CAMBRIDGE HOUSING AUTHORITY

MOVING TO WORK

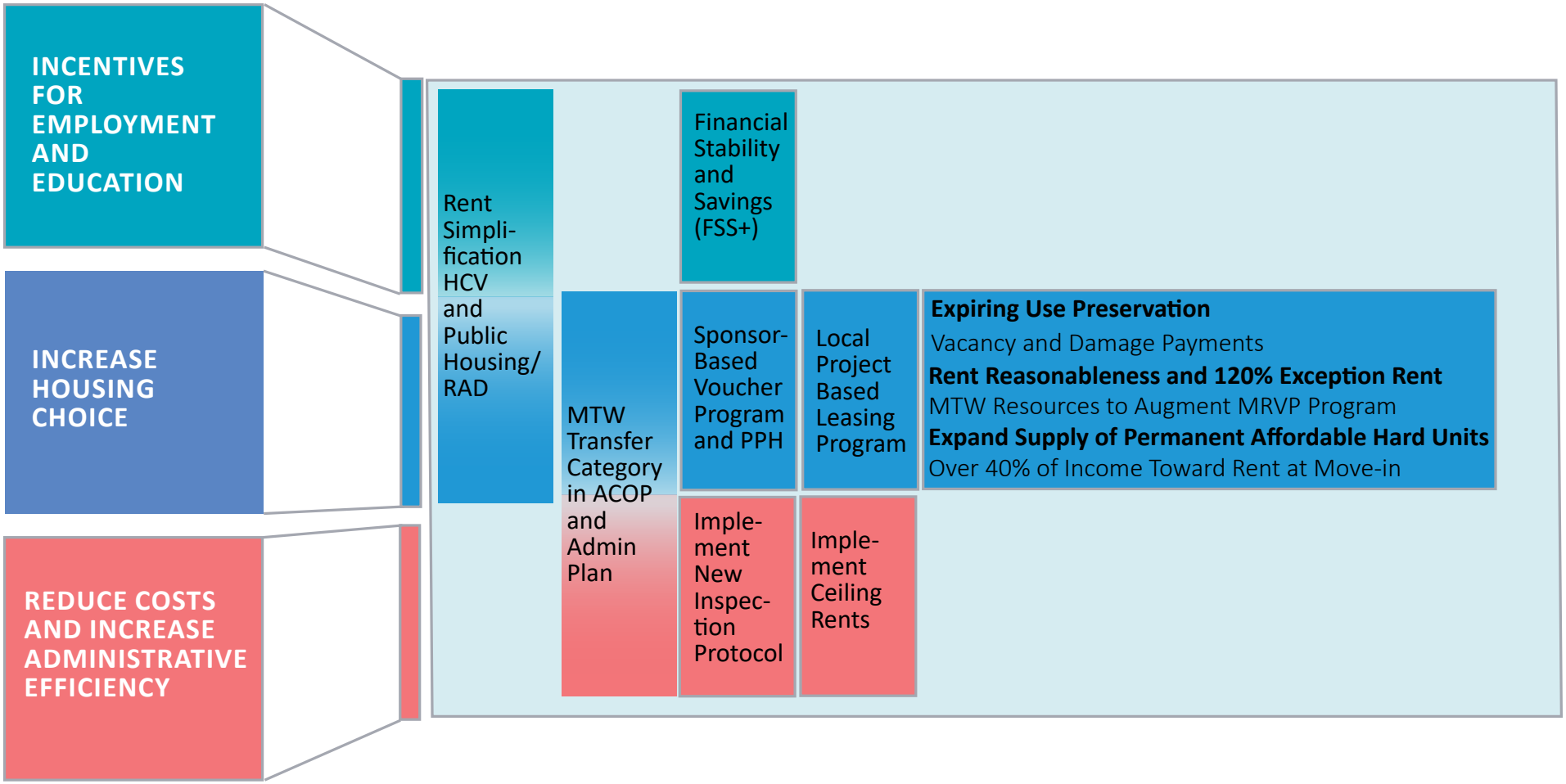
ANNUAL REPORT 2018

January 1, 2018 - December 31 , 2018

HUD APPROVED ON 5/31/2019

Global Communities, Shared Housing
Tessa Love Baker
Annual Art Contest Winner

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



CHA has used its flexibility under MTW as a platform for progressive regulatory reform and fungibility of capital, voucher, and operating funds to accomplish development and programming goals. The agency continues to develop, implement, and evaluate new and innovative policies and programs.

This diagram is a visual representation of CHA's various initiatives under the MTW program and how these relate to the statutory objectives stated above.

TABLE OF CONTENTS

CHA HIGHLIGHTS 9

CHA DEPARTMENT ACCOMPLISHMENTS 11
VOLUNTARY COMPLIANCE AGREEMENT 32
FY18 RESIDENT PROGRAMS + SERVICES 33
HOUSING INVENTORY 35
HOUSEHOLD DEMOGRAPHICS 37
WAITLIST INFORMATION 40

SOURCES AND USES OF FUNDS 43

HUD REQUIREMENTS 49
HOUSING STOCK 49
LEASING INFORMATION 50
WAITLIST INFORMATION 54

PROPOSED MTW ACTIVITIES 58

APPROVED MTW ACTIVITIES 59
IMPLEMENTED ACTIVITIES 59
NOT YET IMPLEMENTED ACTIVITIES 100
ACTIVITIES ON HOLD 101
CLOSED OUT ACTIVITIES 102

ACTUAL SOURCES AND USES OF MTW FUNDING 106
CERTIFICATION: MTW REPORTING COMPLIANCE 108

ADMINISTRATIVE 109
LOCAL ASSET MANAGEMENT PLAN (LAMP) 109
PUBLIC COMMENTS + RESPONSE 112
CHA BOARD APPROVAL 116

ACT	Alliance of Cambridge Tenants	**MTW**	Moving to Work
DHCD	Department of Housing and Community Development (Commonwealth of Massachusetts)	**NED**	Non Elderly Disabled (federal non-MTW voucher type)
DISPO	Demolition and Disposition of public housing under Section 18 of the Housing Act of 1937	**PPH-HH**	Pathways to Permanent Housing- Heading Home
EOP	End of Participation (in receiving subsidized housing from CHA)	**PPH-TH**	Pathways to Permanent Housing- Transition House
EOS	End of Subsidy	**PBV**	Project Based Voucher
ESCO	Energy Service Company	**RAD**	Rental Assistance Demonstration program
ESOL	English for Speakers of Other Languages	**RIS**	Reduction in Subsidy
FMR	Fair Market Rent	**RTS**	Rent-to-Save
FSS+	Financial Stability and Savings Plus	**TBV**	Tenant Based Voucher
HAP	Housing Assistance Payment	**TPP**	The Possible Project
HCV	Housing Choice Voucher	**VASH**	Veterans Affairs Supportive Housing (federal non-MTW voucher type)
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		
MRVP	Massachusetts Rental Voucher Program (Commonwealth of Massachusetts)		

CHA HIGHLIGHTS

ANNUAL REPORT FISCAL YEAR 2018

JANUARY 1, 2018 TO DECEMBER 31, 2018

HOUSING CHOICE

$205 Million in construction

- Improvements on 743 units.
- Planning work on 1,361 at 19 developments.
- Leveraged nearly $232 million in private equity during RAD Phase I.
- Work led to approximately 897 direct jobs, 1,040 indirect jobs, and $150 million of local economic activity.

SELF-SUFFICIENCY

Celebrated graduation of 86 participants

- 9 households left CHA housing (Public Housing, RAD, Former Public Housing) for homeownership or market rent.
- Graduates saved over a combined $460,000.

COST EFFECTIVENESS

Institution of online platform for the opening of the Family Public Housing Waitlist

- Over 19,000 distinct applicants.
- Over 142,000 applications.
- Includes site-based waitlists.

THIS PAGE INTENTIONALLY LEFT BLANK

CHA DEPARTMENT ACCOMPLISHMENTS

OPERATIONS

UNITS PLACED IN SERVICE AT MANNING APARTMENTS, JEFFERSON PARK, NEWTOWNE COURT, AND PUTNAM GARDENS

In FY18 CHA continued to place units in service for the Low Income Housing Tax Credit (LIHTC) program. Residents who were relocated off site were given the option to return to their development and units that were not returned to were filled from CHA's site based waiting lists. Four properties were leased up in full during 2018 and in total, CHA filled a total of 560 units at Newtowne Court, Jefferson Park, Manning Apartments, and Putnam Gardens.

CONTINUED RELOCATION EFFORTS

CHA successfully emptied Russell Apartments, Garfield St, and St. Pauls in order to accommodate upcoming modernization efforts. Vacant units at Millers River are also being held to accommodate upcoming modernization at that site, which is expected to commence in early 2019. The Operations Department will begin screening prospective residents for future residency at Russell Apartments, Garfield St, and St Paul's, which are expected to complete construction in 2019.

FAMILY SITE BASED WAITLIST OPENING

The Operations Department opened CHA's Family Housing site based waitlist on August 1, 2018. We advertised during the months of June and July in accordance with our Affirmative Marketing Plan. The waitlist opening occurred through an online application platform. CHA hosted eleven drop in sessions across the city during the month of August to assist prospective applicants with the application process. There was a lottery period through August 1, 2018 through August 31, 2018. After August 31, 2018 applications were placed in order of date and time. During the month of August, CHA received over 2300 pre-applications.

RECERTIFICATION

In 2018, CHA continued to sync Tax Credit and Rent Redetermination certifications at affected sites. The end result will match tax credit and rent redetermination recertification dates. Ultimately, this will save time for both staff and CHA residents. CHA successfully converted four properties from the Low Income Public Housing program to the Section 8 program- Willow Street Homes and River Howard Homes converted via RAD and Corcoran Park and

Burns Apartments converted via the Section 18 Disposition program.

RESIDENT AMENITIES AND SUPPORT

CHA has continued our partnership with CASCAP to provide service coordination at various sites across the city. CHA continues to explore possibilities for expanding resident amenities and support. As part of our renovation work at Frank J Manning Apartments, there are several new additions at the building for the enjoyment of residents. There is a game room on the second floor which features a pool table, a ping pong table, and card tables. On the 19th floor there is a music room with a piano and a music stand for resident use. CHA has also placed exercise equipment throughout the building, placing pairs of NuStep stepping machines on the first and second floors. New furniture has been added throughout the building within community and lounge spaces. Common area computers and printers will be available for resident use in the near future. They will be located in the living room space on the first floor, and the lounges on the third and fifteenth floor. There will also be a laptop computer for use with the audio-visual equipment, consisting of a projector and screen with surround sound, in the community room on the first floor.

SAFETY AND SECURITY

CHA's Public Safety Administrator continued to coordinate monthly meetings with the Cambridge Police Department (CPD) and property management staff to provide timely information regarding crime and safety. It is the goal of the Public Safety Administrator to enter into partnerships not only with the Police and residents of all CHA developments, but also city agencies, public service providers and the business community to promote a better quality of life for all CHA residents. In FY18, the public administrator completed the following:

- Conducted 17 lighting surveys throughout various developments
- Developed a new incident report for security monitors
- Attended quarterly meetings with the Local Emergency Planning Committee (LEPC), and the Cambridge Police Department Stakeholders meeting
- Continue meeting with CABHART, a domestic violence support network, as requested by CABHART
- Conducted 12 resident neighborhood meetings regarding safety and security concerns across the city
- Participated in the City Council's Safe Streets series of roundtable meetings

LEASED HOUSING

The Leased Housing Department is responsible for administering all of CHA's Housing Choice Voucher and related programs. This includes the Moving to Work Tenant-Based and Project Based Voucher programs, the Sponsor Based & Pathways to Permanent Housing programs, Mainstream and Designated Housing Voucher Programs, the Veterans Affairs Supportive Housing Program (VASH), the Mod Rehab Single Room Occupancy (SRO) programs, as well as McKinney Vento Homelessness assistance programs. Additionally, the Leased Housing Department administers vouchers funded by the Commonwealth of Massachusetts through the Massachusetts Rental Voucher Program (MRVP), the Alternative Housing Voucher Program (AHVP), and the Department of

Mental Health (DMH). Through this variety of programs CHA is able to serve a diverse population of individuals and families.

In 2018 CHA was awarded additional Mainstream and VASH vouchers (non-MTW vouchers), enabling more individuals and families to access housing assistance and other essential services. This year CHA was also proud to honor its first cohort of graduates from the Family Savings and Stability Plus program, which is described in further detail below. In addition to these accomplishments, this year the Leased Housing Department transitioned to a biennial recertification schedule for all MTW households.

NEW VOUCHER AWARDS

CHA applied for and was awarded two additional allocations of non-MTW vouchers in 2018. CHA was awarded eight-nine (89) 811 Mainstream vouchers and ten (10) Veterans Affairs Supportive Housing (VASH) program.

The 811 Mainstream vouchers will be used to house non-elderly disabled applicants who are experiencing homelessness or who are transitioning out of segregated settings. CHA has established partnerships with the City of Cambridge and other local agencies to assist with referrals, identifying potential units and assisting with the leasing process, as well as providing on-going services to these participants. In addition to the eight-nine (89) new vouchers, CHA currently administers two hundred (200) Mainstream 5-Year vouchers through a previous award.

The additional VASH vouchers will be used to house chronically homeless veterans who have been referred by and will receive services through the Veterans Administration (VA). CHA currently administers 165 VASH vouchers.

FSS+ GRADUATIONS

In October 2012 CHA launched a new economic mobility program, known as the Family Savings and Stability Plus (FSS+) Program, which is modeled on HUD's Family Self-Sufficiency Program (FSS). CHA partners with Compass Working Capital, a nonprofit financial services organization, to administer the program and provide financial counseling and other related services and coaching. FSS+ is a five-year program, and throughout 2018 many of the first participants graduated from the program. In November 2018 CHA and Compass hosted a graduation ceremony to celebrate the first class of graduates. Eighty-six program graduates were honored, and together they saved over $460,000 throughout the course of the program. Many were able to increase their credit scores, repay debt, pursue higher education, increase their earnings, and some were able to become homeowners.

