Apartments	$ -	$ -	$ -	$ -	$ 5,175,000	$ 5,175,000
Revitalization** Willow Street Homes	$ -	$ -	$ -	$ -	$ 1,750,000	$ 1,750,000
Revitalization** Lancaster Street	$ -	$ -	$ -	$ -	$ 2,500,000	$ 2,500,000
Apartments Revitalization**						
Total Construction	$ 104,108,018	$ 123,361,663	$ 138,708,205	$ 111,275,000	$ 115,770,500	$ 593,223,385

USES	2023	2024	2025	2026	2027	Total
Repayment of Construction Loans	$ 31,240,000	$ -	$ 94,936,200	$ 41,924,000	$ 5,670,000	$ 173,770,200
Total Uses	$ 156,237,270	$ 167,608,790	$ 285,509,570	$ 204,058,442	$ 182,583,592	$ 995,997,664

*Construction on these projects started prior to 2023.
**Construction continue after 2027.

VOLUNTARY COMPLIANCE AGREEMENT

CHA fulfilled 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

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 FY23

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
FY23 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	$260,000	Chief Financial Officer	$215,000
Director of Planning + Development	$224,000	Director of Operations	$180,600
Deputy Executive Director	$215,300		

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 two years.

COMMITMENT TO HEALTHY RESIDENTS AND STAFF

The Department has taken on major changes to combat the spread of COVID-19 since April 2020. As we closely monitor the ongoing COVID-19 pandemic we continue to encourage vaccination, social distancing, and virtual appointments while providing a balance between safety and in-person support for our residents. Our Department remains vigilant in providing personal protective equipment to our developments including the availability of testing. We continue active monitoring of any known outbreak with special regard to the risk of isolation to our resident population.

STAFF ENRICHMENT

Operations maintains that a major component to the success of the agency is the successful training of our employees. In FY23, we will continually look for outside training opportunities through low-income tax credit credits (LIHTC) compliance courses, Institute of Real Estate Management, and supervisory training.

CONTINUED RAD RELOCATION

Having been delayed by the COVID-19 pandemic, relocation efforts will continue throughout FY23 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.

PROPERTY MANAGEMENT SOFTWARE CONVERSION

The Operations department began its conversion from Emphasys Elite software to Yardi Voyager in FY21, opening a floodgate of enhanced processes. One among many is our ability to dispatch work orders to maintenance team members in the field remotely via a CHA provided tablet or on a smartphone. The team member can receive the work, take pictures of items that require follow-up, and report what's been done, which results in less paper being used; which is an advantage not limited to maintenance, but several other key processes in our day-to-day property operation. We also benefit from enhanced reporting thanks to the new software.

While we finalize our conversion in FY22 by providing staff trainings and multiple weekly meetings to work out the new procedures, we plan to be utilizing Yardi to its fullest potential in FY23.

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 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. By FY23, all new security systems will have been installed and our focus will shift to training and daily utilization of the new technology.

Property Management teams and maintenance staff continue to physically inspect entry doors and grounds to ensure there is no easy path of entrance for ournon-residents. We prioritize seeking a new contractor for our resident population for safety concerns at our developments as necessary.

CHA continues to monitor 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.

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. We maintain 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 Rental Assistance subsidies (DMHRA). 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 an Expiring Use Preservation program that has preserved over 2,100 units of affordable housing in and outside of Cambridge.

The leased housing department continues to screen applicants and issue the additional Mainstream Vouchers and new Emergency Housing Vouchers (EHVs) received in FY2021. The Leased Housing Department received 135 referrals and continues to process referalls submitted. To date, we have issued 114 EHVs and leased 69. We also implemented an EHV Services Fee policy for EHV applicants to provide flexible funding to expedite the leasing of units. Our EHV Services Fee policy provides funds for security deposits, broker fees, moving costs and start-up costs. We have recently sent out more than 300 letters to current CHA waitlist applicants who may be eligible for the Mainstream Vouchers and anticipate that we will begin issuing vouchers to eligible applicants in late summer 2022.

An updated and revised Administrative Plan that will be implemented later in FY2022 implements a number of policies that streamline the recertification and related processes for program participants. It also provides clarifying language throughout the plan to make it easier to understand.

In 2022, CHA implemented 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. With the transition to Yardi Systems software, the Operations Department (which oversees management of CHA and affiliate-owned properties) will collect the Section 8 recertification documents and submit them to the Leased Housing department staff who will review, check for accuracy, and enter into the Emphasys Elite software that will continue to be used for the administration of these subsidies. This change in process provides for greater checks and balances among the property management and Section 8 subsidy

functions and we anticipate it will reduce errors, streamline reporting to HUD systems (such as PIC and VMS) and enhance compliance across all programs.

In FY2023, CHA's Leased Housing Department will be working on increasing utilization of all special vouchers (VASH, EHV and Mainstream). COVID-19 impacted the VASH referral process as well as impacted those referred for EHVs. As we move forward out of the pandemic, we anticipate higher response rates and easier access to documents to improve the process. In addition, with the EHVs being close to fully issued, focus on the screening of Mainstream applicants from our waiting list will be a priority. Another area of focus is identifying opportunities to decrease the vacancy time of PBVs. Working with the Property Owners, we anticipate being able to create a pre-selection policy to get applicants document ready earlier in the process, ultimately improving the screening and leasing process.

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 2023, P+D will be responsible for more than $347 million in overall on-going capital improvements, with an emphasis on long-term durability, livability, energy efficiency and high-quality construction, and more than $650 million in planning for future capital improvements for projects both in Cambridge and with our partner agencies. In 2023, 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 December 31, 2022, CHA anticipates it will have converted a total of will have converted 2,375 units (or 97.8%) of its 2,427 federally-assisted public housing units with the anticipated December 2022 closing of the 116 Norfolk Street Revitalization project. An additional 20 units (or 0.8%) are anticipated to convert in late 2023 or early 2024 for a total of 2,395, (or 98.6%) 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 December 31, 2023:

Property	Conversion Date	# of Units	Funded Rehab[1]	Comment
Putnam Gardens		122	$24,778,740	Construction was completed in July 2018.
JFK Apartments		44[2]	NA	Property did not require any rehab as it was comprehensively rehabbed in 2004
LBJ Apartments		177	NA	Property did not require any rehab as it was comprehensively rehabbed in 2013
Lincoln Way		53[3]	NA	Property did not require any rehab as it was newly constructed in 2013
Jackson Gardens		45	NA	Property did not require any rehab as it was comprehensively rehabbed in 2011
Newtowne Court		268	$48,205,170	Construction was completed in March 2018.
Washington Elms		175	$28,070,614	Construction was completed in July 2017.
Woodrow Wilson Ct		68	$2,566,099	Construction was completed in November 2016.
Manning Apartments		198[4]	$66,046,735	Construction was completed in December 2018.
Millers River	06/01/2016	297[5]	$114,714,607	Construction was substantially completed in July 2022, only 6 months behind the original schedule due to the challenges and delays caused by the COVID pandemic.
Russell Apartments	01/01/2018	51[6]	$14,440,523	Construction was completed in March 2019.
Burns Apartment	06/01/2018	198	$71,102,500	Construction was substantially completed in August 2022, only two months behind the original schedule due to the challenges and delays caused by the COVID pandemic
Corcoran Park	06/01/2018	153	$75M to $200M estimated	The range in rehab reflects the potential to add units at this site. Financial closing/construction is anticipated to occur by Spring 2024.
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]	$207M estimated	The estimated new construction project includes 278 new Faircloth to RAD units. Financial closing/construction are anticipated to occur by December 2022.
Garfield Street	09/30/2019	8	$2,405,974	Construction was completed in February 2020.

1 Rehab $ as of July 2022.

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

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 seeking to add 278 new Faircloth to RAD units to Jefferson Park. These units will come on as new federal public housing units but will then convert to RAD. Mixed Finance and RAD Finance proposals were submitted to HUD for this transaction in July 2022.

Property	Conversion Date	# of Units	Funded Rehab[8]	Comment
Roosevelt Towers	12/30/2019	112	$38,855,395	Construction started January. 2020. The completion date was impacted by the COVID-19 pandemic. Work was completed in July 2022.
St. Paul's Residence	03/06/2020	20[9]	$6,422,901	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	$25,450,555	Construction started in February 2021 and is expected to be completed by February 2022.
116 Norfolk Street	12/31/2022	37[10]	$30,500,000 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	12/31/2023	20	$12,000,000 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 late 2023 or early 2024, or earlier if CHA can access private activity bonds.
Total		2,375	Actual $443,066,101 Estimate $269,000,000 to $373,000,000 Total $767,566,101 to $892,566,101	**97.8% of CHA's federal public housing units will have been converted by 12/31/2022**

In addition to our RAD/Section 18 conversion, CHA as part of its on-going reinvestment in its entire portfolio also completed a comprehensive modernization total $12,805,530 at 78-80 Porter Road, a 26-unit property located in the Porter Square neighborhood of Cambridge. Work at that site was completed in Fall 2021. This brings CHA's actual completed construction to over $455 million in construction cost.

During 2023, major rehabilitation will be happening at one Section 18/Faircloth site, the $207,000,000 (estimated) redevelopment of Jefferson Park Federal, and one RAD/Section 18/Faircloth site, the $30,500,000 (estimated) redevelopment of 116 Norfolk Street. In addition, $12.3 million renovation of Putnam School, a property initially developed through the Section 8 New Construction program, will be coming to an end in early to mid 2023. Finally, 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.

8 Rehab $ as of July 2022.
9 As part of the rehab, the CHA added 4 additional single room occupancy units at St. Paul's
10 Thirty-seven (37) units will be converted to RAD. An addition to the building will add up to 25 additional units bring the total units up to 62.

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 is seeking to obtain the resources needed to proceed with renovations at 280 units (which includes the 5211 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.

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 between 2018 and 2021 which has allowed the CHA to proceed with the much-needed rehabilitation of totaling $260 million improving 729 deeply affordable units. The State also made a commitment to provide approximately $137 million in tax exempt bond financing in 2022 which will allow CHA to construct or renovate 340 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	Estimated Total Development Cost[12]	Estimated Tax Exempt Bond Amount	Anticipated Closing Date	Potential Application Under PIH 2018-4 or a Mixed Finance Proposal for Use of Faircloth
Jefferson Park Fed	278[13]	$227,033,000	$115,650,000	December 2022	Already have Sec 18 approved. MassHousing has committed bonds to allow for a 2022 closing. A mixed finance proposal has been submitted to create 278 Faircloth to RAD units.

11 The 89 units includes the 37 units at 116 Norfolk Street which are scheduled to convert to RAD/Section 18 PBV in 2020.
12 Includes acquisition costs since the 4% LIHTC are a combination of acquisition and rehabilitation.
13 Includes 102 new units of affordable housing – see description later in this section.

116 Norfolk Street	62[14]	$41,000,000	$21,750,000	December 2022	Pursuing RAD/ Section 18 blended disposition, and new units under CHA's Faircloth Authority. MassDevelopment has committed bonds to allow for a 2022 closing. A mixed finance proposal has been submitted.
Weaver	24[15]	$25,000,000	13,500,000	2023 estimated	RAD, Sec 18 or Sec 22 applications under consideration
Corcoran Park	228[16]	$100,000,000 to $225,000,000	$54,000,000 to $115,000,000	Phase 1 2023 Phase 2 2024/2025	Already have Sec 18 approved. Trying to get tax-exempt bonds to able to proceed with at least Phase 1 construction in 2023, but still need allocation of bonds. Will be submitting a mixed finance proposal to create new Faircloth to RAD units
Roosevelt Tower Mid-Rise	154[17]	$109,988,000	$55,050,000	2023/2024 estimated	Obtained MUTM[18] rent increase Mar 2018. Hope to proceed with a rehabilitation program in 2023 but need bonds. 2024 could be more likely
Total	746	$503,021,000 to	$259,950,000 to $320,950,000		

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

14 Includes 25 new units of affordable housing being developed using CHA's Faircloth Authority.
15 Include 4 new units of affordable housing being developed using CHA's Faircloth Authority.
16 Assumes 75 new units. Exact unit count still be determined. It could be as high as 300 total units. Also being developed with CHA's Faircloth Authority.
17 Includes 67 new units of affordable housing – see description later in this section. New units being developed with CHA's Faircloth Authority.
18 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.

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 conversion options 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 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 provided 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

2022 CONSTRUCTION CONTINUING INTO 2023

1. ***Rehabilitation of Putnam School – estimated $12.3 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 starting in December 2021 after we closed on the financing and completed resident relocation.

2. ***Jefferson Park Federal Revitalization – 278 news new units - $207 million estimated***

The CHA has been studying the options to address the modernization needs of its Jefferson Park Federal development for the past four 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, CHA has been working with BWA Architecture to redevelop and redesign the site.

The proposed plan of redevelopment includes replacement of the existing 11 building containing 175 units with six differently sized, 4-story buildings which would contain 278 units, or 103 additional units. All six buildings will be located on one contiguous parcel. Buildings 1, 2 and 3 contain ground floor and walk-up units only, while Buildings 4, 5 and 6 contain ground floor units as well as units accessed by elevators. Approximately 85% of the units will be two bedroom or larger, with approximately 40% of units having three bedrooms or more. The units will serve family, elderly, and disabled residents. The proposed unit mix is below. In addition to the residential units, there will be a new space for the existing Head Start program located in Building 1 (4,482 sq. ft.), as well as resident amenities like community rooms, lounges, exercise rooms and a roof deck, secure bike storage locations, laundry facilities, maintenance workshop space and management

offices.

