CAMBRIDGE HOUSING AUTHORITY

MOVING TO WORK

ANNUAL PLAN 2021

January 1, 2021 - December 31, 2021

The Spirit of Community and Housing

Artist: Briana Lee Spearman

I created this artwork titled, Community Love, because I feel that it represents the true meaning of community. Being someone who has been a Cambridge resident my entire life I believe that there's always a strong sense of community here. The different cultures represented in Cambridge diversity makes it such an amazing place to live. Many things here have changed over time but it always feels like home. The love of seeing different people from all walks of life coming together and creating a special community is unlike anywhere in the world.

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STRENGTHENING OUR FOUNDATION

CAMBRIDGE HOUSING AUTHORITY

FISCAL YEAR 2021

JANUARY 1, 2021 - DECEMBER 31, 2021

Our 22nd year in the Moving to Work (MTW) Program

IIn FY21, the Cambridge Housing Authority (CHA) will continue to work on regular programming and other previously planned for projects as well as making adjustments as needed to meet the ongoing challenges presented by the Covid-19 health crisis in FY20.

CHA has also continued working on innovative policies and solutions for our residents and voucher-holders. To that end, CHA is working to roll out new FSS+ incentives approved in the FY20 Plan. The changes included a revised escrow calculation and self-sufficiency/homeownership bonus payments. CHA anticipates the software changes necessary to launch the new escrow calculation will be ready in late FY20 or early FY21.

Additionally, CHA has also continued to build on the success of the Work Force Alumni Program. The program's aim is to position Work Force graduates to secure their first "asset" in a manner that will increase their ability to build generational wealth and enter the social and economic mainstream.

In subsequent years, we secured funding to add the Alumni Coach and Career Development Specialist positions through ongoing grants from the Herb and Maxine Jacobs Foundation, and The Boston Foundation's Skillworks Initiative. Working in tandem, these positions focus on assisting our program seniors and their families to secure a good college "fit" -- academically, socially, and financially – and to provide "coaching for persistence" tracking to all matriculating alumni for four years after they graduate from the program.

The first cohort to receive all three components of the initiative, the 2016 Work Force class, recently posted remarkable outcomes in year four despite complications from the pandemic: two-thirds have completed their degrees within four years, and we project that between 75% and 80% will have completed their degrees in year five.

In FY21, we will continue to build on these successes to ensure that subsequent Work Force graduating classes can achieve similar, or perhaps even greater outcomes. Increased focus will be given to assisting each college graduate with a "transition to career" plan so that they will be optimal position to make their post-secondary degree work for them upon leaving school and entering the workforce.

CHA has been and will continue to be forward thinking in the preservation and development of affordable housing, which is especially significant in one of the most expensive housing markets in the nation. In FY21, CHA's Planning and Development department will be responsible for more than $260 million in overall on-going capital improvements, with an emphasis on long-term durability, livability, energy efficiency and high-quality construction. In FY21, P+D will also be continuing CHA's conversion process for the remainder of its federal public housing properties.

The CHA has been working to convert its federally assisted public housing portfolio to the Section 8 program, which was initiated after HUD's approval of CHA's portfolio conversion application under HUD's Rental Assistance Demonstration (RAD) Program in December 2013. In addition to utilizing RAD, the CHA also received, 1,094 tenant protection vouchers through the Section 18 Disposition process. As of July 1, 2020, CHA will have converted 2,279 units (or 94%) of its 2,427 federally assisted public housing units. An additional 59 units (or 2.4%) are anticipated to convert before January 1, 2021 for a total of 2,338, (or 96.3%) of CHA's federal public housing portfolio.

In addition to increased construction costs, CHA is also experiencing delays in accessing the needed private activity bonds from the Commonwealth of Massachusetts. These bonds are key to the CHA's ability to raise equity through the Low-Income Housing Tax Credit (LIHTC) program. Unfortunately, the Commonwealth has a high demand for private activity bonds, including the targeting of a substantial number of affordable units that are at risk of being lost absent the use of private activity bonds. In 2018, 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 our RAD/Section 18 disposition projects to proceed in a timely fashion. In fact, an allocation of $82 million in private activity bonds is currently being provided, which is allowing the CHA to proceed with the much-needed rehabilitation of Millers River Apartments. Additionally, in February 2019, CHA received an allocation of $45 million in private activity bonds from MassHousing for Burns Apartments. CHA closed on the project's tax credits in 2019 and construction began in January 2020.

With all that said, CHA continues to work through a wide range of challenges to produce positive results. While many challenges may be unpredictable, CHA has proven it can find and/or create industry-leading solutions to mitigate these concerns.

PROGRAMS + SERVICES

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

	PROGRAM NAME	OPTIMAL ANNUAL CAPACITY
EARLY CHILDHOOD	**Baby University**	40 Families
	Baby U Alumni Association	200 Families and growing
	Pathways to Family Success	15 Families
	Head Start	40 families
	Windsor Street Preschool	34 Families, 17 dedicated slots for CHA families
YOUTH	**DREAM Mentoring**	15 Youth
	Work Force Youth Program (CHA)	**280 Youth (includes 2 summer programs) + 130 Alumni**
	Work Force College Savings Program (CHA)	**200 Work Force Youth**
	Tutoring Plus, Inc.	55 Work Force Youth
	This Way Ahead/Gap Inc	135 Youth; 74 Internships
	Big Brother Big Sister	110+ Youth
	The Possible Project	40 Youth
	Youthbuild (Just-A-Start)	3-5 slots for young Adults
ADULT	**Biomedical Careers Program (Just-A-Start)**	3-5 slots for Adults
	Bridge-to-College Program	5 Adults
	Community Computer Centers (CHA)	**200 Youth; 110 Adults**
	Cambridge Employment Program	95 Adults
	Gateways Learning Program	100 Adults (all below fine except aging)
	Financial Stability and Savings (FSS+)	3,900 voucher households;
	Pathways to Permanent Housing - Heading Home	45 Adults
	Pathways to Permanent Housing - Transition House	4 Families (20 Families over 5 years)
AGING IN PLACE	**Service Coordination Program (Elder Services - CASCAP, Inc)**	1,000 Elderly Adults (non-PACE)
	Program of All-inclusive Care for the Elderly (PACE)	70 Elderly Adults
	Somerville-Cambridge Elder Services (SCES)	9 Elderly Adults
	TOTAL (Households are counted more than once if participating in more than one program.)	**774 Youth** **4,661 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 2020		PLANNED[2] 31 DEC 2021
MTW HOUSING UNITS					
PUBLIC HOUSING UNITS	854		305		22
PUBLIC HOUSING HOUSEHOLDS		1,363		172	
RAD UNITS			1,291		1,291
RAD HOUSEHOLDS				1,208	
FORMER PH UNITS (SECTION 18 DEMO)			1,094		1,377[3]
FORMER PH HOUSEHOLDS (SECTION 18 DEMO)				825	
MTW VOUCHERS					
VOUCHER UNITS (PBV, TBV, ALL EXPIRING USE)	5,304 (RAD included)		4,315		4,315
VOUCHER HOUSEHOLDS		4,723		4,277	
TOTAL MTW UNITS AND VOUCHERS	**6,158**				
TOTAL MTW HOUSEHOLDS		**6,086**			
NON MTW					
NON-MTW FEDERAL VOUCHERS (VASH, Shelter Plus, Mod Rehab, Mainstream, DHVP/ NED) [4]			692		692
NON-MTW FEDERAL VOUCHER HOUSEHOLDS				577	
STATE ASSISTED UNITS (NEW CONSTRUCTION)			110		110
STATE ASSISTED HOUSEHOLDS (NEW CONSTRUCTION)				101	
STATE VOUCHERS (MRVP, Mod Rehab State, DMH, AHVP) [5]			192		192
STATE VOUCHER HOUSEHOLDS				139	
TOTAL NON MTW UNITS			**882**		
TOTAL NON MTW HOUSEHOLDS				**726**	
TOTAL CHA UNITS AND VOUCHERS	**6,158**		**7,999**		**7,999**
TOTAL CHA HOUSEHOLDS				**7,304**	

1. This table does not include local non-traditional vouchers (sponsor-based vouchers), ports, relocation-issued vouchers.
2. Planned Units and Vouchers are only included in this table because it is difficult to predict households that will be served.
3. Conversions are pending application submissions and HUD review; exact dates of conversion are to be determined and subject to change.
4. Voucher breakdown by program: DHVP/NED 100, VASH 165, Shelter + Care 46, Mainstream 289, Mod Rehab 92. Participant breakdown by program: DHVP/ NED 82, VASH 139, Shelter + Care 28, Mainstream 248, Mod Rehab 80.
5. Voucher breakdown by program: AHVP 68, DMH 39, Mod Rehab State 27, MRVP Mobile 35, MRVP PBA 23 Participant breakdown by program: AHVP 32, DMH 31, Mod Rehab State 28, MRVP Mobile 31, MRVP PBA 17

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 5, 2020

	DISTINCT APPLICANTS[1]	APPLICATIONS	AVERAGE APPLICATION(S) PER APPLICANT
CHA HOUSING	11,152	64,499	5.5
CHA VOUCHERS	16,770	106,266	6.5
SINGLE ROOM OCCUPANCY (SRO)	756	756	1

1. An applicant may be eligible for multiple programs based on age and income and appy to more than one waitlist. There were 20,489 unique applicants across all programs as of 8/1/2020.

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 5, 2020

	Total Units[2]	Units Occupied	Younger Disabled HH	Percent Young Disabled by Units	Percent Young Disabled by Occupancy
116 Norfolk Street	37	34	7	18.9%	20.5%
Daniel F. Burns	138	134	13	8.2%	10.7%
Elderly Condos	5	4	0	0%	0%
Harry S. Truman Apartment	56	56	12	21.4%	21.4%
John F Kennedy	44	42	6	13.6%	14.3%
Linnaean Street	20	20	2	10.0%	10.0%
Lyndon B. Johnson Apts	177	165	17	9.6%	10.3%
Manning Apartments LLC	205	171	30	14.6%	16.5%
Millers River LLC	207	202	22	10.6%	10.6%
Putnam School	27	27	1	3.7%	3.7%
R.C. Weaver Apartments	20	15	6	30.0%	40.0%
Roosevelt Midrise	77	72	23	29.9%	31.9%
Russell Apartments LLC	52	52	7	13.4%	13.5%

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.

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

On August 5, 2020

	FORMER PUBLIC HOUSING (DISPO)	%[1]	RAD	%[1]	LIPH	%[1]	Vouchers	%[1]	Non-MTW	%[1]
INCOME[2]										
≤ 30 AMI	619	75%	768	74%	134	78%	3225	73%	697	86%
31 AMI - 50 AMI	125	15%	243	16%	25	15%	683	20%	85	11%
51 AMI - 60 AMI	28	3%	58	3%	5	3%	129	4%	11	1%
61 AMI - 80 AMI	25	3%	40	2%	5	3%	77	2%	9	1%
≥ 80 AMI	28	3%	67	5%	3	2%	24	1%	7	1%
UNIT SIZE										
0BR	214	26%	64	5%	46	27%	221	5%	215	27%
1BR	235	28%	478	40%	84	49%	1807	44%	458	57%
2BR	188	23%	349	29%	36	21%	1409	34%	95	12%
3BR	156	19%	251	21%	6	3%	587	14%	30	4%
4BR+	32	4%	66	5%	0	0%	114	3%	11	1%
RACE										
Native Hawaiian/ Other Pacific Islander	11	1%	9	1%	0	0%	4	0%	1	0%
Black/African American	410	50%	651	54%	61	35%	1790	43%	327	40%
White	354	43%	471	39%	105	61%	1848	45%	455	56%
Asian	46	6%	74	6%	5	3%	476	12%	16	2%
American Indian/ Alaska Native	4	0%	3	0%	1	0%	14	0%	10	1%
ETHNICITY										
Hispanic or Latino	92	11%	171	14%	15	9%	726	18%	92	11%
Not Hispanic or Latino	733	89%	1,037	86%	157	91%	3406	82%	717	89%
CAMBRIDGE STATUS										
Living In Cambridge	825	100%	1,208	100%	172	100%	2208	53%	467	58%
TOTAL HOUSEHOLDS[2]	**825**		**1,208**		**172**		**4040**		**809**	

CAPITAL IMPROVEMENTS
FIVE YEAR PLAN SUMMARY

FIVE YEAR BUDGET	2021	2022	2023	2024	2025	Beyond 2025	Total
Capital Fund Program	$2,817,743	$1,690,646	$704,436	$598,770	$239,508	$-	$6,051,103
State Modernization Program	$1,000,000	$-	$-	$-	$-	$-	$1,000,000
MTW Block Grant	$750,000	$750,000	$750,000	$750,000	$750,000	$750,000	$4,500,000
State or Local Subordinate Loans	$-	$-	$22,575,000	$22,575,000	$22,575,000	$82,775,000	$150,500,000
LIHTC or Historic Equity	$31,935,000	$85,200,000	$23,800,000	$28,945,000	$9,361,000	$44,207,000	$223,448,000
Development Period Cash Flow	$1,250,000	$3,000,000	$3,000,000	$3,000,000	$1,000,000	$-	$11,250,000
Construction/Permanent Loan	$94,966,270	$88,742,749	$101,348,922	$98,934,505	$69,086,029	$62,949,250	$516,027,725
CHA Program Loan	$4,102,110	$27,073,189	$13,609,563	$7,933,414	$22,902,821	$20,965,597	$96,586,693
Replacement Reserves/Operating Cash	$3,875,000	$2,875,000	$2,575,000	$1,325,000	$1,325,000	$1,000,000	$12,975,000
Earned Development Fee	$4,200,000	$4,326,000	$4,455,780	$4,589,453	$4,727,137	$3,895,134	$26,193,505
Total Sources	$144,896,123	$213,657,583	$172,818,700	$168,651,143	$131,966,495	$216,541,981	$1,048,532,026
USES	2021	2022	2023	2024	2025	Beyond 2025	Total
Millers River Apartments Revitalizaton	$35,428,571	$23,250,000	$-	$-	$-	$-	$58,678,571
Burns Apartments Revitalization	$31,714,286	$23,785,714	$-	$-	$-	$-	$55,500,000
Roosevelt Towers Low-Rise Revitalization	$14,250,000	$10,687,500	$-	$-	$-	$-	$24,937,500
78-80 Porter Road	$7,142,857	$-	$-	$-	$-	$-	$7,142,857
Truman Revitalization	$12,055,556	$9,444,444	$200,000	$-	$-	$-	$21,700,000
Putnam School Revitalization	$4,375,000	$9,425,000	$200,000	$-	$-	$-	$14,000,000
Jefferson Park Federal Revitalization	$250,000	$46,153,846	$46,153,846	$46,153,846	$11,288,462	$-	$150,000,000
689 Misc Improvements	$1,000,000	$250,000			$-	$-	$1,250,000
Lancaster Street Masonry and Roof Replacement	$800,000	$-	$-	$-	$-	$-	$800,000
JP Apts - Balcony Trim Repair	$400,000	$-	$-	$-	$-	$-	$400,000
Washington Elms Site Improvements	$375,000	$25,000	$-	$-	$-	$-	$400,000
Corcoran Park Stoop Repairs	$300,000	$-	$-	$-	$-	$-	$300,000
JFK Trash Compactor	$300,000	$-	$-	$-	$-	$-	$300,000
Hingham St - Window Replacement & Bldg Env	$250,000	$35,000	$-	$-	$-	$-	$285,000
LBJ HVAC Improvements	$225,000	$-	$-	$-	$-	$-	$225,000
Manning HVAC Improvements	$225,000	$-	$-	$-	$-	$-	$225,000
River Howard Storage Garage	$200,000	$15,000	$-	$-	$-	$-	$215,000
Putnam Gardens Fencing	$175,000	$25,000	$-	$-	$-	$-	$200,000
Willow Street Exterior Painting and Repairs	$175,000	$-	$-	$-	$-	$-	$175,000
JP Apts - BDI Antenna	$120,000	$40,000	$-	$-	$-	$-	$160,000
Fairmont - Storm Water and Parking Lot Upgrade	$75,000	$-	$-	$-	$-	$-	$75,000
JFK HVAC Improvements	$75,000	$-	$-	$-	$-	$-	$75,000
Roof Replacement - Valentine and Fairmont	$55,000	$110,000	$-	$-	$-	$-	$165,000
Manning Security Gate	$50,000	$-	$-	$-	$-	$-	$50,000

Roof Replacement - Columbus	$-	$25,000	$-	$-	$-	$-	$25,000
116 Norfolk Street Revitalization	$-	$7,857,143	$9,428,571	$4,714,286	$-	$-	$22,000,000
Corcoran Park Revitalization	$-	$1,310,000	$24,000,000	$28,000,000	$26,690,000	$-	$80,000,000
Roosevelt Towers Mid-Rise Revitalization	$-	$500,000	$22,837,500	$30,450,000	$7,112,500	$-	$60,900,000
Woodrow Wilson Court Roof Replacement	$-	$550,000	$-	$-	$-	$-	$550,000
Scattered Site and Condos - Selected Upgrades	$-	$2,000,000	$2,500,000	$1,250,000	$1,250,000	$925,000	$7,925,000
Weaver Apartments Revitalization	$-		$4,050,000	$1,350,000	$-	$-	$5,400,000
Linnaean Street Revitalization	$-	$-	$-	$-	$1,344,000	$12,096,000	$13,440,000
155 Willow Street New Construction	$-	$-	$-	$-	$6,520,500	$13,041,000	$19,561,500
Misc. Site Improvements - Any Dev	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000	$150,000
Misc. Exterior Improvements - Any Dev	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000	$150,000
Misc. Interior Improvements - Any Dev	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000	$150,000
Cambridge Street Building New Construction	$-	$-	$-	$5,125,000	$10,250,000	$5,125,000	$20,500,000
Lambert Street New Construction	$-	$-	$-	$7,875,000	$15,750,000	$7,875,000	$31,500,000
River Howard Homes Revitalization	$-	$-	$-	$-	$-	$26,880,000	$26,880,000
JFK Apartments Revitalization	$-	$-	$-	$-	$-	$5,175,000	$5,175,000
Willow Street Homes Revitalization	$-	$-	$-	$-	$-	$1,750,000	$1,750,000
Total Construction	$110,091,270	$135,563,648	$109,444,918	$124,993,132	$80,280,462	$72,942,000	$633,315,429
							$-
Repayment of Construction Loans	$7,330,874	$43,641,106	$33,761,459	$12,000,000	$27,500,000	$123,187,000	$247,420,439
Total Uses	$144,896,123	$213,657,583	$172,818,700	$168,651,143	$131,966,495	$216,541,981	$1,048,532,026

VOLUNTARY COMPLIANCE AGREEMENT

CHA continues to work towards fulfilling its Voluntary Compliance Agreement (VCA) with HUD's Office of Fair Housing and Equal Opportunity. Thirty-seven (37) wheelchair accessible units in its Public Housing portfolio were completed as of July 2018. Construction of the final five (5) required units began in early 2019 as the Revitalization of Millers River is now underway. Construction at that 297-unit site will take close to three years, with the handicapped accessible units expected to be completed by mid-2021. While 5 units are required to meet the requirements under the VCA, CHA will be constructing a total of fifteen accessible units at Millers River. An additional 8 accessible units are planned for Burns Apartment as part of its revitalization. Work at Burns Apartments is scheduled to begin in January 2020 with the handicapped accessible units also expected to be completed by mid-2021.