TRANSITION TO BIENNIAL RECERTIFICATIONS

In Fall of 2018 CHA transitioned the remainder of its MTW households to a biennial recertification frequency. Previously, only elderly or disabled households recertified on a biennial basis, while all other households recertified annually. Transitioning to biennial recertifications not only results in administrative savings to CHA, but it also allows program participants to save more in between recertifications when they have increase in income, as their rent is not adjusted as often.

CENTRAL OFFICE

The Central Office is located at 362 Green Street and headquarters for all departments except property management and maintenance staff in the Operations Department and a large portion of the Resident Services staff.

BUSINESS SYSTEMS

CHA's Business Systems and Technology team began planning/continued the following projects during the FY:

In conjunction with the leased housing department, the IT department began work towards the roll out of an online Vendor Portal that will allow landlords self-service access to statements and other information that would otherwise have to be provided by mail or phone.

To keep our technology infrastructure up-to-date, planning began to consolidate several older servers onto fewer newer servers. This will streamline IT services and allow CHA to take advantage of speed and other improvements that newer servers provide.

The IT department continued to manage data conversions for developments transitioning this year from low income public housing through RAD/Section 18 Disposition.

LEGAL

National Policy Direction

CHA remains active in the coalition of 39 MTW agencies that has been coordinating on common issues since the negotiations with HUD over the terms of the extension of the MTW Agreement in 2015. HUD has published an Operations Notice on the expansion, which CHA has reviewed and shared its critique of the direction HUD has pursued. The agencies are now working to establish a more permanent organizational structure that will operate under the CLPHA umbrella.

A related issue that CHA has engaged on is HUD's effort to unilaterally amend the Annual Contributions Contract applicable to all housing authorities, as well as its particular impact on MTW agencies. CHA has will continue to participate in commentary and discussion to insure that the MTW Agreement with HUD is not compromised by these HUD initiatives.

Immigration

CHA has played a major role in coordinating other agencies around immigration issues and its potential impact on both agencies and the clients they serve. This has taken the form of periodic national conference calls to share information, as well as working toward establishing a portal on the HousingIs website that is being established by CLPHA. CHA lead an effort to develop comments on a proposed regulation that would change the scope of the "public charge" rule that could adversely affect certain applicants and participants in our programs. The comments were submitted through CLPHA to the Federal Register. CHA has also engaged in internal staff training on the proposed rule, and has coordinated with the City of Cambridge Cimmission on Immigrant Rights and Citizenship.

State Policies

CHA has been active in advocating for adoption of public housing reform measures that would bring the state enabling act. M.G.L. c.121B, into conformity with current ways of financing and operating our housing. There has been a unified effort to work with other housing authorities by commenting on pending legislation, testifying before committees in the state legislature, and drafting proposed amendments where advisable. While the reform legislation did not pass in the last session of the state legislature, CHA intends to pursue other legislative fixes that will benefit its portfolio-wide redevelopment efforts.

POLICY AND TECHNOLOGY LAB EAST

RENT-TO-SAVE PILOT

The Rent-to-Save pilot (described as the FSS+ Expansion Pilot in the FY17 Plan) was launched on March 1, 2016 at Corcoran Park and Jefferson Park Federal. The goal of the pilot is to increase asset-building for residents and see if financial coaching makes a difference. The program is designed so that residents at one site (Jefferson Park Federal) can access financial coaching from Compass Working Capital (non-profit partner) while they automatically start saving a small portion (1%) of the rent that they are charged in an Rent-to-Save (RTS) Account that CHA maintains. The program will come to an end on February 28, 2019. CHA will take the end of the pilot as an opportunity to evaluate the success and viability of the program moving forward.

INTERNS

In Fall 2018, the PT Lab worked with an urban planning student from the Harvard Graduate School urban planning graduate students on an independent study on CHA's sponsor-based voucher program. This included conducting interviews with various service providers and speaking with other MTW agencies about their sponsor-based initiatives. This project will lay the groundwork towards creating a ladder of opportunity for sponsor-based participants.

HUMAN RESOURCES AND SECTION 3 HIRES

In calendar year 2018, there were 8 Section 3 hires and 0 new tenant coordinator hires at CHA.

In FY18 CHA added the critical position of Asset Manager to provide day-to-day operational, financial and regulatory oversight of the Cambridge Housing Authority's portfolio of multi-family properties. The Human Resources team continues to promote an inclusive culture that values respect and inclusivity, and that reflects the diversity of the communities in and around Cambridge that we serve. Employees completed staff training around sexual harassment issues and heavy equipment (Bobcat) safety.

With regard to economic opportunities related to CHA's Resident Services department, please see the FY18 Resident Program + Services matrix in the proceeding section (after Voluntary Compliance) for an overview of programs and count of CHA residents that have participated in programs that support economic mobility.

RESIDENT SERVICES

POST-SECONDARY SUCCESS INITIATIVE - COLLEGE MATCHED SAVINGS PROGRAM

In 2018, the Resident Services department leveraged key funds to add the third and final component to the Work Force program's "Post-Secondary Success Initiative," launched in 2015. With these funds, the initiative became fully operational in 2018, providing coaching for persistence and career development support to roughly 160 Work Force seniors and graduates completing their first two years of college.

Central to the CHA's efforts to break the cycle of intergenerational poverty is the Work Force, our comprehensive, after-school educational enrichment, college prep, and work-readiness program which annually serves over 280 teens, aged 12 through 20, residing in Cambridge public housing and Section 8 voucher programs. The program operates at four different sites in the city, including three of the CHA's largest housing developments, and at Cambridge Rindge and Latin High School.

Uniquely comprehensive in both its manner and duration of support, the program provides participants with sustained networks of learning and support over a developmentally significant seven-year span: from the eighth grade through their first two years of post-secondary education. The Work Force focuses on building students' strengths to promote achievement at home, at school, and at work. By building a broad nexus of developmental support, the program has a demonstrated record of helping teens from low-income backgrounds hone the wide range of competencies necessary for long-term success: over 90% annually attend college, and nearly two-thirds of graduates no longer live in subsidized housing six years after completing the program.

Significant donations in 2018 from the Herb and Maxine Jacobs Foundation, the Boston Foundation's Skillworks initiative, and Google supported key aspects of the Work Force's "Post-Secondary Success Initiative" and the accompanying College Matched Savings program. The Post-Secondary Success Initiative provides coaching for persistence to college-going graduates, and a unique career development trajectory as students complete their junior and senior years of college. The latter is provided by a Career Development Specialist, a new position created in 2018 and paid for in part by the Jacobs Foundation.

In addition, the Work Force is the only educational program in the city to offer under-resourced students a College Matched Savings program, providing financial education training and a unique savings methodology that offers a 1:1 match of up to $1500 saved by participants for freshman-year, college related expenses. These innovations, along with the addition of an Alumni Coach two years ago, work together to help our low-income participants secure post-secondary degrees within five years, and to position them for long-term economic mobility. We are pleased with the initial results: close to 80% of the Class of 2016 have completed their first two years of college in good standing, and enrolled for their junior year; and nearly 90% of the Class of 2017 successfully moved on to semester three.

These new funds also supported the technological upgrade of the agency's 119 Windsor St. Community Computer Lab, one of several across the city maintained by the Resident Services department. The Windsor St. lab supports 25 computer stations, and is used predominantly by the 50 Work Force students who attend the program site on a weekly basis, as well as annual participants of the This Way Ahead program, our job training and retail internship program operated in partnership with Gap, Inc. Opened in 1997, the lab has also been traditionally used by outside partners. The upgrade to the lab allows for greater programmatic flexibility in terms of providing a greater range of computing configurations for Work Force and our program partners.

"BRIGHTER FUTURES" CAMPAIGN

For over 30 years, the CHA has been transforming lives with innovative educational enrichment and asset building programs that help our residents to break the cycle of intergenerational poverty and to reach their personal, educational, and economic potential. We remain committed to ensuring that proven programs such the Work Force and This Way Ahead programs continue to operate successfully and to benefit the Cambridge community.

While the agency's Resident Services department consistently seeks financial support from outside funders to support its social service work, roughly half of the funding for the department currently is provided by the agency's operating budget. Given steady reductions in federal funding for such public housing initiatives, it is increasingly difficult for the CHA to make up the difference and maintain these impactful programs.

To responsibly address this budget shortfall, the Resident Services department formally launched the "Brighter Futures: People, Place, Potential" campaign in 2018. The goal of the campaign is to raise additional dollars to protect our nationally-recognized educational support programs, our long-running service partnerships with nearly 20 city agencies, institutions, and businesses, and our tradition of innovation.

Over the course of 2018, the department brought in $220,000 in new funding from local businesses, foundations, and individual donors (in addition to the nearly $700,000 raised annually from ongoing funding relationships). While we consider this a strong start, over the next year, we will renew our efforts to raise additional money from diverse sources and to build on the many funding and donor relationships we developed during our first full year of the campaign

THIS WAY AHEAD

The 2018 cohort of This Way Ahead, our rigorous year-long customer service, work-readiness, and retail internship program for low-income youth from 16 to 24 years of age, achieved new enrollment and internships levels. Administered in partnership with Gap, Inc., the CHA's This Way Ahead program is now in its seventh year of operation, and has served as a model for other TWA initiatives currently being operated in major urban centers across the country.

The program, as currently configured, is comprised of three components. The first, twelve weeks of paid customer service and job training workshops offered twice weekly, are run by CHA's TWA Coordinators with select involvement from Gap, Old Navy, and Banana Republic store managers in the greater Boston area. This year, 130 participants were enrolled, and 104 successfully completed the stringent requirements to be declared internship-eligible. Those 104 participants interviewed and competed for 70 paid summer internships, the second component of the program, exceeding the 2018 regional goal of 65 set by Gap.

These internships provide opportunities for students to experience all aspects of working within a retail environment, with their performance potential leading to permanent or seasonal part-time jobs. Of the 70 students selected for internships, a record 64 successfully completed all of the requirements, with 54 (nearly 85%) receiving offers for permanent or seasonal part-time jobs.

At the completion of the internship phase, TWA participants benefit from several months of case management support, during which time students who have completed the program receive additional job training workshops, as well as networking and career development support.

PLANNING AND DEVELOPMENT

In 2018, CHA's Planning and Development Department has continued to carry out its most ambitious scope of work to date, with over $205 million in construction work impacting 743 units of housing at five different sites, and work at 19 other sites impacting 1,361 units of housing in the planning stages.

The final work of CHA's RAD Phase 1 efforts-- Newtowne Court, Putnam Gardens and Manning Apartments--completed construction during 2018. Construction at Jefferson Park State, made possible through $17 million in combined support from the City of Cambridge Affordable Housing Trust and the Commonwealth of Massachusetts' High Leverage Asset Preservation Program (HILAPP), was also completed.

In total, during RAD Phase I CHA has leveraged nearly $232 million in private equity or debt to support the construction and associated soft costs, with every dollar from CHA or the City of Cambridge leveraging $8.86 in private equity or debt. In addition to improving the quality of life for current and future CHA residents this phase of renovation work created approximately 897 direct jobs, 1,040 indirect jobs, and $150 million of economic activity for the city and region through indirect and induced activities.

CHA has continued the work to convert its remaining units from the public housing program using both the RAD program and a disposition process. A total of 351 units at Burns Apartments and Corcoran Park were converted in June 2018 to Section 8 using Tenant Replacement Vouchers provided after HUD approved CHA's disposition applications under Section 18 of the United States Housing Act (USHA) of 1937 (as amended). Additionally, a total of 46 units at River Howard and Willow Street Homes were converted to RAD Section 8 Project-Based Vouchers in July 2018. RAD financing plans were submitted for an additional 64 units for UDIC, Cambridgeport Commons, Garfield Street, and St. Paul's. The RAD financing plans for Garfield Street and St. Paul's included a request for a total of 7 Tenant Protection Replacement Vouchers given the extensive capital needs of those two sites.

Construction work began on Russell Apartments in March 2018, and is expected to be completed in early Spring 2019. One new unit will be created as part of the work. The financial closing for Millers River, a $175 million transaction, was completed in December 2018. Construction documents were completed on Millers River, Garfield Street Apartments and St. Paul's, with construction at the three sites scheduled to begin in 2019.

In total, as of December 31, 2018, CHA will have converted 1,895 units of federal public housing, or 78% of its total. Total construction expenditures from January 1, 2018 through December 31, 2018 total over $36.6 million.

RAD PHASE 1 COMPLETION

This year marked the end of construction for the five sites of CHA's RAD Phase 1 properties that were undergoing major capital improvements, with the completion of Newtowne Court, Putnam Gardens and Manning Apartments, as described below. CHA completed the conversion of its nine RAD Phase 1 developments in March 2016, converting a total of 1,150 units to RAD Section 8 Project Based Vouchers. Five of the nine developments required major capital improvements. Woodrow Wilson Court and Washington Elms completed construction in 2016 and 2017, respectively. The remaining four developments were recently completed in 2012 and 2013 through ARRA (Lyndon B. Johnson Apartments, Jackson Gardens, and Lincoln Way) or in 2004 through HOPE VI (John F. Kennedy Apartments). Funding for the construction work was secured through tax-exempt bonds issued by MassDevelopment, tax credit equity, and both short-term and long-term private debt.