Unit Type	Total Proposed
1 BR	40
2 BR	106
3 BR	112
4 BR	19
5 BR	1
Total	278

The placement of the new buildings allows the property to better connect to the neighborhood street grid, and facilitate a more efficient, safer vehicular pattern than currently exists. It also allows for construction of more usable outdoor space for family use including both active and passive open areas. Jefferson Park will be built to Passive House Institute US (PHIUS) and Enterprise Green Communities standards and will be designed to comply with a local City of Cambridge energy stretch code as well zoning ordinance known as the Affordable Housing Overlay.

Construction documents for the project will be completed in July 2022, with construction bidding occurring immediately thereafter. A final construction price for the project will be in place by mid-October allowing for the project to close by mid-to-late December 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 submitted a Mixed Finance Application to HUD in Spring 2022 to add the 278 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. CHA will use its MTW flexibility to establish a rent for all apartments equal to 110% of the HUD Fair Market Rent to help assist in the project financing. During the short period that a new unit is operated as public housing, CHA will use its MTW flexibility to provide a local subsidy so the operating income from all sources is equal to 110% of the HUD Fair Market Rent.

3. ***116 Norfolk Street – Comprehensive Modernization and Expansion - $30.5 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 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 is 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 finishing construction documents and bidding will begin in August 2022. The project is on-track for a December 2021 closing.

The scope of the work to be implemented includes:

- Substantial and comprehensive reconstruction of the existing building including conversion of existing SRO units to 0BR;
- Construction of new addition to maximize the potential of this site to expand the units at the property providing urgently needed apartments;
- Replacement and upgrade of the plumbing, heating, ventilation, electrical and fire safety systems including adding a fire suppression system and improving indoor air quality
- Completion of site improvements to include enhanced accessibility, outdoor common areas, planting, and landscaping;
- Completion of improvements to energy efficiency including added insulation, lighting, and mechani-

cal systems; and

- Provision of non-dwelling areas such as common rooms, management offices, bicycle storage, common laundry room, maintenance storage and facilities

Of the proposed 62 0BR units in the revitalized development, the unit distribution shall be as follows.

- 37 0BR units shall be converted through a RAD/Section 18 Blend. Due to the high cost of construction in the Cambridge/Boston sector, costs will easily exceed the 90% of HCC (2021). Thus the project should qualify for 80% Section 18 (30 units) and 20% RAD (7 units)
- The remaining 25 0BR units will be Faircloth units converting to RAD through the streamline process. CHA has submitted a Mixed Finance proposal for the 116 Norfolk Street site

2023 AND BEYOND LARGE SCALE REDEVELOPMENT 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 2023. The projects that will be worked on by the Planning and Development Department are detailed below.

Weaver Apartments Revitalization - $12 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 2023, and proceed with a RAD/Section 18 blended transaction in late 2023/early 2024. 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 - $75 million to $200 million estimated depending upon scope

Corcoran Park is a 153-unit family development in the Strawberry Hill neighborhood of Cambridge. It last received 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 move into construction , 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, and was completed mid-2022. CHA hopes to make progress on the two remaining Roosevelt Towers projects during the next 18 to 24 months with an eye towards 2023/2024 closings for the Mid-Rise and a 2026/2027 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 2023, 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 was completed mid-2022, as noted above. With the project reaching completion, 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 in earnest 2023 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.

RELOCATION ACTIVITIES

Relocation activity was completed at Putnam School, Jefferson Park Federal and 116 Norfolk Street prior to the start of construction at each site. Once construction is completed at the site or a building, CHA will relocate any residents who wish to return to a particular site back to that site. 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 2022 to occur by location is provided below:

Development	# of Units Impacted	Work Item	Estimated Cost in 2023	Total Cost
Linnaean Street	20	Window Replacement	$75,000	$98,500
Hingham Street	4	Exterior Refurbishments	$200,000	$650,000
Manning Apartments	205	HVAC Upgrades	$75,000	$150,000
John F. Kennedy Apts	69	A/C Replacement	$145,000	
John F. Kennedy Apts		Site Drainage and Pavement	$100,000	
John F. Kennedy Apts		Common Area Refurbishment	$50,000	
Jefferson Park State	104	Bi-Directional Antennae	$450,000	
Corcoran Park	50	Stoop Repairs	$300,000	
15 Inman Street	4	Exterior Refurbishments	$650,000	
Putnam Gardens	122	Fencing Repairs/Replacement	$200,000	
River Howard	NA	Storage Shed/Vehicle Cover	$215,000	
River Howard	12	Exterior Painting	$150,000	
Washington Elms	175	Paver Replacement	$400,000	
Washington Elms		Bathroom Mirror Replacement	$10,000	$85,000
Newtowne Court	268	Bathroom Mirror Replacement	$15,000	$140,000
Lyndon B. Johnson Apts	177	Exterior, HVAC/Plumbing, Common Areas	$311,075	$414,770
Total	1,210		$3,346,078	$4,198,270

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 exists. The chart below 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	60	120
2	Area 2/MIT	0	0
3	Wellington-Harrington	50	125
4	The Port	25	40

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

	Neighborhood	Low	High
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	278	302
12	Cambridge Highlands	0	0
13	Strawberry Hill	153	250
	Total	**617**	**909**

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"19. Any of the locations previously identified in this section such as Jefferson Park, 116 Norfolk Street, Weaver Apartments, 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 Belmont, Brockton, Medford, Needham, and Watertown, MA.

ENERGY AND WATER CONSERVATION

CHA's energy and sustainability plan is focused on conservation and emissions reductions while acknowledging the needs of the vulnerable populations whom we serve. The agency continues to incorporate new technologies

19 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 September 30, 2021, CHA's Faircloth limit was 1,644 adjusted to reflect RAD conversions, and with the approved Section 18 disposition there is substantial room for the Authority to potentially add additional units.

and programs, such as building electrification and Passive House design.

Within 2023 planning and development efforts are focused new construction of the Jefferson Park Federal development (278 units), renovation and new construction of 116 Norfolk Street (62 units) and a historic renovation of Putnam School (33 units). Jefferson Park and 116 Norfolk Street will be first CHA properties to be designed and constructed for certification under the Passive House program, and all three properties will be certified as part of the Enterprise Green Communities Program. 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 for all units, and increased insulation rates to assure resident health and comfort.

On the operational side, CHA has created an additional energy manager staff position to help better manage the operational efficiency of the built portfolio. This staff position will provide for more active management of building management systems (BMS) and automatic temperature controls found in most units. This position also lends capacity for operational improvements, such as facilitating operational updates to lighting and building plant efficiency.

CHA remains enrolled in the Department of Energy's Better Building Challenge program and a stakeholder in the City of Cambridge's Building Energy Use Disclosure Ordinance (BEUDO) program. Building energy use is publicly reported as part of the EPA's Energy Star Portfolio Manager program. Over the past ten years CHA has reduced Building Based Green House gas emissions by over 35%, a percentage that will continue to increase as work toward net zero emissions by 2050

COMMITMENT TO OPERATE AS PUBLIC HOUSING

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 disruptions caused by construction. To the best of CHA's ability, 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, to the best of CHA's

ability, the right to return.

RESIDENT SERVICES

NEW WORK FORCE MIDDLE SCHOOL PROGRAM

In the late summer of FY 21, the Resident Services Department was awarded one of five state-wide, multi-year 21st Century Community Learning Center (CCLC) grants to develop a new Work Force Middle School Program at the city's Cambridge St. Upper School (CSUS). The purpose of 21st CCLC grants is to support the implementation of additional learning time through out-of-school time or expanded day programming that will help close proficiency/opportunity gaps, increase student engagement, support social and emotional learning, and promote college and career readiness and success.

Our new program, launched late in FY 21, provides a critical expansion of the CHA's nationally recognized Work Force Youth Program. As detailed in past reports, the Work Force Youth Program is the CHA's comprehensive after-school educational enrichment, college prep, and work-readiness program for teens whose families live in CHA housing. Holistic in design, the program provides participants with sustained networks of learning and support now over a critical eleven-year span: from the sixth grade through four years of post-secondary education. Our goal is to help our participants to acquire the wide range of skills and aptitudes necessary for long-term personal and professional success.

The new Middle School program supports 40 CHA 6th and 7th grade students in becoming stronger advocates for their education – our intent is to create "college-going" identities among participants as they start the journey towards successful secondary and post-secondary educational experiences. Working in partnership with the CSUS leadership team, we provide a comprehensive mix of educational, social-emotional, and career exploration learning opportunities, along with a host of STEAM-related team-building projects. Additionally, this summer, the program will launch a unique enrichment component for rising 6th and 7th grade students.

In FY 23, we will work to build out our offerings at the new Middle School Work Force Program as we engage our second (and first full) year of operation. This will include the implementation of new educational partnerships with local companies such the bio-medical research organization The Ragon Institute, who will assist us in designing a stimulating STEAM-enrichment curriculum for both the academic-year and summer program components. We also intend to develop a series of sequential family engagement events that will serve to deepen parental investment in the program and assist us with the recruitment of additional participants and their families

RESIDENT SERVICES EMPOWERMENT ENDOWMENT

The CHA's Resident Services Department is charged with raising between $1 to $1.5 million annually from external sources to secure additional funding for our nationally recognized youth development programs. 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 gain sustained economic mobility.

A notable highlight from last year's fundraising efforts was a private donor's donation of $500,000 to seed an endowment for the Resident Services department in support of the department's Work Force Program. In the late fall, we formalized the structure and protocols for the endowment and chose a proven partner – the Cambridge Community Foundation -- to manage the administration of the fund.

Since launching the fund nine months ago, we have raised an additional $500,000 from a variety of sources. The fund now stands at $1 million, far surpassing our original goal of reaching $750,000 by the end of FY22. In the coming fiscal year, we intend to sustain the momentum generated from the first nine months of focused fundraising by continuing to expand our base of private donors, and by conducting a fundraising event at our Jefferson Park Work Force site in late October.

Our long-term goal is to grow the endowment to at least $3 million to ensure a sizeable annual interest yield that will not only provide additional general operational support for Work Force but will afford us greater latitude in bringing future innovations to fruition.

EXPANSION OF THE INTERGENERATIONAL COMPUTER TRAINING AND INTERNET ACCESS PROGRAM

In FY22, the Resident Services department launch a specialized intergenerational computer training and internet access program for senior residents at Manning Apartments, one the agency's largest elderly developments. Funded by Google's Cambridge campus, the pilot offered two six-week trainings to separate cohorts in the spring and early summer.

Workshops were offered twice weekly and were conducted by the Work Force Career Development Specialist (CDS) with assistance from two upper-level Work Force students, who served as interns within the program's employment training component. Interns were trained on the Tech Goes Home platform (a local digital access nonprofit), and worked with TGH staff and the CDS to package a series of modules designed specifically for senior residents with limited computer and internet experience.

The trainings focused on building awareness around basic functional uses of the internet, along with the importance of maintaining cybersecurity protocols to protect senior residents from common predatory practices. In the late spring, the CDS and interns recruited an initial cohort of 10 residents to participate in the first of two training cohorts; a total of 8 participants successfully completed the full six-week training and were awarded certificates of completion along with new Chromebooks. A second cohort of 8 seniors began their training earlier this June, with an expected completion date of mid-July.

Recruitment of the cohorts at the respective developments was 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 were implemented to maximize cohort capacity, including mailings, posting of flyers, and presentations to each development's Tenant Council as well as to prospective clients.

We are excited to extend this unique program to other senior residents, who comprise nearly 60% of CHA's clientele, in FY 23. The Resident Services department recently received an additional commitment of $30,000 from Google to extend the Intergenerational Computer Training and Internet Access Program into two additional senior CHA developments: Millers River, located in east Cambridge, and Burns Apartments, located at the opposite end of the city, in north Cambridge. This grant will field three additional cohorts -- each comprised of no more than 10 residents -- over the coming year. Given the size of the newly renovated Millers River complex, we are planning, as with Manning Apartments, to complete two cohorts in succession; the third and final cohort will be drawn from residents at Burns.

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

The IT department shall continue to work in conjunction with the City of Cambridge to improve digital equity for residents of the Agency's housing developments.

Within the Agency, the IT department shall upgrade computer servers to the latest operating system available as part of its system lifecycle management plans.

The IT department shall continue to work with other agency departments to support the ongoing work to integrate a new housing management system into the Agency's operations.

HUMAN RESOURCES

The Human Resources department will continue to guide the agency's 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 planning employee wellness programs and activities to promote employee engagement and attract and retain high quality talent for the agency. We will continue to develop in-person and virtual on-demand staff training and development opportunities.

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 conclude with both the administrative and 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. With specific projects in mind focused on either homesharing or researching the impact of Small Area Fair Market Rents on voucher success rates. Additionally, the PTLab has worked with a cross-departmental group to begin updating CHA's Section 3 Policy to better serve our program participants. This has already included survey outreach and one on one calls to better assess needs and create meaningful programming.

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.

MTW COLLABORATIVE

Together with the Executive Department, the Legal Department has been active in participating in the MTW Collaborative, which addresses issue that impact MTW agencies across the country. With the expansion of the program to (almost) 100 new agencies in accordance with the 2016 directive from Congress, the Collaborative has been focusing on supporting new MTW agencies by sharing our expertise, and by advocating for the interests of all MTW agencies in connection with HUD-related issues such as revisions to the Annual Contributions Contract, utilization, and reserves.

STATE LEGISLATIVE INITIATIVES

CHA has been an active participant in the effort to get procurement relief for public housing authorities, and after many years of effort, it appears that the reforms have been adopted by the state legislature. This will save precious dollars that can be invested into the rehabilitation of our portfolio. Additionally, CHA has worked with its state house delegation to

maximize the resources in support of CHA's preservation and development projects.

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. The legal department has also assisted P&D in support of our consulting client agencies, some of which have joined MTW as expansion agencies.