Planned Units	Completed Units	Planned Date	Completed Date	Status
2	2		03 / 2008	Units completed at Lyndon B. Johnson Apartments
5	5		12 / 2008	Units completed at Frank J. Manning Apartments
5	5		05 / 2010	Units completed at Frank J. Manning Apartments
1	1		03 / 2010	Unit completed at Willow Street Homes
3	3		11 / 2011	Units completed at Jackson Gardens
1	1		02 / 2012	Unit completed at Lyndon B. Johnson Apartments
4	4		03 / 2012	Units completed at Lyndon B. Johnson Apartments
4	4		08 / 2013	Units completed at Lincoln Way
2	2		12 / 2015	Units completed at Temple Place[1]
8	8		07 / 2018	Units completed at Jefferson Park State
2	2		07 / 2018	Units completed at Frank J. Manning Apartments
5		6/2021		Units planned for Millers River Apartments
42	**37**			**Total**

1 Temple = new units to CHA's inventory. A total of 4 accessible units were created – 2 of the 4 count towards the 5% required of new construction. The additional two count towards the VCA.

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PUBLIC PROCESS SCHEDULE FOR FY21

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
FY21 ANNUAL PLAN	Public hearing (9/15/20) and 30-day comment period (8/21/20 - 9/24/20).
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	$187,588	Chief Financial Officer	$166,635
Director of Planning + Development	$176,653	Director of Leased Housing	$140,468
Deputy Executive Director	$167,090		

BOARD OF COMMISSIONERS

NAME	MEMBER SINCE	APPOINTMENT	EXPIRATION OF TERM
Susan Connelly	2014	Governor's appointee	November 11, 2019
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 four years.

ENHANCED SANITATION PROTOCOLS

The Department has taken on a major amount of changes to combat the spread of COVID-19 and flatten the curve. Sanitation protocol has been increased to four times per day cleaning of all common areas, spaces, and utilities from laundry rooms to elevator buttons. All non-medically visitors have been encouraged not to enter our buildings. Lockboxes have been installed at each site to receive paperwork, and most transactions with residents have occurred over e-mail or the phone. Additionally, the city of Cambridge provided free testing at all elderly/disabled CHA sites. The positive test rate was below 1%. The Department remains vigilant and effective at providing personal protective equipment and sanitation supplies for the sites, and will continue to be as necessary in FY21.

STAFF ENRICHMENT

Operations maintains that a major component to the success of the agency is the successful training of our employees. In FY19, we collectively logged over 1,500 of training hours. Training has included IREM CPM training for the department director, assistant director, and regional managers. Additionally, many managers are working on an ARM certification through IREM. However, due to current circumstances, Operations shifted the training focus to one of the most important elements of combatting the spread of COVID-19, which are social distancing and working from home whenever possible. Directors have worked with District Managers to clearly outline what tasks and responsibilities can be accomplished on workdays away from the office, and the maintained productivity has greatly benefited both staff and residents. The department plans to sustain this model until the pandemic has been effectively neutralized. Staff has also taken advantage of distanced learning opportunities that are offered via zoom and other online platforms.

MANAGEMENT SERVICES

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

CONTINUED CONSTRUCTION RELOCATION

Relocation efforts will continue throughout FY21 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 2021. 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 the majority of their preferences whenever possible. The agency is committed to performing these tasks at the highest level and has a dedicated team of (3) full-time employees for this process. We have put into place numerous additional protocols to with the goal of continuing relocation efforts while minimizing the risk of spreading Covid-19 at our sites.

SAFETY AND SECURITY

As our commitment to quality housing continues, we recognize that we must be more creative in establishing a comfortable level of safety for our residents. All newly renovated sites are being equipped with high tech security camera systems to cover more area on the property, coupled with a digital recording system that provides a quicker method to locate specific footage. Property Management teams and maintenance staff continue to physically inspect entry doors and grounds to ensure they are is no easy path of entrance for non-residents. CHA will continue monthly briefings and sharing information regarding Safety and Security in the developments between the Property Management staff at CHA and the Cambridge Police Department (CPD) via online video conferencing. In addition, lighting surveys are done at every development throughout the city twice a year. These lighting surveys are done after dark to ensure that the properties are adequately illuminated. In an effort to empower residents to feel safer in their neighborhoods, CHA holds sporadic neighborhood meetings with CHA residents and the Cambridge Police Department (CPD). The goal of these meetings is to build a strong bond, trust, and respect between all parties involved. This gives CHA residents a platform to express safety concerns in their neighborhood and gives CPD a forum to outline their efforts and strategy to keep the neighborhood safe. At the time of this writing, the meetings are on hold until the fall season and will continue normally during FY21. CHA uses these multiple platforms to partner with the Cambridge Police Department and Cambridge Fire Department to bring services and information to our resident population. CHA maintains a great working relationship with both agencies and relies on the agencies to make our properties safer.

LEASED HOUSING

The Leased Housing Department manages all of CHA's Federal and State voucher programs including the Housing Choice Voucher Tenant-Based Voucher program (TBV), the Project Based Voucher program (PBV), the Single Room Occupancy program (SRO), the Veteran's Affairs Supportive Housing Program (VASH), Non-Elderly Disabled voucher programs (NED), and vouchers funded by the Commonwealth of Massachusetts Alternative Housing Voucher Program (AHVP), Massachusetts Rental Voucher Program (MRVP), and Department of Mental Health subsidies (DMH). Using its MTW flexibility, CHA also provides sponsor-based assistance to local agencies who provide shelter and supportive services to hard-to-house individuals. CHA will utilize this program to also include tenant protection vouchers that are triggered by Section 18 disposition and demolition approvals. Through its Expiring Use Preservation Program, CHA administers Project-Based and Enhanced Vouchers to over 1,800 families ensuring long-term affordability in and outside of Cambridge. CHA has and continues to develop innovative programming to assist voucher holders to find and maintain affordable housing and achieve economic self-sufficiency. Recent projects and initiatives are outlined below.

IMPLEMENTATION OF FY20 APPROVED INITIATIVES

In FY21 the Leased Housing Department will focus on implementation of the activities approved in the FY2020 MTW Annual Plan, including:

-Triennial Recertifications for Project-Based Households on Fixed Income

-Changes to FSS+ Escrow calculation

-Implementation and marketing of additional Landlord Incentives

NEW TECHNOLOGY

ILandlord Portal: In April 2020 CHA launched a Landlord/Partner Portal – an online portal which enables CHA landlords/owners or a designated individual to view payment details for their CHA-assisted units. This includes monthly direct deposit statements, end of year statements/1099's, as well as information about inspections, other unit information, Leasing Officer contact information, etc. The transition to the online portal has eliminated the need to mail out paper statements to all CHA landlords each month, resulting in cost savings in

both postage and administrative staff time spent fulfilling and responding to requests for payment information. It has also enabled CHA to collect additional landlord e-mail addresses, which will allow CHA to reach out to landlords more effectively via e-mail – both individually and collectively – about program initiatives or other information in the future.

Resident/Tenant Portal: The Leased Housing Department has been working with its software provider to develop and launch a Resident Portal, which will enable households to complete their recertification online. In March 2020 – in response to COVID-19 – CHA launched a series of online web-forms for various recertification actions in order to enable households to quickly request and upload documentation necessary to complete recertifications during the time that CHA remained closed to the public with staff working remotely. While these online forms have been an effective solution in the meantime, CHA continues to work with its software provider on a more sophisticated solution to enhance the information available to program participants and further streamline the recertification process. The Portal will also be accessible via self-service kiosks, which CHA plans to implement and install in the Central Office lobby (see more information below) and potentially at other locations.

Self-Service Kiosk Technology: CHA is exploring the use of self-service kiosks for the Central Office lobby to enable visitors to apply to the waitlist, access their waitlist information, complete their recertification, send communication to their Leasing Officer (including scanning of documents), as well as other tasks. While many of these tasks can currently be accessed online without having to come to the Central Office, these kiosks will be available for those who do not have access to the internet or a smartdevice and/or for those who need additional assistance.

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 2,900 hard units in the City of Cambridge) and the development of new affordable housing. In 2021, P+D will be responsible for more than $260 million in overall on-going capital improvements, with an emphasis on long-term durability, livability, energy efficiency and high-quality construction. In 2021, P+D will also be continuing CHA's conversion process for the remainder of its federal public housing properties.

The CHA has been working to convert its federally-assisted public housing portfolio to the Section 8 program since HUD's approval of CHA's portfolio conversion application under HUD's Rental Assistance Demonstration (RAD) Program in December 2013. In addition to utilizing the RAD, the CHA has also received or is in the process of receiving 1,094 tenant protection vouchers through the Section 18 Disposition process. As of July 1, 2020, CHA will have converted 2,279 units (or 94%) of its 2,427 federally-assisted public housing units. An additional 59 units (or 2.4%) are anticipated to convert before January 1, 2021 for a total of 2,338, (or 96.3%) 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, 2020:

Property	Conversion Date	# of Units	Funded Rehab[1]	Comment
Putnam Gardens	01/01/2015	122	$24,778,740	Construction was completed in July 2018.

1) Rehab $ as of September 2020.

JFK Apartments	01/01/2015	44[2]	NA	Property did not require any rehab as it was comprehensively rehabbed in 2004
LBJ Apartments	01/01/2015	177	NA	Property did not require any rehab as it was comprehensively rehabbed in 2013
Lincoln Way	01/01/2015	53[3]	NA	Property did not require any rehab as it was newly constructed in 2013
Jackson Gardens	01/01/2015	45	NA	Property did not require any rehab as it was comprehensively rehabbed in 2011
Newtowne Court	04/01/2015	268	$48,205,170	Construction was completed in March 2018.
Washington Elms	04/01/2016	175	$28,070,614	Construction was completed in July 2017.
Woodrow Wilson Ct	04/01/2016	68	$2,566,099	Construction was completed in November 2016.
Manning Apartments	03/01/2016	198[4]	$65,990,119	Construction was completed in December 2018.
Millers River	06/01/2016	297[5]	$111,861,913	Construction is now expected to be completed by 03/31/2021. The schedule has been impacted by the COVID-19 pandemic.

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

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

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

5) As part of the rehabilitation, 3 units are being restored at Millers River to housing units from non-housing uses.

Russell Apartments	01/01/2018	51[6]	$14,304,230	Construction was completed in March 2019, and fully occupied in May 2020.
Burns Apartment	06/01/2018	198	$68,529,437	The 28-month construction period started in March 2020 and will be substantially completed by June 30, 2022. The schedule has been impacted by the COVID-19 pandemic.
Corcoran Park	06/01/2018	153	$46M to $150M estimated	The range in rehab reflects the potential to add units at this site. Financial closing/ construction is anticipated to occur by Spring 2023.
River Howard	07/01/2018	32	NA	Project did not require any rehab as it was comprehensively rehabbed in 2007.
Willow Street Homes	07/01/2018	14	NA	Project did not require any rehab as it was comprehensively rehabbed in 2011.
Cambridgeport Commons	06/01/2019	10	$4,235 estimated	Project only required installation of water saving toilets and other energy conservation measures
UDIC	07/25/2019	26	$7,841 estimated	Project only required installation of energy conservation measures as it was comprehensively rehabbed in 2011.

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.

Jefferson Park Fed	10/09/2019	175[7]	$150M estimated	The estimated rehab includes the addition of 102 units. Financial closing/construction are anticipated to occur by Spring 2022
Garfield Street	09/30/2019	8	$2,406,774	Construction was completed in February 2020 with units reoccupied in March 2020.
St. Paul's Residence	03/06/2020	20[8]	$5,932,925	Construction is underway with completion anticipated for early August 2020.
Roosevelt Towers	12/30/2019	112	$35,246,454	Construction started January. 2020, with an expected completion date of November 2021. The completion date may be impacted by the COVID-19 pandemic
Scattered Site Portfolio	07/01/2020	33	NA	The Section 18 conversion did not require any immediate rehab.
Truman Apartments	12/31/2020 estimated	59	$22,000,000 estimated	Section 18 conversion estimated to occur by 12/31/2020
Total		2,338	Actual $407,666,709 Estimate $218,012,076 to $322,012,076 Total $625,678,795 to $739,678,795	**96.3% of CHA's federal public housing units will have been converted by 01/01/2021**

During 2021, construction will be underway and/or have been initiated at four RAD/Section 18 converted developments and at three non-RAD sites. In addition, more routine modernization activity will be occurring at numerous locations across the portfolio as detailed in "Other Modernization Activities" below.

7) As part of the rehabilitation, the CHA is hoping to add 102 new affordable units to Jefferson Park. The exact count will be finalized during the plannin process. The projected cost includes the new units

8) As part of the rehab, the CHA is looking to add 4 additional single room occupancy units at St. Paul's

The conversion to Section 8 and/or rehabilitation of the remainder of the portfolio will be completed in future years as CHA's access to Private Activity Bond is approved by the Commonwealth of Massachusetts. See five-year plan summary for details on capital funding and planned expenditures over the next five years.

As noted above, CHA will complete the conversion of 2,338 federal public housing units, or 96.3% of the portfolio through RAD or Section 18 disposition by the close of 2020 and is working to move forward on the remaining 89 units. In addition to the on-going conversion efforts, the CHA is also working to obtain the resources needed to proceed with renovations at 492 units (which includes the 89 remaining units). CHA's efforts to move forward 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 and the tight labor market, which has resulted in construction costs increasing by double digits over the past couple of years.

In addition to managing the challenge of higher 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 beginning in earnest in 2018. In fact, an allocation of $193 million in private activity bonds has been provided to CHA in the past three years which has allowed the CHA to proceed with the much-needed rehabilitation of totaling $260 million improving 729 deeply affordable units.

CHA's ability to put together financing plans for the remainder of its Phase 2 sites is contingent upon the timely receipt of private activity bonds and the receipt of additional Section 18 TPVs being made available through PIH 2018-04 (demolition and/or disposition of public housing property, eligibility for tenant protection vouchers and associated requirements). If some or all of the disposition applications are approved, CHA will be in a better position to move forward with a viable financing plan for the remainder of its public housing units.

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

Property	# of Units	Total Development Cost[9]	Estimated Tax Exempt Bond Amount	Anticipated Closing Date	Potential Application Under PIH 2018-4
Truman Apts	59	$35,390,700	$18,700,000	Dec 2020	Sec 18 application approved in July 2020 and obtained an allocation of 2020 PAB.
Putnam School	33	$20,395,200	$10,345,000	June 2021	Obtained MUTM[10] rent increase in March 2018, and allocation of 2020 PAB.
Jefferson Park Fed	277[11]	$205,908,500	$108,400,000	Spring 2022	Already have Sec 18 approved
Corcoran Park	153	$TBD	$35,492,000 to $108,400,000	Spring 2023	Already have Sec 18 approved

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

10) MUTM = Mark up to Market. Putnam School was converted from an old school house to elderly housing in the early 1980's using Section 8 New Construction vouchers administered by the State agency making it eligible for a MUTM rent increase which will help support the much needed renovation to the building. As part of the upcoming rehab, CHA will pursue an additional rent increase.

11) Includes 102 new units of affordable housing – see description later in this section.

116 Norfolk Street	37	$22,200,000	$11,500,000	Spring 2022	Will pursue a RAD/ Section 18 blended disposition
Roosevelt Tower Mid-Rise	154[12]	$109,988,000	$55,050,000	2023 estimated	Obtained MUTM[13] rent increase Mar 2018
Total	680	$460,882,400 to $599,790,900	$203,995,000 to $312,395,000		Rehab Units = 511 units New Units = 169 units

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

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

	Property	Units	Projected RAD Closing Date	Potential Application under PIH 2018-4
1	Weaver Apartments	20	Mid-2022	RAD, Sec 18, or Sec 22 Applications under consideration
2	Linnean Street	20	Mid-2022	RAD, Sec 18, or Sec 22 Applications under consideration
	Total	**40**		

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

In June 2017, the CHA established the Cambridge Housing Affordable Lending LLC (Lending LLC) to expand its business services to provide financing to affordable housing preservation and development activities. CHA has been using the Lending LLC to provide advantageous financing to benefit some of its Phase 2 deals. It also can be used in a way that would result in more cost effective financing such as lowering construction financing using funds as cash collateralization, bridge financing, or support the issuance of tax-exempt bond proceeds for lower cost financing. As part of its 2020 and future year projects, the CHA is expanding the Lending LLC's role to include serving as the guarantor of the financing and required commitments as well as the repository of pooled operating reserves.