Essex Street Management, Inc. – RAD PBV Conversion

Newtowne Court 100% Complete Completion: July 2018	The approximately $48 million construction contract at Newtowne Court was completed in July 2018. Work on the 268 units of family housing in The Port neighborhood began in April 2015. The scope of work included phased construction of interior apartments including new kitchens and bathrooms, complete building systems upgrades to the heating system, fire alarm and sprinkler systems, as well as masonry restoration, landscaping, civil infrastructure and other site improvements across the development. Work has been financed through a private activity bond issued by MassDevelopment, private equity access through the 4% LIHTC program, and both short term and long term private debt as part of the property's March 2015 RAD Conversion. In CY 2018, construction expenditures totaled $4,913,121.
Putnam Gardens 100% Complete Units Completed: June 2018 Community Bldg Completed: December 2018	The $25 million unit modernization at Putnam Gardens was completed in June 2018. Work has been underway on the 122 units of family housing in the Riverside neighborhood since January 2015. The work has included the phased construction of apartment interiors including new kitchens and bathrooms, installation of four exterior trash buildings, full heating system replacement, and fire alarm upgrades and sprinkler system installation. Work in the residential buildings was officially completed in June 2018. Work has been financed through a private activity bond issued by MassDevelopment, private equity access through the 4% LIHTC program, and both short term and long term private debt as part of the property's March 2015 RAD Conversion. In CY 2018, construction expenditures totaled $4,421,875.

Manning Apartments 100% Complete Completed: October 2018 6 new units	The $65.3 million comprehensive modernization of Manning Apartments, a 198-unit unit of elderly and disabled housing in the Central Square neighborhood was completed in October 2018. The work performed at Manning included the phased comprehensive modernization of apartment interiors, heating and cooling systems, interior and exterior common spaces, and exterior façade. Six additional units were created on the second floor repurposing a portion of CHA's older administrative offices. The scope also included a full renovation of the Martin Luther King, Jr. Plaza to introduce a driveway for safe pick-up and drop-off of residents and the full renovation of the public plaza shared with the Central Square branch of the Cambridge Public Library. Work was financed through a private activity bond issued by MassDevelopment, private equity access through the 4% LIHTC program, and both short term and long term private debt as part of the property's March 2015 RAD Conversion. In CY 2018 expenditures totaled $10,681,681.

Essex Street Management, Inc. – Section 18 PBV Conversion

Russell Apartments 84% Complete Expected Completion: February 2019 1 new unit	The $14.3 million construction contract at Russell was finalized in November 2017. After receiving approval from HUD for disposition in October 2017, CHA closed on the financing of this project and completed its conversion from the public housing program using Section 8 replacement vouchers in December 2017. Construction at the site begin in March 2018 and will be completed in early 2019. All residents were relocated for the duration of this work, as was the North Cambridge Senior Center which occupies space on the first floor of the building. The comprehensive modernization of this 51-unit elderly and disabled development in the North Cambridge neighborhood comprises interior apartments refurbishments including new kitchens and bathrooms, complete building systems upgrades to the heating system, fire alarm upgrades and sprinkler system installation, plumbing and sanitary pipe replacement, electrical system replacement and upgrades as well as masonry restoration, roof replacement, and selective landscaping improvements. The project also includes the conversion of an under-utilized lounge space into a new residential unit, the 52nd-unit at the development. The project is financed through a private activity bond issued by MassHousing, private equity access through the 4% LIHTC program,, and both short term and long term private debt. In 2018 construction expenditures totaled $9,807,284.

Cambridge Affordable Housing Corporation (CAHC)

Jefferson Park Apartments 100% Complete Completed: August 2018	The $52 million new construction of Jefferson Park Apartments, 104 units of family housing in North Cambridge, began in November 2015 and was completed in August 2018. The new units replace obsolete state public housing units. The project was financed through the Commonwealth's new High Leverage Asset Preservation Program (HILAPP), the Cambridge Affordable Housing Trust, tax credit equity, private activity bonds issued by MassDevelopment, and both short-term and long-term private debt. CHA is providing 104 project-based vouchers to cover a portion of the operating costs and debt service for the new units. Lease-up of all the units was completed in September 2018. In CY 2018 expenditures totaled $6,612,507.
Millers River Apartments Financial Closing: December 2018 3 new units	Millers River Apartments was approved for disposition under Section 18 of the U.S. Housing Act of 1937 (as amended) and has capital needs of over $95 million. An interim disposition of the Millers River occurred on June 1, 2016 with the final transfer to a LIHTC equity investor in December 2018. The interim period was designed to allow CHA to secure tax credit equity (4%) and both short-term and long-term private debt. In October 2017, CHA received notification from the Commonwealth of Massachusetts that Millers River would receive the required private activity bonds to allow the project to proceed to construction by the December 2018 deadline. In November 2018, CHA selected Consigli Construction to manage the construction of this project, and executed a final Guaranteed Maximum Price of $105M with Consigli in November 2018. Work includes construction of a new community building, and the addition of three new housing units. Financial closing occurred on December 31, 2018. Construction is scheduled to begin in January 2019. In CY 2018, construction expenditures totaled $157,875, and related to Consigli's pre-construction services.

PHASE 2 CONVERSION, CONSTRUCTION AND PLANNING UNDERWAY

Federal. In 2018, CHA continued to work on the conversion process for the remaining 929 units in its federal public housing portfolio. After completing existing conditions studies and updated capital needs assessments, CHA concluded in 2016 that solely relying upon RAD as a mechanism to fund the needed renovations and ensure the long-term viability of the remaining 929 units in its portfolio-wide RAD conversion was no longer practical given the capital needs of the project.

As part of this assessment CHA identified five properties with a total of 701 units (including Russell Apartments) that met HUD's definition of obsolescence under Section 18 of the USHA of 1937, as amended. Applications were submitted to HUD in December 2016 detailing the conditions and factors supporting CHA's finding and indicating CHA's plan to renovate and preserve the properties through the disposition process coupled with project-basing the anticipated Tenant Protection Vouchers which would come with HUD's approval. After receiving approval from HUD, CHA completed the Section 18 disposition process for Burns Apartments and Corcoran Park. As noted above, the application for Russell Apartments was approved, and the conversion and financial closing occurred in December 2017; the project is now under construction and is not included below.

The chart below details the status of these applications, and current status of the each project:

Burns Apartments HUD Approval: 08/04/2017 Section 8 Conversion: June 2018	CHA is working with the architectural firm, BH+A, and has completed design work through the schematic phase at Burns Apartment, a 198-unit elderly and disabled housing development in North Cambridge. CHA is waiting an allocation of private activity bonds from the Commonwealth of Massachusetts to finalize a construction scope of work and to move forward with the financing and construction. CHA received Section 8 Tenant Replacement Vouchers from HUD, and conversion to Section 8 occurred in June 2018. CHA is now actively working with MassHousing on financing options and is looking to close on financing for Burns sometime in later 2019. An application for private activity bonds and the resultant Low Income Housing Tax Credits was submitted to MassHousing in December 2018, and was included by MassHousing in its 2019 request to state officials. This submission will allow the property to continue to qualify for the 130% basis boost despite its location being removed from the 2019 HUD listing of difficult to develop areas. MassHousing is scheduled to approve the project of Official Action Status at MassHousing's February Board meeting.
Corcoran Park HUD Approval: 09/01/2017 Section 8 Conversion: June 2018	CHA hired Studio G Architects in March 2018 to oversee the design work at Corcoran Park, a 153-unit family development in the Strawberry Hill neighborhood. As of December 2018, Studio G has completed an Existing Conditions review of the site and is working on a Feasibility Report with preliminary design and scope options for the site. CHA is waiting an allocation of private activity bonds from the Commonwealth of Massachusetts to finalize a construction scope of work and to move forward with the financing and construction. HUD's approval established a deadline of September 1, 2020 for CHA to proceed with financing. CHA received Section 8 Tenant Replacement Vouchers, and conversion to Section 8 occurred in May 2018.

Jefferson Park HUD Approval: 08/31/2017 Projected Conversion: April 2019	CHA is working with the architectural firm, Baker Wohl Architects, and towards completion of the design work through the schematic phase at Jefferson Park, a 175 unit family development in North Cambridge. Recently, CHA determined that interim repairs to restore the 57 units at Jefferson Park with living space in the lower level of buildings will not be enough to make sufficient improvements to the deteriorated conditions. CHA has been working with the affected residents to relocate them to more suitable CHA or CHA-affiliated housing, and this activity is nearing completion. CHA is waiting an allocation of private activity bonds from the Commonwealth of Massachusetts to finalize a construction scope of work and to move forward with the financing and construction. HUD's approval established a deadline of August 31, 2020 for CHA to proceed with financing. CHA received Section 8 Tenant Replacement Vouchers, and is proceeding to convert Jefferson Park to Section 8 in accordance with the disposition approval. CHA is working with the architectural firm Baker Wohl Architects, and, given the poor condition of the building, the firm is exploring new construction options. CHA's ability to convert Jefferson Park to the Section 8 program in April 2019 is being impacted in the partial shutdown of the U.S. Government.
Roosevelt Towers HUD Approval: 01/02/2019	CHA is working with the architectural firm, Dietz & Company, and is working on completing design work through the schematic phase. In discussions with MassDevelopment in November 2018, CHA was notified that MassDevelopment would include the Roosevelt Towers on its 2019 project list for funding which requires the review and approval of state officials. With this confirmation, CHA prepared an application for funding which it submitted to MassDevelopment in early January 2019. This application is under review at MassDevelopment and is scheduled to receive Official Action Status at MassDevelopment's February 2019 board meeting. Once the project receives its Official Action Status, the CHA will make a formal request to HUD for an allocation of Section 8 Tenant Replacement Vouchers.

With the disposition applications approved, the CHA was able to proceed with working to finalize the financing strategy for the remainder of the portfolio, 279 units. For some properties, using RAD as a conversion tool was the best course of action. For others, as noted below, the disposition application notice combined with the continuing deterioration of the site led CHA to pivot to using Section 18 disposition and Tenant Protection Vouchers to convert the properties and ensure we having funding for their long-term viability. In some instance, as noted below, CHA's access to Private Activity Bonds continue to impact our ability to proceed as quickly as we would prefer.

The chart below details the status of these projects as organized by HUD's RAD-issued Commitment of a Housing Assistance Payments (CHAP), and details their next RAD deadline or projected RAD closing date.

RAD Phase 2 Properties	
River Howard RAD Closing: July 2018	CHA submitted its financing plan in November 2017 to convert River Howard, a 32-unit development located in the Riverside neighborhood. The property was comprehensively modernized in 2006, and does not need any immediate repair work. However, it does require a substantial deposit of approximately $3.7M to its replacement reserve to meet RAD's 20-year viability requirement. The RAD Conversion and closing occurred in July 2018.
Willow Street RAD Closing: July 2018	CHA submitted its financing plan in November 2017 to convert Willow Street, a 14-unit development located in the Wellington Harrington neighborhood. The property was comprehensively modernized in 2010, and does not need any immediate repair work. However, it does require a substantial deposit of approximately $1M to its replacement reserve to meet RAD's 20-year viability requirement. The RAD Conversion and closing occurred in July 2018.
UDIC Properties Projected RAD Closing: April 2019/TBD	CHA requested HUD in September 2017 to revise its scattered site CHAP to allow certain properties to proceed on a different financing schedule. Updated CHAPs were received in 2019. Similar to River Howard and Willow Street Homes, the 26 units that comprise the UDIC were comprehensively modernized in 2010, and do not need any immediate work. However, the units do require a substantial deposit of approximately $2.6M into its replacement reserve to meet HUD's 20-year viability requirement. CHA submitted its financing plan for the UDICs to HUD in April 2018 and is awaiting approval to proceed with the conversion. In mid-December, CHA was advised that the RAD Conversion Commitment (RCC) would be issued late December 2018 or early January 2019. Issuance of the RAD RCC is being delayed given the on-going U.S. Government's partial shutdown.

Cambridgeport Commons Projected RAD Closing: April 2019/TBD	CHA requested HUD in September 2017 to revise its scattered site CHAP to allow certain properties to proceed on a different financing schedule. Updated CHAPs are anticipated were received in 2019, and allowed the CHA to submit a RAD financing plan for the 10 units comprising Cambridgeport Commons. The units at Cambridgeport Commons do not need any immediate repairs. However, it does require a substantial deposit of approximately $1M into its replacement reserve to meet HUD's 20-year viability requirement. CHA submitted its financing plan for Cambridgeport Commons to HUD in April 2018 and is awaiting approval to proceed with the conversion. In mid-December, CHA was advised that the RAD Conversion Commitment (RCC) would be issued late December 2018 or early January 2019.

Garfield Street Projected RAD Closing: May 2019/TBD	CHA requested HUD in September 2017 to revise its scatted site CHAP to allow certain properties to proceed on a different financing schedule. A revised CHAP was issued in early 2019. CHA submitted the financing plan for Garfield Street in mid-2018. The financing plan was updated in December 2018 to allow for Garfield Street to be converted under through a combined RAD and Section 18 disposition process, with 25% of the units under Section 18 and the balance under RAD. The 8 family units at Garfield Street were originally constructed in 1997, and current conditions at the property require all interior and exterior finishes and systems to be comprehensively modernized. CHA hired Winslow Architects to manage the design of the work and in December 2018 hired New England Builders to oversee the construction. Review of the financing plan and the resultant issuance of the RAD RCC is being delayed given the on-going U.S. Government's partial shutdown.
St. Paul's Projected RAD Closing: May 2019/TBD	CHA's request to separate St. Paul's and 116 Norfolk, described below, into their own CHAPs was approved by HUD in 2018. CHA initially submitted a financing plan for St. Paul's in mid-2018 to reflect a full RAD conversion. The financing plan was updated in 2018 to allow St. Paul's to be converted under a combined RAD and Section 18 disposition process, with 25% of the units under Section 18 and the balance under RAD. St Paul's currently has 18 SRO units, and 2 family units, but as part of the planned work 4 additional SRO units are planned. CHA is working with The Narrow Gate architects and hired BC Construction as the general contractor for the project. Review of the financing plan and the resultant issuance of the RAD RCC is being delayed given the on-going U.S. Government's partial shutdown.