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. The Legal Department is coordinating with other departments to adjust the program to address the end of many of the rental assistance programs available because of COVID and the end of eviction moratoria. CHA intends to broaden and deepen the experiences that were gleaned during this work to connect with residents who were having difficulties with their tenancies by working with outside agencies, providing one-on-one counseling through Service Coordinators and other staff, and focusing on additional services to address tough challenges such as tenants with hoarding issues.

CHA remains committed to the underlying premise of the tenancy preservation initiative. CHA's original commitment regarding the "3 touches" related specifically to non-payment of rent cases. CHA remains committed to the "3 touches" prior to proceeding to file an eviction action for non-payment of rent, which given the revision to the timing on timing of notices to quit for non-payment of rent from 14 days to 30 days, will occur between the issuance of the 5-day notice and the expiration of the 30 day notice to quit for non-payment of rent. Management staff and Resident Service Coordinators will be responsible for the outreach.

As to recertifications: the process of notification of tenants for recertifications differs significantly from that for non-payment, and the tenant receives written notification far in advance of the deadline for submission. CHA commits to attempting at least 3 communications with the tenant, of which one must be a contact by phone or in person by the manager.

SECTION 3 PLAN

CHA has been working diligently to comprehensively revise its Section 3 plan to conform to new Section 3 requirements and to better align with the interests and goals of our residents. The Legal Department is coordinating these efforts.

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

MTW Funds

	Federal Public Housing	MTW Housing Choice Vouchers	Preservation Programs	NED/VASH	EHV	Capital Fund	Total MTW Funds
Sources							
Operating Receipts	$ 231,352						**$ 231,352**
Subsidy Earned	$ 2,326,142	$ 130,316,271	$ 4,357,849	$ 3,915,650	$ 1,589,072	$ 2,401,937	**$ 144,906,921**
Administrative Fees		$ 10,554,492	$ 211,523	$ 283,724	$ 130,570		**$ 11,180,308**
Total Sources	$ 2,557,493	$ 140,870,763	$ 4,569,372	$ 4,199,374	$ 1,719,641	$ 2,401,937	**$ 156,318,581**
Uses							
Administrative Salaries	$ 90,048	$ 2,676,498	$ 105,088	$ 171,903	$ 114,661	$ 240,194	**$ 3,398,391**
Maintenance Salaries	$ 149,872						**$ 149,872**
Resident Services	$ 16,738	$ 584,616					**$ 601,354**
Materials & Supplies	$ 283,546						**$ 283,546**
General Expenses	$ 160,115	$ 5,060,868	$ 95,030	$ 133,380	$ 21,783		**$ 5,471,176**
HAP		$ 111,905,992	$ 4,357,849	$ 3,915,650	$ 1,589,072		**$ 121,768,563**
Utilities	$ 158,998						**$ 158,998**
Capital Expenditures	$ 85,000					$ 2,161,743	**$ 2,246,743**
Program Loans		$ 15,050,985					**$ 15,050,985**
Admin Fee Transfers		$ 2,340,652					**$ 2,340,652**
Total Uses	$ 944,317	$ 137,619,611	$ 4,557,966	$ 4,220,933	$ 1,725,516	$ 2,401,937	**$ 151,470,280**
Net Surplus (Deficit)	$ 1,613,176	$ 3,251,152	$ 11,405	$ (21,559)	$ (5,874)	$ -	**$ 4,848,301**
HUD ARF funding	$ 1,775,045			$ -	$ -		**$ 1,775,045**
Other transfers	$ (2,500,000)	$ (1,500,000)					**$ (4,000,000)**
MTW Transfer		$ (40,743)	$ -	$ 21,559	$ 5,874		**$ (13,310)**
Net Surplus (Deficit)	$ 888,221	$ 1,710,410	$ 11,405	$ 0	$ 0	$ -	**$ 2,610,035**

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.

Other Federal Programs

	Mainstream	Mod Rehab and Shelter Care	Total Other Federal Funds Budget
Sources			
Subsidy Earned	$ 5,728,796	$ 1,249,803	$ 6,978,599
Administrative Fees	$ 473,691	$ 178,310	$ 652,000
Total Sources	**$ 6,202,486**	**$ 1,428,113**	**$ 7,630,599**
Uses			
Administrative	$ 487,000	$ 158,959	$ 645,959
Housing Assistance Payments	$ 5,728,796	$ 1,249,803	$ 6,978,599
Total Uses	**$ 6,215,796**	**$ 1,408,762**	**$ 7,624,558**
Net Surplus (Deficit)	**$ (13,310)**	**$ 19,351**	**$ 6,041**
MTW transfers	$ 13,309	$ 24,271	$ 37,580
Net Surplus (Deficit)	**$ (0)**	**$ 43,622**	**$ 43,622**

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.

Non Federal Funds

	CY 2023 Budget
Estimated Beginning Fund Balance-1/1/2023	**$ 9,800,000**
Sources	
Leased housing anciallary fee income	$ 5,000
Admin Fee Transfers from HCV	$ 2,340,652
Non-dwelling rent	$ 12,000
Consulting Agreements - P&D	$ 1,175,000
Management Agreements	$ 479,104
Development Fee income	$ 5,434,053
Interest Receivable Payments - Program Loans	$ 900,000
Total Sources	**$ 10,345,809**
Uses	
Administrative Salary costs	$ 392,596
Costs associated with Consulting Agreements - P&D	$ 1,116,250
Management Agreements Direct costs	$ 479,104
Development Fees transfers to Block Grant	$ 5,434,053
Total Uses	**$ 7,422,004**
Net Surplus (Deficit)	**$ 2,923,806**
ESTIMATED FUND BALANCE- 12/31/2023	**$ 12,723,806**

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 Programs

	State Leasing Program
Sources	
Subsidy Earned	$ 1,213,863
Administrative Fees	$ 73,871
Total Sources	**$ 1,287,734**
Uses	
Administrative	$ 104,439
General Expenses	$ 105,399
Housing Assistance Payments	$ 1,213,863
Total Uses	**$ 1,423,701**
Net Surplus (Deficit)	**$ (135,968)**
MTW Block Grant transfers	$ 135,968
Net Surplus (Deficit)	**$ -**

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 2023 Budget
Sources	
Total Management Fees	$ 7,205,673
Fee-for-Service fees	$ 1,668,921
Total Sources	**$ 8,874,594**
Uses	
Administrative Salaries	$ 3,974,148
Central Maintenance	$ 1,884,612
Benefits	$ 1,657,617
Administrative Contracts	$ 330,700
Office Rent	$ 222,579
Other Admin. OH	$ 901,973
Total Uses	**$ 8,971,629**
Net Surplus (Deficit)	**$ (97,035)**

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.

Block Grant

		CY 2023 Budget
Estimated Beginning Fund Balance-1/1/2023	**$**	**1,200,000**
Sources		
HCV Transfers for MTW initiatives	$	1,500,000
HCV Transfers for program loans	$	15,050,985
LIPH transfers	$	2,500,000
Non dwelling rent	$	68,696
Development Fees	$	5,434,053
Total Sources	**$**	**24,553,734**
Uses		
Transfers to MRVP / State Housing	$	160,239
P & D Admin Support	$	5,434,053
Working Capital	$	450,000
Program Loans to LLCs	$	15,000,000
System Software Fund	$	750,000
PT Lab and MTW initiatives	$	710,119
Total Uses	**$**	**22,504,411**
Net Surplus (Deficit)	**$**	**2,049,323**
Estimated Fund Balance- 12/31/2023	**$**	**3,249,323**

Other Funds

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

Other Funds

	Resident Services	Cambridge Housing Affordable Lending Corp
Sources		
Operating Receipts	$ 1,204,437	$ -
Interest income		$ 606,584
Other Operating Receipts	$ 1,883,102	-
Total Sources	**$ 3,087,539**	**$ 606,584**
Uses		
Administrative Salaries & benefits	$ 2,403,553	$ -
Management Fees	$ -	$ 30,329
Interest expense	$ -	$ 129,184
Other Admin expenses	$ 674,947	$ 9,500
Total Uses	**$ 3,078,500**	**$ 169,014**
Net Surplus (Deficit)	**$ 9,039**	**$ 437,570**

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

HUD Approved 1/10/2023

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

Angela Conway, Coordinator
City of Cambridge
617.620.4877
aconway@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

Melissa Maharaj
DREAM, Inc.
41 Dearborn Street
Roxbury, MA 02119
Mmaharaj@dreamprogram.org
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

Thomas Rodriguez
Just-A-Start
617.492.1460
thomasrodriguez@justastart.org

ADULT PROGRAMS
FACT SHEETS

BIOMEDICAL CAREERS PROGRAM (JUST-A-START)

BRIDGE-TO-COLLEGE PROGRAM

CAMBRIDGE EMPLOYMENT PROGRAM

GATEWAYS LEARNING PROGRAM

HUD Approved 1/10/2023

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
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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
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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

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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

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Director, Geriatric Outreach and Marketing
Cambridge Health Alliance
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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
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kbraga@cambridge-housing.org

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CAMBRIDGE HOUSING AUTHORITY

MOVING TO WORK

ANNUAL PLAN 2023

January 1, 2023 - December 31, 2023

HUD REQUIREMENTS

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FREQUENTLY USED ACRONYMS

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

INTRODUCTION

OVERVIEW OF MTW GOALS AND OBJECTIVES

SELF-SUFFICIENCY

SHORT-TERM AND LONG-TERM

Financial Stability + Savings Plus (FSS+) Program and Rent-to-Save: Rent-to-Save ended effective March 1, 2019. In FY21, CHA began 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.

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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
		RAD/ Section 18 Blend
Weaver St	20	
Total Number of Units to be Removed	**20**	**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
Weaver Street	**20**	y	RAD Blend Conversion
Rindge Commons	**8**	N	Project-based Units
Fresh Pond Apartments	**40**	N	Preservation Property

New Vouchers to be Project-Based **68**

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 Apartments	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 Commons	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 Properties	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 Whittemore	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

Development	# of Units Impacted	Work Item	Estimated Cost in 2023	Total Cost
Linnaean Street	20	Window Replacement	$75,000	$98,500
Hingham Street	4	Exterior Refurbishments	$200,000	$650,000
Manning Apartments	205	HVAC Upgrades	$75,000	$150,000
John F. Kennedy Apts	69	A/C Replacement	$145,000	
John F. Kennedy Apts		Site Drainage and Pavement	$100,000	
John F. Kennedy Apts		Common Area Refurbishment	$50,000	
Jefferson Park State	104	Bi-Directional Antennae	$450,000	
Corcoran Park	50	Stoop Repairs	$300,000	
15 Inman Street	4	Exterior Refurbishments	$650,000	
Putnam Gardens	122	Fencing Repairs/Replacement	$200,000	
River Howard	NA	Storage Shed/Vehicle Cover	$215,000	
River Howard	12	Exterior Painting	$150,000	
Washington Elms	175	Paver Replacement	$400,000	
Washington Elms		Bathroom Mirror Replacement	$10,000	$85,000
Newtowne Court	268	Bathroom Mirror Replacement	$15,000	$140,000
Lyndon B. Johnson Apts	177	Exterior, HVAC/Plumbing, Common Areas	$311,075	$414,770
Total	1,210		$3,346,078	$4,198,270

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	144	12
Federal MTW Voucher (HCV) Units to be Utilized[CHA Note 1]	78,552	6,546
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]	2,592	216
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Homeownership programs	0	0
Total Households Projected to be Served	81,288	6,774

* 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	84	7
Tenant-Based	HC.2008.03	2,256	188
Tenant-Based	HC.2008.03A	252	21
		2,592	216

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.	9,596	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	2,087	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	14,550	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.	1,241	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, 2022 there were 21,489 distinct applicants that have submitted a total of 172,453 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

Activity #2023-1: Portability Moves for the Housing Choice Voucher Program

A. **Activity Description**

i. Under this activity CHA will limit its jurisdiction to the City of Cambridge for the purposes of households wishing to use their voucher to port-in to CHA. While CHA is legally authorized to administer housing choice vouchers anywhere in the state, it is not financially or administratively feasible for CHA to be required to administer and/or absorb all vouchers wishing to port in to Massachusetts who may wish to select CHA as its administering agency.

Households may utilize their vouchers outside of Cambridge if they have been issued off of CHA's waiting list in accordance with CHA's policies and/or, for port-in households, after they have been leased in their unit in the City of Cambridge for at least one year.

Households wishing to port their voucher into Massachusetts and who locate a unit in a neighboring City or Town outside of Cambridge may exercise portability to the housing authority located in that City or Town. If CHA has issued a voucher to a porting household and they locate a unit outside of Cambridge then CHA will facilitate the transfer of the household's paperwork and voucher to the PHA that is present in that City or Town. If no housing authority is present in that City or Town then CHA will facilitate the transfer of the household's paperwork and voucher to the Regional Administering Agency (RAA) serving that area.

ii. The proposed activity will allow CHA to achieve cost savings as it will limit the volume of port-in requests and will therefore result in time savings and the ability of CHA to issue more vouchers off of its waiting lists.

B. **Activity Metrics Information**

CE #1: Agency Cost Savings		
Unit of Measurement	**Baseline**	**Benchmark**
Total cost of task in dollars (decrease)	Total Cost of Task: $22,050 Staff Hourly Rate: $49 Number of hours to complete port-in file: 7.5 hours Total number of port-in requests: 60	Anticipated total cost of task in FY2023: $8,820 Staff Hourly Rate: $49 Number of hours to complete port-in file: 7.5 hours Anticipated total number of port-in requests: 24
CE #2: Staff Time Savings		
Unit of Measurement	**Baseline**	**Benchmark**

Total time to complete the task in staff hours (decrease)	Total time spent on activity prior to implementation: 450 hours Number of hours to complete port-in file: 7.5 hours Total number of port-in requests: 60	Anticipated total time spent on activity in FY2023: 180 hours Number of hours to complete port-in file: 7.5 hours Anticipated total number of port-in requests during FY2023: 24

C. **Cost Implications**

i. This activity is anticipated to result in cost savings to the agency due to the reduction in overall staff time spent processing requests for vouchers to port-in to Massachusetts to cities or towns outside of Cambridge.