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

Property	# of Units	Loan Date	Loan Amount
Russell Apartments	52	12/22/2017	$7,867,000
River Howard	32	07/01/2018	$4,229,076
Willow Street Homes	14	07/01/2018	$1,229,689
Cambridgeport Commons	10	06/01/2019	$880,654
UDIC Properties	26	08/01/2019 est.	$2,390,314
Garfield Street	8	09/15/2019 est.	$1,719,534
St. Paul's Residence	24	09/15/2019 est.	$3,101,382
Total	166		$21,417,649

12) Includes 67 new units of affordable housing – see description later in this section.

13) 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 .

2020 CONSTRUCTION CONTINUING INTO 2021 AND NEW CONSTRUCTION

RAD and Section 18 Related Construction Projects

Work is underway or expected to be underway and extending into 2021 at four RAD or Section 18 locations as noted below:

1. Millers River Apartments Revitalization - $112 million construction contract

Millers River Apartments, a 297-unit high-rise development, was approved for disposition under Section 18 of the U.S. Housing Act of 1937 (as amended) in 2015. An interim disposition occurred on June 1, 2016 with the final transfer to the LIHTC equity investor in December 2018 as part of a $111 million revitalization of the property. The property is located in Cambridge within walking distance of the Lechmere stop on the MBTA Green Line. Funding includes $71 million in LIHTC equity, including bond financing during construction through a conduit issuance by Mass Housing and subordinate financing from the Cambridge Housing Authority. A $49.7 million permanent loan is being supported by project-based vouchers provided by the Cambridge Housing Authority. The interim period was designed to allow the CHA to secure tax credit equity (4%) and both short term and long-term private debt. Construction at the property began in January 2019 and is projected to take three years to complete. Construction started in January 2019, and is scheduled to be completed by March 2022. The project's schedule has been impacted by the COVID-19 pandemic. Three additional units are being created in the building from converting existing office space. Work complies with the Enterprise Foundation's Green Communities standards.

The scope of work of the Miller River Revitalization project includes:

<u>Building System Work:</u>

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

<u>Apartment Interior Work:</u>

- Enclosure of existing balconies to increase interior living space, and to convert studios to

1-bedroom apartments
- Replacement of most interior components, including renovation of kitchens and bathrooms including the converting bathtubs to walk-in showers
- Replacement of unit load centers in apartment and additional outlets, including GFCI outlets

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

2. Burns Apartments Revitalization - $68 million construction

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

Building System Work:
- Building envelope improvements to address water infiltration problems, low performing window walls, and a complete absence of thermal breaks at walls and floors that results in significant heat loss
- Improvements to the building's ventilation system to improve air quality and to eliminate the negative air pressure in the buildings
- Installation of a central air conditioning system to the entire buildings
- Replacement of the entire waste and water piping in the buildings
- Significant upgrades to electrical equipment and distribution: switchgear, distribution equipment, panel boards, and the transformer are original to the buildings' initial construction
- Upgrade to trash handling system

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

Interior Common Areas:
- Renovation and reconfiguration of the first-floor common spaces
- Refurbishment of common hallways throughout the buildings

3. Roosevelt Towers Low-Rise – $35 million construction

CHA received approval from HUD of its Section 18 Disposition Application in January 2018, but was not eligible for Tenant Protection Vouchers (TPV) until the financing for the comprehensive modernization was secured. CHA obtained initial approval from Mass Development in 2020 for $30.5 million in private activity bonds. These bonds provide access to tax credit equity, and with the TPVs the property would be able to support the debt required to proceed with the required renovations. The project closed on its financing in

late December 2019 with construction beginning in early January 2020. Similar to other CHA construction projects, construction was suspended due to the COVID-19 pandemic from March to June 2020.

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

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

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

Unit Interiors
- Upgrade kitchens: replace cabinets, countertops, sinks and faucets.
- Upgrade bathrooms: replace bathtubs, toilets, and sink.
- Refurbish other interior finishes including painting, flooring, shades, etc.

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

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

4. Truman Apartments – $22 million construction

CHA's application for disposition was approved in July 2020. The disposition approval allowed for the CHA to apply for tenant protection vouches which will be in place prior to the end of the year and will serve as a catalyst for the CHA to proceed with the financing for the project. MassDevelopment has approved $18,700,000 in tax-exempt private activity bonds which will help the CHA secure a low-income housing tax credit investor to provide the equity financing for the project to proceed. The current schedule has the project closing on its financing in December 2020 with construction to start in early 2021. The schedule should not be impacted by the COVID-19 pandemic since construction is assumed to be in a vacant building. However, relocation of existing residents could be impacted should there be an increase in community transmissions.

The proposed rehabilitation scope for the Truman project is:

Site Work
- Replace sanitary main

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

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

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

Environmental
- Abate asbestos containing materials throughout the building

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

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

The total project cost of this revitalization effort is $35.4 million, with construction estimated to be approximately $22 million.

Other Construction Projects

In addition to the RAD and Section 18 construction activities, the CHA is anticipating three additional larger scale projects in 2021.

1. Porter Road Revitalization - $11.8 million construction

CHA's non-profit, Cambridge Affordable Housing Corporation, acquired 78-80 Porter Road in 2009 with plans to rehabilitate and convert the 26 units with one studio, 9 one-bedrooms, 11 two-bedrooms, and 5 three-bedrooms to affordable housing. Early efforts to rehabilitate the property were stymied by the State's determination the property was not eligible for 9% tax credits and by tax credit rules which kept the property from being eligible for 4% credits until 2019. With the property now eligible for 4% credits, the CHA was able to secure an allocation of $7.9 million in private activity bonds from Mass Development to finance the much-needed rehabilitation work.

The Proposed Scope of Work is intended to address the major systems, including electrical and plumbing, and to bring the building up to current building code standards with proper fire-separation, a sprinkler system, an upgraded fire alarm system and increased accessibility.

<u>Site Work</u>
- Repair of damaged hardscape
- Installation of a new, separate storm and sanitary sewer connections. The building currently has a shared storm/sewer connection, which does not meet current requirements.

<u>Building Envelope</u>
- Replacement of the EPDM roof which is over 20 years old
- Repointing and sealing of the brick façade.

- Replacement of select lintels as needed.
- Installation of new windows to replace ones that are poorly fitted.
- Addition of insulation and an air barrier to improve energy and eliminate water and air infiltration.

Mechanical, Electrical and Plumbing

- Replacement of damaged hydronic baseboard in units
- Full upgrade of the electrical system in the building.
- Upgrade of the fire alarm system to meet current code requirements.
- Installation of a wet sprinkler fire protection system to bring the building into compliance with the current building code.
- Replacement of the entire plumbing system.

Interiors Refurbishment

- Upgrade and reconfiguration of kitchen and bathrooms. Many of the fixtures are original to the building, including claw-footed bathtubs, and need replacement.
- Repair and/or replacement of flooring.
- Repaint apartments.
- Replace or repair doors and door hardware.

Environmental

- Complete lead-based paint and asbestos containing materials abatement throughout the building.

Accessibility

- Bring the building up to current accessibility requirements by making the current entrances accessible, and reconfiguring two apartments on the ground floor to be fully barrier-free.

2. Rehabilitation of Putnam School – estimated $14 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 $20.4 million, with construction estimated to be approximately $14 million.

3. **Rehabilitation of Special Needs Housing - $1,000,000 estimated**

CHA received a grant in 2018 from DHCD through its Moving to Independence Initiative to complete needed modernization work at three properties, 11 Woodbridge Street, 71 Hammond Street, and 100 Aberdeen Avenue, that provide affordable and supportive housing to 25 individuals with disabilities while also fundamentally changing how the units are financed ensuring that the units stay financial viable and in excellent physical conditions for the next twenty years. The estimated $1,000,000 in physical work to be completed as part of a construction contract to be procured in 2020 with work also occurring in 2021 include accessibility and energy efficiency improvements, restoration of interior finishes to a pleasant and maintainable level, and exterior envelop improvements to prolong the lives of the building. In addition to the modernization work, the CHA will be funding a capital reserve and be receiving an increase in the lease rents for the three facilities, to ensure its ability to maintain sufficient operating and capital reserves to meet the needs of the properties.

2020 LARGE SCALE REDEVELOPMENT PLANNING CONTINUING INTO 2021

Jefferson Park Federal Revitalization – 175 units plus the potential of over 100 new units

The CHA has been studying the options to address the modernization needs of its Jefferson Park Federal development for the past two years once realizing that the conditions found from the existing conditions study were much worse than realized. The property is plagued by significant moisture issues in at least 42% of units in the low-rise building, or 57 units in total. These units have living spaces in the basement which suffer from chronically high moisture levels, and several units have had a lengthy history of sewer back-ups caused in part by problems with an ejector pump but also from site's poor infrastructure system. In addition to these conditions, the existing conditions study found significant issues with the building masonry system which are resulting in persistent moisture intrusion to most units. Further, the building systems and finishes installed as part of the property's last large-scale renovation in 1985 are well beyond their useful life and will need to be full replacement. Given these findings, Baker Wohl Architects, the project A&E firm, provided three options to address the conditions: 1) repair the units and buildings as currently configured; 2) abandon the basement spaces but maintain unit count with selective additions; or 3) raze all the buildings or all but the mid-rise and redevelopment the site. The last option, when priced, turned out to be the least expensive option on a per unit basis while also providing the opportunity to reconfigure the site so that it works better and allows for an increase in unit counts and for units to have more easily identifiable front entries and to be better connected to outdoor space and parking while also allowing for an increase in affordable units at the site. CHA is currently reviewing the feasibility of this design, and will be beginning a robust resident process in Fall 2020 with the Jefferson Park residents to determine a final plan for the property.

Meanwhile, because conditions in the 57 units with living spaces are so poor, CHA has vacated those units and relocated residents to more appropriate housing elsewhere at Jefferson Park or at other CHA developments.

Since a substantial number of units are vacant at Jefferson Park and not available to the many applicants waiting for affordable housing in Cambridge, the CHA has indicated to DHCD that Jefferson Park is our highest priority for the much sought-after private activity bonds. While we have not received an allocation of 2020 private activity bonds for the project, we are continuing to press for them and anticpate being able to close on the financing in Spring 2022 with construction to begin immediately therafter. This approach would allow the project to close earlier, and possibility take fuller advantage of it being located in an Opportunity Zone.

As noted above, the preferred redesign of Jefferson Park includes the ability to increase the the number of units at Jefferson Park. CHA intends to apply to HUD to add the increased units to its public housing portfolio using authority available to it under its "Faircloth Limit" [14], and to obtain HUD public housing operating subsidy for the new units.

116 Norfolk Street - Comprehensive Modernization and Expansion - $22 Million

116 Norfolk Street, located within walking distance of Central Square and bus and subway transit, is a former convent that was converted to congregate elder housing by CHA in the mid-1970's. It is a 4-story building with 37 congregate apartments with residents sharing common bathrooms and kitchen. The building is located on a lot of 27,111 square feet, allowing for the possible expansion of the building and service program at the site.

CHA is in the early stages of developing plans for the building and site, and will be hiring an A/E firm to begin the assessment and design work. The CHA envisions the expansion of the existing service component at the site to allow it to better serve residents, and to potentially expanse services to chronically homeless. CHA will be submitting in early 2021 a RAD and Section 18 Blended Application for the existing units, and an application to use its Faircloth authority to provide operating subsidy for any added units proposed for 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.

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

Corcoran Park is a 153-unit family development in the Strawberry Hill neighborhood of Cambridge. It last 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 2020 financed projects get finalized, CHA will devote additional staff resources to identify the best path forward as well as work with its state partners to determine when it might receive the required private activity bonds.

Corcoran Park also presents the opportunity to add additional units to the CHA portfolio. Similar to Jefferson Park, the CHA intends to apply to HUD to add the increase in units to its public housing portfolio using authority available to it under its "Faircloth" Limit, and obtain JUD public housing operating subsidy for the new units.

14) 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 June 30, 2020, CHA's Faircloth limit was 1,644, and with the approved Section 18 disposition there is substantial room for the Authority to potentially add additional units.

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

There are three distinct projects associated with Roosevelt Towers: 1) comprehensive modernization of the low-rise buildings; 2) gut rehabilitation and addition of the mid-rise building; 3) new units at 155 Willow Street. As noted above, construction on the low-rise units will begin in early 2020. CHA hopes to make progress on the two remaining Roosevelt Towers projects during the next 18 to 24 months with an eye towards 2022 or 202 closings for the Mid-Rise and a 2025 closing for the 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 eigth floor as they are served by only one elevator which is problematic when the elevator breaks down or needs repairs). The building was last renoved 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 2021, 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 is working with the A&E firm, Dietz & Company to determine the size and scale of a new development on the parcel. CHA has had preliminary discussions with the Housing Staff at the City of Cambridge, and is assessing the project to determine if it should pursue a 9% LIHTC allocation from the Commonwealth of Massachusetts . As the design progress, a public process with Roosevelt Towers neighbors and abutters will begin with the goal to have zoning complete in advance of the 2022 funding round. This is an exciting opportunity for the CHA to add hard units to the City's affordable housing stock.

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

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

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

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

CHA's planning efforts on the new development at Millers River will continue into 2021 as conceptual design are further 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. Beyond that funding opportunity, CHA will continue to assess possible new federal public housing, more traditional low income housing and new market tax credit options as well as non-traditional funding streams to move forward with this exciting, much needed opportunity to expand affordable housing in Cambridge and to better integrate the existing building to its neighbors.

WORK IN SUPPORT OF PUBLIC HOUSING PRESERVATION

CHA continues to work toward completion of its long-term effort to preserve its "hard" affordable housing stock in Cambridge through RAD and Disposition, as detailed above; work that first started in early 2007. This effort has already resulted in the completion of major redevelopment at the three ARRA sites: L B Johnson Apartments, Jackson Gardens and Lincoln Way; the five RAD Phase 1 sites: Woodrow Wilson Court, Washington Elms, Newtowne Court, Putnam Gardens and Newtowne Court; and the redevelopment of Jefferson Park State. In the past 8 years, CHA has spent nearly $330 million to create or preserve 1,326 units in Cambridge. CHA was excited to begin its Phase 2 efforts in earnest with construction beginning at Millers River in January 2019, and with the work on-going at several smaller sites. As noted elsewhere, CHA was able to obtain the financial commitments to allow three additional projects moving forward in 2019 and 2020, including Burns Apartments, Porter Road, Roosevelt Towers, Truman Apartments and Putnam School Apartments. While we are grateful for the ability to move forward on these five projects, CHA will continue its efforts to identify and finalize financing plans for the remainder of its Phase 2 projects.

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

CHA will continue to engage residents during the design and construction planning process. CHA is particularly attentive to concerns regarding disruption caused by construction. When construction necessitates temporary relocation, all residents are guaranteed the right to return, regardless of income, immigration, and student status. In accordance with its standard practice, CHA staff and residents collaboratively develop a written relocation plan that will detail relocation options and policies and procedures for implementation including the right to return.

RELOCATION ACTIVITIES

Temporary relocation is currently underway at Millers River, St. Paul's, Burns Apartments, Roosevelt Towers Low-Rise, CAHC's Porter Road. Truman Apartments and Putnam School and will continue into 2021 (with the exception of St. Paul's which will be completed in 2020). 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 Jefferson Park Federal, 116, Norfolk Street, Corcoran Park and Roosevelt Towers Mid-Rise.

OTHER MODERNIZATION ACTIVITIES

In addition to the larger scale modernization activity recently completed or currently underway in the CHA portfolio, the P+D staff continue to support CHA Operations and Maintenance by completing smaller, more routine capital improvement projects. The projects identified for 2021 to occur by location is provided below:

Development	# of Units Impacted	Work Item	Estimated Cost
Manning Apartments	205	Install security gate on garage	$50,000
JFK Apartments	69	Replace trash compactor	$350,000
LBJ Apartments	177	HVAC Upgrades	$225,000
JFK Apartments	69	HVAC Upgrades	$75,000
Manning Apartments	205	HVAC Upgrades	$225,000
Willow Street Homes	14	Exterior Painting and Siding Repairs	$175,000
River Howard	NA	Construction of Maintenance Garage	$215,000
JP Apartments	104	Balcony Trim Repairs	$400,000
JP Apartments	104	BDI Antenna	160,000
21 Valentine Street	6	Roof Replacement	$55,000
Hingham Street	4	Selective Exterior Modernization	$285,000
Corcoran Park	50	Exterior Step Repairs	$300,000
Washington Elms	175	Paver and Walkway Upgrade/ Repairs	$400,000
6-8 Fairmont Street	10	Stormwater and Parking Lot Upgrade	$75,000
Putnam Gardens	122	Fencing repairs and replacement	$200,000
Various Locations as needed		Misc. site, interior or exterior upgrades	$75,000
Total	936		$3,265,000

NEW DEVELOPMENT OPPORTUNITIES

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

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

	Neighborhood	Low	High
1	East Cambridge	50	100
2	Area 2/MIT	0	0
3	Wellington-Harrington	49	98
4	The Port	12	24

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	35	75
12	Cambridge Highlands	0	0
13	Strawberry Hill	12	75
	Total	**209**	**444**

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

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

As part of any new development opportunities, the CHA will also explore the possibility of developing some of these units as new federal public housing units since it has room under its Annual Contributions Contract with the U.S. Department of Housing and Urban Development to add new units while remaining under its "Faircloth Limit" . Any of the locations previously identified in this section such as Jefferson Park, 116 Norfolk Street, Roosevelt Towers Mid-Rise, Corcoran Park and Cambridge Street could possibility yield new public housing development applications and if applicable subsequent RAD applications as opportunities arise.