Section 18 Disposition Properties	
Small Family Projected Conversion: TBD	CHA requested HUD in September 2017 to revise its scatted site CHAP to allow certain properties to proceed on a different financing schedule. Updated CHAPs were issued in February 2018. The small family component consists of five buildings in five locations with 2 to 4 units per building, and include buildings at 15 Inman, 12-18 Hingham, 226 Norfolk, 125-127Whittemore, and 8-10 Columbus. CHA is working to finalize each building's capital needs assessment. With the issuance of PIH Notice 2018-4 which allowed for Section 18 disposition of small scattered site properties like these properties, CHA submitted to the HUD Special Application Center (SAC) a disposition in December 2018 and is awaiting approval. Review of the disposition application is being delayed given the on-going U.S. Government's partial shutdown.
Scattered Condominiums Projected Conversion: TBD	CHA requested HUD in September 2017 to revise its scatted site CHAP to allow certain properties to proceed on a different financing schedule. Updated CHAPs were issued in February 2018. The 17 scattered condominium units are located throughout the City at 12 locations, and included 5 1BRs, 11 2 BRs, and 1 3 BRs units. CHA is working to finalize each unit's capital needs assessment. With the issuance of PIH Notice 2018-4 which allowed for Section 18 disposition of small scattered site properties like these properties, CHA submitted to the HUD Special Application Center (SAC) a disposition in December 2018 and is awaiting approval. Review of the disposition application is being delayed given the on-going U.S. Government's partial shutdown.
116 Norfolk Street Projected Disposition Conversion: TBD	CHA's request to separate St. Paul's and 116 Norfolk into their own CHAPs was approved by HUD in 2018, and revised CHAP was issued. The capital needs of the building which contains 37 SRO units would benefit from an allocation of private activity bonds, and the property is listed on CHA's request to the State. Since the capital needs of the building meet HUD's definition of obsolescence under Section 18, CHA prepared a disposition application for the property which was submitted to the HUD SAC office on December 2018. Review of the disposition application is being delayed given the on-going U.S. Government's partial shutdown.

Truman Apartments Projected Disposition Conversion: TBD	CHA completed a capital needs study of the building and its findings showed that the property meets HUD's definition of obsolescence under Section 18. Given this finding, CHA prepared a disposition application for the property which was submitted to the HUD SAC office on December 2018. Review of the disposition application is being delayed given the on-going U.S. Government's partial shutdown. As with Norfolk Street, Truman Apartments would also benefit from an allocation of private activity bonds and the resultant LIHTC from the state as part of its overall financing plan.
Weaver and Linnaean Street	Assuming that the aforementioned disposition applications will be successful, these two properties combined will be less than 50 units and will be the last remaining public housing units in the portfolio after the other conversions occur. HUD Notice PIH 2018-04 specifies that PHAs with less than 50 units of federal public housing could obtain Tenant Protection Vouchers to convert the units to the Section 8 programs. Therefore, CHA assumes units at these two sites will qualify for disposition as of right. For Weaver, CHA is working with Zero Energy Design to finalize the schematic design, and hopes to begin discussion with the larger community about a possible addition to the property. Right now, the property has a mix of studios and one bedrooms and functions as development for elderly and disabled. For Linnaean Street, a 20 unit development of all studios for elderly and disabled just outside of Harvard Square, we are still assessing needs and opportunities to determine how best to proceed with ensuring its long-term viability.

State: CHA's two remaining State public housing developments, Roosevelt Towers Mid-Rise and Putnam School with a total of 110 units, are supported through the Section 8 Substantial Rehabilitation or New Construction programs. CHA worked with the Commonwealth's Department of Housing and Community Development (DHCD) to have these two development exit the State Public Housing Program using HUD's Mark-Up to Market Program (MUTM). This program allows Owners to obtain an increase up to comparable market-rate rent levels for all units covered under a project-based Section 8 contract. CHA would use the higher rent levels as part of the redevelopment and rehabilitation of these two sites. CHA submitted is formal request to DHCD in November 2017. DHCD subsequently reviewed CHA's application, and submitted it to HUD for its review and approval. HUD approval was received in February 2018 with the new rents effective March 1, 2018. The additional income from the MUTM will support future renovations at each of the properties.

In addition to these two developments, the CHA operates three special need facilities housing twenty-five individuals. These facilities are supported with capital funds from DHCD and operating funds from the Department of Mental Health (DMH). A vendor, VinFen, operates the programs and provides the services required by the participants through a contract with DMH. The properties are located on Hammond Street, Aberdeen Avenue, and Woodbridge Street. The CHA applied for and received a grant from DHCD in 2018 under its Moving to Independence Program to complete needed modernization work at three properties. The $700,000 in physical work to be completed as part of a construction contract to be procured in 2019 include accessibility and energy efficiency improvements, restoration of interior finishes to a pleasant and maintainable level, and exterior envelop improvements to prolong the lives of the building. In addition to the modernization work, the CHA will be funding a capital reserve and be receiving an increase in the lease rents for the three facilities, to ensure its ability to maintain sufficient operating and capital reserves to meet the needs of the properties.

OTHER MODERNIZATION ACTIVITIES DURING 2018

In addition to its large scale reinvestment in public housing in Cambridge, the Planning & Development Department has continued to perform other modernization activities to either stabilize a condition or address specific needs at various properties. A listing of these activities and the construction activity involved is provided below.

Currently in Construction or Completed

Development	Type of Funding	Work Activity	Total Construction Cost	Spent ($) in CY 2018	Completion Date
JP Federal Clinic	Relo	Upgrade for Senior Ctr	$15,650	$15,650	Mar-18
Burns	MTW	Vent Cleaning	$34,330	$34,330	Mar-18
Millers River	MTW	Sewer Repair	$108,449	$10,574	Jun-18
689 Special Needs	State	Porch Replacement	$22,200	$22,200	May-18
689 Special Needs	State	Hammond Fire Alarm	$23,200	$23,200	Oct-18
Ashton Place	Loan	Heat Plant Replacements	$155,000	$141,075	Nov-18
689 Special Needs	State	Heating System Upgrade	$226,668	$0	Nov-18[1]

Central Office	MTW	5th Floor Improvements	$41,840	$41,840	Jan-19
Central Office	MTW	Lobby Improvements	$25,865	$16,090	Feb-19
Total			$651,534	$219,366	

1. Contractor completed the work in November 2018, but did not requisition for payment until early 2019,

New Development Opportunities

As part of on-going planning efforts, the CHA continues to explore the potential of adding new units at various sites. During the current reporting period, focus has been given to five specific sites as follows:

Millers River – As part of the planned renovations of the 19-story tower at Millers River, the CHA has been working with a development team to create a master plan for the 1.6 acre site. The team has develop plans to improve and enhance the properties connection to the main commercial corridor in East Cambridge, Cambridge Street, with plans to replace the one-story community room with a four to six story mixed use building which would contain a combination of commercial and residential uses. In addition, the team is exploring an addition of the main tower and adding some residential units over the existing parking lot.

155 Willow Street – CHA has identified 155 Willow Street, a parking lot across from its Roosevelt Towers development, for possible redevelopment to approximately 20 to 24 units of affordable housing. CHA is working with the A&E firm, Dietz & Company to determine the size and scale of a new development on the parcel.

Roosevelt Towers Mid-Rise – As part of its assessment of the Roosevelt Towers Mid-Rise, CHA and its design team identified the possibility of adding to the back side of the building. This addition would not only add as many as 60 units to the site, but also eliminate a long-standing issue with the location of the elevators. A new addition would allow for two centrally located elevators that would service every unit. Right now, only one elevator services each unit, and when it is not working, residents are required to walk down from as high as eight stories.

Jefferson Park Federal – As noted elsewhere, conditions are quite deteriorated at Jefferson Park Federal. The property meets HUD's definition for obsolescence, and has a number of design defects that are affecting the habitability of units. While CHA had hoped to be able to address some of the worse conditions, CHA has determined that an interim strategy would not sufficiently improve conditions and is currently in the process of vacating approximately 32% of the units. Baker Wohl, the project's architect, completed a study of conditions and found it would be more cost effective to demolish and replace the structures than repair. This replacement strategy has the added benefit of being able to add between 50 to 100 new units at the site.

81 Clifton Place – CHA is exploring to possibility of adding to the existing structure at 81 Clifton Place to provide for for some much needed additional family units, and could possibly become a resource for housing veterans with the use of VASH vouchers. In all, the property could support 3

additional units. More notably, the unit mix would change from 9 studio and 11 one bedroom apartments, or twenty beds, to 15 one bedroom, 8 two bedroom and 1 three bedroom apartments, or thirty-one beds.

Corcoran Park- CHA is exploring the possibility of adding new buildings with additional units to the existing site through the feasibility work being done by Studio G. Given the age and condition of many of the existing buildings, this could also be achieved potentially using a replacement strategy similar to Jefferson Park of all buildings on site, and could include up to 50 new family units.

Efforts to develop these and other new units will continue to be an element of Planning & Development's efforts as its works to upgrade and preserve its existing hard unit stock.

ENERGY AND SUSTAINABILITY

In 2018 CHA's energy program focused primarily on our continued modernization efforts, RAD Phase 1 and Manning Apartments are now complete. Final energy performance reports are still being compiled as the December data arrives in mid-January. But as of this writing Manning Apartments has improved from an Energy Star Score of 1 (the lowest) to a 95 – while adding ventilation and central air conditioning. We are still awaiting release of the tenant consumption data, but similarly Washington Elms, Putnam Gardens and Newtowne Court have made significant reductions in energy and water consumption, with annualized cost savings of close to $1M annually. All of these projects have been submitted to Enterprise Green Communities (EGC) for certification under their program. EGC is similar to LEED, but focused solely on affordable housing construction and substantial retrofit projects. All of CHA's modernization projects will be certified under this program, signaling CHA's commitment to healthy living environments, resident comfort and energy and water conservation.

The RAD projects to date have increased CHA's onsite energy generation with the addition of three cogeneration (combined heat and power) plants; increasing CHA's onsite generation to over three quarters of a Megawatt, or about 15% of our properties' energy use.

CHA continues to closely track energy and water consumption, with significant year over year declines. The Agency is a member of U.S. Department of Energy Better Buildings Challenge program, with the goal of a 20% reduction in energy intensity by 2024. As of this writing, we may well achieve our 20% reduction goal with the close of 2018. CHA also participates in the Cambridge Energy Disclosure Ordinance, which publicly shares the energy performance of the buildings within our portfolio. CHA participates in the City of Cambridge's Low Carbon Study Committee, Net Zero planning, and Resiliency efforts.

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 is starting in January 2019 as the Revitalization of Millers River gets underway. Construction at that 297-unit site will take close to three years, with the handicapped accessible units expected to be completed by mid-2021. While 5 units are required to meet the requirements under the VCA, CHA will be constructing a total of fifteen units at Millers River.

VCA COMPLIANCE – SUMMARY

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 5 Temple Place[1]
8	8		07 / 2018	Units completed at Jefferson Park
2	2		07 / 2018	Units completed at Manning Apartments
5		06/2021		Units planned for Millers River Apartments
42	**37**			**TOTAL**

1. Temple Place is new units to CHA's inventory. A total of four (4) accessible units were created- 2 of the 4 count towards the 5% required of new construction. The additional two (2) count towards the VCA.

FY18 RESIDENT PROGRAMS + SERVICES

PROGRAM	HHS SERVED	MTW FUNDS[1]	TOTAL FUNDS[2]	FY HIGHLIGHTS AND UPDATES	OPTIMAL CAPACITY (YEAR)
EARLY CHILDHOOD					
Baby U	30 Families	-	-	34 participants in cohort including 12 fathers and 22 mothers.	40 Families
Baby U Alumni Association	250 Families	-	-	20 trainings/event completed annually.	250 Families and growing
Pathways to Family Success	16 Families	-	-	Literacy program for families with ESL children K-3 with wraparound services for parents.	15-18 Families
YOUTH					
DREAM Mentoring	10 Youth	$8,894	$8,894	10 youth paired with Harvard mentors for academic year.	15 Youth school yr 30 Youth summer
Work Force	200 Youth	$574,591	$1,306,753	Addition of new grant-funded Alumni Coach position to support alumni.	200 Youth
Work Force College Savings Program	120 banked	-	$155,712	$100,000 in annual funding from foundation with new savings ceiling of $1,500 per student.	200 Youth
This Way Ahead - Gap, Inc.	140 Youth	-	$198,160	16 weeks for training workshops. 70 internships.	140 Youth - 70 summer internships
Big Brother Big Sister Program	100 Youth	-	-	Goal of 125 matches.	110+ Youth
Youthbuild	4 Youth	-	-	Earn GED while building affordable housing	4-6 Youth

PROGRAM	HHS SERVED	MTW FUNDS[1]	TOTAL FUNDS[2]	FY HIGHLIGHTS AND UPDATES	OPTIMAL CAPACITY (YEAR)
ADULT					
Bridge-to-College Program	4 Adults	$19,016	$19,016	Majority of graduates enroll at Bunker Hill Community College.	10 Adults
Community Computer Centers	200 Youth 180 Adults	$14,333	$14,333		200 Youth 180 Adults
Cambridge Employment Program	95 Adults	$74,953	$74,953	30 job placements in an academic year.	95 Adults
Jefferson Park Gateways Learning Program	141 Adults	-	-	6 classes/academic year and 3 classes/summer	140 Adults
Just-A-Start Biomedical Careers	4 Adults	-	-	Academic year program that prepare participants for entry level positions.	8 Adults
Financial Stability and Savings (FSS+)/Rent-to-Save	192 HCV 321 RTS	$225,000	$225,000	See SS.2013.01- FSS activity in Approved MTW Activities section for more information.	200+ Adults
Pathways to Permanent Housing - Heading Home	24 Adults			See HC.2008.03B - Sponsor-Based Voucher Program in Approved MTW Activities section for more information.	45 Adults
Pathways to Permanent Housing - Transition House	3 Families	$270,827	$270,827	See HC.2008.03A - Sponsor-Based Voucher Program in Approved MTW Activities section for more information.	4 Families
AGING IN PLACE					
Elder Service Coordinators Services contracted through CASCAP, Inc.	640 Elderly Adults	$400,205	$458,304	Ongoing group activities involving Farmer's Market, healthy eating, emotional support, informational sessions, coffee hours, birthday parties, lunch outings and shopping trips. Available to any elderly non-PACE adult living in CHA unit.	1,035 Elderly Adults
PACE Elder Service Plan	36 Elderly Adults			Program includes 20 units at LBJ and 16 at Millers River.	36 Elderly Adults
TOTAL[3]	**454 Youth 1,270 Adults 676 Elderly**	**$1,587,819**	**$2,576,240**		

1. MTW Funds are inclusive of block grant commitments from previous years.
2. Total Funds are inclusive of MTW funds and other resources such as foundation funding, site and program fees, etc. It does not include staff time or voucher costs.
3. Total count of individuals is not distinct. An individual may be counted more than once if s/he participates in more than one program.