D. **Need/Justification for MTW Flexibility**

i. This activity requires waiver of 24 CFR 983 Subpart H, as allowed under the MTW Agreement, Attachment C.D.g.

ii. Current regulations prohibit a receiving PHA from refusing to assist incoming portable families or direct them to another neighboring PHA for assistance. However, in Massachusetts all PHAs are legally authorized to administer vouchers anywhere in the state; therefore, there is a need for CHA to further limit its jurisdiction for the purposes of portability in order to be able to continue to serve households off of its waiting lists. Removing this requirement will have no negative impact on either CHA or its participants and will not impact the ability of CHA voucher holders to lease units outside of the City of Cambridge if they are issued off of CHA's waiting list or, in the case of households who have ported in, have resided in their unit in Cambridge for at least one year.

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 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 2023 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**: $41,226 **Average Earned Income for FSS+ participants that will have been in the program for at least one year and experience an increase in earnings**: $40,260
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** $4,765
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: 93
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: 48 **Avg HAP of FSS+ participants that have been in the program for at least one year:** $1,271
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: $77,361
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**: 45
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: $38,018 **FSS+ Participants that have been in the program for at least one year and experienced an increase in earnings:** $40,108
Percent who increase annual earned income for participants who have been in the program for at least one year.	0	**FSS+ Participants:** 64%
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**: 48

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. 2023	FY23	206	
TOTAL PLANNED					**206**	
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:** 206

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: 362 households (109 vouchers) Transition House households: 4 Heading Home households: 4 **Total Households**: 370
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: 362 households (109 vouchers) Transition House households: 4 Heading Home households: 4 **Total Households**: 370
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: 362 households (109 vouchers) Transition House households: 4 Heading Home households: 4 **Total Households**: 370
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	3.3 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 Subsidy Amount: $48,486

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:2,375 Anticipated in FY23: 20 **Total units closed: 2,395**

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.

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

Metrics 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: 20 Units to be project-based Expiring Use: 206 Units to be project-based through private nonprofit developers: 8 **Anticipated new units:** 234
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: 20 Units to be project-based Expiring Use: 206 Units to be project-based through private nonprofit developers: 8 **Anticipated new units:** 234
CHA Metric: Percentage of PBAs Relative to Total MTW Vouchers		
Unit of Measurement	**Baseline**	**Benchmark**
PBVs as percent of total MTW vouchers	26%	67%

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 2022. there were 102 instances in which a damage/vacancy payment was made to a landlord. Payments totaled $146.188. Beginning in FY20, CHA provides 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 is 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	102 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. CHA is open to discussing our current policy during the public process of the new Administrative Plan for HCV.

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.

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. All 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. CHA has continued to participate in the RISE Guaranteed income pilot. The pilot was limited to 130 low-income Cambridge households. Each household is receiving $500 per month for the duration of the program. Households were selected via lottery and

are not required to be CHA program participants. However, given the income eligibility criteria being used for selection, there is a significant likelihood that CHA voucher holders are among those selected. CHA is excluding the $500 payments from TTP calculation for the duration of the pilot. This will allow the pilot to successfully measure the impact of the $500 payments across households. This non-significant change is a net neutral in terms of cost as these households will be paying TTP calculated on their expected household income sources. Additionally, this income could be considered “temporary" income, which is traditionally excluded under 24 CFR 5.609."

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

See above in non-significant changes.

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: 1,309 Interims to be completed: 3,239 Recertification Time: 1.25 hours Interim Time: .75 hours Staff Cost/hr: $42.25 **Total Cost: $141,189**
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: 1,309 Interims to be completed: 3,239 Recertification Time: 1.25 hours Interim Time: .75 hours Staff Cost/hr: $42.25 **Total Time: 4,066 hours**
CE #3: Decrease in Error Rate of Task Execution		
Unit of Measurement	**Unit of Measurement**	**Benchmark**

CE.2006.01 RENT SIMPLIFICATION PROGRAM (RSP)/HCV

CE #1: Agency Cost Savings		
Averge error rate in complete a task as a percentage (decrease)	**Rent determination errors from a quality control audit in December 2013:** 30%	20%

CE #5: Increase in Agency Rental Revenue		
Unit of Measurement	**Unit of Measurement**	**Benchmark**
Rental revenue in dollars (increase).	**Annual aggregate amount of rent that we assume HCV holders paid to their landlords/private property owners in FY13 based on March 31, 2013 snapshot data:** $9,189,084	$21,932,195

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: $29,105**

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:** $26,000

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**: 4,205 **Total Employed:** 1,922 **Percent:** 46%
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**: 299
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: 42

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

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

CE.2009.01 IMPLEMENT CEILING RENTS/PUBLIC HOUSING

CE #1: Agency Cost Savings		
Unit of Measurement	**Baseline**	**Benchmark**
Total cost of task in dollars (decrease).	Hourly cost of staff that sets annual ceiling rent: $66 **Cost of task:** $1,584	Hourly cost of staff that sets annual ceiling rent: $68 **Cost of task:** $0
CE #2: Staff Time Savings		
Unit of Measurement	**Baseline**	**Benchmark**
Total time to complete the task in staff hours (decrease)	24	0
CE #5: Increase in Agency Rental Revenue		
Unit of Measurement	**Baseline**	**Benchmark**
Rental revenue in dollars (increase)	**Ceiling rent revenue collected in FY14:** 1,926,858	**Total**: $1,285,000

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 A37, 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: 1,988 Public Housing: 72 RAD: 1,186 Former Public Housing: 730 Total Interims: 1,712 Public Housing: 8 RAD: 1,196 Former Public Housing: 508 Recertification time: 2.25 hours Interim Time: 2 hours Staff Cost/hr: $42.25 Total Cost of Task: $333,648 Public Housing: $7,521 RAD: $213,806 Former Public Housing:$112,322

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

CE #2 Staff Time Savings		
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: 1,988 Public Housing: 72 RAD: 1,186 Former Public Housing: 730 Total Interims: 1,712 Public Housing: 8 RAD: 1,196 Former Public Housing: 508 Recertification time: 2.25 hours Interim Time: 2 hours **Total Hours of Task**: 7,897 Public Housing: 178 RAD: 5,061 Former Public Housing: 2,659
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	Public Housing: $473,971 RAD: $7,729,869 Former Public Housing: $6,049,363 **Total rental revenue collected:** $14,253,203

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

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: 2,201 **Total Households with employment income:** 883
	Percent of Public Housing households that experienced Full- or Part-Time employment status on March 31, 2014: 40	**Percent of Total Households**: 40%

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**: 88
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: 21** Public Housing: 0 RAD: 15 FPH: 6
CHA Metric: Average Household Income		
Unit of Measurement	**Baseline**	**Benchmark**
Average earned income of households affected by this policy in dollars.	$26,810	**Total Average Earned Income: $40,100** **Public Housing: $19,555** **RAD: $39,331** **Former Public Housing: $43,537**
CHA Metric: Median Household Income		
Unit of Measurement	**Baseline**	**Benchmark**
Median earned income of households affected by this policy in dollars.	$24,440	**Total Median:** $32,617 Public Housing: $16,395 RAD: $31,304 Former Public Housing: $37,023

PREVIOUSLY APPROVED AND TO BE IMPLEMENTED IN FY23 - 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 is still laying the ground work to determine the feasability and a realistic start date for this activity.

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	$231,352
70600	HUD PHA Operating Grants	$153,685,292
70610	Capital Grants	$2,401,937
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**	**$156,318,581**

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	$5,648,392
91300+91310+92000	Management Fee Expense	$3,118,411
91810	Allocated Overhead	
92500 (92100+92200+92300+92400)	Total Tenant Services	$601,354
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	$158,998
93500+93700	Labor	$-
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	$433,418
95000 (95100+95200+95300+95500)	Total Protective Services	$-
96100 (96110+96120+96130+96140)	Total insurance Premiums	$92,971
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	$9,792
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	$-
97100+97200	Total Extraordinary Maintenance	$-
97300+97350	Housing Assistance Payments + HAP Portability-In	$121,768,563
97400	Depreciation Expense	$204,940
97500+97600+97700+97800	All Other Expenses	$2,246,743
90000	**Total Expenses**	**$134,283,584**

(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*	$ 3,351,464	$ 3,351,464
HCV Admin Fee	$ 750,000	$ 750,000
PH Operating Subsidy	$ 2,225,310	$ 2,225,310
TOTAL:	**$ 6,326,774**	**$ 6,326,774**

Description of Planned Expenditures of Unspent Operating Fund and HCV Funding

HCV HAP

a) support increased payments to landlords on renewals

b) support continued modernization of the portfolio through various mixed financing venues

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

c) to support affordable housing innitiatives and development with other local community and housing agencies

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

EXTRACT OF THE MINUTES OF THE REGULAR MEETING OF THE BOARD OF COMMISSIONERS OF THE CAMBRIDGE HOUSING AUTHORITY WEDNESDAY, OCTOBER 12, 2022 5:30 P.M.

MEMBERS PRESENT:	ELAINE DEROSA, CHAIRPERSON LOUIS BACCI, VICE CHAIRPERSON GERARD J. CLARK, MEMBER VICTORIA BERGLAND, MEMBER
ABSENT:	SUSAN T. CONNELLY, TREASURER
ALSO PRESENT:	BRENDA DOWNING, DEPUTY EXECUTIVE DIRECTOR SUSAN COHEN, GENERAL COUNSEL NICHOLAS DESOUZA, RECORDING SECRETARY

Approval of Submission of the FY23 MTW Annual Plan

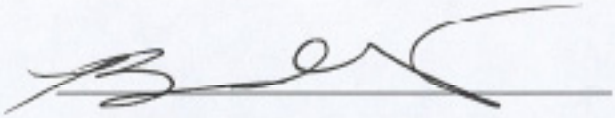
Ms. Bergland moved to approve the following:

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

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

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

Mr. Bacci seconded the motion which upon being put to vote, was **passed three in favor, two absent.**



Brenda Snowden Downing, Deputy Executive Director

CERTIFICATION OF COMPLIANCE

CERTIFICATIONS OF COMPLIANCE

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
OFFICE OF PUBLIC AND INDIAN HOUSING

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

Acting on behalf of the Board of Commissioners of the Moving to Work Public Housing Agency (MTW PHA) listed below, as its Chairman or other authorized MTW PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the MTW PHA Plan Year beginning (01/01/2023), hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

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

(2) The MTW PHA took into consideration public and resident comments (including those of its Resident Advisory Board or Boards) before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan.

(3) The MTW PHA certifies that the Board of Directors has reviewed and approved the budget for the Capital Fund Program grants contained in the Capital Fund Program Annual Statement/Performance and Evaluation Report, form HUD-50075.1 (or successor form as required by HUD).

(4) The MTW PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.

(5) The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.

(6) The Plan contains a certification by the appropriate state or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a certification that requires the preparation of an Analysis of Impediments to Fair Housing Choice, for the MTW PHA's jurisdiction and a description of the manner in which the Plan is consistent with the applicable Consolidated Plan.

(7) The MTW PHA will affirmatively further fair housing by fulfilling the requirements at 24 CFR 903.7(o) and 24 CFR 903.15(d), which means that it will take meaningful actions to further the goals identified in the Assessment of Fair Housing (AFH) conducted in accordance with the requirements of 24 CFR 5.150 through 5.180, that it will take no action that is materially inconsistent with its obligation to affirmatively further fair housing, and that it will address fair housing issues and contributing factors in its programs, in accordance with 24 CFR 903.7(o)(3). Until such time as the MTW PHA is required to submit an AFH, and that AFH has been accepted by HUD, the MTW PHA will address impediments to fair housing choice identified in the Analysis of Impediments to fair housing choice associated with any applicable Consolidated or Annual Action Plan under 24 CFR Part 91.

(8) The MTW PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.

(9) In accordance with 24 CFR 5.105(a)(2), HUD's Equal Access Rule, the MTW PHA will not make a determination of eligibility for housing based on sexual orientation, gender identify, or marital status and will make no inquiries concerning the gender identification or sexual orientation of an applicant for or occupant of HUD-assisted housing.

(10) The MTW PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.

(11) The MTW PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.

(12) The MTW PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.

(13) The MTW PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.

HUD FORM 50900: Certifications of Compliance 24

CERTIFICATION OF COMPLIANCE (CONTINUED)

OMB Control Number: 2557-0216
Expiration Date: 01/31/2021

(14) The MTW PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.

(15) The MTW PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).

(16) The MTW PHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58. Regardless of who acts as the responsible entity, the MTW PHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 58 and 24 CFR Part 50 and will make this documentation available to HUD upon its request.

(17) With respect to public housing and applicable local, non-traditional development the MTW PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.

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

(19) The MTW PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.

(20) The MTW PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 200.