COLLABORATIVE PROJECTS

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

ENERGY AND WATER CONSERVATION

CHA's energy and sustainability plan will continue to focus on dramatic energy improvements for those properties under rehabilitation and construction while also monitoring to assure that energy savings from prior renovations are maintained and that properties continue to provide safe and healthy housing for our residents.

All substantial renovation and construction continue to comply with the Enterprise Green Communities Certification program to assure energy savings while also increasing resident health and comfort. With the current ongoing pandemic CHA is increasing ventilation rates to comply or exceed with the ASHRAE and CDC recommendations for healthy indoor air quality. Our current and upcoming renovations are specified to provide fresh air ventilation discretely to each unit rather than via common building systems.

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

RESIDENT SERVICES

HUMAN CAPITAL CAMPAIGN

The agency's "Brighter Futures– People, Places, Potential" campaign, launched formally towards the end of FY18, has proven a great success in securing additional funding to protect the CHA's educational programs, and laying the groundwork for new innovations in the coming years. Together, these programs assist teens and young adults in reaching their personal, educational, and economic potential, and are in keeping with CHA's long history of fielding quality services and initiatives – both directly and through interagency collaboration – that help under-resourced families to break the cycle of intergenerational poverty.

In FY19, Resident Services brought in a total of $1.2 million dollars from external sources, including private donors, increased outlays from continuing partners, and a host of new regional foundations. Over the course of the recently completed academic year, during which time the agency's work was greatly impacted by the pandemic, the department has secured close to another $1 million dollars through targeted fundraising measures.

In each of the past several years, we have made steady progress in disseminating our message to a wider audience regionally, and in expanding our funding base. These additional dollars help diminish the agency's annual outlay for the nationally-recognized in-house programs managed by Resident Services. While FY 20 is likely be the final formal year of the campaign, our aim in FY 21, is to continue these efforts in hopes of sustaining a dependable funding stream for years to come.

WORK FORCE - MENTAL HEALTH SUPPORTS INITIATIVE

In FY 21, the Resident Services department will seek to continue an important initiative launched last year: the Mental Health Supports Initiative. Over the past year, the department contracted with a professional for the provision of training covering adolescent and young adult mental health issues, individualized intake support for select program participants, workshops for youth transitioning to post-secondary life, and the creation of gender specific growth groups for self-selecting program participants.

The impact of this initiative on the department's programming and services was considerable. In FY 2021, we will be seeking to renew the specialized city grant award that provided the initial funding for the efforts. Our goal, first and foremost, is to retain the services of our consultant; beyond that, we feel it is critical, given the increased prevalence of a host of mental health issues among our program youth, that we continue to offer the specialized supports, trainings, and resources to our staff and families alike.

POST-SECONDARY SUCCESS INITIATIVE

As highlighted in last year's plan, FY 20 represented an important milestone in the CHA's innovative "Post-Secondary Success Initiative." Launched officially seven years ago with the implementation of our 1:1 College Matched savings program, the central goal of the initiative is to assist our Work Force program graduates – of which there are approximately 30 annually -- in securing a post-secondary degree within five years at significantly lower debt loads. The aim is to position our graduates to secure their first "asset" in a manner that will increase their ability to build generational wealth and enter the social and economic mainstream.

In subsequent years, we secured funding to add the Alumni Coach and Career Development Specialist positions through ongoing grants from the Herb and Maxine Jacobs Foundation, and The Boston Foundation's Skillworks Initiative. Working in tandem, these positions focus on assisting our program seniors and their families to secure a good college "fit" --

academically, socially, and financially – and to provide "coaching for persistence" tracking to all matriculating alumni for four years after they graduate from the program.

Given the myriad challenges facing many under-resourced "first gen" students, our goal, at the outset of the initiative, was to have 65% percent of our Work Force graduates complete post-secondary degrees within five years of graduating – a percentage well above the national average for low-income youth. The first cohort to receive all three components of the initiative, the 2016 Work Force class, recently posted remarkable outcomes in year four despite complications from the pandemic: two-thirds have completed their degrees within four years, and we project that between 75% and 80% will have completed their degrees in year five.

In FY 2021, we will continue to build on these successes to ensure that subsequent Work Force graduating classes can achieve similar, or perhaps even greater, outcomes. Increased focus will be given to assisting each college graduate with a "transition to career" plan so that they will be optimal position to make their post-secondary degree work for them upon leaving school and entering the workforce.

NEW DEPARTMENTAL WEBSITE AND SOCIAL MEDIA PRESENCE

The Resident Services department is working towards the completion of a new website that is being generated in-house by a team of departmental employees. The creation and implementation of a new departmental website is a direct outcropping of the department having secured a new 501-c3 designation, "Resident Services Empowerment, Inc.", late in FY19. Our hope is that the new website will thoughtfully highlight the extensive anti-poverty work of the departments, and serve as the epicenter for our continued fundraising efforts.

Expected to be operational for the 2020-2021 academic year, this website will include information on both the Work Force and This Way Ahead, along with detailed information on the department's extensive educational and social service partnerships in the city. In addition, weekly social media posts linked to Instagram, Facebook, and Twitter will spotlight program alumni and upcoming events. The website will also interface with the CHA's new agency website, expected late in FY20. It is important to note that the department's new website will supplant that of the "Brighter Futures" campaign, as the formal campaign, detailed above, is phased out in FY 2021.

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 information technology department in FY21 shall focus its efforts on retooling to support an increasingly remote workforce, and on supporting the CHA's ongoing pivot from traditional low income public housing to property management.

Better Support for Remote Working

The IT department shall restructure the CHA's technology infrastructure to better support users who will increasingly work from outside CHA offices. These improvements shall include:

- More streamlined remote access to CHA files and systems
- Improved ability to manage computers that are rarely or never connected to the CHA's network
- Information security refocused on protecting user's computers and identities independent of the CHA network.

Software and Business Processes

IT shall also continue to support the CHA's efforts to ensure the best fit of business processes and software for the

agency's increasingly strong focus on property management.

HUMAN RESOURCES

In FY21 the Human Resources department will begin successor contract negotiations with the Local #122 International Brotherhood of Teamsters. We are anticipating challenges as we prepare our agency for a sustained COVID-19 pandemic response.

HR continues to promote an inclusive culture that values respect and open communication, and that reflects the diversity of the communities in and around Cambridge that we serve. For FY21 we will expand this mission through the creation of a Diversity, Equity, and Inclusion committee focused on addressing systemic racism and it's impacts to our workforce, our residents, and our community

POLICY AND TECHNOLOGY LAB EAST (PT LAB)

PTLAB FELLOWSHIPS

The PTLab is considering future fall internships to work on special projects with a focus on mobility. The PTLab put a hold on summer internships due to logistical challenges with the ongoing epidemic.

POLICY CONSIDERATIONS

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

CHA is proud to have worked closely with Congresswoman Katherine Clark, who has introduced 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 state that has experienced this problem. CHA identified this problem and worked on the specific language necessary to resolve it with Congresswoman Clark's office, and we are hopeful that this legislation will be enacted by Congress.

LIMITED ENGLISH PROFICIENCY (LEP) POLICY AND LANGUAGE ASSISTANCE PLAN

CHA continues to place increased emphasis on compliance with our Limited Assistance Plan. Building upon last year's focus on staff-wide training, CHA plans to evaluate how well staff are using current language assistance resources and determine whether improvements to those resources are necessary.

REASONABLE ACCOMMODATION AND PROCEDURE

In FY21, CHA plans to continue its evaluation of all policies related to Fair Housing, including the Reasonable Accommodation Policy.

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 CHA has now launched this initiative, seeking to intervene earlier to encourage lease compliance by identification of problem issues and enhanced service provision through the use of social work interns

and specific agreements with outside service agencies.

SECTION 3 PLAN

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

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 S-18 Disposition. This software transition will help the agency operate more efficiently.

ALLIANCE OF CAMBRIDGE TENANTS (ACT)

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

THE BUDGET

	Federal Public Housing	MTW Housing Choice Vouchers	Preservation Programs	NED/VASH	Capital Fund	Total MTW Funds
Sources						
Tenant Rent Collections	$312,580					$312,580
Administrative Fees	$1,599,969	$116,263,517	$4,386,096	$3,076,911	$2,817,743	$128,144,236
Subsidy Earned		$9,036,835	$177,993	$230,731		$9,445,559
Total Sources	**$1,912,550**	**$125,300,351**	**$4,564,089**	**$3,307,642**	**$2,817,743**	**$137,902,375**
Uses						
Administrative Salaries and Benefits	$154,952	$1,909,215	$74,475	$121,826	$281,774	$2,542,242
Maintenance Labor and Benefits	$139,924					$139,924
Resident Services	$21,237	$336,371				$357,608
Materials & Supplies, Contract Costs	$381,287					$381,287
General Expenses	$231,351	$2,655,967	$101,374	$160,275		$3,148,967
Housing Assistance Payments		$94,222,872	$4,386,096	$3,076,911		$101,685,879
Utilities	$217,817					$217,817
Capital Expenditures	$250,000				$2,535,969	$2,785,969
Transfers for Program Loans		$19,500,000				$19,500,000
Admin Fee Transfers		$2,832,829				$2,832,829
Total Uses	**$1,396,568**	**$121,457,254**	**$4,561,944**	**$3,359,012**	**$2,817,743**	**$133,592,521**
Net Surplus (Deficit)	**$515,982**	**$3,83,097**	**$2,144**	**$(51,369)**	**$-**	**$4,309,854**
HUD other funding	$2,228,770			$-		$2,228,770
Transfers to Block Grant	$(2,228,770)					$(2,228,770)
MTW Transfers to other HCV programs		$(67,749)	$(2,144)	**$51,370**		$(18,524)
CASH AFTER OPERATING TRANSFERS	**$515,982**	**$3,775,349**	**$0**	**$0**	**$-**	**$4,291,331**

OTHER FEDERAL FUNDS

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

	Mainstream	Mod Rehab and Shelter Care	Total
SOURCES			
HUD Subsidy Income	$4,224,072	$1,032,942	$5,257,015
Administrative Fees	$317,868	$136,459	$454,328
Total Sources	**$4,541,941**	**$1,169,401**	**$5,711,342**
USES			
Administrative	$336,392	$126,679	$463,071
Housing Assistance Payments	$4,224,072	$1,032,942	$5,257,015
Total Uses	**$4,560,464**	**$1,159,621**	**$5,720,086**
NET SURPLUS (DEFICIT)	**$(18,524)**	**$9,780**	**$(8,744)**
MTW Transfers	$18,524	$19,288	$37,812
NET SURPLUS (DEFICIT)	**$(0)**	**$29,068**	**$29,068**

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.

ESTIMATED BEGINNING FUND - 1/1/2021	**$2,925,000**
Sources of Cash	
Leased housing anciallary fee income	$19,000
Admin Fee Transfers from HCV	$2,832,829
Non-dwelling rent	$72,480
Management Agreements	$388,000
Development Fee income	$4,065,792
Total Sources	**$7,378,101**
USES	
Administrative Salaries	$134,079
Management Agreements	$388,000
Development Fees transfers to Block Grant	$4,065,792
CHA Program Loans to LLCs	$4,500,000
Total Uses	**$(1,709,770)**
ESTIMATED fUND BALANCE - 12/31/2021	**$1,215,230**

STATE FUNDS

As in prior years, State voucher program realizes a deficit but CHA has been able to supplement the State Voucher program thanks to MTW budgetary flexibility. The public housing portion represents state assisted programs where the surplus for these programs is being earmarked for much needed capital work.

	State Leasing Program	State Public Housing	Total
SOURCES			
Operating Receipts	$-	$572,412	$572,412
Subsidy Earned	$1,196,063	$1,765,737	$2,961,800
Administrative Fees	$88,800	$-	$88,800
Total Sources	**$1,284,863**	**$2,338,149**	**$3,623,012**
USES			
Administrative	$157,551	$324,569	$482,120
Tenant Services		$100,663	$100,663
Maintenance Labor		$178,155	$178,155
Materials/Supplies, Contract Costs		$294,494	$294,494
General Expenses	$-	$148,927	$148,927
Housing Assistance Payments	$1,196,063	$-	$1,196,063
Utilities		$219,796	$219,796
Total Operating Uses	**$1,353,613**	**$1,266,604**	**$2,620,218**
Surplus (Deficit)	**$(68,751)**	**$1,071,545**	**$1,002,794**
MTW Block Grant transfers	$68,751	$-	$68,751
Net Surplus (Deficit)	**$-**	**$1,071,545**	**$1,071,545**

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 2021 Budget
Total Management Fees	$5,309,819
Fee-for-Service Fees	$1,349,263
Total Sources	**$6,659,082**
Uses	
Administrative Salaries	$2,966,371
Central Maintenance	$1,571,672
Benefits	$1,154,609
Administrative Contracts	$236,400
Office Rent	$230,323
Other Admin. OH	$674,762
Total Uses	**$6,834,137**
Net Surplus (Deficit)	**$(175,055)**

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. Reduced prorations over the last three years have impacted CHA's ability to fund capital projects and other MTW initiatives that benefit the local community.

ESTIMATED BEGINNING FUND BALANCE - 1/1/2021	**$1,800,000**
Sources of Cash	
HCV Transfers for MTW initiatives	$1,500,000
HCV Transfers for program loans	$18,000,000
LIPH transfers	$2,228,770
Development Fees	$4,065,792
Total Sources	**$25,794,562**
Uses of Cash	
Operating Transfers	
Transfers to MRVP / State Housing	$88,039
P & D Admin Support	$4,065,792
Working Capital	$450,000
Program Loans to LLCs	$20,000,000
System Software Fund	$1,250,000
PT Lab and MTW initiatives	$475,074
Total Uses	**$26,328,905**
Net Surplus (Deficit)	**$(534,343)**
Estimated Fund Balance - 12/31/2021	**$1,265,657**

Other Funds

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

	Resident Services	Cambridge Housing Affordable Lending Corp
Sources		
Operating Receipts	919,149	
Interest income		714,673
Other Operating Receipts	780,644	
Total Sources	**$1,699,793**	**$714,673**
USES		
Administrative Salaries & benefits	$1,259,618	$22,938
Management Fees	$-	$35,734
Other Admin expenses	$586,936	
Total Uses	**$1,846,554**	**$58,671**
Surplus (Deficit)	**$(146,762)**	**$656,002**
Resident Service Reserves	$146,762	
Net Surplus (Deficit)	**$0**	**$656,002**

ECONOMIC MOBILITY PROGRAMS FACT SHEETS

FINANCIAL STABILITY + SAVINGS PLUS (FSS+)

PATHWAYS TO PERMANENT HOUSING - HEADING HOME

PATHWAYS TO PERMANENT HOUSING - TRANSITION HOUSE

WORK FORCE COLLEGE SAVINGS PROGRAM

FINANCIAL STABILITY + SAVINGS PLUS (FSS+) PROGRAM

PROGRAM DESCRIPTION

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

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

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

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

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

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

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

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

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

PROGRAM CAPACITY: Available to all CHA MTW voucher holders.

PARTNERS: Compass Working Capital (CWC)

MTW INVESTMENT: $160,000 per year.

FOR MORE INFORMATION

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

PATHWAYS TO PERMANENT HOUSING - HEADING HOME

PROGRAM DESCRIPTION

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

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

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

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

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

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

MTW AUTHORITY: Provide sponsor-based vouchers.

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

PROGRAM CAPACITY: Maximum 45 participants.

PARTNERS: Heading Home, Inc.

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

FOR MORE INFORMATION

Heading Home, Inc.
617.864.8140

PATHWAYS TO PERMANENT HOUSING - TRANSITION HOUSE

PROGRAM DESCRIPTION

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

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

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

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

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

WHO IS ELIGIBLE:

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

PROGRAM CAPACITY: Up to 4 families per year.

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

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

FOR MORE INFORMATION

Community Advocate
Transition House
857.777.6724
cambridgeadvocate11@gmail.com

WORK FORCE COLLEGE SAVINGS PROGRAM

PROGRAM DESCRIPTION

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

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

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

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

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

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

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

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

FOR MORE INFORMATION

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

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EARLY CHILDHOOD AND YOUTH PROGRAMS FACT SHEETS

BABY UNIVERSITY AND ALUMNI ASSOCIATION

BIG BROTHER BIG SISTER

DREAM MENTORING

HEAD START

PATHWAYS TO FAMILY SUCCESS

THE POSSIBLE PROJECT

THIS WAY AHEAD/GAP Inc

TUTORING PLUS, Inc

WINDSOR STREET PRESCHOOL

WORK FORCE YOUTH PROGRAM

YOUTHBUILD (JUST-A-START)

BABY UNIVERSITY AND ALUMNI ASSOCIATION

PROGRAM DESCRIPTION

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

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

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

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

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

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

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

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

PARTNERS: The City of Cambridge

FOR MORE INFORMATION

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

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

BIG BROTHER BIG SISTER

PROGRAM DESCRIPTION

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

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

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

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

APPLICATION TIMELINE: Rolling enrollment.

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

PARTNERS: Multiple partners

FOR MORE INFORMATION

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

DREAM MENTORING

PROGRAM DESCRIPTION

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

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

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

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

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

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

PROGRAM CAPACITY: 15 mentoring matches.

PARTNERS: DREAM, Inc., Harvard University

FOR MORE INFORMATION

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

HEAD START

PROGRAM DESCRIPTION

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

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

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

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

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

APPLICATION TIMELINE: Contact program directly.