HOUSING INVENTORY

	HUD Baseline	Vouchers Authorized or PH Units in Place on 12/31/2018	Total Households on 12/31/2018	HH Demo graphics	MTW Local Non Tradi-tional	MTW Family and Bedroom size	Notes
Public Housing Elderly/Disabled		171	130	130		130	Truman (66), 116 Norfolk St. and St. Pauls (56), Weaver and Linnaean (44), 5 Elderly Condos.
Public Housing Family		383	286	286		286	Jefferson Park Fed (175), Roosevelt Towers (124), Scattered Sites and Condos (82), St. Pauls (2).
RAD Elderly/Disabled		426	413	413	0	413	Manning Apartments (205), LBJ Apartments (177), JFK Apartments (44 RAD) Actual total units in JFK building is 69 (44 RAD + 25 PBVs) We count only 44 RAD units under this category.
RAD Family		777	759	759		759	Washington Elms (175), Newtowne Court (268), Putnam Gardens (122), Woodrow Wilson Court (68), Lincoln Way (53 RAD) Jackson Gardens (45) River Howard and Willow St (46 Rad) Actual total units in Lincoln Way building is 70 (53 RAD + 17 PBVs) We count only 53 RAD units under this category.
Former Public Housing Elderly/ Disabled		549	408	408		408	Millers River (299) Burns (199) and Russell (51).
Former Public Housing Family		257	247	247		247	Corcoran Park (153) and Jefferson Park Apartments (104)
MTW HARD UNITS	**854**	**2,563**	**2,243**				**88% occupancy.** Occupancy affected by RAD conversion and Section 18 Disposition.
MTW Tenant Based		2,152	1,674	4,381	0	4,381	Inclusive of Non-Expiring Use/Non-Enhanced project- and tenant-based MTW vouchers. Total Households served (1,761+796+1,568) is 4,125. However, HH demographics indicate an additional 4 HHs, suggesting that 2-3 HHs selected more than one race and counted more than once.
MTW Project Based			809				All MTW Vouchers
Expiring Use/		1,673	1,554				Allocated is exclusive of enhanced non-project based voucher. Count includes Inman (114), Bishop Allen (32), Harwell (39), Smith (132), Rindge (218), Madison (119), Louis Barrett (145), St. Stephens (130), Brookside (168), Cleaves (36), Briston (81), Chauncey (53), Mass Pike (157), 808 Memorial (216), Coes (250), Quincy Towers(160), Landfall (15).

	HUD Baseline	Vouchers Authorized or PH Units in Place on 12/31/2018	Total Households on 12/31/2018	HH Demo graphics	MTW Local Non Tradi-tional	MTW Family and Bedroom size	Notes
Sponsor-based/ Local Non-Traditional			149	0	149	0	This count uses 1:1 sponsor based voucher to household served ratio. In reality, these vouchers serve a greater ratio as detailed in the Sponsor-Based MTW Activity.
MTW VOUCHERS	**5,304**	**4,317**	**4,186**				**97% Utilization Rate.**
Federal Non-MTW		580	501	501	N/A	N/A	Voucher allocation includes Mainstream, VASH, DHVP/NED, Mod Rehab , and Shelter + Care.
ALL FEDERAL VOUCHERS		4,897	4,687	N/A	N/A	N/A	Does not include relocation or RAD/FPLI
ALL FEDERAL ASSISTED		**7,460**	**6,930**				**93% utilization. Includes hard units (PH, RAD, FPLI) + vouchers.**
State New Construction		110	97	97	N/A	N/A	Includes Roosevelt Towers (Mid-Rise) and Putnam School.
State and Local Vouchers		192	141	141	N/A	N/A	Voucher funding includes MRVP , AHVP, Shelter Care .
STATE AND LOCAL ASSISTED		**302**	**238**				**79% Utilization**
TOTAL ASSISTED		**7,762**	**7,168**				

HOUSEHOLD DEMOGRAPHICS

MTW HARD UNITS AND VOUCHERS
HOUSEHOLDS SERVED - DECEMBER 31, 2018

	HARD UNITS								MTW HCV HOUSEHOLDS		
	PUBLIC HOUSING FAMILY	PUBLIC HOUSING ELDERLY	RAD FAMILY	RAD ELDERLY	FORMER PUBLIC FAMILY	FORMER PUBLIC ELDERLY	TOTAL	PERCENT	HOUSE HOLDS	PERCENT	TOTAL
UNIT SIZE											
0 BR	0	44		66		273	383	17%	212	5%	595
1 BR	46	83	148	334	45	134	790	35%	1,782	44%	2,572
2 BR	135	3	300	13	111	1	563	25%	1,384	34%	1,947
3 BR	82		248		81		411	18%	577	14%	988
4+ BR	23		63		10		96	4%	103	3%	199
TOTAL HOUSEHOLDS	286	130	759	413	247	408	2,243	100%	4,058	100%	6,301
RACE											
American Indian	1	1	3	1	3	2	11	0%	14	0%	25
Asian	15	4	46	29	14	19	127	6%	485	12%	612
White	83	89	233	219	79	258	961	43%	1,833	45%	2,794
Black/African American	186	36	475	157	149	124	1,127	50%	1,714	42%	2,841
Native Hawaiian/Other Pacific	1	0	2	7	2	5	17	1%	3	0%	20
TOTAL HOUSEHOLDS	286	130	759	413	247	408	2,243	100%	4,058	100%	6,301
ETHNICITY											
Hispanic	42	10	123	35	31	34	275	12%	686	17%	961
Non-Hispanic	244	120	636	378	216	374	1,968	88%	3372	83%	5,340
TOTAL HOUSEHOLDS	286	130	759	413	247	408	2,243	100%	4,058	100%	6,301
INCOME[2]											
At 30 AMI or below	146	106	415	357	134	349	1,507	67%	2,861	71%	4,368
Over 30 AMI – 50 AMI	60	17	201	40	76	42	436	19%	866	21%	1,302
Over 50 AMI – 60 AMI	22	4	41	13	17	11	108	5%	188	5%	296
Over 60 AMI – 80 AMI	28	3	41	2	8	3	85	4%	99	2%	184
Over 80 AMI	30	0	61	1	12	3	105	5%	44	1%	149
TOTAL HOUSEHOLDS	286	130	759	413	247	408	2,243	100%	4,058	100%	6,301
CAMBRIDGE RESIDENT											
Cambridge	286	130	759	413	247	408	2,243	100%	2,100	52%	4,343
Outside Cambridge	0	0	0	0	0	0	0	0%	1,958	48%	1,958
TOTAL HOUSEHOLDS	286	130	759	413	247	408	2,243	100%	4,058	100%	6,301

1. 0 BR vouchers include studios and single room occupancy (SROs).
2. HUD area median income (AMI)- Income Limits Data may be accessed at http://www.huduser.org/portal/home.html.

FEDERAL NON-MTW, NEW CONSTRUCTION AND STATE
HOUSEHOLDS SERVED - DECEMBER 31, 2018

	NEW CONSTRUCTION		FEDERAL NON-MTW		STATE		
	HOUSEHOLDS	PERCENT	HOUSEHOLDS	PERCENT	HOUSEHOLDS	PERCENT	TOTAL
UNIT SIZE							
0 BR	10	10%	138	28%	61	45%	206
1 BR	79	81%	287	57%	37	27%	403
2 BR	8	8%	55	11%	20	15%	83
3 BR	0	0%	16	3%	15	11%	31
4+ BR	0	0%	5	1%	4	3%	9
TOTAL HOUSEHOLDS	97	100%	501	100%	137	100%	735
RACE							
American Indian	0	0%	6	2%	1	1%	7
Asian	5	5%	11	2%	6	4%	22
White	53	55%	291	58%	74	54%	418
Black/African American	38	39%	193	39%	55	40%	286
Native Hawaiian/Other Pacific	1	1%	0	0%	0	0%	1
TOTAL HOUSEHOLDS	97	100%	501	100%	137	100%	735
ETHNICITY							
Hispanic	13	13%	46	9%	17	12%	76
Non-Hispanic	84	87%	455	91%	120	88%	659
TOTAL HOUSEHOLDS	97	100%	501	100%	137	100%	735
INCOME[2]							
At 30 AMI or below	71	73%	433	86%	119	87%	623
Over 30 AMI – 50 AMI	19	20%	48	10%	11	8%	78
Over 50 AMI – 60 AMI	3	3%	13	3%	1	1%	17
Over 60 AMI – 80 AMI	2	2%	4	1%	1	1%	7
Over 80 AMI	2	2%	3	1%	5	4%	10
TOTAL HOUSEHOLDS	97	100%	501	100%	137	100%	735
CAMBRIDGE RESIDENT							
Cambridge	97	100%	250	50%	121	88%	468
Outside Cambridge	0	0%	251	50%	16	12%	267
TOTAL HOUSEHOLDS	97	100%	501	100%	137	100%	735

1. New Construction totals have been collapsed as one category that include both family and elderly units. There are only 2 family units and the remainder are elderly units.
2. 0 BR vouchers include studios and single room occupancy (SROs).
3. HUD area median income (AMI)- Income Limits Data may be accessed at http://www.huduser.org/portal/home.html.

CHA HOUSING UNITS: YOUNGER DISABLED RESIDENT COMPOSITION –

	Units Available	Units Occupied	Younger Disabled Households	Percent of Units Available	Percent of Occupied Units
116 Norfolk Street	37	36	6	16.2%	16.7%
D.F Burns Apartments	197	185	22	11.2%	11.9%
Elderly Condos	5	5	0	0.0%	0.0%
H.S. Truman Apartments	59	59	14	23.7%	23.7%
J.F. Kennedy	44	42	3	6.8%	7.1%
Linnaean Street	20	18	3	15.0%	16.7%
L.B. Johnson Apartments	177	155	16	9.0%	10.3%
F.J. Manning Apartments	205	200	35	17.1%	17.5%
Millers River Apartments	262	218	44	16.8%	20.0%
Putnam School	33	29	4	12.1%	13.8%
R.C. Weaver Apartments	20	18	4	20.0%	22.2%
Roosevelt Midrise	75	68	21	28.0%	30.9%
L.J. Russell Apartments	N/A				
GRAND TOTAL	**1,134**	**1,033**	**172**	**15.2%**	**16.5%**

WAITLIST INFORMATION

The following is a breakdown of CHA's waitlists. Under the Program column, CHA Units include public housing, RAD, and former public housing sites. Please note that an applicant may be eligible for multiple programs based on age and income. At fiscal year end, there were 19,072 distinct applicants that generated 142,103 applications or an average of over 7 applications per applicant.

CHA WAITLIST INFORMATION - DECEMBER 31, 2018

DISTINCT APPLICANTS	PROGRAM	DISTINCT APPLICANTS BY PROGRAM	UNIT TYPE	DISTINCT APPLICANTS BY UNIT TYPE	TOTAL APPLICATIONS
	CHA Units Elderly/Disabled	2,351	Elderly/Disabled	4,763	
	CHA Units Family	6,224	Family	18,948	
	HCV Elderly/Disabled	2,414	Single Room Occupancy (SRO)	2,488	
19,072	HCV Family	12,724			**142,103**
	Single Room Occupancy (SRO)	2,488			
	Total	26,201	Total	26,199	

CHA WAITLISTS BY - DISTINCT APPLICANTS IN EACH PROGRAM GROUP – BY RACE AND ETHNICITY – DECEMBER 31, 2018

	AMERICAN INDIAN/ ALASKA NATIVE		ASIAN		BLACK/ AFRICAN AMERICAN		NATIVE HAWAIIAN/ OTHER PACIFIC ISLANDER		WHITE		NOT IDENTIFIED[1]		HISPANIC		NON-HISPANIC		NOT IDENTIFIED[1]		TOTAL
CHA UNITS ELDERLY/DISABLED	40	2%	199	8%	858	36%	20	1%	1,210	51%	23	1%	329	14%	2,011	86%	11	0%	2,351
CHA UNITS FAMILY	66	1%	337	5%	3,233	52%	84	1%	2,189	35%	314	5%	1,550	25%	4,405	71%	269	4%	6,224
HCV ELDERLY/DISABLED	58	2%	122	5%	967	41%	27	1%	1,212	50%	25	1%	378	16%	2,031	84%	3	0%	2,412
HCV FAMILY	200	2%	499	4%	7,491	59%	268	2%	4,148	33%	118	1%	3,219	25%	9,505	75%	2	0%	12,726
SINGLE ROOM OCCUPANCY (SRO)	48	2%	76	3%	1,373	58%	59	2%	863	35%	68	3%	477	19%	1,920	77%	91	4%	2,488
TOTAL	**412**	**2%**	**1,233**	**5%**	**13,922**	**53%**	**458**	**2%**	**9,622**	**37%**	**548**	**2%**	**5,953**	**23%**	**19,872**	**76%**	**376**	**1%**	**26,201**

1. Count of waitlist applicants that did not indicate race or ethnicity on their applications.

CHA WAITLISTS BY - DISTINCT APPLICANTS IN EACH PROGRAM GROUP – BY INCOME – DECEMBER 31, 2018

	$0[1]		AT 30 AMI OR LESS		OVER 30 AMI - AT 50 AMI		OVER 50 AMI - AT 60 AMI		OVER 60 AMI - AT 80 AMI		OVER 80 AMI		TOTAL
CHA UNITS ELDERLY/DISABLED	229	10%	1,781	76%	250	11%	40	2%	33	1%	18	1%	2,351
CHA UNITS FAMILY	743	12%	3,977	64%	1095	18%	178	3%	149	2%	82	1%	6,224
HCV ELDERLY/DISABLED	204	8%	1,908	79%	251	10%	30	1%	15	1%	4	0%	2,414
HCV FAMILY	905	7%	8,404	66%	2,903	23%	287	2%	157	1%	68	1%	12,724
SINGLE ROOM OCCUPANCY (SRO)	339	14%	1,621	65%	415	17%	57	2%	37	1%	19	1%	2,488
TOTAL	**2,420**	**9%**	**17,691**	**68%**	**4,914**	**19%**	**592**	**2%**	**391**	**1%**	**191**	**1%**	**26,201**

1. Count of waitlist applicants that indicated they had no income on their applications. Applicants have not yet been prescreened to determine actual income.