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

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

Cambridge Housing Authority

MTW PHA NAME

_MA 003

MTW PHA NUMBER/HA CODE

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

Elaine DeRosa

NAME OF AUTHORIZED OFFICIAL

Board Chair

TITLE

Elaine M DeRosa

SIGNATURE

10/12/2022

DATE

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

FY23 ANNUAL PLAN PUBLIC REVIEW

August 19, 2022 to September 23, 2022	DRAFT FY23 PLAN: Available for download and review on the CHA website on August 19th. Hard copies were available for pick up at the CHA Central Office on August 22. Public comment period commenced on August 19, 2022 and ended on September 23.	N/A	20 hard copies were distributed upon request.
September 20, 2022 5 PM	DRAFT FY23 Plan: Public Meeting	CHA Central Office 362 Green Street, 4th Floor Board Room, Cambridge and via Zoom Conference	
September 16, 2022	DRAFT FY23 Plan: Meeting with the Alliance of Cambridge Tenants and Tenant Council members.	Held over Zoom Conference	

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*: $ 2,668,819.00
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: [signature]
Print Name: Mr. Michael J. Johnston
Title: Executive Director, Cambridge Housing Authority
Telephone No.: (617) 864-3020 Date: 7/25/2022

Federal Use Only:

Authorized for Local Reproduction
Standard Form LLL (Rev. 7-97)

OMB Approval No. 2577-0157 (Exp. 11/30/2023)

Certification of Payments to Influence Federal Transactions

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

Public reporting burden for this information collection is estimated to average 30 minutes. This includes the time for collecting, reviewing, and reporting data. The information requested is required to obtain a benefit. This form is used to ensure federal funds are not used to influence members of Congress. There are no assurances of confidentiality. HUD may not conduct or sponsor, and an applicant is not required to respond to a collection of information unless it displays a currently valid OMB control number.

Applicant Name

Cambridge Housing Authority

Program/Activity Receiving Federal Grant Funding

FFY 2022 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)
	7/20/2022

Previous edition is obsolete

form HUD 50071 (01/14)

APPENDICES

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LOCAL ASSET MANAGEMENT PLAN

CHA is in compliance with the asset management/operating fund rule requirements set by HUD. The agency has established a fee-for-service and shared resources structure for most activities, as well as a Central Office Cost Center (COCC). Because of the flexibility allowed by CHA's MTW Agreement, some activities do not readily translate into fiscal policy choices that meet all of the stipulated provisions of the Asset Management rule. In Accordance with Amendment 1 of the Amended and Restated Moving to Work Agreement, CHA has instituted a Local Asset Management Plan. Below key differences from the HUD guidelines are outlined:

SINGLE FUND FLEXIBILITY

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

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

TRANSFERS TO PROGRAM AND ACTIVITIES USING THE BLOCK GRANT

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

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

1. Transfers to property operations (both State and Federal) to offset shortfalls in operating subsidy.

2. Transfers in support of other State programs like the Massachusetts Rental Voucher Program (MRVP) where the Federal funds supplement State funds for rental assistance (a State version of Section 8).

3. Transfers in support of a working capital fund for the planning and analysis needed to redevelop properties (see Working Capital section).

4. Transfers in support of planning and development staff that cannot be charged to a specific capital project (especially in the planning phase prior to the project closing).

5. Transfers to make capital contributions, loans or grants, and guarantees for the redevelopment of properties.

6. Transfers to a property for extraordinary maintenance needs.

7. Transfers in support of a specific resident services program or initiative, such as the Workforce Program.

8. Transfers in support of a "working capital" fund for policy development, internships, evaluations, and other costs associated with the planning, refinement, implementation, and evaluation of MTW initiatives or business systems changes that can lead to cost savings.

WORKING CAPITAL

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

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

CHA's Planning and Development Department will draw against this pool to cover pre-rehabilitation and/or pre-development costs such as financial consulting, legal, architectural or engineering fees and viability assessments. As the need arises, CHA also intends to charge pre-development administrative costs to this pool. As work progresses, CHA will collapse costs into the capital budget for a specific project, and then track soft costs by AMP. However, not all costs may be AMP-based. In the event a project is deferred or infeasible, CHA at its discretion, can choose to leave those costs in the common pool and not charge them to a project. For projects that go forward, financial statements at year-end will reflect all capital expenses incurred by AMP. Costs charged to the working capital pool are a direct cost to the pool and once a project goes forward will be considered a direct cost to a specific project. In the event CHA receives a developer fee it will reserve the option to charge the fee back to the pool or the AMP where the capital project was completed.

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

POLICY + TECHNOLOGY

The Policy + Technology Lab utilizes single fund 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.

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

Dear Zach:

This letter is in response to your request for comments on the CHA's draft FY 2023 Moving to Work (MTW) Annual Plan.

Due to being pressed for time, I am commenting on just a few, and therefore am really appreciative of Susan Hegel's willingness to so painstakingly pull together a letter detailing issues of concern identified by ACT members and Cambridge & Somerville Legal Services/GBLS (CASLS), in its capacity as our representative on the plan. **In** addition to my individual comments, I ratify all comments, suggestions and corrections made in Atty. Susan Hegel's letter to the CHA on the proposed MTW 2023 plan.

Comment 1: RE: About comments submitted by tenants for inclusion in the final version of the MTW Plan:

Last year, many of us tenants who submitted comments were dismayed to see how our comments were-handled in the MTW plan. A number of folks' comments were chopped up into sections (apparently so that a CHA response could follow immediately after each point raised); at least one tenant's comments were inadvertently not included at all, others' comments only excerpted; and, tenants' names were omitted fromour submissions, when at least some of us submitted comments with our names, intending to go on the record to register our concerns.

I suggest that the CHA include written comments in their entirety, unless the commentor specifies otherwise, and that our names be attached to our comments (unless an individual has expressed the wish that his/her name be withheld). At any rate, speaking for myself, please include a copy of this (corrected) letter in its entirety in the MTW plan's comments section.

CHA Response: CHA has always included the full text of comments with footnotes included. Historically, these have been anonymous, but CHA is fine with commenter's indicating their preference to have their name stay attached to comments. CHA also will print comments in full moving forward in addition to "chopping up" comments to keep responses within proper context. CHA will keep this commenter's name attached to their comments in this section below. In the future, commenters indicating this preference will be included in the same manner. Finally, CHA wants to clarify that any questions not included in a pre-board meeting draft last year were ultimately included both to the board and in CHA's HUD submitted plan.

Comment 2: RE: Tenancy Preservation and Eviction Prevention Pilot (pages A40 - A41):

In the first sentence that begins at the bottom of page A40 and ends on A41, I suggest that you modify the last phrase of that sentence, to read: "...even if ***when*** the ***dispute or alleged*** lease violation is ***eventually*** resolved." *(Words in **boldface** indicate suggested additions, a substitution or moved location, not to suggest bolding in final MTW version.)* As written in the MTW draft, the sentence suggests that the CHA is never mistaken about its initial assessment that a lease violation occurred. When the CHA turns out to be wrong, the tenant didn't "cure" a "violation." Rather, the resolution could occur due to a correction to the factual record. (Some of us are aware of occasions when the CHA's asserted ***allegations*** about a

tenant were not necessarily accurate.)

The last sentence in that section has a typo: CHA intends to broaden and deepen the experiences that were gleaned during *is* work...." Did you mean "its work" or "this work"?

As I think Susan Hegel will be asking in her comments on behalf of ACT, I urge the CHA to substantially flesh out the details of this proposed **pilot** project. The only other information about this pilot that I am aware of is a vague outline/chart provided to ACT (which was then shared with members) quite a while ago, and which looked more like the germ of an idea for a powerpoint presentation.

I urge the CHA to meet and work with all interested members of ACT and Susan Hegel (and other CASLS advocates) to discuss ideas we tenants could feel would be beneficial to include in such a pilot.

While on the subject of tenancy preservation, eviction prevention, and avoidance of the "severe . . . impact of filing an eviction action" in court, I wish to reiterate my concerns expressed in the ACT-CHA MTW meeting *and* public hearing about the CHA's current outside counsel, Turk & Quijano, LLP, ("T&Q") and the firm's principal, Jeffrey Turk.

I urge the CHA to meet with ACT members on our concerns about the law firm and to work with us to develop a Request for Proposals for a new eviction law firm that addresses concerns of tenants. (Michael Johnston's and Susan Cohen's responses at the public hearing sufficiently convinced me that my expressed thought, of having the CHA handle evictions in-house, would not necessarily achieve the goal of a "kinder, gentler" treatment of tenants that I envisioned might be possible.)

My concerns about Jeff Turk and his firm are in part based on my observation of a pre-COVID eviction case that unfolded in my senior/disabled housing building, Truman Apartments, where I believe an attorney with T&Q abused the intended limited purposes of a state statute, MGL c. 139, s. 19, to avoid the already-fast eviction summary process, which at least gives a tenant a fighting chance to try to secure counsel who can engage in the discovery fact-finding process meant to give both parties an opportunity to get to the truth of facts behind allegations, possibly discern if there are health issues requiring reasonable accommodation, and *see* if a satisfactory resolution can be reached.

As I said during the public hearing, I am aware of a number of cases where various divisions of the Housing Court issued orders indicating that Turk or an attorney in his firm abused legal process. I would be happy to share copies of those cases with the CHA if it is receptive to this offer. As well, as I shared with *Michael in* the ACT-CHA meeting before the public hearing, a class suit pending in federal district court, filed by three Hyde Park tenants on behalf of themselves and a class of at least 110 others at Section 8-subsidized Georgetowne Homes that T&Q hauled into court during the COVID pandemic. It should be a concern to the CHA, since the allegations of Turk's behavior, described in the complaint, are alarming and credible. (The case is Shelley Lirianom et al. v. Turk & Quijano, LLP and Jeffrey Turk, filed 3/7/22, and the complaint can be downloaded at the end of a 3/18/22 story about the suit found at universalhub.com.) Contrary to what I think Sue Cohen said during the public hearing, that there is "no precedence" to support the "novel" grounds for the class suit, the 3/21/22 Mass. Lawyers Weekly article I gave Michael about the suit seems to suggest that there *is* persuasive authority, in Mass. and nationwide, to hold Turk and his firm responsible for harm caused by various violations of, among other things, provisions of the federal Fair Debt Collection Practices Act.

CHA Response: CHA does not agree with the commenter's factual representations. CHA has been satisfied with the high quality of representation by Turk & Quijano and finds the commentary, assumptions, innuendo, and conclusions unsupported by CHA's experience. In no instance has a case been pursued inappropriately by the firm or without the CHA's express authorization. In no instance has a court found that there was any abuse of process.

Comment 3: I appreciate your consideration of these comments, as well as those of the other tenants, and Susan Hegel's on behalf of us, about the proposed MTW plan.

CHA Response: CHA thanks the commenter for their feedback and participation in the plan's public process.

Comment4: Preservation of hard units requires constant work, upgrades, and financing. It is remarkable to witness CHA improving and reclaiming properties. Thank you for your work.

Preservation at Woodrow Wilson Court (WWC) through RAD has been an experience and now I'm looking back at that journey.
In 2016/17 WWC had limited capital improvements ($2.5M+) most noteably – new fire alarm, new trash house, new chimney, new boilers, and repointing exterior brick. At that time the roof replacement could wait a little bit.

One of the big selling points of RAD was the maintenance chart for this property for 15-20 years. The chart showed the expected property needs and anticipated costs to maintain these units in good condition. That said, my questions: why has the roof replacement been pushed forward a year in each Annual Plan (Plan) since 2019? Why did the word "replacement" change to "improvements" both last year and this year?

The Plan dollar value in 2019 to replace the WWC roof ($550K) has remained the same with no adjustments for inflation and materials. How are hard units to be preserved if housing is again put at risk by postponing maintenance needs into the future?

Note: I did not compare other CHA properties over the years – only WWC.

Thank you for your attention.

CHA Response: Thank you for your comment, and for your question specific to Woodrow Wilson Court, and the future need for roof replacement. Your recollection is correct that at the time of the RAD improvements it was determined that the roof could wait a little bit. In recognition that the roof would need to be replaced at some point in the near future, CHA started to include the roof replacement in its five-year capital plan for the past several years as a future year item. Each year as we work to identify the modernization projects that will move into construction for the coming year, CHA reviews the items on capital improvement/modernization list to determine priorities based upon the condition of the component and the urgency for its completion. This year we again reviewed the condition of the Woodrow Wilson Court roof and determined in consultation with Operations that it did not need to be replaced in 2023 since it continues to be weather tight. Over the past few years and continuing in future years, we have expanded our smaller scale capital improvement projects to address conditions at sites that have not or will not be seeing substantial renovations in the near future to address specific problems as well as to do timely upgrades before problems emerge. A key element to CHA's repositioning work has been the establishment of replacement reserves to allow modernization projects to proceed in a timely fashion so our units continue to be protected and preserved. In FY 2023, CHA will be expending over $2.7M in replacement reserves at 8 different properties.

Despite the change in language from replacement to improvement between plan years, the planned roof work at Woodrow Wilson Court is a roof replacement. We have also adjusted the budget to reflect an adjustment for inflation and escalating materials costs

Comment 5: ACT (Tenant Organization)

ACT is unfortunately no longer a legitimate organization representing tenants in CHA housing. This ceased to be the case at least over a year ago when a "co-chair" began usurping authority not granted in the ACT By Laws and began to arbitrarily and unceremoniously "remove" various fellow members of the ACT Board at meetings conducted via zoom, controlled entirely by this same individual, often excluding others from even cursory participation. Serious problems surfaced within ACT some time ago, but when this was brought to the attention of senior CHA managers in written comments submitted for previous annual reports, these concerns were ignored. (Now they are evidently too obvious and egregious for those who head the CHA

to continue to ignore; it would have been helpful had there been some willingness to at least investigate this situation a good deal sooner.)

This commenter does not object to the Board (and CHA) considering written comments prepared at a meeting with a small remnant "rump" group of ACT Board members (with perhaps one or two additional more general "members"), as there are likely useful views expressed there.

However, Ms. Hegel, the legal services attorney, is certainly not qualified to opine - as she did at the Annual Plan Public Hearing this past Tuesday - *on the legitimacy of ACT.* Apparently a small remnant "rump" group of ACT Board members have met very occasionally during the past year, under very questionable circumstances. (There are reportedly now, at most, just eleven of the original group of thirty elected board members - almost all of whom have evidently been "removed" in a manner in total violation of all the relevant By Laws of the organization. It's not clear how many of even this now-much-smaller-group still even bother to participate.)