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

PARTNERS: Community Action Agency of Somerville (CAAS)

FOR MORE INFORMATION

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

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

PATHWAYS TO FAMILY SUCCESS

PROGRAM DESCRIPTION

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

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

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

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

APPLICATION TIMELINE: Semester-by-semester basis.

PROGRAM CAPACITY: 15 families.

PARTNERS: Cambridge Public Health Department

FOR MORE INFORMATION

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

THE POSSIBLE PROJECT

PROGRAM DESCRIPTION

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

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

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

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

APPLICATION TIMELINE: Contact program for details.

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

PARTNERS: Multiple partners.

FOR MORE INFORMATION

The Possible Project
17 Sellers St
Cambridge, MA 02139
617.492.9200

THIS WAY AHEAD/GAP INC

PROGRAM DESCRIPTION

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

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

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

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

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

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

APPLICATION TIMELINE: Program recruitment runs from January through March.

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

PROGRAM CAPACITY: 135 participants for each program cycle.

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

FOR MORE INFORMATION

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

TUTORING PLUS, INC.

PROGRAM DESCRIPTION

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

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

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

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

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

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

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

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

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

FOR MORE INFORMATION

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

WINDSOR PRESCHOOL

PROGRAM DESCRIPTION

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

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

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

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

APPLICATION TIMELINE: Contact program directly.

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

PARTNERS: City of Cambridge Department of Human Service Programs

FOR MORE INFORMATION

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

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

WORK FORCE YOUTH PROGRAM

PROGRAM DESCRIPTION

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

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

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

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

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

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

MTW INVESTMENT: Approximately $178,000.

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

FOR MORE INFORMATION

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

YOUTHBUILD (JUST-A-START)

PROGRAM DESCRIPTION

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

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

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

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

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

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

PARTNERS: Multiple partners

FOR MORE INFORMATION

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

ADULT PROGRAMS
FACT SHEETS

BIOMEDICAL CAREERS PROGRAM (JUST-A-START)

BRIDGE-TO-COLLEGE PROGRAM

CAMBRIDGE EMPLOYMENT PROGRAM

GATEWAYS LEARNING PROGRAM

BIOMEDICAL CAREERS PROGRAM (JUST-A-START)

PROGRAM DESCRIPTION

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

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

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

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

APPLICATION TIMELINE: Summer

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

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

FOR MORE INFORMATION

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

BRIDGE-TO-COLLEGE PROGRAM

PROGRAM DESCRIPTION

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

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

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

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

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

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

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

PARTNERS: The City of Cambridge - Community Learning Center

FOR MORE INFORMATION

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

CAMBRIDGE EMPLOYMENT PROGRAM

PROGRAM DESCRIPTION

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

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

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

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

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

APPLICATION TIMELINE: Rolling admission

PROGRAM CAPACITY: 95 CHA residents annually

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

FOR MORE INFORMATION

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

GATEWAYS LEARNING PROGRAM

PROGRAM DESCRIPTION

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

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

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

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

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

PROGRAM CAPACITY: Approximately 100 students annually

PARTNERS: The City of Cambridge - Community Learning Center

FOR MORE INFORMATION

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

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ELDER PROGRAMS
FACT SHEETS

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

SERVICE COORDINATION PROGRAM (ELDER SERVICES)

SOMERVILLE-CAMBRIDGE ELDER SERVICES (SCES)

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

PROGRAM DESCRIPTION

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

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

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

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

PROGRAM CAPACITY: 61 participants total

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

PARTNER: Cambridge Health Alliance Elder Services Plan

FOR MORE INFORMATION

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

SERVICE COORDINATION PROGRAM (ELDER SERVICES)

PROGRAM DESCRIPTION

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

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

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

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

PARTNER: Cascap, Inc.

FOR MORE INFORMATION

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

SOMERVILLE-CAMBRIDGE ELDER SERVICES (SCES)

PROGRAM DESCRIPTION

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

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

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

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

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

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

PROGRAM CAPACITY: 9 participants

PARTNER: Somerville-Cambridge Elder Services (SCES)

FOR MORE INFORMATION

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

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CAMBRIDGE HOUSING AUTHORITY
MOVING TO WORK

ANNUAL PLAN 2021

January 1, 2021 - December 31, 2021

HUD REQUIREMENTS

HUD Approved 12/30/2020

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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. CHA is exploring options to expand FSS permanently to public housing residents. CHA is also working on rolling out the new escrow calculation approved 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.

Preservation and Expansion of Affordable Hard Units in Cambridge

- RAD Phase II: Financial structuring of improvements, needs assessments, and procurement for services anticipated in the fiscal year and beyond.

- Section 18 Demolition: Millers River Apartments, estimated rehabilitation costs of $100+ million.

COST EFFECTIVENESS

SHORT-TERM AND LONG-TERM

By the end of FY19, CHA began implementing recerterfications 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	1	2	3	4	6+	Total Units	Population Type *	# of UFAS Units: Fully Accessible	# of UFAS Units: 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
MA003000307/Burns Apts	**40**	**RAD/Blended**
Weaver Apts	20	
Linnaean Street	20	
MA0003000303/Putnam Gardens	**96**	**RAD or RAD/Section 18 Blend**
Harry S. Truman	59	
116 Norfolk Street	37	
Total Number of Units to be Removed	**136**	**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 Apts	**20**	Y	RAD Blend Conversion
Linnean St	**20**	y	RAD Blend Conversion
Harry. S Truman	**59**	N	Section 18 Conversion
116 Norfolk St	**37**	Y	RAD Blend Conversion
Fresh Pond Apartments	**166**	N	Preservation Property
Finch Apartments	**8**	N	New Project-based Units

New Vouchers to be Project-Based **310**

Planned Existing Project-Based Vouchers

Property Name	Number of Project-Based Vouchers	Rad Y/N	Planned Status at End of Plan Year	Description
Lincoln Way	**63**	Y	Leased	RAD Conversion
Jefferson Park Apartments LLC	**103**	N	Leased	Section 18 Conversion
Washington Elms	**176**	Y	Leased	RAD Conversion
Putnam Gardens LLC	**123**	Y	Leased	RAD Conversion
John F Kennedy	**44**	Y	Leased	RAD Conversion
Newtowne Court	**269**	Y	Leased	RAD Conversion
Lyndon B. Johnson Apts	**174**	Y	Leased	RAD Conversion
River Howard LLC	**34**	Y	Leased	RAD Conversion
Manning Apartments	**203**	Y	Leased	RAD Conversion
Willow Street Homes LLC	**14**	Y	Leased	RAD Conversion
Woodrow Wilson Court	**69**	Y	Leased	RAD Conversion
Jackson Gardens	**44**	Y	Leased	RAD Conversion
Corcoran Park Interim Holding LLC	**152**	N	Leased	Section 18 Conversion
Burns Apartments Interim Holding LLC	**195**	N	Leased	Section 18 Conversion
Jackson Place	**175**	N	Leased	Section 18 Conversion
Millers River	**296**	N	Leased	Section 18 Conversion
Russell Apartments LLC	**54**	N	Leased	Section 18 Conversion
59 Norfolk Street	**5**	N	Leased	Project-Based Units
8-10 Lancaster Street	**58**	N	Leased	Project-Based Units
Auburn Court Phase 1	**46**	N	Leased	Project-Based Units
Auburn Court Phase 2	**31**	N	Leased	Project-Based Units
Just-A-Start Corp - Otis	**8**	N	Leased	Project-Based Units
CAH Condos	**27**	N	Leased	Project-Based Units
CAHC - 195 Prospect St	**17**	N	Leased	Project-Based Units
217 Western Avenue	**6**	N	Leased	Project-Based Units
CAH Inc - Ashton Place	**8**	N	Leased	Project-Based Units
CCHD - 77 Elm St	**3**	N	Leased	Project-Based Units
CCHD - 901 Mass Ave	**1**	N	Leased	Project-Based Units
CCHD - Athens	**2**	N	Leased	Project-Based Units
CCHD - Athens & Wendell	**2**	N	Leased	Project-Based Units
CCHD - Bedrick	**7**	N	Leased	Project-Based Units
CCHD - Oxford	**6**	N	Leased	Project-Based Units
CCHD - Swartz Properties	**9**	N	Leased	Project-Based Units
Putnam Place	**8**	N	Leased	Project-Based Units
165 Western Ave	**8**	N	Leased	Project-Based Units
196-98 Auburn St	**9**	N	Leased	Project-Based Units
2595 Mass Ave	**3**	N	Leased	Project-Based Units
35 Harvey St	**5**	N	Leased	Project-Based Units
396-398 Putnam	**2**	N	Leased	Project-Based Units
411 Cambridge St	**6**	N	Leased	Project-Based Units
47-49 Lee St	**10**	N	Leased	Project-Based Units

Planned Existing Project-Based Vouchers

Property Name	Number of Project-Based Vouchers	Rad Y/N	Planned Status at End of Plan Year	Description
Churchill Court LP	8	N	Leased	Project-Based Units
Columbia CAST LLC	9	N	Leased	Project-Based Units
Chapman Arms LLC	26	N	Leased	Project-Based Units
Harwell Homes	4	N	Leased	Preservation Property
Smith House Preservation	132	N	Leased	Preservation Property
Madison Park III	120	N	Leased	Preservation Property
McKay House	10	N	Leased	Project-Based Units
JAS - Nobrega	9	N	Leased	Project-Based Units
JFK Apartments	26	N	Leased	Project-Based Units
JAS - Hovey	9	N	Leased	Project-Based Units
Inman Square Apts	115	N	Leased	Preservation Property
Bishop Allen Apartments	33	N	Leased	Preservation Property
JAS - Scouting Way	9	N	Leased	Project-Based Units
402 Rindge Ave Apts	135	N	Leased	Preservation Property
Market Street	8	N	Leased	Project-Based Units
Neville Assisted Living	38	N	Leased	Project-Based Units
Cambridge Court Apts	106	N	Leased	Preservation Property
Putnam Green LLC	36	N	Leased	Project-Based Units
Putnam Square Apts	96	N	Leased	Project-Based Units
Squirrel Brand LP	8	N	Leased	Project-Based Units
Trolley Rental LLC	34	N	Leased	Project-Based Units
Essex St Management Inc	13	N	Leased	Project-Based Units
Elm Place	11	N	Leased	Project-Based Units
Louis Barret Residences	135	N	Leased	Preservation Property
Brookside Terrace	153	N	Leased	Preservation Property
St. Stephen's	130	N	Leased	Preservation Property
Cleaves Court	29	N	Leased	Preservation Property
Briston Arms	48	N	Leased	Preservation Property
Chauncy House	53	N	Leased	Preservation Property
Rindge House	13	N	Leased	Project-Based Units
455-463 Cambridge St	5	N	Leased	Project-Based Units
New Mass Pike Towers LP	148	N	Leased	Preservation Property
808 Memorial Drive Housing	77	N	Leased	Preservation Property
Coes Pond	248	N	Leased	Preservation Property
Temple Place	40	N	Leased	Project-Based Units
Port Landing	7	N	Leased	Project-Based Units
Landfall	15	N	Leased	Preservation Property
Quincy towers	160	N	Leased	Preservation Property

JAS - Elm St	1	N	Leased	Project-Based Units
St. Patrick's Place	3	N	Leased	Project-Based Units
Auburn Court	9	N	Leased	Project-Based Units
808 Memorial II	136	N	Leased	Project-Based Units
Scattered Condos	33	N	Leased	Section 18 Conversion
St. Pauls	20	Y	Leased	RAD Conversion
UDIC	26	Y	Leased	RAD Conversion
Frost Terrace	8	N	Commited	Project-Based Units

Planned Existing Number of Project-Based Vouchers Committed at the End of the Fiscal Year***	4,967

Other Changes to the Housing Stock Anticipated During the Fiscal Year

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

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

Construction		
Millers River Apartments	$35,428,571	Revitilization of Property
Burns Apartments Revitalization	$31,714,286	Revitalization of Property
Roosevelt Towers Low-Rise Revitalization	$14,250,000	Revitalization of Property
78-80 Porter Road Revitalization	$7,142,857	Revitalization of Property
Truman Revitalization	$12,055,556	Revitalization of Property
Putnam School Revitalization	$4,375,000	Revitalization of Property

Jefferson Park Federal Revitalization	$250,000	Revitalization of Property
689	$1,000,000	Misc. Improvements
Lancaster	$800,000	Masonry and Roof Replacement
JP Apts	$400,000	Balcony Trim Repair
Washington Elms Site Improvements	$375,000	General Site Improvements
Corcoran Park	$300,000	Stoop Repairs
JFK Trash Compactor	$300,000	Trash Compactor
Hingham St - Window Replacement & Bldg Env	$250,000	Window Replacement & Building Env
LBJ HVAC Improvements	$225,000	HVAC Improvements
Manning HVAC Improvements	$225,000	HVAC Improvements
River Howard Storage Garage	$200,000	Storage Garage

Putnam Gardens Fencing	$175,000	Fencing
Willow Street Exterior Painting and Repairs	$175,000	Exterior Painting and Repairs
JP Apts - BDI Antenna	$120,000	BDI Antenna
Fairmont - Storm Water and Parking Lot Upgrade	$75,000	Storm Water and Parking Lot Upgrade
JFK HVAC Improvements	$75,000	HVAC Improvements
Roof Replacement - Valentine and Fairmont	$55,000	Roof Replacement
Manning Security Gate	$50,000	Security Gate
Misc. Site Improvements - Any Dev	$25,000	Self Exp.
Misc. Exterior Improvements - Any Dev	$25,000	Self Exp.
Misc. Interior Improvements - Any Dev	$25,000	Self Exp.
TOTAL CONSTRUCTION	$110,091,270*	

*NOTE: This represents all planned repairs and construction. $2,817,743 of the sum is funded through the Capital Fund Program.

B. MTW Plan: Leasing Information

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

MTW Households to be Served Through:	Planned Number of Unit Months Occupied/Leased	Planned Number of Households to be Served
Federal MTW Public Housing Units to be Leased	3,660	305
Federal MTW Voucher (HCV) Units to be Utilized[CHA Note 1]	79,944	6,662
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]	2,748	229
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Homeownership programs	0	0
Total Households Projected to be Served	86,352	7,196

* 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	2,412	201
Tenant-Based	HC.2008.03A	252	21
		2,748	229

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 07/25/19	Federal MTW Public Housing units, RAD, former public housing and Non-MTW New Construction buildings). Open to all eligible households.	8,155	open	Yes (currently open)
ELDERLY/DISABLED HOUSING (MTW AND NON-MTW) on 07/25/19	Federal MTW Public Housing units, RAD, former public housing and Non-MTW New Construction	2,974	open	Yes (currently open)
HCV PROGRAM (MTW AND NON-MTW VOUCHERS THAT ARE NOT SROs) on 07/25/19	Federal MTW HCV, Federal non-MTW HCV and non-Federal vouchers. Open to all eligible (e.g. elderly-aged, family, younger	16,766	open	Yes (currently open)
HCV PROGRAM SRO ONLY (MTW AND NON-MTW VOUCHERS) on 07/25/19	Federal MTW Public Housing units, Federal MTW HCV, Federal non-MTW HCV and non-Federal vouchers. Open to all eligible applicants seeking an SRO unit.	743	open	Yes (currently open)

Please describe any duplication of applicants across waiting lists:

Applicants are welcome to apply for as many waitlists for which they have eligibility. As of August 1, 2020 there were 20,489 distinct applicants that had submitted a total of 171,428 applications across all waitilists.

PROPOSED MOVING TO WORK ACTIVITIES

PROPOSED ACTIVITY 2021-01: EMERGENCY WAIVERS

Activity Description

The novel coronavirus is spreading in the U.S. at a pace that requires significant policy and personal interventions to contain and treat it. The economic impacts on households, businesses, and financial markets is profound. Research speaks directly to ways in which families may be impacted by the effects of COVID-19, as well as how decision makers can shape policies to mitigate negative impacts. Additionally, the outbreak of COVID-19 also places additional burdens on housing authorities who are working tirelessly to respond to the needs of their participants while also maintaining compliance with program requirements. While the Coronavirus Aid, Relief and Economic Security (CARES) Act provides the U.S. Department of Housing and Urban Development (HUD) with broad authority to waive or establish alternative requirements for numerous statutory and regulatory requirements for the Public Housing program and Housing Choice Voucher (HCV) programs, the duration of this pandemic remains unknown and the backlog of transactions, inspections and delayed reporting requirements grows. Accordingly, CHA will use its MTW authority to establish an emergency waivers activity which addresses the burdens placed on all stakeholders. CHA proposes 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.

Statutory Objective

This activity will reduce cost and achieve greater cost effectiveness in Federal expenditures. The time and labor cost related to completing the backlog of delayed transactions and inspections while maintaining current deadlines is such that it would place an onerous burden on the agency.

Cost Implications

This activity will result in an estimated savings of $142,000 primarily through time saved on recertifications. This surplus will be used per statute in support of other agency activities.

Implementation

CHA will implement this policy upon approval of the MTW Plan.

Metrics

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	$142,000 (CHA is estimating this activity will reduce recertification costs by about half)
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	3,362 hours (CHA is estiamting this activity will reduce recertification time by half)

Need/Justification for MTW Flexibility

With respect to public housing, this activity requires waiver of certain provisions of sections 3(a)(1) and 3(a)(2) of the 1937 act, 24 CFR 902 Subpart B, 24 CFR 966.4 and 960.257, 960.259. With respect to HCV, this activity requires waiver of certain provisions of Section 8(o), Section 23 of the 1937 Act and 24 CFR 982.503, 982.516, 982.631, 984, 24 CFR Subpart I, 24 CFR 983. With respect to PH and HCV, this activity requires waiver of 24 CFR 5.233, 5.632. CHA believes we have the flexibility needed through the the following MTW authorizations 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. These waivers are necessary to implement the various provisions of this activity so as to allow CHA to address the conditions presented by the declared emergencies.