The following provides a 7-year overview of CHA waitlist numbers. Program groups have been adjusted to reflect new program groupings resulting from the opening of the HCV waitlist in 2017. Numbers populated for FY12-FY16 are for federal public housing only. Total numbers for FY12 to FY16 do not add up because prior program categories such as state public housing and "other" have been removed.

CHA WAITLISTS BY - DISTINCT APPLICANTS IN EACH PROGRAM GROUP – BY UNIT SIZE – DECEMBER 31, 2018

	FY12	FY13	FY14	FY15	FY16[1]	FY17	FY18
CHA FAMILY							
1 BR	569	420	399	390	316	284	1,396
2 BR	2,668	2,525	2,676	3,693	2,569	2,298	2,612
3 BR	1,244	1,372	1,379	1,785	1,214	1,199	1,625
4+ BR	224	272	278	249	213	208	591
SUBTOTAL	4,705	4,589	4,732	6,084	4,312	3,989	6,224
CHA ELDERLY/DISABLED							
Studio or 1 BR	2,357	2,541	2,980	2,787	2,151	1,410	2,178
2 BR	69	94	114	154	106	81	173
SUBTOTAL	2,426	2,635	3,094	2,921	2,045	1,491	2,351
HCV ELDERLY/DISABLED							
Studio or 1 BR						1,837	2,414
2 BR			N/A				
SUBTOTAL						1,837	2,414
HCV FAMILY							
Studio or 1 BR						5,982	7,546
2 BR						2,559	3,426
3 BR			N/A			979	1,390
4 BR						236	326
SUBTOTAL						9,756	12,724
SINGLE ROOM OCCUPANCY (SRO)							
SRO			N/A			1,817	2,488
TOTAL	**10,897**	**11,265**	**11,483**	**10,422**	**9,208**	**18,890**	**26,201**

SOURCES + USES OF FUNDING

MOVING TO WORK FUNDS - FY18

	Federal Public Housing	MTW Housing Choice Vouchers	Preservation Programs	RAD Phase 1 & MR	Capital Fund	Total MTW Actual Funds
SOURCES						
Operating Receipts	$4,048,472	-	-	-	-	$4,048,472
Administrative Fees	-	$5,608,327	$178,366	$1,575,198	-	$7,361,891
Subsidy Earned	$6,658,115	$68,631,333	$926,622	$13,700,468	$3,215,329	$93,131.867
MTW Layer Transfers for HAP Payments	-	($2,657,557)	-	$2,657,557	-	$0
TOTAL SOURCES	**$10,706,587**	**$71,582,103**	**$1,104,988**	**$17,933,224**	**$3,215,329**	**$104,542,231**
USES						
Administrative Salaries, Taxes, and Benefits	$823,279	$1,521,114	$12,582	-	$321,533	$2,678,507
Maintenance Labor, Taxes, and Benefits	$1,358,414	-	-	-	-	$1,358,414
Tenant Services	$244,587	$303,871	-	-	-	$548,458
Materials & Supplies, Contract Costs	$1,778,666	-	-	-	-	$1,778,666
General Expenses	$3,069,291	$3,113,160	$52,559	-	-	$6,235,010
Housing Assistance Payments (HAP)	$196,955	$60,985,182	$3,695,311	$14,188,448	-	$79,065,896
Utilities	$1,708,887	-	-	-	--	$1,708,887
Capital Improvement	-	-	-	-	$2,893,796	$2,893,796
TOTAL USES	**$9,180,079**	**$65,923,327**	**$3,760,451**	**$14,188,448**	**$3,215,329**	**$96,267,635**
CASH BEFORE TRANSFERS	**$1,526,508**	**$5,658,776**	**($2,655,463)**	**$3,744,775**	**$0**	**$8,274,596**
Admin Fee Transfers for Modernization	-	-	-	($1,575,198)	-	($1,575,198)
Committed Funding	-	-	$1,642,219	-	-	$1,642,219
Transfers to Block Grant	-	($6,271,572)	-	-	-	($6,271,572)
Transfers for Rad Phase II and MR Escrow	-	-	-	($2,169,577)	-	($2,169,577)
CASH AFTER OPERATING TRANSFERS	**$1,526,508**	**($612,796)**	**($1,013,244)**	**$0**	**$0**	**($99,532)**

OTHER FEDERAL FUNDS - FY18

Other Federal Programs consists of federal non-MTW voucher programs: special purpose voucher programs including Non-Elderly Disabled Designated Housing Voucher Programs (NED/DHVP), Veterans Affairs Supported Housing Programs (VASH), Mainstream and preservation programs. Resident Services receives nominal HUD funds, continues to receive outside funding from other non-federal sources, including private foundations and grants, to support the various programs.

		NED/VASH	Mainstream	Mod Rehab and Shelter Care	Total Other Federal Funds
SOURCES					
	HUD Subsidy Income	$2,694,166	$2,288,130	$1,033,539	$6,015,835
	Administrative Fee Income	$223,233	$236,536	$119,618	$579,386
	TOTAL SOURCES	**$2,917,399**	**$2,524,666**	**$1,153,156**	**$6,595,221**
USES					
	Administrative	$219,825	$174,115	$117,779	$511,719
	Rent Payments	$2,611,669	$2,313,948	$1,034,953	$5,960,570
	TOTAL USES	**$2,831,494**	**$2,488,063**	**$1,152,732**	**$6,472,289**
	NET SURPLUS (DEFICIT)	**$85,905**	**$36,603**	**$424**	**$122,932**

STATE FUNDS - FY18

The State funds approximately $2.7 million, which is split between the Massachusetts Rental Voucher Program (MRVP) and hard units funded under the State's New Construction program. MRVP required $56,526 from Block Grant funds to cover the operating deficits due to lower administrative fees which do not support the operating costs of administering the program.

		Total MRVP	Total State Public Housing	Total State Funds
SOURCES				
	Tenant Revenue	-	$594,755	$594,755
	Operating Subsidy	$1,154,837	$909,208	$2,064,045
	TOTAL SOURCES	$1,154,837	$1,503,963	$2,658,800
USES				
	Administrative	$138,882	$174,938	$313,820
	Tenant Services	-	$9,126	$9,126
	Maintenance Labor	-	$231,400	$231,400
	Materials and Contract Costs	-	$372,318	$372,318
	General Expenses	-	$495,646	$495,646
	Rent Payments	$1,072,483	-	$1,072,483
	Utilities	-	$253,866	$253,866
	TOTAL USES	**$1,211,365**	**$1,537,294**	**$2,748,659**
	MTW Transfers	$56,526	-	$56,526
	NET SURPLUS (DEFICIT)	**-**	**($33,331)**	**($33,331)**

NON-FEDERAL FUNDS AND OTHER DEVELOPMENT SOURCES AND USES - FY18

Non-Federal funds are fees earned by CHA for services performed, such as inspections and certifications that pertain to third party leased or public housing programs. Additionally, non-federal funds include one-time fees earned for the initial work required to absorb new preservation programs and other income, such as grant income received for energy conservation efforts. Commitments of Unspent Funds represent CHA's obligations over the next 3 years for modernization.

	Actual
CASH BALANCE - 12/31/2018	$10,194,106
SOURCES	
Leased Housing Ancillary Fee Income	$7,474
Transfer from Sec 8 RAD I Admin Fees	$2,693,691
NSTAR Energy Grants	$446,918
Interest Income	$8,340
Transfer from acquisition proceeds	$2,290,000
Development Fee income	$1,255,592
TOTAL SOURCES	**$6,702,015**
TOTAL CASH	**$16,896,121**
USES	
Administrative Salaries and Benefits	$54,996
Administrative Costs and Overhead	$49,792
Development Fee transfer to Block Grant	$1,250,000
CHA Program Loans to LLCs	$6,000,000
TOTAL USES	**$7,354,788**
FUND BALANCE	**$9,541,332**

CENTRAL OFFICE COST CENTER - FY18

Various fixed and fee-for-service fees support the Central Office Cost Center ("COCC"). Apart from management fees earned through the federal programs, the COCC earns fees from the mixed financed projects it manages. These management fees are in accordance with the operating agreements, usually ranging between 4.5%-6.0% of collections, some of which are deferred, and are established based on market rates.

		Actual
SOURCES		
	Total Management Fees	$4,328,718
	Fee-for-Service	$1,136,223
	Reserve Release	$500,000
	TOTAL SOURCES	**$5,964,941**
USES		
	Salaries	$2,302,686
	Central Maintenance	$1,748,707
	Benefits	$851,808
	Administrative Contracts	$339,489
	Office Rent	$237,822
	Other Administrative Overhead	$528,824
	TOTAL USES	**$6,009,336**
	NET SURPLUS (DEFICIT)	**($44,396)**

MTW BLOCK GRANT - FY18

The MTW Block Grant allows the CHA to combine all funding sources (Operating Fund, Housing Choice Voucher Operating Fund, and Capital Fund) into one account for redistribution depending on program needs. The Block Grant also supports the agency to expend pre-development funds in the planning stages of construction and other special pre-approved MTW initiatives.

	ACTUAL
ESTIMATED BEGINNING CASH – 01/01/2018	$2,492,290
SOURCES OF CASH	
MTW Transfer	$6,271,572
Payments on CHA LLC program loans	$1,267,451
Other Income	$153,261
Development Fee transfers	$1,250,000
TOTAL SOURCES	**$11,434,574**
USES OF CASH	
Operating Transfers	
Transfers to MRVP/State Housing	$56,528
P&D Admin Support and Working Capital	$2,359,740
Other Capital Projects	$178,262
MTW program loans to mixed finance projects	$4,870,186
Russell proceeds transfer to non federal	$2,290,000
Policy + Technology Lab and MTW Initiatives	$284,535
TOTAL USES	**$10,039,251**
ENDING FUND BALANCE	**$1,395,323**

HUD REQUIREMENTS
HOUSING STOCK

(II) GENERAL OPERATING INFORMATION
ANNUAL MTW REPORT

A. HOUSING STOCK INFORMATION

i. Actual New Project Based Vouchers
Tenant-based vouchers that the MTW PHA project-based for the first time during the Plan Year. These include only those in which at least an Agreement to enter into a Housing Assistance Payment (AHAP) was in place by the end of the Plan Year. Indicate whether the unit is included in the Rental Assistance Demonstration (RAD).

PROPERTY NAME	NUMBER OF VOUCHERS NEWLY PROJECT-BASED		STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
	Planned*	Actual			
Elm Street	1	1	Leased	N	Project-based unit in new family building owned by Just-A-Start
St Patrick's Place	2	2	Leased	N	Two new project-based units in a family building owned by Just-A-Start
Auburn Court	9	9	Leased	N	Nine project-based units in newly constructed family building owned by HRI
Otis Street	3	3	Leased	N	Three additional project-based units in existing project owned by Just-A-Start
Churchill Court	1	1	Leased	N	One additional project-based unit in an existing project-based building owned by Just-A-Start.
Burns Apartments	0	197	Leased	N	Former Public Elderly Housing converted through Section 18 disposition.
Corcoran Park	0	153	Leased	N	Former Family Public Housing converted through Section 18 Disposition.

River Howard	0	32	Leased	Y	RAD Conversion
Willow St	0	14	Leased	Y	RAD Conversion

Planned: 17 Actual: 413 Total Vouchers Newly Project-Based

* Figures in the "Planned" column should match the corresponding Annual MTW Plan.

** Select "Status at the End of Plan Year" from: Committed, Leased/Issued

Please describe differences between the Planned and Actual Number of Vouchers Newly Project-Based:

The difference in numbers is due to CHA not counting our public housing units undergoing RAD/Section 18 conversions as new project-based units in the past. Given the new RAD column in the current 50900 form, CHA is operating under the assumption that these units should be counted in this section.

ii. Actual Existing Project Based Vouchers

Tenant-based vouchers that the MTW PHA is currently project-basing in the Plan Year. These include only those in which at least an AHAP was in place by the beginning of the Plan Year. Indicate whether the unit is included in RAD.