Prior to one of the first meetings where this wayward co-chair attempted to "remove" board members, evidently just not to her liking, improperly, Ms. Hegel was asked to remain at that meeting (following an anticipated initial discussion of that year's annual report) to at least "observe" or "witness" the proceedings, in hopes of introducing a sobering dimension to that portion of the meeting. Ms. Hegel declined, and explained that she no longer had any "agreement" to "represent ACT." Yet, despite this fact, and despite her having chosen to be absent from this obviously quite important portion of the meeting (for any determination of whether the co-chair of the ACT Board was acting improperly - or not), Ms. Hegel presumed to render a declaration at the recent public hearing that ACT "is legitimate." How is Ms. Hegel in a position to render such an opinion, given what she already stated about her relationship with ACT, and her absence from relevant portions of Board meetings??

Again, for reasons stated here, I simply don't believe Ms. Hegel is qualified to opine on this matter, and I have to seriously question why she would.

In the future, the CHA, and senior managers of the organization, should be ready and willing to examine and investigate complaints about the legitimacy of any "recognized" tenant group in a more timely and serious manner, without prejudice, before it gets completely out-of-hand, as seems to have been the case here.

The amount of public funds provided to ACT in recent years may, in fact, be relatively modest, but the CHA should not be disbursing funds to a group manifestly operating (albeit barely operating at all) in blatant and repeated violation of it's own adopted governing By Laws, due evidently to the malfeasance of possibly just one individual, with the silent acquiescence of, at best, just a handful of (woefully inattentive) others.

CHA Response: CHA supports having a strong tenant-led organization. However, ACT is not a CHA led organization and it is not CHA's place to manage the inner workings of ACT. Additionally, Ms. Hegel attended the plan hearing as a member of the public. She is free to comment at the meeting as she sees appropriate.

Finally, as CHA acknowledged in the meeting, ACT, is currently still an active organization. Any internal dysfunction does not change CHA's commitment to provide our current modest support.

Comment 6: SAFETY AND SECURITY It's hard to recognize where I live from the rather ridiculous formulations presented here. Re: "Property Management teams and maintenance staff continue to physically inspect entry doors and grounds to ensure there is no easy path of entrance for our non-residents.[sic]" Hunh??? *I am not aware of anyone ever checking doors to see if they are secure*. In fact, locks to doors to buildings at Jefferson Park remain broken - and have been for long periods - despite past and more recent complaints and repeated requests for repair. (After awhile, tenants just "give up," sad to say.)

CHA Response: Properties are walked on a daily basis where staff takes note of any deficiencies or safety issues for follow up. Depending on the issue, parts may need to be ordered or an outside vendor may need to be brought in to complete a repair. We always encourage residents to interact with their management staff directly to obtain the latest update on a specific repair that the resident may have a question about.

Comment 7: Re: "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." Hunh??? *I simply don't know what whoever wrote this is talking about.* There have been no known "neighborhood meetings" where I live as far as I'm aware for years! While there may have been occasional meetings of this kind at some other property, I can say without the slightest doubt that there does not exist this purported "strong bond, trust, and respect between all parties involved..." This is really a strikingly preposterous claim. If it is, indeed, a goal - and it certainly would seem, at least, directionally correct - the CHA have a long way to go before reaching this lofty goal.

CHA Response: CHA has regular community meetings around the City to discuss safety concerns with residents, the Cambridge Police and other stakeholders. This past summer, meetings were held at Manning Apartments and the Pisani Center as well as a follow up safety meeting at Manning Apartments this fall.

Comment 8: Re: Cameras

When security problems arise, CHA management are in the habit of never disclosing which cameras

may be working and which not. (When they might have proved useful, they never seem to be working.) Residents have been told that cameras "pointing in the wrong direction" would be adjusted, but they never were. They've been led to believe that cameras were working - for months - when, in fact, DVR's were not, and they were not informed of this. One would think that CHA management would be honest and clear with residents about which cameras are no longer working, especially if they are serious about "build[ing] a strong bond, trust, and respect between all parties involved," as cited above.The CHA really need to be more open and honest with all residents, even the ones they don't like. Good communication starts with a genuine willingness not just to "listen," but to also actually *hear* what tenants are saying. And then hopefully act in good faith to address the-most salient problems residents encounter.

CHA Response: CHA acknowledges that in the past, cameras were often in need of service or are part of an outdated system that do not pick up the detail required to be useful. As a response this, CHA has invested in upgrading systems city wide, standardizing security software and security hardware across the city, and securing a contractor to assist with implementation and repair.

RE: Comments on CHA's Draft MTW Annual Plan for FY23

Dear Zach:

Comment 9: We are submitting these comments on the Cambridge Housing Authority's (CHA) proposed Fiscal Year 2023 Moving to Work (MTW) Annual Plan made available on August 19, 2022. These comments are jointly submitted by the Alliance of Cambridge Tenants (ACT) and Cambridge and Somerville Legal Services (CASLS).

As indicated in earlier comments, we support the CHA's efforts to include the extra details about the CHA's operation (including development work and resident services) which are not part of the HUD-requirements for a MTW Annual Plan. We also appreciated Mike Johnston's comment, at the September 20, 2022 public hearing, to reach out to him or Brenda Snowden Downing any time if we have concerns outside the Plan.

CHA Response: CHA appreciates this comment and is always open to constructive dialogue and feedback when feasible.

Comment 10: **S**ection 8 rent formula for those with no income (Page B40)

At the bottom of page B40, the CHA proposes to change the rent formula for MTW Section 8 tenants with no

income. Based on the information available,[1] we support this change in the formula as it appears it will benefit more tenants than the current formula, but we urge that CHA reduce the minimum rent from $50 to $25 (or $0).

Imposing any rent on those with no income is harsh; other nearby housing authorities (like Boston and Somerville) impose $0 minimum rent; HUD imposes $25 for the PBRA developments (in Cambridge and elsewhere); and importantly, CHA imposes $25 minimum rent for its non-MTW Section 8 tenants. We are unclear what goals the CHA currently has in imposing the $50 minimum rent for its MTW Section 8 tenants and if those goals are being achieved.

At the public meeting, CHA indicated that we should raise this comment as part of our meetings relating to the proposed Section 8 Admin Plan (part 1) and we certainly will, but given that CHA states in its MTW Plan that its minimum rent is $50, we request that this language be changed to either state that it will be $25 (or $0) or that CHA will consider reducing it in the upcoming year.

CHA Response: CHA is aware of this passage in the MTW Plan. CHA wants to note that the MTW Plan provides flexibility to enact certain policies, but the Admin Plan is the guiding document for administration of the HCV program. The admin plan public process is still the appropriate avenue to discuss our minimum rent policy. However, CHA has updated the plan to reflect that we are open to discussing the current policy.

Comment 11: Geographic Restriction on Section 8 HCV Port-ins in year 1 (Page B16)

As its sole new proposal for FY23, the CHA proposes to restrict tenants to residing in Cambridge for the first year after a tenant with a voucher from a housing authority outside CHA's area of operation is moving to eastern Mass. We propose that CHA allow two exceptions to this geographic limit: Where a tenants needs to live outside of Cambridge due to domestic violence (DV) or as a reasonable accommodation to a person with disabilities. First, for those subject to DV, DV professionals suggest that the person not live in the same city as the administering agency so that there would be less likelihood of the abuser finding the tenant (and easier for the tenant to participate in the address confidentiality program). Second, it is often difficult to find apartments with the necessary features to accommodate a person with disabilities (e.g. elevator, nearby parking) so if a person has not been able to locate a suitable apartment in Cambridge, after a diligent search, the CHA should permit the person to locate an apartment outside of Cambridge but within the CHA's area of operation. Given that CHA estimates that there are only 24 such households in the upcoming fiscal year, the number of such port-ins with either a DV or RA reason for living outside of Cambridge is likely to be very small.

CHA Response: CHA plans to keep this activity as written. There are other regional agencies and PHAs that can serve as options to administer vouchers in these areas outside of Cambridge.

Comment 12: Revised Section 3 policy (Page A7, paragraph 3; Page A41)

For the last two years, the CHA states that it has been in the process of revising its Section 3 policy and commits to having a 30 day comment period and one working session with tenants when a draft is available. We would appreciate if the CHA could provide some estimate as to when a draft will be ready for comment and the working session in the upcoming FY.

CHA Response: CHA will discuss internally and hopes to make a draft available over the next few months for discussion.

Comment 13: Public Process Schedule (Page A19)

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 propose one addition:

1 In an August 20, 2021 email from Hannah Bolcome, she reported that for HCV tenants with zero income, the average length was 16 months. Additionally, according to the last MTW Annual Report (May 2022) (page 83), there were 342 HCV tenants at $0 rent (and 255 at $0-$50 and 129 at $50, for a total of 726 tenants. (This states that the numbers are for FY20 but are probably for FY21).

While CHA commits to meeting with tenants, CEOC, and legal services if CHA proposes policy changes to the three Admin Plans and ACOP, we request that the public process specifically include an annual meeting/check-in/brainstorming session to discuss changes (policies, procedures, forms) proposed by tenants and advocacy groups. It is helpful to have an annual interactive dialogue about what's working and what policies, procedures, and forms can be improved or changed. Some of this is likely to be part of the upcoming Section 8 Admin Plan (part 1) but we suggest adding this specifically to the public process schedule as follows and that maybe in occur in the spring when CHA is considering proposals for the upcoming MTW fiscal year:

Policy Documents (ACOP and Admin Plans)	Brainstorm meeting with tenants and legal services to discuss the ACOP and Admin Plans (3 parts) and related procedures and forms

CHA Response: CHA believes the current public schedule is sufficient and wants to provide a reminder that quarterly meetings upon request are available to ACT.

Comment 14: Commitment to Operate as Public Housing (Page A37)

The CHA's commitment to continue to operate formerly public housing as public housing is mistakenly located at the end of the section relating to Energy and Water Conservation and is missing the last 3 sentences from the prior year's commitment (at page A39).

The CHA needs to add a title "Commitment to Operate as Public Housing " to the last paragraph under "Energy and Water Conservation" and to add the 3 sentences at the end of that commitment (which is a second paragraph on page A39 of FY2022 Plan, attached hereto):

"CHA is particularly attentive to concerns regarding disruptions 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."

Also, the later reference to this commitment (on Page B46) needs to be corrected so that it refers to the correct title and page number in this Plan.

CHA Response: These changes will be made to reflect the full statement and amend the later referenced page number.

Comment 15: Tenancy Preservation and Eviction Pilot (Pages A40 and A41)

The CHA recognizes the severe potential impact of simply filing, in court, an eviction action against a tenant and states that it is adjusting its program to avoid this. It would be helpful to include some more specifics in the Plan in the interest of transparency and to be sure that the details are available to tenants, advocates, and law firms involved.

CHA Response: Please refer to our response to comment 2.

Comment 16: Tenancy Preservation and Eviction Pilot (Pages A40 and A41)

Related to the above, our understanding (from a meeting around June 2021 involving the CHA's executive director) was that before the CHA commenced an eviction case for failure to recertify (rent and/or tax credit), the property manager would contact the tenant three times 48 hours apart; the RSC/social worker intern would then make three more attempts to contact the tenant; and only then would the five day notice be sent if there was no response from the tenant. If the tenant then complied with the recertification, any court eviction would be dismissed without court costs. We wanted confirmation that this was still part of the CHA's practice as it has filed about 45 cases for failure to recertify in 2022 to date and, for those tenants we have spoken to, this procedure

was not followed.

CHA Response: CHA remains committed to the underlying premise of the tenancy preservation initiative. CHA's original commitment regarding the "3 touches" related specifically to non-payment of rent cases. CHA remains committed to the "3 touches" prior to proceeding to file an eviction action for non-payment of rent, which given the revision to the timing on timing of notices to quit for non-payment of rent from 14 days to 30 days, will occur between the issuance of the 5-day notice and the expiration of the 30 day notice to quit for non-payment of rent. Management staff and Resident Service Coordinators will be responsible for the outreach.

As to recertifications: the process of notification of tenants for recertifications differs significantly from that for non-payment, and the tenant receives written notification far in advance of the deadline for submission. CHA commits to attempting at least 3 communications with the tenant, of which one must be a contact by phone or in person by the manager.

Comment 17: Tenancy Preservation and Eviction Pilot (Pages A40 and A41)

Although CHA has between 7 and 30 days between service and filing of a complaint in court, the CHA typically only allows for the minimum of 7 days. We thought that the CHA had agreed (as a pilot at some developments) to delay the entry of the date by a few weeks so that tenants will have a chance to resolve the matter before they have an eviction record (by the filing) and the CHA incurs the court costs. If this is still accurate, please include this in the description of this pilot.

CHA Response: Given that the notice to quit is now required to be 30 days rather than 14, CHA commits to waiting at least 14 days after the service of the summons and complaint prior to entry of the action in court. While CHA seeks to avoid creating a court record, extensive delay may ultimately result in additional arrearages that are not in the interests of either the tenant or the CHA.

Comment 18 : Court Costs for Evictions

The CHA's maintenance charges list $240 as the court costs (based on the $200 cost for the summons and filing in District Court). Starting around March 2022, the CHA's outside law firm (presumably at the CHA's direction) is filing in Housing Court, where those costs are $140. The CHA should adjust its maintenance charges/ policy to reflect this reduction in costs (to the extent that it is being passed on to tenants).

CHA Response: CHA will review these updated costs and look into revising our policy.