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

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 FY2

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

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 is working to implement the revised escrow calculation and new incentives proposed as non-significant changes in the FY20 Plan. CHA anticipates the new escrow calculation will be rolled out in late FY20 or Early FY21.

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**: $41,217 **Average Earned Income for FSS+ participants that will have been in the program for at least one year and experience an increase in earnings**: $40,212
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** $4,427
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: 112
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: 91 **Avg HAP of FSS+ participants that have been in the program for at least one year:** $1,140
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: $94,729
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**: 33
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: $39,293 **FSS+ Participants that have been in the program for at least one year and experienced an increase in earnings:** $37,827
Percent who increase annual earned income for participants who have been in the program for at least one year.	0	**FSS+ Participants:** 96%
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**: 87

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. 2021	FY21	166	
TOTAL PLANNED					**166**	
TOTAL COMPLETED					**1,978**	

ACTIVITY STATUS

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

ANTICIPATED CHANGES (PLANNED NON-SIGNIFICANT, SIGNIFICANT)

Non-Significant: None.

Significant: None.

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

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

CHANGES TO BENCHMARKS, BASELINE, METRICS
No planned changes.

HC.2011.02 EXPIRING USE PRESERVATION PROGRAM

HC #2: Units of Housing Preserved		
Unit of Measurement	**Baseline**	**Benchmark**
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase).	0	Total Units: 1,978 Units already preserved: 1,978 **Units Anticipated:** 166

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

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

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

	SERVICE PROVIDER	START	TARGET POPULATION	SBV
1	CASCAP, Inc.	2009	Housing stabilization for CASCAP tenants at risk of homelessness due to mental health, substance abuse or seeking vocational goals.	2
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	**112**

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. A minimum of 30 and maximum of 45 MTW HCV subsidies have been allocated for the entire duration of this program (more than one year).

IMPLEMENTATION YEAR

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

ACTIVITY STATUS

At the time of this writing, there are 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

None.

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

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

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

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: 387 households (112 vouchers) Transition House households: 4 Heading Home households: 17 **Total Households**: 408
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: 387 households (112 vouchers) Transition House households: 4 Heading Home households: 17 **Total Households**: 408
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: 387 households (112 vouchers) Transition House households: 4 Heading Home households: 17 **Total Households**: 408
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 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	3.5 households

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

DESCRIPTION

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

ACTIVITY STATUS

Active.

ANTICIPATED CHANGES (PLANNED NON-SIGNIFICANT, SIGNIFICANT)

Non-Significant: None.

Significant: None.

IMPLEMENTATION YEAR

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

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment D.A.1

CHANGES TO BENCHMARKS, BASELINE, METRICS

None

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

HC #4: Displacement Prevention		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households at or below 80% AMI that would lose assistance or need to move (decrease).	10	7 Households
CE #4: Increase in Resources Leveraged		
Unit of Measurement	**Baseline**	**Benchmark**
Amount of funds leveraged in dollars (increase)	0	Amount of MTW funds spent: $83,139 Total households served: 7 **MRVP 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:2,279 Anticipated in FY21: 59 **Total units closed: 2,338**

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
2019	0	0
2018	1	1
2017	2	0
2016	0	0
2015	0	0

*Includes reasonable accommodation transfers

ACTIVITY STATUS

With the conversion to RAD, where applicable, this activity will be adjusted to align with RAD units. Program

transfers resulting from RAD relocation are permitted independent of this activity and therefore not counted.

ANTICIPATED CHANGES (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.

1. As authorized under CHA's Amended and Restated MTW Agreement, Attachment C, Statement of Authorizations, CHA is authorized to develop operational policies and procedures for all Section 8 assistance that CHA is providing under section 8(o) of the 1937 Act. CHA has revised and updated it Administrative Plan to implement changes in the Housing Choice Voucher program as a result of the MTW program.
2 CHA's Rent Simplication Program (CE.2006.01) applies to both the HCV program and Public Housing/RAD/Demolition Disposition programs. Program components differ slightly. Therefore the activity listed twice in this section, one for the HCV program (Admin Plan, Part I) and one for CHA's hard units (ACOP, Admin Plan Part II and III).

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

Sections of 24 CFR 983 Waived Through MTW Authority

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

Program revisions which took effect in FY14:

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

ACTIVITY STATUS

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

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

ANTICIPATED CHANGES (PLANNED NON-SIGNIFICANT, SIGNIFICANT)

Non-Significant: None.

Significant: None.

IMPLEMENTATION YEAR

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

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment C.D.7

CHANGES TO BENCHMARKS, BASELINE, METRICS

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

HC.2001.01 IMPLEMENT LOCAL PROJECT-BASED ASSISTANCE LEASING PROGRAM

HC #1: Additional Units of Housing Made Available		
Unit of Measurement	**Baseline**	**Benchmark**
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	0	Units to be project-based Expanding Supply of Hard Units: 59 Units to be project-based Expiring Use: 166 Units to be project-based through private nonprofit developers: 8 **Anticipated new units:** 233

HC.2001.01 IMPLEMENT LOCAL PROJECT-BASED ASSISTANCE LEASING 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	Units to be project-based Expanding Supply of Hard Units: 59 Units to be project-based Expiring Use: 166 Units to be project-based through private nonprofit developers: 8 **Anticipated new units:** 233
CHA Metric: Percentage of PBAs Relative to Total MTW Vouchers		
Unit of Measurement	**Baseline**	**Benchmark**
PBVs as percent of total MTW vouchers	26%	60%

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

DESCRIPTION

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

ACTIVITY STATUS

Active.

ANTICIPATED CHANGES (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**
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	1 household(s)

HC.2000.02 - IMPLEMENT VACANCY AND DAMAGE PAYMENTS/HCV

DESCRIPTION

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

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

1. Compensation in Cases of Vacancy Without Notice: In the event that a household vacates without notice, landlords may receive up to 80% of one month's contract rent if they do not require last month's rent at initial lease.

2. Guaranteed Damage Compensation: Landlords who accept a reduced security deposit are guaranteed compensation for all damages in excess of the security deposit in the event that a household fails to pay.

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

ACTIVITY STATUS

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

ANTICIPATED CHANGES (PLANNED NON-SIGNIFICANT, SIGNIFICANT)

Non-Significant: **None.**

Significant: None.

IMPLEMENTATION YEAR

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

PREVIOUSLY APPROVED AUTHORIZATION

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

CHANGES TO BENCHMARKS, BASELINE, METRICS

None.

HC.2000.02 IMPLEMENT VACANCY AND DAMAGE PAYMENTS/HCV

HC #2: Units of Housing Preserved		
Unit of Measurement	**Baseline**	**Benchmark**
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase).	0	81 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. In FY14, CHA instituted a $60 fee if a voucher holder misses his/her reexamination appointment and does not notify CHA forty-eight (48) hours advance notice to reschedule. CHA waives the fee if the circumstances were unforeseeable. This initiative encourages accountability and timely completion of the recertification process.

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

Definition of Annual Income:

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

Changes in Family Composition: Households adding an adult member other than the spouse or partner of a household member, foster adult, live-in aide, or a guardian or caretaker for a minor child, will have their housing assistance payment reduced by 10% for each additional family member. The reduction will

continue as long as the adult member is part of the household. The subsidy reduction is effective on the first (1st) of the month following the addition to the household.

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

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

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

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

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

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

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

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

CHA is commited to tracking aggregate earned income of households in the HCV program in the Annual Report.

ACTIVITY STATUS

As of 2019, all HCV participants will undergo biennial recertifications as described in HC.2008.08. With the exception of households that would fall under the new triennial recertification policy proposed in HC.2008.08. CHA also was approved for an amendment to the FY20 plan that allows for elderly, disabled households with only fixed-income to not have to submit recert documentation. This was in response to Covid-19 health crisis. CHA had anticipated using that authority through the end of FY20 and will monitor the situation closely.

ANTICIPATED CHANGES (PLANNED NON-SIGNIFICANT, SIGNIFICANT)

Non-Significant: None.

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.1c and Attachment C.Z.a

CHANGES TO BENCHMARKS, BASELINE, METRICS

CE #1, CE #2, and CE #3 could all be impacted by the triennial recertifications for elderly/disabled households in project-based housing. CHA currently uses the past year's recertifications to form a benchmark for upcoming FY. CHA still sees this as the best methodology to estimate these measures but could see some discrepancy in benchmark and outcomes data for 2021.

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: 1,866 Interims to be completed: 2,268 Recertification Time: 1.25 hours Interim Time: .75 hours Staff Cost/hr: $42.25 **Total Cost: $170,415**
CE #2: Staff Time Savings		
Unit of Measurement	**Unit of Measurement**	**Benchmark**

CE.2006.01 RENT SIMPLIFICATION PROGRAM (RSP)/HCV

CE #1: Agency Cost Savings		
Total time to complete the task in staff hours (decrease)	Recertifications performed in FY06: 2,120 Interims Performed in FY06: 1,033 Recertification Time: 1.25 hours Interim Time: .75 hours **Total time FY06:** 3,425	Recertifications to be completed: 1,866 Interims to be completed: 2,268 Recertification Time: 1.25 hours Interim Time: .75 hours **Total Time: 4,425 hours**

CE #3: Decrease in Error Rate of Task Execution		
Unit of Measurement	**Unit of Measurement**	**Benchmark**
Averge error rate in complete a task as a percentage (decrease)	**Rent determination errors from a quality control audit in December 2013:** 30%	30%

CE #5: Increase in Agency Rental Revenue		
Unit of Measurement	**Unit of Measurement**	**Benchmark**
Rental revenue in dollars (increase).	**Annual aggregate amount of rent that we assume HCV holders paid to their landlords/private property owners in FY13 based on March 31, 2013 snapshot data:** $9,189,084	$20,490.824

CHA Metric: Average Household Income		
Unit of Measurement	**Baseline**	**Benchmark**
Average earned income of households affected by this policy in dollars.	$22,072	**Total Households Average:** $26,979

CHA Metric: Median Household Income		
Unit of Measurement	**Baseline**	**Benchmark**
Median earned income of households affected by this policy in dollars.	$20,138	**Total Households Median:** $24,492

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

DESCRIPTION

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

ACTIVITY STATUS

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**: 4,101 **Total Employed:** 2,170 **Percent:** 53%
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**: 427
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: 44

PUBLIC HOUSING (PH) PROGRAM ADMISSIONS & CONTINUED OCCUPANCY POLICIES[3] (ACOP)

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

CE.2009.01 - IMPLEMENT CEILING RENTS/PUBLIC HOUSING

DESCRIPTION

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

Under the Description/Update, the CHA should add at the end that "An Administrative Plan Part 3 was adopted to ensure that this activity is retained in Demo Dispo conversions, to the extent possible, even though it deviates from the project-based voucher rules" and make it clear that in both Part 2 (RAD) and Part 3 (Demo Dispo/HILAPP), CHA operates the former public housing developments as if public housing (except to the extent that the Section 8, or tax credit, rules require something different).

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**: $2,682,216

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

DESCRIPTION/UPDATE

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

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

Tiered Rent Schedule and Streamlined Deductions: Under RSP, CHA implemented a tiered rent schedule.

Residents' incomes fall into $2,500 ranges and rent is set at 30% of the low end of each range (minus a utility allowance). Deductions are streamlined and may be applied to unreimbursed medical and child care expenses only. Unreimbursed child care and/or medical expenses must meet a minimum threshold to be eligible for a deduction. Deductions amounts of either $2,500 or $5,000 level are applied according to the amount of unreimbursed expenses.

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

Definition of Annual Income:

1. Asset Income Calculation: The definition of income exclude income from assets valued at $50,000 or less. In cases where household assets are valued at more than $50,000, CHA calculates and counts only the imputed income from assets by using the market value of the asset and multiplying it by the CHA established passbook savings rate. CHA's passbook savings rate is consistent with HUD guidelines.

2. Annual income does not include the 1st twelve (12) months of net income from the operation of a business or profession, including any withdrawal of cash or assets from the operation of the business.

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

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

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

1. Non-elderly/disabled households whose net assets exceed $100,000.

2. Households who have a present ownership in, and a legal right to reside in, real property that is suitable for occupancy as a residence. This policy will not apply in the following circumstances:

    - Household member or members are unable to reside in the property because of domestic violence.

    - The household is making a good faith effort to sell the property.

    - The property is owned in a country where there is verifiable evidence that the household would face retribution or repression were they to return to the country where the property is owned.

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

ACTIVITY STATUS

LIHTC requirements and associated third-party verification apply to a growing number of CHA buildings, particularly

with RAD fully underway. CHA will exercise the option to accept third-party verification that is collected during LIHTC's annual recertification process to fulfill the income verification requirement at CHA certification meetings (annual, interims). The information contained in the third-party verification is provided directly by employers and contains more information about the resident's employment status than a paystub, the income verification document that has been generally accepted at CHA 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.
An Administrative Plan Part 3 was adopted to ensure that this activity is retained in the Demo Dispo conversions, to the extent possible, even though it deviates from the project- based voucher rules. Under both Parts 2 and 3 of the Administrative Plan, the CHA continues to operates its former public housing developments as if they were CHA public housing except to the extent that Section 8 or low income housing tax credit rules require otherwise. See page A39, paragraph 2 under "Work in Support of Public Housing Preservation

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**

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

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: 1,951 Total Interims: 362 Recertification time: 2.25 hours Interim Time: 2 hours Staff Cost/hr: $42.25 **Total Cost of Task**: $218,169
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: 1,951 Total Interims: 362 Recertification time: 2.25 hours Interim Time: 2 hours **Total Hours of Task**: 5,114
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 from a quality control audit in January 2016: 15%
CE #5: Increase in Agency Rental Revenue		
Unit of Measurement	**Baseline**	**Benchmark**
Rental revenue in dollars (increase).	**Rental revenue collected in FY05:** $10,021,885	Total Rental Revenue: $14,887,341

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: 2,239 **Total Households with employment income:** 1,148
	Percent of Public Housing households that experienced Full- or Part-Time employment status on March 31, 2014: 40	**Percent of Total Households**: 51%

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**: 99
SS #8: Households Transitioned to Self Sufficiency		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households transitioned to self sufficiency (increase).	Households that left CHA public housing as a result of renting or purchasing a home in the private market in FY13: 46	**Total Households:** 15
CHA Metric: Average Household Income		
Unit of Measurement	**Baseline**	**Benchmark**
Average earned income of households affected by this policy in dollars.	$26,810	**Total Households Average:** $38,718
CHA Metric: Median Household Income		
Unit of Measurement	**Baseline**	**Benchmark**
Median earned income of households affected by this policy in dollars.	$24,440	**Total Households Median:** $30,327

PREVIOUSLY APPROVED AND TO BE IMPLEMENTED IN FY21 - 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 aiming to launch this program in FY21.

EM.2014.02 - TRANSITION TO MARKET RENT/PUBLIC HOUSING

DESCRIPTION

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

This initiative was approved in the FY14 Annual Plan.

UPDATE

CHA is considering the need for modifications to this activity.

TIMELINE

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

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

DESCRIPTION

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

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

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

- In cases of questions CHA will refer to IRS Publication #502, *Medical and Dental Expenses* to verify and calculate medical expense costs.

- Elderly and disabled households with unreimbursed medical or expenses exceeding $7,501 per year can apply for a Hardship Waiver.

- To be eligible to deduct unreimbursed child care expenses, the care must be for a child who is under thirteen years of age.

- Households may deduct unreimbursed child care expenses ONLY when the childcare enables a household member to be gainfully employed, to seek employment or to further his or her education or job training. Deductions will be applied as follows:

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

- Unreimbursed child care expenses cannot exceed:
    - The amount of income earned by the household member released to work; or
    - An amount determined as reasonable by CHA when the childcare permits a household member to pursue education, seek employment and job training.
- Households claiming unreimbursed childcare expenses of $7,501 or more per year can apply for a Hardship Waiver.
- Metrics will be developed after policies are finalized and an impact analysis and public process have been completed in accordance with the MTW Agreement.

UPDATE

Implementation of this initiative was part of the Administrative Plan revision. CHA finalized the document

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

TIMELINE FOR IMPLEMENTATION

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

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

DESCRIPTION

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

This initiative was approved in the FY08 Annual Plan.