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS		STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
	Planned*	Actual			
59 Norfolk Street	4	4	Leased	No	Project-based Units
8-10 Lancaster St	55	55	Leased	No	Project-based Units
Auburn Court Phase 1	40	40	Leased	No	Project-based Units
Auburn Court Phase 2	30	30	Leased	No	Project-based Units
Just-A-Start Otis	7	7	Leased	No	Project-based Units
195 Prospect Street	17	17	Leased	No	Project-based Units
217 Western Ave	6	6	Leased	No	Project-based Units
Oxford	6	5	Leased	No	Project-based Units
Swartz Properties	7	7	Leased	No	Project-based Units
264 Putnam	8	8	Leased	No	Project-based Units
165 Western	8	8	Leased	No	Project-based Units
169-98 Auburn	7	7	Leased	No	Project-based Units
2595 Mass Ave	3	3 #	Leased	No	Project-based Units
35 Harvey St	4	4	Leased	No	Project-based Units
47-49 Lee St	10	10	Leased	No	Project-based Units
CASCAP 803-815	9	9	Leased	No	Project-based Units
Chapman Arms	25	25	Leased	No	Project-based Units
Harwell Homes	32	32	Leased	No	Project-based Units
Smith House Preserva-tion	132	132	Leased	No	Project-based Units
Madison Park III	120	120	Leased	No	Project-based Units

Mckay House	9	9	Leased	No	Project-based Units
Just-A-Start Hovey	8	8	Leased	No	Project-based Units
Inman Square Apartments	116	116	Leased	No	Project-based Units
Bishop Allen Apartments	32	32	Leased	No	Project-based Units
404 Rindge Ave	110	110	Leased	No	Project-based Units
Neville Assisted Living	30	30	Leased	No	Project-based Units
Cambridge Court Apartments	98	98	Leased	No	Project-based Units
625 Putnam	32	32	Leased	No	Project-based Units
Putnam Square	94	94	Leased	No	Project-based Units
Trolley Rental	33	33	Leased	No	Project-based Units
Elm Place	8	8	Leased	No	Project-based Units
Louis Barret Residences	145	145	Leased	No	Project-based Units
Brookside Terrace	168	168	Leased	No	Project-based Units
St. Stephen's	130	130	Leased	No	Project-based Units
Cleaves Court	36	36	Leased	No	Project-based Units
Briston Arms	50	50	Leased	No	Project-based Units
Chauncy House	53	53	Leased	No	Project-based Units
Rindge House	14	14	Leased	No	Project-based Units
455-463 Cambridge St.	5	5	Leased	No	Project-based Units
New Mass Pike Towers LP	157	157	Leased	No	Project-based Units
808 Memorial Drive	76	76	Leased	No	Project-based Units
Coes Pond	250	250	Leased	No	Project-based Units
Temple Place	40	40	Leased	No	Project-based Units
Port Landing	8	8	Leased	No	Project-based Units
Russell Apartments	0	51	Committed	No	Section 18 PBV Conversion
Jefferson Park Apartments	0	104	Leased	No	Section 18 PBV Conversion
Millers River	0	297	Leased	No	Section 18 PBV Conversion
Manning Apartments	0	198	Leased	Y	RAD Conversion
Putnam Gardens	0	122	Leased	Y	RAD Conversion
Newtowne Court	0	268	Leased	Y	RAD Conversion
Burns Apartments	0	197	Leased	N	Section 18 PBV Conversion
Corcoran Park	0	153	Leased	N	Section 18 PBV Conversion

Planned: 2,335 Actual: 3,621 Total Existing Project-Based Vouchers

* Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

** Select "Status at the End of Plan Year" from: Committed, Leased/Issued

Please describe differences between the Planned and Actual Existing Number of Vouchers Project-Based:

CHA is including RAD and Section 18 conversions in this section. This accounts for the difference and planned to actual vouchers.

iii. Actual Other Changes to MTW Housing Stock in the Plan Year
Examples of the types of other changes can include (but are not limited to): units held off-line due to relocation or substantial rehabilitation, local, non-traditional units to be acquired/developed, etc.

ACTUAL OTHER CHANGES TO MTW HOUSING STOCK IN THE PLAN YEAR
Vacant units were held off line for relocation of residents in buildings requiring substantial construction. There was ongoing relocation for Jefferson Park basement unit households who were moved out due to conditions of their units. Residents began to move back to newly renovated units from RAD Phase 1.

iv. General Description of All Actual Capital Expenditures During the Plan Year
Narrative general description of all actual capital expenditures of MTW funds during the Plan Year.

GENERAL DESCRIPTION OF ALL ACTUAL CAPITAL EXPENDITURES DURING THE PLAN YEAR
CHA's Planning and Development Department has continued to carry out its most ambitious scope of work to date, with over $205 million in construction work impacting 743 units of housing at five different sites, and work at 19 other sites impacting 1,361 units of housing in the planning stages.

B. LEASING INFORMATION

i. Actual Number of Households Served
Snapshot and unit month information on the number of households the MTW PHA actually served at the end of the Plan Year.

NUMBER OF HOUSEHOLDS SERVED THROUGH:	NUMBER OF UNIT MONTHS OCCUPIED/LEASED*		NUMBER OF HOUSEHOLDS SERVED**	
	Planned^^	Actual	Planned^^	Actual
MTW Public Housing Units Leased	5,880	4,992	490	416
MTW Housing Choice Vouchers (HCV) Utilized	67,728	70,620	5,644	5,885
Local, Non-Traditional: Tenant-Based	1,800	1,800	150	150
Local, Non-Traditional: Property-Based	0	0	0	0
Local, Non-Traditional: Homeownership	0	0	0	0
Totals	75,408	77,412	6,284	6,451

* "Planned Number of Unit Months Occupied/Leased" is the total number of months the MTW PHA planned to have leased/occupied in each category throughout the full Plan Year (as shown in the Annual MTW Plan).

** "Planned Number of Households to be Served" is calculated by dividing the "Planned Number of Unit Months Occupied/Leased" by the number of months in the Plan Year (as shown in the Annual MTW Plan).

^^ Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

Please describe any differences between the planned and actual households served:

The totals are very close to expected benchmarks. Due to timing of RAD/FPLI conversions more households ended up in the HCV totals than the public housing totals.

LOCAL, NON-TRADITIONAL CATEGORY	MTW ACTIVITY NAME/ NUMBER	NUMBER OF UNIT MONTHS OCCUPIED/ LEASED*		NUMBER OF HOUSEHOLDS TO BE SERVED*	
		Planned^^	Actual	Planned^^	Actual
Tenant-Based	Use MTW Resources to Augment State MRVP Leasing Program HC.2001.01	N/A	84	N/A	7
Tenant-Based	Sponsor-based Voucher Program HC.2008.03	N/A	1,476	N/A	123
Tenant-Based	Pathways to Permanent Housing HC.2008.03A	N/A	240	N/A	20
Totals	_	N/A	1,800	N/A	150

* The sum of the figures provided should match the totals provided for each Local, Non-Traditional category in the previous table. Figures should be given by individual activity. Multiple entries may be made for each category if applicable.

^^ The corresponding plan for this report followed the previous 50900 format. This table was not a part of the previous template. Going forward all future reports will have a corresponding plan in the current 50900 format.

HOUSEHOLDS RECEIVING LOCAL, NON-TRADITIONAL SERVICES ONLY	AVERAGE NUMBER OF HOUSEHOLDS PER MONTH	TOTAL NUMBER OF HOUSEHOLDS IN THE PLAN YEAR
PPH-TA HC.2008.03A	142	142

ii. Discussion of Any Actual Issues/Solutions Related to Leasing

Discussion of any actual issues and solutions utilized in the MTW housing programs listed.

HOUSING PROGRAM	DESCRIPTION OF ACTUAL LEASING ISSUES AND SOLUTIONS
MTW Public Housing	Vacant units held offline to accomodate ongoing relocation during RAD Conversion and Section 18 Disposition.
MTW Housing Choice Voucher	N/A
Local, Non-Traditional	N/A

C. WAITING LIST INFORMATION

i. Actual Waiting List Information

Snapshot information on the actual status of MTW waiting lists at the end of the Plan Year. The "Description" column should detail the structure of the waiting list and the population(s) served.

WAITING LIST NAME	DESCRIPTION	NUMBER OF HOUSEHOLDS ON WAITING LIST	WAITING LIST OPEN, PARTIALLY OPEN OR CLOSED	WAS THE WAITING LIST OPENED DURING THE PLAN YEAR
Family Housing (MTW and Non-MTW)	Site-based	6,224	Open	Yes
Elderly/Disabled Housing (MTW and Non-MTW)	Site-based	2,351	Open	No
HCV Program (MTW and Non-MTW Vouchers)	Community-wide and site-based	15,136	Open	No
HCV Program SRO Only (MTW and Non-MTW Vouchers)	Community-wide	2,488	Open	No

Please describe any duplication of applicants across waiting lists:

Applicants are free to apply for any waitlist for which they are eligible. Across all programs CHA identified 19,072 unique applicants that submitted a total of 142,103 applications across all programs.

ii. Actual Changes to Waiting List in the Plan Year

Please describe any actual changes to the organizational structure or policies of the waiting list(s), including any opening or closing of a waiting list, during the Plan Year.

Family Housing (MTW and Non-MTW)	Waitlist was opened in August 2018

D. INFORMATION ON STATUTORY OBJECTIVES AND REQUIREMENTS

i. 75% of Families Assisted Are Very Low Income

HUD will verify compliance with the statutory requirement that at least 75% of the households assisted by the MTW PHA are very low income for MTW public housing units and MTW HCVs through HUD systems. The MTW PHA should provide data for the actual families housed upon admission during the PHA's Plan Year reported in the "Local, Non-Traditional: Tenant-Based"; "Local, Non-Traditional: Property-Based"; and "Local, Non-Traditional: Homeownership" categories. Do not include households reported in the "Local, Non-Traditional Services Only" category.

INCOME LEVEL	NUMBER OF LOCAL, NON-TRADITIONAL HOUSEHOLDS ADMITTED IN THE PLAN YEAR*
80%-50% Area Median Income	1
49%-30% Area Median Income	11
Below 30% Area Median Income	161

* This number is based on data provided by SBV partners. It represents AMI of current participants and not necessarily new participants. This is due to the high level of turnover in some programs. CHA will emphasize collecting/maintaining AMI records at admission with SBV sponsors to the best of their ability. In the interim, this is the best representation of the population served in the LNT category with the exclusion of services only.

ii. Maintain Comparable Mix

HUD will verify compliance with the statutory requirement that MTW PHAs continue to serve a comparable mix of families by family size by first assessing a baseline mix of family sizes served by the MTW PHA prior to entry into the MTW demonstration (or the closest date with available data) and compare that to the current mix of family sizes served during the Plan Year.

BASELINE MIX OF FAMILY SIZES SERVED (upon entry to MTW)*					
FAMILY SIZE	OCCUPIED PUBLIC HOUSING UNITS	UTILIZED HCVs	NON-MTW ADJUSTMENTS	BASELINE MIX NUMBER	BASELINE MIX PERCENTAGE
1 Person	N/A	N/A	N/A	2270	50%
2 Person	N/A	N/A	N/A	999	22%
3 Person	N/A	N/A	N/A	609	13%
4 Person	N/A	N/A	N/A	372	8%
5 Person	N/A	N/A	N/A	194	4%
6+ Person	N/A	N/A	N/A	94	2%
TOTAL	N/A	N/A	N/A	4,358	100%

* CHA has provided household size in the first year that it was required as part of its FY14 Annual MTW Report requirement. The FY14 household size info will serve as our baseline number going forward.

MIX OF FAMILY SIZES SERVED (in Plan Year)				
FAMILY SIZE	BASELINE MIX PERCENTAGE**	NUMBER OF HOUSEHOLDS SERVED IN PLAN YEAR^	PERCENTAGE OF HOUSEHOLDS SERVED IN PLAN YEAR^^	PERCENTAGE CHANGE FROM BASELINE YEAR TO CURRENT PLAN YEAR
1 Person	50%	3181	50%	0%
2 Person	22%	1483	23%	1%
3 Person	13%	805	13%	0%
4 Person	8%	485	8%	0%
5 Person	4%	250	4%	0%

6+ Person	2%	111	2%	0%
TOTAL	100%	6315	101%	1%

** The "Baseline Mix Percentage" figures given in the "Mix of Family Sizes Served (in Plan Year)" table should match those in the column of the same name in the "Baseline Mix of Family Sizes Served (upon entry to MTW)" table.

^ The "Total" in the "Number of Households Served in Plan Year" column should match the "Actual Total" box in the "Actual Number of Households Served in the Plan Year" table in Section II.B.i of this Annual MTW Report.

^^ The percentages in this column should be calculated by dividing the number in the prior column for each family size by the "Total" number of households served in the Plan Year. These percentages will reflect adjustment to the mix of families served that are due to the decisions of the MTW PHA. Justification of percentages in the current Plan Year that vary by more than 5% from the Baseline Year must be provided below.

Please describe the justification for any variances of more than 5% between the Plan Year and Baseline Year:
N/A

iii. Number of Households Transitioned to Self-Sufficiency in the Plan Year
Number of households, across MTW activities, that were transitioned to the MTW PHA's local definition of self sufficiency during the Plan Year.

MTW ACTIVITY NAME/NUMBER	NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY*	MTW PHA LOCAL DEFINITION OF SELF SUFFICIENCY
Financial Stability and Savings SS.2013.01	12	Participants experiencing positive EOP
Financial Stability and Savings SS.2013.01**	187	Participants that experienced a reduction in subsidy.
Sponsor-Based Voucher Program HC.2008.08	8	Positive exit from Sponsor-based voucher program.
Rent Simplification CE.2006.01	18	Positive EOP from CHA Housing
	225**	(Households Duplicated Across MTW Activities)

Total Households Transitioned to Self Sufficiency

* Figures should match the outcome reported where metric SS#8 is used in Section IV of this Annual MTW Report.