Comment 19: Secondary Contact Info

In response to prior comments, the CHA had indicated last year that it would discuss with its new software vendor the possibility of customizing software to allow the CHA to send notices to a second address where public housing/voucher applicant and tenant indicated a helper. See response to comment 28 on pages B84-B85 of last year's approved plan). However, at the September 20, 2022 public hearing, CHA indicted that this is not possible and that the old and new software only allow one mailing address. Accordingly, we again urge the CHA to use an excel spreadsheet or other means to keep track of where to send information, notices, and forms to both the tenant/applicant and, where requested, to a helper or secondary contact (until a software fix is developed).

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 (in paper form) 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 help 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 trying to avoid court evictions for public housing tenants.

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

CHA Response: Given the volume of letters CHA produces these letters need to be created automatically with our software. It would be a significant administrative burden to maintain this information and replicate these documents outside of our current software. As noted, program participants can indicate a dedicated individual to receive notices on their behalf in lieu of the participant.

The organizations outlined above have an entirely different set of software available to them. CHA must work within the confines of existing property management and Section 8 software vendors.

Comment 20: Utility Allowance for Internet for Voucher Tenants

Given that having reliable internet service at home 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 CHA is providing wireless internet service in its public housing developments via a partnership with STARRY, we suggest that CHA implement a $15/month utility allowance for those Section 8 tenants who have to pay more than $15 for internet service.

CHA Response: CHA is always exploring options to benefit voucher holders. Currently, we believe that there are a number of federal, state, and local programs that serve the need to provide affordable internet service to those in need of it. We will still continue to consider all options to best meet the needs of those we serve.

Comment 21: Updated ACOP and Admin Plans (three parts) should be posted on Website

Although the CHA is planning to revise and reorganize the Section 8 Admin Plan (part 1), none of the four currently posted Plans contain the changes to the Grievance and Conference Panel hearings approved by the Board on April 8, 2020. We made the same comment the last 2 years. Although CHA agreed to post and apologized for the delay, the updated documents were not posted. (See pages B78-79 of 2021 plan; Comment 29 (B) on pages B85-86 of 2022 approved plan). The posted Admin Plan parts 2 and 3 are now dated as being updated 7/14/2022 (replacing ones from 2019) but they do not contain the changes to chapter 14 approved by the Board. We have separately brought this to the attention of the new Director of Leased Housing (in the context of the Section 8 Admin Plan discussion) and provided the Board memo and related emails but all four current Board-approved policy documents need to be posted on the CHA's website (and hopefully a means to keep them updated implemented so that CHA front line CHA staff, tenants, applicants, advocates, and the public are aware of the current Board approved policies).

CHA Response: CHA commits to having these documents available on our website by the end of FY22.

Comment 22: Updated Public Housing Rent Schedules (with Utility Allowances) should be posted on Website

The CHA website has the public housing rent charts indicating that they were updated as of 5/10/19 (but the actual documents state dates of 1/1/17 and 4/1/15) and do not include the utility allowance. It also has a warning note that they may not be updated (and, in fact, are not updated). The utility allowance, ceiling rent, and income bracket where ceiling rent is effective do change and the current ones are not posted. Attached is a sample (old) rent chart showing, in a easily readable format, the utility allowance and the rent amounts for households and mixed households, and we urge CHA to use this format to post current rent information (with a person designated to update when changes are made).

CHA Response: Rent charts may not change from year to year so the dates listed 1/1/17 and 4/1/15 are likely correct as of 5/10/19. However, these should be updated more regularly, and CHA will assign a point person in the Operations department to keep the charts updated.

Comment 23: Additional Policy Documents should be posted on Website

The CHA should post on website (as previously agreed but not done as of 9/15/2022 or if done, not easily found):

i. All expiring use preservation agreements

ii. All Public Housing relocation agreements (as amended) that are currently effect (without tenant's signatures)

iii. Section 8 Request for Tenancy Approval packet (including in PDF fillable format)

iv. Tenant Selection Plans for the CHA affiliate housing

v. Once approved, the BOC meeting minutes

The website does have the Section 8 regular and interim recert packet that we had requested last year but none of the other documents CHA had agreed to post. (See pages B78-79 of FY 21; page B86 of FY22).

CHA Response: CHA commits to having these documents available on our website by the end of FY22. The only exception possibly being the Request for Tenancy Approval packet. CHA is concerned that a fillable RFTA could cause confusion if individuals think filling in the PDF also serves as submission to CHA.

Comment 24: Post on website a list of what "public housing" developments are covered by what policy document (ACOP, Admin Plan part 2 or Admin Plan part 3).

Again, we had requested that this information be posted the last two years and CHA agreed but it is not done. (Pages B78-79 of FY 2021: "CHA will work on creation of a master list to identify buildings by Admin Plan."; Pages B85-86 of FY 2022). While the Admin Plans part 2 and 3 do list the developments covered by those plans, it would be helpful to have one list of all the developments and what plan applies (rather than having to open three documents to see where a particular development is listed).

CHA Response: CHA commits to having these documents available on our website by the end of FY22.

Comment 25: Delete MTW Activity H.C. 2008.04 "Align Income Deductions with Federal Public Housing Rent Simplification Deductions/HCV" (Pages B52 – 54)

We appreciate that the CHA removed, from last year's MTW Annual Plan, the proposed change in Section 8 rent formula based on a band system (as to income and deductions for child care and medical expenses). Consistent with not pursuing that activity, we would request that CHA remove the above-referenced activity to implement bands for these deductions. The Plan states that CHA does not plan to implement this in FY2023 but that it is working to determine a feasible timeline. Given the very strong opposition to the band system for Section 8 rents, we request that this be removed from the Plan.

CHA Response: CHA wants to note this was not the activity proposed and removed last year. We do not plan to remove this activity approved in the 2008 plan at this time. However, as noted, there are no plans to implement this activity in the upcoming fiscal year.

Comment 26: 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 appreciates this comment and thanks the commenters for their effort in putting together this submission.

Comment 27: My number one question is this, Why are we not investing in solar power at all the new construction CHA has done? It could save such money!

There were tax incentives, (there may still be, although, not as great as they once were) and monies out there to incentivize. It seems to me we are really behind the eight ball on this one.

CHA Response: CHA has made use of solar energy at developments where appropriate. This includes solar arrays at LBJ, Burns Apartments, Washington Elms, Lincoln Way, and Jefferson Park Apartments. CHA has mentioned these efforts in past plans/reports when the work was being planned.

Commenter 1:

September 22, 2022

BY EMAIL

Zachary Gordon
Cambridge Housing Authority
362 Green Street, 3rd Floor
Cambridge, MA 02139

RE: Comments on CHA's Draft MTW Annual Plan for FY23

Dear Zach:

We are submitting these comments on the Cambridge Housing Authority's (CHA) proposed Fiscal Year 2023 Moving to Work (MTW) Annual Plan made available on August 19, 2022. These comments are jointly submitted by the Alliance of Cambridge Tenants (ACT) and Cambridge and Somerville Legal Services (CASLS).

As indicated in earlier comments, we support the CHA's efforts to include the extra details about the CHA's operation (including development work and resident services) which are not part of the HUD-requirements for a MTW Annual Plan. We also appreciated Mike Johnston's comment, at the September 20, 2022 public hearing, to reach out to him or Brenda Snowden Downing any time if we have concerns outside the Plan.

1. Section 8 rent formula for those with no income (Page B40)

At the bottom of page B40, the CHA proposes to change the rent formula for MTW Section 8 tenants with no income. Based on the information available,[1] we support this change in the formula as it appears it will benefit more tenants than the current formula, but we urge that CHA reduce the minimum rent from $50 to $25 (or $0).

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and Somerville) impose $0 minimum rent; HUD imposes $25 for the PBRA developments (in Cambridge and elsewhere); and importantly, CHA imposes $25 minimum rent for its non-MTW Section 8 tenants. We are unclear what goals the CHA currently has in imposing the $50 minimum rent for its MTW Section 8 tenants and if those goals are being achieved.

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2. Geographic Restriction on Section 8 HCV Port-ins in year 1 (Page B16)

As its sole new proposal for FY23, the CHA proposes to restrict tenants to residing in Cambridge for the first year after a tenant with a voucher from a housing authority outside CHA's area of operation is moving to eastern Mass. We propose that CHA allow two exceptions to this geographic limit: Where a tenants needs to live outside of Cambridge due to domestic violence (DV) or as a reasonable accommodation to a person with disabilities. First, for those subject to DV, DV professionals suggest that the person not live in the same city as the administering agency so that there would be less likelihood of the abuser finding the tenant (and easier for the tenant to participate in the address confidentiality program). Second, it is often difficult to find apartments with the necessary features to accommodate a person with disabilities (e.g. elevator, nearby parking) so if a person has not been able to locate a suitable apartment in Cambridge, after a diligent search, the CHA should permit the person to locate an apartment outside of Cambridge but within the CHA's area of operation. Given that CHA estimates that there are only 24 such households in the upcoming fiscal year, the number of such port-ins with either a DV or RA reason for living outside of Cambridge is likely to be very small.

3. Revised Section 3 policy (Page A7, paragraph 3; Page A41)

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maybe in occur in the spring when CHA is considering proposals for the upcoming MTW fiscal year:

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The CHA needs to add a title "Commitment to Operate as Public Housing " to the last paragraph under "Energy and Water Conservation" and to add the 3 sentences at the end of that commitment (which is a second paragraph on page A39 of FY2022 Plan, attached hereto):

"CHA is particularly attentive to concerns regarding disruptions 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."

Also, the later reference to this commitment (on Page B46) needs to be corrected so that it refers to the correct title and page number in this Plan.

6. Tenancy Preservation and Eviction Pilot (Pages A40 and A41)

The CHA recognizes the severe potential impact of simply filing, in court, an eviction action against a tenant and states that it is adjusting its program to avoid this. It would be helpful to include some more specifics in the Plan in the interest of transparency and to be sure that the details are available to tenants, advocates, and law firms involved.

7. Tenancy Preservation and Eviction Pilot (Pages A40 and A41)

Related to the above, our understanding (from a meeting around June 2021 involving the CHA's executive director) was that before the CHA commenced an eviction case for failure to recertify (rent and/or tax credit), the property manager would contact the tenant three times 48 hours apart; the RSC/social worker intern would then make three more attempts to contact the tenant; and only then would the five day notice be sent if there was no response from the tenant. If the tenant then complied with the recertification, any court eviction would be dismissed without court costs. We wanted confirmation that this was still part of the CHA's practice as it has filed about 45 cases for failure to recertify in 2022 to date and, for those tenants we have spoken to, this

procedure was not followed.

8. Tenancy Preservation and Eviction Pilot (Pages A40 and A41)

Although CHA has between 7 and 30 days between service and filing of a complaint in court, the CHA typically only allows for the minimum of 7 days. We thought that the CHA had agreed (as a pilot at some developments) to delay the entry of the date by a few weeks so that tenants will have a chance to resolve the matter before they have an eviction record (by the filing) and the CHA incurs the court costs. If this is still accurate, please include this in the description of this pilot.

9. Court Costs for Evictions

The CHA's maintenance charges list $240 as the court costs (based on the $200 cost for the summons and filing in District Court). Starting around March 2022, the CHA's outside law firm (presumably at the CHA's direction) is filing in Housing Court, where those costs are $140. The CHA should adjust its maintenance charges/policy to reflect this reduction in costs (to the extent that it is being passed on to tenants).

10. Secondary Contact Info

In response to prior comments, the CHA had indicated last year that it would discuss with its new software vendor the possibility of customizing software to allow the CHA to send notices to a second address where public housing/voucher applicant and tenant indicated a helper. See response to comment 28 on pages B84-B85 of last year's approved plan). However, at the September 20, 2022 public hearing, CHA indicted that this is not possible and that the old and new software only allow one mailing address. Accordingly, we again urge the CHA to use an excel spreadsheet or other means to keep track of where to send information, notices, and forms to both the tenant/applicant and, where requested, to a helper or secondary contact (until a software fix is developed).

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 (in paper form) 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 help 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 trying to avoid court evictions for public housing tenants.

Of note, the utility companies, Social Security Administration, and Department of Transitional Assis-

tance all appear to have computer systems that allow them to send notices to the individual as well as to a legal advocate or other helper designated by the individual.

11. Utility Allowance for Internet for Voucher Tenants

Given that having reliable internet service at home 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 CHA is providing wireless internet service in its public housing developments via a partnership with STARRY, we suggest that CHA implement a $15/month utility allowance for those Section 8 tenants who have to pay more than $15 for internet service.

12. Updated ACOP and Admin Plans (three parts) should be posted on Website

Although the CHA is planning to revise and reorganize the Section 8 Admin Plan (part 1), none of the four currently posted Plans contain the changes to the Grievance and Conference Panel hearings approved by the Board on April 8, 2020. We made the same comment the last 2 years. Although CHA agreed to post and apologized for the delay, the updated documents were not posted. (See pages B78-79 of 2021 plan; Comment 29 (B) on pages B85-86 of 2022 approved plan). The posted Admin Plan parts 2 and 3 are now dated as being updated 7/14/2022 (replacing ones from 2019) but they do not contain the changes to chapter 14 approved by the Board. We have separately brought this to the attention of the new Director of Leased Housing (in the context of the Section 8 Admin Plan discussion) and provided the Board memo and related emails but all four current Board-approved policy documents need to be posted on the CHA's website (and hopefully a means to keep them updated implemented so that CHA front line CHA staff, tenants, applicants, advocates, and the public are aware of the current Board approved policies).

13. Updated Public Housing Rent Schedules (with Utility Allowances) should be posted on Website

The CHA website has the public housing rent charts indicating that they were updated as of 5/10/19 (but the actual documents state dates of 1/1/17 and 4/1/15) and do not include the utility allowance. It also has a warning note that they may not be updated (and, in fact, are not updated). The utility allowance, ceiling rent, and income bracket where ceiling rent is effective do change and the current ones are not posted. Attached is a sample (old) rent chart showing, in a easily readable format, the utility allowance and the rent amounts for households and mixed households, and we urge CHA to use this format to post current rent information (with a person designated to update when changes are made).