UPDATE

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

TIMELINE FOR IMPLEMENTATION

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

ACTIVITIES ON HOLD - NONE

ACTIVITIES CLOSED OUT

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

REASON FOR CLOSING OUT INITIATIVE

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

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

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

REASON FOR CLOSING OUT INITIATIVE

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

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

HC. 2007.01 - REVIEW OF ALTERNATIVE SUBSIDY APPROACHES

REASON FOR CLOSING OUT INITIATIVE

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

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

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

PD.2001.01 - REQUEST FOR REGULATORY RELIEF FOR MIXED FINANCE

REASON FOR CLOSING OUT INITIATIVE

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

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

PD.2008.01 - LIBERATING ASSETS

REASON FOR CLOSING OUT INITIATIVE

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

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

PH.2013.02 - PROJECT-BASED VOUCHER IN PUBLIC HOUSING

REASON FOR CLOSING OUT INITIATIVE

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

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

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

REASON FOR CLOSING OUT INITIATIVE

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

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

SS.2011.01 - CAREER FAMILY OPPORTUNITY PROGRAM (CFO)

REASON FOR CLOSING OUT INITIATIVE

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

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

PH.2010.01 - PUBLIC HOUSING PRESERVATION FUND

REASON FOR CLOSING OUT INITIATIVE

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

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

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SOURCES + USES OF FUNDING

Estimated Sources of MTW Funding for the Fiscal Year		
Sources		
FDS Line Item	**FDS Line Item Name**	**Dollar Amount**
70500 (70300+70400)	Total Tenant Revenue	$312,580
70600	HUD PHA Operating Grants	$134,772,052
70610	Capital Grants	$2,817,743
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**	**$137,902,375**

Estimated Uses of MTW Funding for the Fiscal Year		
Uses		
FDS Line Item	**FDS Line Item Name**	**Dollar Amount**
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	Total Operating - Administrative	$4,140,797
91300+91310+92000	Management Fee Expense	$1,979,054
91810	Allocated Overhead	$-
92500 (92100+92200+92300+92400)	Total Tenant Services	$357,608
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	$217,817
93500+93700	Labor	$-
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	$521,211
95000 (95100+95200+95300+95500)	Total Protective Services	$-
96100 (96110+96120+96130+96140)	Total insurance Premiums	$109,525
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	$15,196
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	$-
97100+97200	Total Extraordinary Maintenance	$-
97300+97350	Housing Assistance Payments + HAP Portability-In	$101,685,879
97400	Depreciation Expense	$1,107,953
97500+97600+97700+97800	All Other Expenses	$2,785,969
90000	**Total Expenses**	**$112,921,009**

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

Describe the Activities that Will Use Only MTW Single Fund Flexibility

SINGLE FUND FLEXIBILITY

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

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

TRANSFERS TO PROGRAM AND ACTIVITIES USING THE BLOCK GRANT

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

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

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

WORKING CAPITAL

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

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

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

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

POLICY + TECHNOLOGY

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

CAPITAL PROJECTS - GUARANTEES AND TRANSFERS

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

PUBLIC HOUSING PRESERVATION FUND

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

Is the PHA allocating costs within statute?	**No**
Is the PHA implementing a local asset management plan (LAMP)?	**Yes**

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

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

There are no proposed changes to the LAMP.

RENTAL ASSISTANCE DEMONSTRATION (RAD) PARTICIPATION

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

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

No

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

N/A

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ADMINISTRATIVE

BOARD RESOLUTION - AVAILABLE AFTER BOARD APPROVAL

EXTRACT OF THE MINUTES OF THE REGULAR MEETING OF THE BOARD OF COMMISSIONERS OF THE CAMBRIDGE HOUSING AUTHORITY WEDNESDAY, OCTOBER 28, 2020 4:00 P.M.

MEMBERS PRESENT: GERARD J. CLARK, CHAIRPERSON
SUSAN T. CONNELLY, TREASURER
VICTORIA BERGLAND, ASSISTANT TREASURER
ELAINE DEROSA, MEMBER
LOUIS BACCI, MEMBER

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

SUBMISSION OF FY21 MTW ANNUAL PLAN

Ms. Connelly moved the following motions:

MOTION A: That the Chair is authorized to execute the Certification of Compliance with Regulations.

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

MOTION C: That the Board of Commissioners approve the Plan and all initiatives contained herein.

Ms. Bergland seconded the motion, which upon being put to vote, was passed unanimously.

Michael Johnston, Secretary

CERTIFICATION OF COMPLIANCE - AVAILABLE AFTER BOARD APPROVAL

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 (01/01/2021), hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

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

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

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

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

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

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

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

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

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

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

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

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

CERTIFICATION OF COMPLIANCE (CONTINUED)

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

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

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

(16) The MTW PHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58. Regardless of who acts as the responsible entity, the MTW PHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 58 and 24 CFR Part 58 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	*MA003*
MTW PHA NAME	*MTW PHA NUMBER/HA CODE*

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

Gerard J. Clark	*Chairman*
NAME OF AUTHORIZED OFFICIAL	*TITLE*
	10/28/2020
SIGNATURE	*DATE*

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

CERTIFICATION BY STATE/LOCAL OFFICIAL

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

I certify that the Cambridge Housing Authority Moving to Work Annual Plan for Fiscal Year 2021 is consistent with the City of Cambridge current Consolidated Plan. In particular, CHA's MTW FY21 Annual Plan supports the City of Cambridge Housing Needs (91.205), Priority Housing Needs and Specific Housing Objectives (91.215(b)), and Needs of Public Housing (91.210(b)) as well as other areas of the Consolidated Plan. I further certify that an Analysis of Impediments to Fair Housing Choice has been completed and that the MTW Annual Plan for Fiscal Year 2021 is consistent with said analysis.

Applicant Name:	Cambridge Housing Authority
Project Name:	Moving to Work Annual Plan FY 2021
Location of the Project:	City of Cambridge, MA
Federal Program:	Moving to Work Demonstration

Certifying Jurisdiction:	City of Cambridge, MA
Certifying Official:	Louis DePasquale
Title:	City Manager
Signature:	
Date:	10/21/20

FY21 ANNUAL PLAN PUBLIC REVIEW

DATE	ACTIVITY	LOCATION	NO. OF PARTICIPANTS
August 21, 2020 to September 24, 2020	DRAFT FY21 PLAN: Available for download and review on the CHA website on August 21. Public comment period commenced on August 21, 2020 and ended on Thursday, September 24, 2020	N/A	25 hard copies were distributed upon request.
September 15, 2020 6 PM	DRAFT FY21 Plan: Public Meeting	Zoom Conference	26
September 17, 2020	DRAFT FY21 Plan: Meeting with the Alliance of Cambridge Tenants and Tenant Council members.	Zoom Conference	15

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: U. S. Department of Housing and Urban Development	**7. Federal Program Name/Description:** CFDA Number, *if applicable*: 14.872
8. Federal Action Number, *if known*:	**9. Award Amount**, *if known*: $ 2,817,743.00
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: 3/10/2020

Federal Use Only:

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

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

Certification of Payments to Influence Federal Transactions

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

Applicant Name

Cambridge Housing Authority

Program/Activity Receiving Federal Grant Funding

FFY20 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)**
	3/10/2020

Previous edition is obsolete

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

PENSION + OTHER POST EMPLOYMENT BENEFITS (OPEBS)

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

It appears to CHA that HUD is deviating from this principle by requesting that liabilities related to OPEB for all employees are charged to COCC (from the date of Asset Management implementation forward).

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

GROSS POTENTIAL OPERATING SUBSIDY

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

RESIDENT SERVICE EXPENSES

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

FEES EARNED FOR AGENCY SERVICES

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

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PUBLIC COMMENTS + RESPONSES

A public meeting was held on September 15, 2020 at 5 pm on Zoom. The meeting started with brief introductions from each CHA department director. Discussion topics included, but were not limited to the following: opportunity for input on policy documents, CHA's COVID-19 Response, internet availability, security on-site, and density with the addition of new units to CHA's portfolio.

A meeting was held on September 17, 2020 at 5 pm on Zoom for members of the Alliance for Cambridge Tenants (ACT) and elected and committee members of CHA tenant councils. The purpose of the meeting was to provide a space for CHA residents and voucher participants to speak directly with CHA on an annual basis. The CHA Executive Director, Deputy Director, and Senior Program Manager were present to address questions and concerns.

Comment 1: We also wanted to thank CHA for continuing to provide the details about its programs and plans in part A of the Plan and for its stated commitment to continue to operate the former public housing as close to federal public housing as possible for tenants and applicants (page A38).

CHA Response: CHA appreciates this comment and will continue to include this language in future plans.

Comment 2: In response to comments made during the last two years, it appears that CHA intends to now include the breakdown of the various non-MTW federal voucher programs (i.e. number of VASH, Shelter Plus [Care], Mod Rehab, Mainstream, and DHVP [Designated Housing]). However, the footnote 4 (which would contain this information) is left blank. Please include the information.
In addition, on that same chart, the CHA should similarly include a footnote with the same information for the state voucher programs, namely the number of the four subsidy types listed, as at least two (DMH and AHVP) are restricted to disabled tenants and not available generally. Also, please clarify if "mod rehab state" is referring to the MRVP project-based mod. rehab. program.

CHA Response: The additional information and requested footnotes have been added per this comment's request.

Comment 3: We 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). Specifically, we request the following changes and/or additions to the Public Process Schedule:

A. Change: The quarterly meetings between ACT and CHA should be required (and not listed as "available on request") or alternatively, please consider this letter to be the request for the quarterly meetings for the remainder of 2020 and for 2021. In addition, ACT requests that the quarterly meetings be open to all ACT members and for CHA to designate a staff person to be the contact person for planning the meetings with ACT.

B. Change: Set up at least one working session on metrics (or consider this the request for such a meeting).

C. Add: Where CHA is planning relocation of public housing tenants for renovation and there is no functional public housing tenant organization, CHA should commit to notifying ACT on a timely basis that relocation is contemplated, to assist ACT in forming a steering committee of the affected tenants, and (if no steering committee is then formed) to allow input from ACT as to content of relocation agreements (as informed by individual tenants in contact with ACT and ACT's experiences

from prior relocation efforts).

D. Add: While CHA commits to meeting with tenants, CEOC, and legal services if CHA proposes policy changes to the Admin Plan or ACOP, ACT and CASLS request that the public process specifically include an annual meeting/check-in to discuss changes (policies, procedures, forms) proposed by tenants and advocacy groups. While these had been periodically held in the past, they have not been held with either of the current directors of operations and leased housing. It is helpful to have an interactive dialogue about what's working and what policies, procedures, and forms can be improved or changed.

CHA Response:
A. CHA can't require ACT to attend a quarterly meeting but will continue to be open to these meetings being requested on a quarterly basis. These meetings are open to ACT Officers, Board Members, and Resident Council Board Members.

B. CHA will consider this a request for a meeting on metrics and will hold it in conjunction with the FY20 Report Process.

C. CHA's Annual Plan outlines upcoming modernization efforts and we welcome participation from outside groups in the negotiation of relocation agreements. We have worked multiple agencies on these efforts in the past and would welcome the chance to do so on future relocation agreements.

D. CHA is open to having advocacy groups request these meetings but does not anticipate adding additional required meetings to the public process schedule.

Comment 4: In the proposed Annual Plan, CHA states that it plans to install a self-service kiosk in Central Office lobby for recertifications (and communicating with leasing officers and other purposes) for those without access to internet. At the September 15, 2020 public hearing, it stated that five kiosks have already been ordered with an anticipated delivery in November 2020. While we believe that this will be helpful to many tenants (especially for those with multiple adults having difficulty arranging their school and work schedules for an in-person annual recertification meeting with CHA during CHA's business hours), we had some comments listed below.

First, we did want to be sure that the use of these kiosks was optional with the tenant and that (post-COVID-19) CHA will continue to offer in person (interim and regular) recertifications meetings for those tenants who so prefer (or who want a hybrid model, using the kiosk for some parts of the recert. process but being able to personally ask questions or provide voluminous documents to their leasing officer).

Second, we urge the CHA to consider other locations for the 4 kiosks that are private and accessible on weekends, nights, and/or after CHA business hours (such as possibly a library or other municipal building).

Third, we wanted to be sure that the kiosks were equipped with scanners so that documents may be confidentially uploaded and sent to the CHA.

CHA Response: Participants can still request to make appointments with their leasing officer if in need of assistance completing their recertification.

Additionally, there are no current plans to expand the locations of the kiosks but the kiosks available will be

equipped with scanners.

Comment 5: While ACT has concerns about the environmental impact of increased supply of housing on certain public housing sites, to the extent that CHA is planning to increase the supply of affordable housing CHA should commit to not excluding those households who do not have the HUD-required immigration status for federal public housing and Section 8. As you know from prior comments, with the federalization of almost all its state public housing and the loss of the MRVP project based units in expiring use buildings, the CHA has almost no affordable units for those households who have, e.g., a pending application for asylum or temporary protected status.

CHA Response: CHA has a list of over 20,000 applicants in need of safe and affordable housing. The rent provided by Section 8 is necessary in our market. CHA would be challenged to build new affordable units with the finance gap that would be created by promising units exclusively to non-documented households.

Comment 6: Replace "Since 2009, ACT has operated as a jurisdiction wide advocacy group made up of CHA-housed and voucher holding participants" with the more detailed and complete description of ACT suggested below:

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.

CHA Response: CHA has updated this section with the proposed language above.

Comment 7: This describes SCES's use of the congregate units at Putnam School. Given the relocation from and renovation of Putnam School (including making these 9 congregate rooms into 8 apartments, A35), this should be revised (if the SCES program has moved to a different development or it plans to reoccupy the Putnam School space after renovation) or else deleted.

CHA Response: This program will not return to Putnam School after construction. We have had preliminary discussions with SCES about future partnerships, but no decisions have been made. This section will be amended in future plans to reflect programming, if any, available.

Comment 8: Similar to what DHCD recently did under MTW (and Boston Housing Authority did with a HUD approved waiver), the CHA's Plan should be amended to require that, when an owner is seeking an increase in the contract rent, the CHA use the current payment standard (and utility allowance schedule) for interim re-certifications where the payment standard (or the utility allowance) increased. While this can be accomplished, with a mutual termination of the old tenancy and then a re-submission of a new request for tenancy approval packet (with inspections and other necessary "new lease up" documents), this is time consuming and an added and unnecessary expense for all. By simply allowing the use of the current payment standard and utility allowance where the requested gross rent exceeds the-then payment standard, tenants would not be faced with the choice of having to pay more out of pocket shelter expenses OR having to incur the expense and difficulty of locating and moving to a less expensive apartment (when an owner requests a rent increase between regular re-certifications). This also eliminates the adverse effect on tenants whose regular recertification and lease anniversary dates are no longer in sync (due, e.g., to the CHA rebalancing of leasing officers' caseloads). Our suggested language is below:

Where households on biennial recertification cycles have interim recertifications related to increases in the contract rents, CHA will apply (any increased) payment standard and utility allowance in effect at the time of the interim recertification in order to minimize the shelter burden on the tenant. Where the payment standard/utility allowance in effect at the time of applicable interim recertification reflects a decrease when compared to the payment standard/utility allowance applied at the last regular recertification, CHA will not update the payment standard/utility allowance at the interim recertification and will wait until the next regular recertification to update the payment standard/utility allowance.

CHA Response: CHA does not plan on making this change at this time, as increasing PS and UA at interim recertification would further increase HAP expense (per unit cost - PUC) and decrease the amount of vouchers CHA is able to issue off of the waiting list upon turnover. CHA has experienced significant increase in HAP expense due to implementation of SAFMRs as well as income decrease due to COVID. CHA has found that upon negotiation by CHA and other advocates, landlords in many cases have been willing to wait an additional year to increase the rent so that it can be in line with the payment standard and not impact the tenant's rent portion.

Comment 9: Under the Description/Update, the CHA should add at the end that "An Administrative Plan Part 3 was adopted to ensure that this activity is retained in Demo Dispo conversions, to the extent possible, even though it deviates from the project-based voucher rules" and make it clear that in both Part 2 (RAD) and Part 3 (Demo Dispo/HILAPP), CHA operates the former public housing developments as if public housing (except to the extent that the Section 8, or tax credit, rules require something different).

CHA Response: CHA has added the proposed the language.

Comment 10: We are extremely pleased that CHA will not be implementing in the upcoming year the aligning of Section 8 deductions (currently child care, medical expense over 3% of income, dependent and elderly/ disabled) with the much limited ones in public housing (B47 – 48) and hope that CHA never implements this for the Section 8 programs for all the reasons previously stated in written and oral comments.

CHA Response: CHA appreciates this comment and acknowledges the concern expressed. There is no current plans for the policy to change.

Comment 11: We again urge the CHA to adjust its software or make other arrangements to allow it to send information, notices, and forms to both the tenant/applicant and, where requested, to a helper or secondary contact.

As you know, HUD requires that applicants and tenants have the option of designating a contact person to receive all notices or only certain ones indicated by the tenant/applicant as set forth on the Supplement to Application for Federally Assisted Housing. Similarly, as a reasonable accommodation, tenants have requested that a helper be designated to receive, for example, the recertification packet. The CHA does collect the information and must determine a way (in its computer program or otherwise) to be able to collate and use the information provided by the tenant.

In addition to being required, having the CHA contact the designated helper would assist elderly, disabled, and other vulnerable public housing and Section 8 tenants comply with their lease and voucher obligations and maintain their tenancy and/or voucher. It also dovetails with the CHA's "Tenancy Preservation and Eviction Prevention Pilot" program of having a social worker intern proactively assist public housing tenants avoid eviction for certain lease violations (Page A43).

In the past, the CHA has consistently stated that its software only allows one mailing address and so it is not able to send notices to another person designated by the tenant but hopefully it is pursuing modifications to its software to incorporate the secondary contact information. Of note, the utility companies, Social Security

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

CHA Response: CHA appreciates this comment and will consider possible solutions in future software implementations. At the time of writing this is not a feature included in our software.

Comment 12: We again urge the CHA to reconsider its current practice and allow for public comment (time limited and specific to agenda items) at the beginning of the board of commissioners bimonthly meetings. While there are other avenues for tenant and public input, there are no opportunities for tenants and public to have access to the Board of Commissioners except at the Board meetings. Somerville and Arlington Housing Authorities allow tenant and public comment at the beginning of meetings (and do not even limit it to agenda items). At a minimum, we urge the CHA to implement this on a trial basis (maybe now while it is holding remote meetings).

CHA Response: CHA wants to note that there have been discussions with various members of the board about potentially creating a process to allow comments. There are no formal plans available at this time.

Comment 13: At the public meeting, CHA indicated that its staff person was very close to completing the website re-design. As previously stated, in the interest of transparency and to assist tenants/advocates/public know more about the CHA's operation and policies, we have the following suggestions:

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

• For example, at its April 8, 2020 meeting, the Board of Commissioners approved various changes to Grievance and Conference panel hearings but those amendments are not included in the 4 plans that are posted as of September 19, 2020.

B. Indicate which Plan (ACOP, Admin Plan part 2, Admin Plan part 3) applies to which building (as this changes as public housing is converted under either RAD or demo disposition or both).

• For example, the Admin Plan 2 still lists buildings for which CHA had planned to convert under RAD but is now using demo. dispo. (and so Admin Plan 3 applies).

• CHA should consider one consolidated Plan for all of public housing and former public housing with any differences in RAD and demo. dispo. indicated in the appropriate chapter. This will make it quicker to update (as there would be one document rather than three); allows for a one page (that can be easily updated/ amended without changing the Plan) listing each development and address and whether public housing, RAD, Demo Dispo applies; and allows applicants and tenants to see the mobility and other slight differences among the different programs

C. Add the following documents to the website (and have a tab at the top of the home page that says "Policy Documents" so can quickly find the current applicable policy listed in 1, 2, 5, and 7-10 below)

1. All expiring use Preservation Agreements

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

3. The Section 8 Request for Tenancy Approval packet

4. The Section 8 (regular and interim) Recertification packet

5. Tenant Selection Plans for the CHA affiliated housing

6. once approved, the Board of Commissioners meeting minutes

7. Tenant Council Guidebook (if/when finished)

8. Customer Service Policies **

9. Recertification Resource Guide **

10. Section 8 Resource Guide **

** While these are internal documents about the operation of the CHA programs, the CHA should at least provide copies to ACT, CASLS, and anyone upon request, in the interest of ensuring transparency of the rules applicable to tenants.

CHA Response:

A. CHA agrees these documents should be made available when updated and will commit to updating the website in a more timely fashion.

B. CHA will work on creation of a master list to identify buildings by Admin Plan. However, there are too many programmatic differences to have one unifying Admin Plan without it becoming overly complex and burdensome to.

C. CHA commits to adding the requested documentation outside of the internal documents.

Comment 14: As mentioned at the public housing, we urge that CHA install (and pay for) wired internet in public housing (or in alternative, then install high speed Wi-Fi) so that all public housing residents have free access to the internet. The urgent need for fast, secure, and inexpensive access to the internet at home has been highlighted by COVID-19 with libraries, schools, offices, and other internet sites closed and with the increased need for the internet (e.g. remote learning for students, telehealth, recertifications and other communications with management and leased housing staff).

For voucher tenants (and public housing, as interim alternative to above), we urge that CHA implement a utility allowance for those who pay for own internet service (as it is becoming a necessary "utility" cost).

CHA Response: CHA has held some internal discussions about how best to serve participants' internet needs. It is important to note that 90% of households led by a member under 55 stated they had internet access during the last resident survey. CHA's primary focus is identifying barriers and interest in internet service in households led by those 55+.

It is also important to note that there are number of City-led initiatives that help address this issue. Including Chromebooks and hotspots provided to students and hotspots made available at local libraries.

Comment 15: If there has been any evaluation of CHA's MTW activities, it would be helpful to briefly describe that.

CHA Response: There have been no specific evaluations of CHA's MTW Activities beyond what is submitted to HUD in the Annual Plan/Report. CHA has provided data for various larger MTW studies and past research has

been performed by Abt Associates

Comment 16: In closing, we wanted to thank the CHA in advance for consideration of these comments and look forward to receiving your responses.

CHA Response: CHA appreciates this comment and thanks the commenter(s) for their submission.

Comment 17: While I appreciate the work Susan Hegel has done with ACT, for the most part, I would like to add two comments in the light of the "joint" letter sent to the CHA. There is no mention of a vote that was taken at the end of the meeting with ACT where the MTW Plan was discussed, guided by Ms. Hegel. There was, in fact, a vote, with one abstention, and an explicit agreement to include a statement stressing that all were free to submit comments of their own, regardless of what was in any subsequent letter. I don't see any mention of either of these facts in this letter.

In the section about expanding density, there is no mention of that word as identifying the source of considerable concern expressed by several of those in attendance. The word "environmental" does not really do justice to the precise nature of these concerns. Nor does the favorably- crafted phrase, "increasing the supply of affordable housing." I will speak to this concern, from my perspective, below, but for now, I must point out that Ms. Hegel brought her own priorities in this area to the meeting, hoping to tie support for additional density with "significant increases" in housings specifically for those who cannot document their immigration status according to HUD standards.

This proposal was met with notable resistance, primarily due to concerns about additional, excessive, density, where existing low and moderate income tenants already have a burden far in excess of our friends in suburbia, and our more prosperous neighbors in Cambridge. And, yes, clear-cutting all the mature shade trees on an existing site eyed for more "density" by the CHA was also discussed and not seen as particularly welcome.

CHA Response: CHA notes the commenter's dissent to some of the comments provided in the joint letter. CHA wants to note everyone is free to submit comments of their own volition.

Comment 18: Following the recent informal "zoom" meeting with CHA senior staff (and yourself) where some of the above was discussed, I stopped at an outdoor cafe in Harvard Square where I encountered a person I know from Cambridge who has lived here his entire life, except for recently, when he has been homeless and sheltering, more often than not, evidently, in church basements in Brighton. He informed me that he has been #1 on one of the waitlists at the CHA for well over a year! Yet, because he apparently does not currently qualify for a "Cambridge Resident Preference," he may never be called forward by the CHA to be housed in his native city.

I find it hard to reconcile a priority for those who do not meet current Federal-HUD immigration standards with a "preference" regime wherein people like this who are from Cambridge are excluded from housing here through no fault of their own. (Nevertheless, I agree that current residents who may not meet HUD immigration standards can and should be accommodated, but a more ambitious agenda in this area is not a good reason to expand density excessively for the existing resident community. The first obligation of the Cambridge Housing Authority, in my view, is to house people from Cambridge, regardless of who they are. I realize others will disagree.

CHA Response: CHA has no current plans to change our preference policy. It is important to note that all those

individuals selected from the waitlist are low-income and have need of subsidized housing.

Comment 19: CHA Employees have great (free) service, no?? We have waited years for meaningful progress on this front. In this day and age, there should be no excuse for low- and moderate- income tenants not having full, fast and free access, especially in a city like Cambridge.

With some Community Rooms wired (but difficult to access), why can't the same or something similar be done for entire developments?? Try to do anything these days - including typing and emailing this letter - without robust internet access!

CHA Response: CHA pays for internet service at CHA offices for work use. There is no free internet service provided to employees. CHA would refer the commenter to the response to comment 14.

Comment 20: We are already part of the most dense concentration of lower income people in all of Cambridge, by far. Jefferson Park does not have "under-utilized" space anymore than the grass and trees around your house are under-utilized. People in low- and moderate-income affordable housing deserve the same amenities as anyone else in Cambridge. To advocate otherwise is to promote discrimination in housing. A complete demolition of Jefferson Park will entail clear-cutting more than one hundred mature shade trees. Trees and a robust tree canopy are as important to the health and well-being of CHA Tenants as to anyone else! Jefferson Park Federal may not be the densest development in the CHA "portfolio" but that hardly means crowding more people into an already quite dense development with 50 per cent more units in the same space is fair to those of us who already live here. It's easy for those who live in leafy suburbs with one-acre zoning who drive into Cambridge in single-occupancy-vehicles to boast of the "wisdom" of "additional density" ("near transit...") where others less fortunate and less powerful than they themselves reside, but this is not just. ("Density for THEE, but not for ME!")

CHA Response: At the current time, the CHA has over 20,000 applicants on its waiting lists and of those, over 6,000 claim a local preference. At a 10% turn-over rate for our hard units in Cambridge, it would take 20 years to house those that claim a local preference and that assumes, no new applications for this group during this time. Our job is to attempt to create more safe, sanitary and affordable housing in Cambridge and there is a process in which the commentor may participate if he/she wishes.

Comment 21: Please include my comments about some of the problems with the CHA's Covid Response here, if you can, in addition to this brief summary [Note this summary includes all topics commenter had expressed in Zoom chat questions]: Excessive, duplicate, linguistically-inappropriate, and dated notices suffocating us in the lobbies of our buildings; inadequate instructions accompanying otherwise welcome mask distributions; testing - conducted at 8 a.m. on Memorial Day [!] - without any consideration or prior consultation with tenants, risking undermining confidence, trust, and overall efficacy.)]

CHA Response: We stand by our communication efforts. We realize that some people may have found it excessive to have numerous flyer postings in their buildings and letters delivered to their apartment doors. However, we felt that on topics such as the importance of hand-washing, social distancing, and mask-wearing, it was in the best interest of our residents to thoroughly communicate on all of these topics in multiple languages, even if some residents may not have enjoyed seeing multiple posters on these topics in their building lobby, for example. Covid-19 testing was coordinated by the City of Cambridge and was not conducted by CHA. We realize the dates and times would not be perfect for everyone's schedule, but the test was optional for those that did not want to participate.

Comment 22: The security situation in my building (1000 Jackson Place) is bleak. Doors have been repeatedly jammed open in an unlocked condition for months. Despite constant reporting and safety efforts on my part - at some personal risk - no successful measures

have yet been achieved. Security cameras are either poorly positioned and not adjusted, or they are simply not being used. This is extremely disconcerting, to say the least. We should not have to wait until new, better, better-positioned cameras are finally bid out and installed to be safe and secure in our buildings.

CHA Response: CHA recognizes the concern but these concerns should be directed towards the commenter's management team at Jefferson Park. Additionally, as noted, CHA is working on updating the security system.

Comment 23: Sadly, ACT cannot currently be considered a "legitimate" organization warranting official recognition by the CHA. As the person elected with more votes than any other qualified candidate "on the public housing side" this past fall, in an election subsidized by the CHA, I believe I can speak with some authority on this matter. An unscrupulous individual, evidently bent on usurping total, unchecked, control over the organization, has set about attacking and attempting to exclude any and all members of either the Board or the Officer group who are perceived as a "threat" (for whatever reason) to her mysterious and erratic "ambition." Officers have been expelled or have felt compelled to resign; Board members have been (allegedly) "removed," in egregious violation of ACT's own By-Laws, ordinary principles of due process, and simple common sense. Others active with ACT for years have had their reputations sullied behind their backs, with no opportunity to respond or defend themselves. Packets of one-sided and (reportedly) libelous information have been distributed selectively to the homes of some Board members without the knowledge of others. People have been told to "present" (presumably "defenses") without ever having been informed of any charges against them, or being properly notified that they even exist! A handful of board members (barely a quorum; and, itself, a number recently reduced) allegedly complied with grotesquely improper "actions," with the "accused" muted, not allowed to speak, or simply removed from the proceedings without even the knowledge of others; it is now not even clear how participants in this most recent meeting even "voted" - judging from their own recent emails confessing confusion and consternation - nor how their "votes" were allegedly tabulated and recorded, if they indeed were at all.

The dedicated, longstanding, office manager of ACT has felt compelled to resign, effective today, Thursday, September 24. This whole situation is a shocking travesty. The CHA cannot be responsible for all that happens with ACT, nor should it be.

However, CHA are certainly obliged to be responsible for, and judicious in, whether and how they "recognize" any Tenant Organization, for official purposes, funding, collaboration and support. The CHA should suspend any further official recognition or financial support of ACT until a reasonable investigation of these extremely troubling circumstances can be commenced and completed. It is in the interest of the CHA to have a viable, democratically elected, tenant organization that adheres to its own by-laws and earns the trust of tenants. ACT should first have to demonstrate that it has been restored to full and transparent legitimacy before the CHA once again bestows formal recognition, with all of the ancillary respect and support that should ordinarily entail.

CHA Response: CHA provides a small amount of funding to ACT and has no plans to withdraw the funding. The issues described are internal ACT issues and not something CHA has jurisdiction over.

Comment 24: Thank you all for your consideration of these comments. I look forward with interest to your responses.

CHA Response: CHA appreciates this comment and thanks the commenter for their submission.

ATTACHMENT R - RENTAL ASSISTANCE DEMONSTRATION (RAD)

Cambridge Housing Authority (CHA) was a successful applicant in the Rental Assistance Demonstration (RAD). On December 23, 2013 CHA received RAD conversion approval by HUD and commitments to enter into Housing Assistance Payments (CHAP) contracts for nine public housing developments in Phase 1. In addition, CHA was notified that it had one year to submit RAD applications for nine Phase 2 public housing developments/scattered sites. In total, this portfolio conversion consists of 1,151 units in Phase 1 and 979 units in Phase 2 for a total of 2,130 units. The RAD conversion was substantively addressed in the Draft FY15 Plan and at the Public Hearing on 1/7/14. As noted in the FY15 Plan, CHA anticipates that 34 vouchers will be allocated for Phase 2. This allocation will not impact CHA's continued service requirements as calculated using the MTW Baseline Methodology.

CHA converted to Project Based Vouchers under the guidelines of PIH Notice 2012-32, REV-1 and any successor Notices. CHA has adopted resident rights, participation, waiting list and grievance procedures listed in Section 1.6 of PIH Notice 2012-32, REV-2; and Joint Housing PIH Notice H-2014-09/ PIH-2014-17. These resident rights, participation, waiting list and grievance procedures are referenced in Table 1 of this attachment. Additionally, CHA certifies that it is currently compliant with all fair housing and civil rights requirements.

RAD was designed by HUD to assist in addressing the capital needs of public housing by providing CHA with access to private sources of capital to repair and preserve its affordable housing assets. Please be aware that upon conversion, CHA's Capital Fund Budget will be reduced by the pro rata share of Public Housing Developments converted as part of the Demonstration. CHA certifies that it will maintain its continued service level pursuant to its MTW Plan under RAD.

Under HUD Notice PIH-2012-23 (HA), REV-2, CHA's RAD conversion is detailed below as part of its Annual Plan.

1. **A description of the units to be converted, including the number of units, the bedroom distribution of units, and the type of units (e.g., family, elderly/disabled, or elderly-only).**

   SEE TABLE A

2. **Any change in the number of units that is proposed as part of the conversion, including de minimis unit reductions and unit reductions that are exempt from the de minimis cap; any change in the bedroom distribution of units that is proposed as part of the conversion.**

   NONE

3. **Any changes in the policies that govern eligibility, admission, selection, and occupancy of units at the project after it has been converted. This includes any waiting list preferences that will be adopted for the converted project as well as the Resident Rights and Participation, Tenant Protections for residents stated in Section 1.6, Attachment 1B of this Notice and the Joint Housing/PIH Notice H-2014-09/PIH-2014-17.**

   The only changes that CHA anticipates under RAD relate to requirements related to the LIHTC program. CHA has held numerous meetings with our residents at all of the affected sites to discuss

the transition of properties from the public housing program to project-based assistance. CHA has revised the HCV Administrative Plan Part II to accommodate continuation of the ACOP requirements for all RAD PBV units. All tenant rights and protections as currently applicable to CHA's federal public housing applicants and tenants shall continue to apply after the conversion from public housing to project-based assistance, regardless of the ownership entity (except where the low income housing tax credit program requires a different rule) and the new owner will stand in the stead of CHA for all such purposes. Any future changes to the lease and/or these policies will be subject to a public notification and comment period in accordance with the notice and comment provisions of 24 CFR 966 and CFR 964 as they may be amended by the MTW Agreement or MTW Annual Plan, or other written agreement between the CHA and the local or city-wide tenant organization.

4. **Detail any transfer of assistance to an off-site unit at the time of conversion.**

   NONE

5. **An indication of whether the PHA is currently under a voluntary compliance agreement, consent order or consent decree or final judicial ruling or administrative ruling or decision and an assurance that compliance will not be negatively impacted by conversion activities.**

   Please see **Page A21** of this Plan for CHA's voluntary compliance agreement.

6. **A statement certifying that the RAD conversion complies with all applicable site selection and neighborhood reviews standards and that all appropriate procedures have been followed.**

   CHA hereby certifies that all RAD conversions comply with the site and neighborhood standards as detailed in 24 CFR 983.57.

7. **All other required information and certifications necessary to submit a Significant Amendment to the PHA Plan, including Resident Advisory Board comments and responses, challenged elements, and all required certifications.**

   Not applicable. This is not a significant amendment to the Plan.

8. **For MTWs utilizing MTW Fungibility as defined in Section 1.9E and Section 1.6 or 1.7, as applicable, a statement explaining how the MTW will be able to maintain continued service level requirements.**

   CHA will comply with all MTW requirements to serve substantially the same number of families as is demonstrated in the RAD applications and associated budgets.

   The public is hereby notified that the current and future Capital Fund Program grants from HUD will be reduced as a result of any projects converted to RAD. The estimated amount of current Capital Fund Program grants that are associated with the RAD conversion is shown in the Five-Year Capital Plan on **Page A20**. CHA has no Capital Fund Financing (CFFP) obligations. No Replacement Housing Factor (RHF) funds will be utilized as part of the RAD conversion effort.

Table 1: List of RAD Program Elements Affecting Resident Rights and Participation, Waiting List and Grievance Procedures for PBV

Project Based Voucher Requirements (Section 1.6 of PIH Notice 2012-32, REV-2 and the Joint Housing PIH Notice H-2014-09/PIH-2014-17)

All references may be found in CHA's Administrative Plan for Rental Assistance Demonstration (RAD) Developments – Part II of the Administrative Plan for the Federal Housing Choice Voucher Program as revised September 30, 2015, CHA 2014 Lease, Relocation Plans and RAD Conversion Commitments (RCCs) for each RAD development and Letter from Janet M. Golrick of HUD's Office of Recapitalization received on December 18, 2014 regarding CHA's Proposed RAD Conversion.

TENANT PROTECTIONS UNDER JOINT HOUSING PIH NOTICE H-2014-09/PIH-2014-17	
1. Right to Return and Relocation Assistance	Relocation Plans for each RAD development.
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).

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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.