14. Additional Policy Documents should be posted on Website

The CHA should post on website (as previously agreed but not done as of 9/15/2022 or if done, not easily found):

i. All expiring use preservation agreements
ii. All Public Housing relocation agreements (as amended) that are currently effect (without tenant's signatures)
iii. Section 8 Request for Tenancy Approval packet (including in PDF fillable format)
iv. Tenant Selection Plans for the CHA affiliate housing
v. Once approved, the BOC meeting minutes

The website does have the Section 8 regular and interim recert packet that we had requested last year but none of the other documents CHA had agreed to post. (See pages B78-79 of FY 21; page B86 of FY22).

15. Post on website a list of what "public housing" developments are covered by what policy document (ACOP, Admin Plan part 2 or Admin Plan part 3).

Again, we had requested that this information be posted the last two years and CHA agreed but it is not done. (Pages B78-79 of FY 2021: "CHA will work on creation of a master list to identify buildings by Admin Plan."; Pages B85-86 of FY 2022). While the Admin Plans part 2 and 3 do list the developments covered by those plans, it would be helpful to have one list of all the developments and what plan applies (rather than having to open three documents to see where a particular development is listed).

16. Delete MTW Activity H.C. 2008.04 "Align Income Deductions with Federal Public Housing Rent Simplification Deductions/HCV" (Pages B52 – 54)

We appreciate that the CHA removed, from last year's MTW Annual Plan, the proposed change in Section 8 rent formula based on a band system (as to income and deductions for child care and medical expenses). Consistent with not pursuing that activity, we would request that CHA remove the above-referenced activity to implement bands for these deductions. The Plan states that CHA does not plan to implement this in FY2023 but that it is working to determine a feasible timeline. Given the very strong opposition to the band system for Section 8 rents, we request that this be removed from the Plan.

17. Attached are some Plan pages with typos or other clerical corrections needed.

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).

Commenter 2:

September 23, 2022

Zachary Gordon, Sr. Program Manager Policy
& Communications Dept.

Cambridge Housing Authority

362 Green Street, 3' Floor

Cambridge, MA 02139

RE: Comments (corrected) on the CHA's Draft MTW Annual Plan for FY23

Dear Zach:

This letter is in response to your request for comments on the CHA's draft FY 2023 Moving to Work (MTW) Annual Plan.

Due to being pressed for time, I am commenting on just a few, and therefore am really appreciative of Susan Hegel's willingness to so painstakingly pull together a letter detailing issues of concern identified by ACT mem-

bers and Cambridge & Somerville Legal Services/GBLS (CASLS), in its capacity as our representative on the plan. In addition to my individual comments, I ratify all comments, suggestions and corrections made in Atty. Susan Hegel's letter to the CHA on the proposed MTW 2023 plan.

1) RE: About comments submitted by tenants for inclusion in the final version of the MTW Plan:

Last year, many of us tenants who submitted comments were dismayed to see how our comments were handled in the MTW plan. A number of folks' comments were chopped up into sections (apparently so that a CHA response could follow immediately after each point raised); at least one tenant's comments were inadvertently not included at all, others' comments only excerpted; and, tenants' names were omitted from

our submissions, when at least some of us submitted comments with our names, intending to go on the record to register our concerns.

I suggest that the CHA include written comments in their entirety, unless the commentor specifies otherwise, and that our names be attached to our comments (unless an individual has expressed the wish that his/her name be withheld). At any rate, speaking for myself, please include a copy of this (corrected) letter in its entirety in the MTW plan's comments section.

2) RE: Tenancy Preservation and Eviction Prevention Pilot (pages A40 - A41):

In the first sentence that begins at the bottom of page A40 and ends on A41, I suggest that you modify the last phrase of that sentence, to read: "...even if when the dispute or alleged lease violation is eventually resolved." (Words in boldface indicate suggested additions, a substitution or moved location, not to suggest bolding in final MTW version.) As written in the MTW draft, the sentence suggests that the CHA is never mistaken about its initial assessment that a lease violation occurred. When the CHA turns out to be wrong, the tenant didn't "cure" a "violation." Rather, the resolution could occur due to a correction to the factual record. (Some of us are aware of occasions when the CHA's asserted allegations about a tenant were not necessarily accurate.)

The last sentence in that section has a typo: CHA intends to broaden and deepen the experiences that were gleaned during is work...." Did you mean "its work" or"this work"?

As I think Susan Hegel will be asking in her comments on behalf of ACT, I urge the CHA to substantially flesh out the details of this proposed pilot project. The only other information about this pilot that I am aware of is a vague outline/chart provided to ACT (which was then shared with members) quite a while ago, and which looked more like the germ of an idea for a powerpoint presentation.

I urge the CHA to meet and work with all interested members of ACT and Susan Hegel (and other CASLS advocates) to discuss ideas we tenants could feel would be beneficial to include in such a pilot.

While on the subject of tenancy preservation, eviction prevention, and avoidance of the "severe . . . impact of filing an eviction action" in court, I wish to reiterate my concerns expressed in the ACT-CHA MTW meeting and public hearing about the CHA's current outside counsel, Turk & Quijano, LLP, ("T&Q") and the firm's principal, Jeffrey Turk. I urge the CHA to meet with ACT members on our concerns about the law firm and to work with us to develop a Request for Proposals for a new eviction law firm that addresses concerns of tenants. (Michael Johnston's and Susan Cohen's responses at the public hearing sufficiently convinced me that my expressed thought, of having the CHA handle evictions in-house, would not necessarily achieve the goal of a "kinder, gentler" treatment of tenants that I envisioned might be possible.)

My concerns about Jeff Turk and his firm are in part based on my observation of a pre-COVID eviction case that unfolded in my senior/disabled housing building, Truman Apartments, where I believe an attorney with T&Q abused the intended limited purposes of a state statute, MGL c. 139, s. 19, to avoid the already-fast eviction summary process, which at least gives a tenant a fighting chance to try to secure counsel who can engage in the discovery fact-finding process meant to give both parties an opportunity to get to the truth of facts behind allegations, possibly discern if there are health issues requiring reasonable accommodation, and see if a satisfactory resolution can be reached.

As I said during the public hearing, I am aware of a number of cases where various divisions of the Housing Court issued orders indicating that Turk or an attorney in his firm abused legal process. I would be happy to share copies of those cases with the CHA if it is receptive to this offer. As well, as I shared with Michael in the ACT-CHA meeting before the public hearing, a class suit pending in federal district court, filed by three Hyde Park tenants on behalf of themselves and a class of at least 110 others at Section 8-subsidized Georgetowne Homes that T&Q hauled into court during the COVID pandemic. It should be a concern to the CHA, since the allegations of Turk's behavior, described in the complaint, are alarming and credible. (The case is Shelley Lirianom et al. v. Turk & Quijano, LLP and Jeffrey Turk, filed 3/7/22, and the complaint can be downloaded at the end of a 3/18/22 story about the suit found at universalhub.com.) Contrary to what I think Sue Cohen said during the public hearing, that there is "no precedence" to support the "novel" grounds for the class suit, the 3/21/22 Mass. Lawyers Weekly article I gave Michael about the suit seems to suggest that there is persuasive authority, in Mass. and nationwide, to hold Turk and his firm responsible for harm caused by various violations of, among other things, provisions of the federal Fair Debt Collection Practices Act.

I appreciate your consideration of these comments, as well as those of the other tenants, and Susan Hegel's on behalf of us, about the proposed MTW plan.

Very truly yours,

Glenna M. Wyman

Commenter 3:

Preservation of hard units requires constant work, upgrades, and financing. It is remarkable to witness CHA improving and reclaiming properties. Thank you for your work.

Preservation at Woodrow Wilson Court (WWC) through RAD has been an experience and now I'm looking back at that journey.

In 2016/17 WWC had limited capital improvements ($2.5M+) most noteably – new fire alarm, new trash house, new chimney, new boilers, and repointing exterior brick. At that time the roof replacement could wait a little bit.

One of the big selling points of RAD was the maintenance chart for this property for 15-20 years. The chart showed the expected property needs and anticipated costs to maintain these units in good condition.That said, my questions: why has the roof replacement been pushed forward a year in each Annual Plan (Plan) since 2019? Why did the word “replacement” change to “improvements” both last year and this year?

The Plan dollar value in 2019 to replace the WWC roof ($550K) has remained the same with no adjustments for inflation and materials. How are hard units to be preserved if housing is again put at risk by postponing maintenance needs into the future?

Note: I did not compare other CHA properties over the years – only WWC.

Thank you for your attention.

Commenter 4:

Hi Zach,

I am sorry about this being so last minute.

I am putting in a new software system at my practice and it has been a week!

My number one question is this, Why are we not investing in solar power at all the new construction CHA has done?

It could save such money!

There were tax incentives, (there may still be, although, not as great as they once were) and monies out there to incentivize.

It seems to me we are really behind the eight ball on this one.

Thank you.

Commenter 5:

September 16, 2022

To: Zach Gordon, Cambridge Housing Authority; CHA Board of Directors
Re: CHA Annual Plan 2023 - Written Comments

To Whom It May Concern:

1) ACT (Tenant Organization)

ACT is unfortunately no longer a legitimate organization representing tenants in CHA housing. This ceased to be the case at least over a year ago when a “co-chair” began usurping authority not granted in the ACT By Laws and began to arbitrarily and unceremoniously “remove” various fellow members of the ACT Board at meetings conducted via zoom, controlled entirely by this same individual, often excluding others from even cursory participation.

Serious problems surfaced within ACT some time ago, but when this was brought to the attention of senior CHA managers in written comments submitted for previous annual reports, these concerns were ignored. (Now they are evidently too obvious and egregious for those who head the CHA to continue to ignore; it would have been helpful had there been some willingness to at least investigate this situation a good deal sooner.)

This commenter does not object to the Board (and CHA) considering written comments prepared at a meeting with a small remnant “rump” group of ACT Board members (with perhaps one or two additional more general “members”), as there are likely useful views expressed there.

However, Ms. Hegel, the legal services attorney, is certainly not qualified to opine - as she did at the Annual Plan Public Hearing this past Tuesday - on the legitimacy of ACT. Apparently a small remnant "rump" group of ACT Board members have met very occasionally during the past year, under very questionable circumstances. (There are reportedly now, at most, just eleven of the original group of thirty elected board members - almost all of whom have evidently been “removed” in a manner in total violation of all the relevant By Laws of the organization. It’s not clear how many of even this now-much-smaller-group still even bother to participate.)

Prior to one of the first meetings where this wayward co-chair attempted to “remove” board members, evidently just not to her liking, improperly, Ms. Hegel was asked to remain

at that meeting (following an anticipated initial discussion of that year's annual report) to at least "observe" or "witness" the proceedings, in hopes of introducing a sobering dimension to that portion of the meeting.

Ms. Hegel declined, and explained that she no longer had any "agreement" to "represent ACT." Yet, despite this fact, and despite her having chosen to be absent from this obviously quite important portion of the meeting (for any determination of whether the co-chair of the ACT Board was acting improperly - or not), Ms. Hegel presumed to render a declaration at the recent public hearing that ACT "is legitimate."

How is Ms. Hegel in a position to render such an opinion, given what she already stated about her relationship with ACT, and her absence from relevant portions of Board meetings??

Again, for reasons stated here, I simply don't believe Ms. Hegel is qualified to opine on this matter, and I have to seriously question why she would.

In the future, the CHA, and senior managers of the organization, should be ready and willing to examine and investigate complaints about the legitimacy of any "recognized" tenant group in a more timely and serious manner, without prejudice, before it gets completely out-of-hand, as seems to have been the case here.

The amount of public funds provided to ACT in recent years may, in fact, be relatively modest, but the CHA should not be disbursing funds to a group manifestly operating (albeit barely operating at all) in blatant and repeated violation of it's own adopted governing By Laws, due evidently to the malfeasance of possibly just one individual, with the silent acquiescence of, at best, just a handful of (woefully inattentive) others.

2) SAFETY AND SECURITY

It's hard to recognize where I live from the rather ridiculous formulations presented here.

Re: "Property Management teams and maintenance staff continue to physically inspect entry doors and grounds to ensure there is no easy path of entrance for ournon-residents.[sic]" Hunh???

I am not aware of anyone ever checking doors to see if they are secure. In fact, locks to doors to buildings at Jefferson Park remain broken - and have been for long periods - despite past and more recent complaints and repeated requests for repair. (After awhile, tenants just "give up," sad to say.)

Re: "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." Hunh???

I simply don't know what whoever wrote this is talking about. There have been no known "neighborhood meetings" where I live as far as I'm aware for years! While there may have been occasional meetings of this kind at some other property, I can say without the slightest doubt that there does not exist this purported "strong
bond, trust, and respect between all parties involved..." This is really a strikingly preposterous claim. If it is, indeed, a goal - and it certainly would seem, at least, directionally correct - the CHA have a long way to go before reaching this lofty goal.

Re: Cameras

When security problems arise, CHA management are in the habit of never disclosing which cameras may be working and which not. (When they might have proved useful, they never seem to be working.) Residents
have been told that cameras "pointing in the wrong direction" would be adjusted, but they never were. They've
been led to believe that cameras were working - for months - when, in fact, DVR's were not, and they were not informed of this. One would think that CHA management would be honest and clear with residents about which cameras are no longer working, especially if they are serious about "build[ing] a strong bond, trust, and respect between all parties involved," as cited above.

The CHA really need to be more open and honest with all residents, even the ones they don't like. Good communication starts with a genuine willingness not just to "listen," but to also actually hear what tenants are saying. And then hopefully act in good faith to address the most salient problems residents encounter.

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 (Pages A26 - A29) 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.