** This metric is a CHA metric and does not represent a number where metric SS#8 was used. CHA believes the reduction in subsidy these participants experienced represent an important self-sufficiency step. If this group is removed, then the total would come to 38 across all instances of SS#8.

PROPOSED MTW ACTIVITIES

All proposed activities that are granted approval by HUD are reported in Section IV as “Approved Activities.”

APPROVED MTW ACTIVITIES

IMPLEMENTED ACTIVITIES

MTW STATUTORY OBJECTIVE II: INCREASE SELF-SUFFICIENCY

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

IMPLEMENTATION YEAR	PREVIOUSLY APPROVED AUTHORIZATION
Approved in FY13 MTW Plan and implemented in FY13	2009 MTW Agreement, Attachment C.B.1.b.iii, C.B.2 and C.E.

DESCRIPTION

CHA partnered with Compass Working Capital to design and implement two programs based on HUD's Family Self-Sufficiency (FSS) model. The first is a five-year program called Financial Stability and Savings Plus (FSS+) that was launched in FY13 and available only to HCV particpants. The second, a 3-year pilot called Rent-to-Save (RTS), was launched in March 2016 and available only to residents at two family public housing sites (Jefferson Park Federal and Corcoran Park). Compass provides financial education for both program with a focus on five core areas:

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

Participants that enroll in financial education work with a financial coach to achieve short- and long-term goals. Participants track, prioritize, and budget their cash flow to lower debt, increase credit score, and build assets. Participants identify any negative item(s) on their credit reports and develop debt repayment plans, if applicable, to rebuild credit. Coaches also connect participants with resources and organizations that help participants achieve their goals. A key component of the program is the establishment of an Escrow Savings Account for each participant. Participants that experience an increase in wage income save a portion of their rent increase in an escrow account. CHA maintains the account under the participant's name for up to five years. Occasional withdrawals (interims) from one's account may be taken to meet a participant's goal. Upon graduation, participants use the balance of their escrow savings to further their financial goals.

The Rent-to-Save pilot takes a different approach and CHA automatically creates Rent-to-Save accounts for all residents at Jefferson Park Federal and Corcoran Park. One percent (1%) of rent charged is automatically put into the resident's account each month during the pilot period. If an increase in rent charged occurs as a result of a change in income (and not for other reasons such as a change in unit size), fifty (50) percent of the difference is also put into the account. Quarterly account statements are sent to all RTS households. Compass financial coaching is offered only to Jefferson Park Federal residents while Corcoran Park residents receive the account only. At the end of the pilot, residents may access their account balances as long as they meet the program requirements.

IMPACT

FSS: First large graduating class of 86 FSS+ Participants in Fall 2018.

CHANGES TO BENCHMARKS, BASELINE, METRICS

None for HCV. Benchmark values for RTS were first set in FY18 Plan. Outcome values for FSS+ and RTS are consistent with benchmarks set in the FY18 Plan. No new signifcant or insignificant changes to activity or metrics.

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

SS #1: Increase in Household Income				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
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 of RTS participants**: $20,124 JP Total: $18,676 CP: $21,924 Average earned income of RTS participants that have earned income: $32,320 JP Total: $32,489 CP: $32,343	**Average Earned Income for FSS+ participants that will have been in the program for at least one year and experience an increase in earnings**: $37,198 Average earned income for FSS+ Participants that have been in the program at least one year and experienced an increase in earnings: $37,198 Average earned income of RTS Participants: $23,261 JP Enrolled in coaching: $27,183 JP total: $22,014 Cp Total: $24,714 Average earned income of RTS Participants that have earned income: $35,392 JP Coaching: $42,134 JP Total: $36,535 CP: $37,259	All FSS+ participants: 98 Average Earned Income for all FSS+ participants: $39,892 FSS+ participants that have been in the program for at least one year and experience an increase in earnings:90 **Average Earned Income for FSS+ participants that have been in the program for at least one year and experience an increase in earnings**: $42,307 **Average Earned Income for all RTS participants**: $24,169 JP Enrolled in coaching: $31,689 JP Total: $24,198 CP: $24,136 Average earned income of RTS participants that have earned income: $37,964 JP Enrolled in coaching: $41,334 JP Total: $39,351 CP: $36,450	Yes (FSS+). No (Rent-to-Save). Rent-to-Save fell short in a couple earned income predictions. The amount was not significant and likely came down to a few higher-earning households seeing decreases.

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

SS #2: Increase in Household Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average amount of savings/escrow of households affected by this policy in dollars (increase).	$0	**For participants that have been in the program for at least one year and established an escrow account:** $2,600 RTS: $888 JP Coaching: $2,045 JP: $1,185 CP: $760	**FSS+ participants that have been in the program for at least one year and established an account** $4,385 **Total RTS participants:** $1232 JP Enrolled in coaching: $2,076 JP Total: $1,349 CP: $1,094	Yes.
SS #5: Households Assisted by Services that Increase Self Sufficiency				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households receiving services aimed to increase self sufficiency (increase).	0 households	FSS+ participants: 182 Total RTS: 319 JP enrolled in coaching: 45 JP total: 166 CP: 149	**FSS+ participants:** 98 **Total RTS participants:** 323 JP Enrolled in coaching: 60 JP Total: 174 CP: 149	No. FSS+ recently graduated 86 members and marketing efforts will begin to ramp enrollment back up to previous benchmarks.
SS #6: Reducing Per Unit Subsidy Costs for Participating Households				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**

Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	**Avg Housing Assistance Payment (HAP) at FSS+ enrollment for participants that have been in the program for at least one year:** $1008	Participants that have been in the program for at least one year: 147 **Avg Housing Assistance Payment (HAP) at FSS+ enrollment for participants that have been in the program for at least one year:** $988 Avg subsidy RTS: $592 JP enrolled in coaching: $550 Jp Total: $588 CP: $599	FSS+ Participants that have been in the program for at least one year: 90 **Avg HAP of FSS+ participants that have been in the program for at least one year:** $997 **Avg subsidy of RTS participants based on ceiling rent:** $890 JP Enrolled in coaching: $545 JP Total: $552 CP: $1,303	No. FSS+ is very close and in line with the benchmark. Due to conversion at Corcoran Park, the ceiling rents are significantly higher, this has drastically changed the end result of this metric for Rent-to-Save. The numbers at Jefferson Park are more reflective of actual program outcomes.
SS # 7: Increase in Agency Rental Revenue				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
PHA rental revenue in dollars (increase) (Monthly Basis)	**Based on participant months in the program during the FY**: $41,583	$120,000 Monthly Rent charged for RTS: $180,653 JP Enrolled in coaching: $20,686 JP Total: $83,608 CP: $83,357	**<u>Monthly</u> TTP aggregated for FSS+ participants that have been in the program for at least one year:** $89,747 **<u>Monthly</u> rent charged for RTS participants:** $191,878 JP Enrolled in coaching: $38,446 JP Total: $100,198 CP: $91,680	No (FSS+). Again, this is due to a large graduating class in FY2018.
SS #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households transitioned to self-sufficiency (increase)	0	**Number of households that have experienced an end in subsidy during the FY:** 15 Number of RTS participants expected to experience end in subsidy: 0	Number of FSS+ participants that **experienced end in subsidy**: 9 Number of RTS participants that **experience end in subsidy**: 3	No.
CHA: Increase in Credit Score				

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

Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Percent who increase credit score for participants who have been in the program for at least one year.	0	60%	FSS+ Participants: 64 JP Enrolled in coaching: 79	Yes.
Average increase in credit score points for participants who have been in the program for at least one year and experienced an increase (in points).	0	40 points	FSS+ Participants: 44 JP Enrolled in coaching: 23	Close but no for Rent-to-Save. Some RTS participants came in with reasonably high credit scores and had less room for improvement.
CHA: Decrease or Maintain Zero Collection Debt				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
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 participants who had been in the program for an entire year and had a decrease or zero collection debt: 70 JP Coaching: 70	**Percent of FSS+ participants in the program for at least an entire year and had a decrease or zero collection debt:** 82 **Percent of JP Enrolled in coaching that had a decrease or zero collection debt:** 94	Yes.
CHA: Increase in Household Income				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**

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

Median earned income of households affected by this policy in dollars (increase). For those who have been in the program for one year and experienced an increase in earnings.	$20,800	FSS+ Participants that have been in the program for at least one year: $36,278 RTS Participants: $16,419 JP Enrolled in coaching: $13,666 JP Total: $13,520 CP: $18,471 Median eared income of RTS Participants that have earned income: $29,952 JP Enrolled in Coaching: $37,147 JP total: $28,325 CP: $31,500	All FSS+ participants: 90 All FSS+ participants: $39,145 FSS+ Participants that have been in the program for at least one year and experienced an increase in earnings:90 **FSS+ Participants that have been in the program for at least one year and experienced an increase in earnings:** $39,145 **RTS Participants:** $18,028 JP Enrolled in coaching: $20,842 JP Total: $13,104 CP: $19,614 Median earned income of RTS participants that have earned income: $29,981 JP Enrolled in coaching: $31,020 JP Total: $28,852 CP: $32,004	No, with the median earned income of JP coaching enrolled with earned income being the only number significantly off the benchmark. This is due to several lower-earning households enrolling in coaching. This is not a negative outcome but did cause the benchmark to not be met. All other benchmarks were exceeded with the exception of total median earned income at Jefferson Park which narrowly missed the benchmark.
Percent who experienced an increase in annual earned income out of all participants who have been in the program for at least one year.	0	FSS+ Participants that have been in the program for at least one year: 59% RTS Participants: 35%	**FSS+ Participants:** 99% **RTS Participants:** 30%	No, see notes on changes SS #6 regarding changes to this calculation for RTS.
CHA: Households Transitioned to Self-Sufficiency				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**

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

Number of households transitioned to self-sufficiency (increase). Reduction in Subsidy (RIS)	0	**Number of households that have been in the program for at least one year and experienced a reduction in subsidy during the FY**: 45 RTS Participants that experienced a reduction in subsidy: 101 JP Enrolled in coaching: 13 JP Total: CP:	**FSS+ Participants that have been in the program for at least one year <u>and</u> experienced a reduction in subsidy**: 89 RTS Participants that experienced a reduction in subsidy: 98 JP Enrolled in coaching: 38 JP Total: 84 CP: 14	No, again see comment on changes to SS #6 methodology for Corcoran Park.

MTW STATUTORY OBJECTIVE I: INCREASE HOUSING CHOICE FOR LOW-INCOME FAMILIES

HC.2011.01 - EXPIRING USE PRESERVATION PROGRAM

IMPLEMENTATION YEAR

Approved in FY11 and implemented in FY12.

PREVIOUSLY APPROVED AUTHORIZATION

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

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. This activity counts the number of total units preserved. For the number of expiring use units preserved through a HAP contract, see metrics in HC.2001.02 - Implement Local Project-Based Assistance Leasing Program Activity.

IMPACT

1,803 total units have been preserved as a result of this activity.

PROJECT	CITY	HOUSING TYPE	FY ISSUE OF HAP	UNITS UNDER HAP CONTRACT	UNITS PRESERVED
1221 Cambridge Street	Cambridge	Family	FY12	116	116
411 Franklin Street	Cambridge	Elderly/Disabled	FY12	98	98
Bishop Allen	Cambridge	Family	FY12	31	32
Harwell Homes	Cambridge	Family	FY14	14	14
Smith House	Roxbury	Elderly/Disabled	FY14	132	132
402 Rindge	Cambridge	Family	FY15	110	110
St. Stephens	Lynn	Elderly/Disabled	FY15	130	130
Louis Barrett	Lynn	Elderly/Disabled	FY15	135	145
Brookside Terrace	Southbridge	Family	FY15	133	150
Cleaves Court	Boston	Family	FY16	29	36
Chauncy House	Boston	Family	FY16	53	53
MassPike	Boston	Family	FY16	146	157
808 Memorial Drive	Cambridge	Family	FY16	76	76

PROJECT	CITY	HOUSING TYPE	FY ISSUE OF HAP	UNITS UNDER HAP CONTRACT	UNITS PRESERVED
Briston Arms	Cambridge	Family	FY16	49	50
Coes Pond	Worcester	Elderly/Disabled	FY16	207	207
Madison Park	Boston	Family	FY16	115	120
Landfall Apartments	Boston	Family	FY17	15	15
Quincy Tower	Boston	Elderly/Disabled	FY17	156	162
TOTAL				**1,558**	**1,803**

1. All enhanced vouchers, no PBA HAP contract

CHANGES TO BENCHMARKS, BASELINE, METRICS

No new signifcant or insignificant changes to activity or metrics.

HC.2011.01 - EXPIRING USE PRESERVATION PROGRAM

HC #2: Units of Housing Preserved				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase).	0	Total Units: 2,023 Units already preserved: 1,842 **Units Planned:** 181	Total Units: 1,803 Units already preserved: 1,803 **Units Preserved in FY:** 0	No.

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

IMPLEMENTATION YEAR

Hard To House: Approved and implemented in FY08.
PPH-TH: Approved and implemented in FY14. Expanded in FY17.
PPH-HH: Approved in FY10. Implemented in FY11. Modified in FY13 and FY14.

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment C.D.2

DESCRIPTION

The Sponsor-Based Program is composed of three programs:

1. Hard to House
2. Pathways to Permanent Housing - Transition House (PPH-TH)
3. Pathways to Permanent Housing - Heading Home (PPH-HH).

All programs 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 in which housing in a CHA hard unit is provided. Below are Description/Updates of the programs.

1. HARD TO HOUSE PROGRAM (HC.2008.03)

CHA partners with local service providers that work directly with the hard-to-house population including households and individuals with psychiatric, developmental and behavioral disabilities. CHA provides housing assistance only while the local service provider provides intensive support services and case management to the hard-to-house households served. CHA allocates a specific number of vouchers for this program and service providers may end up serving more than one household or individual per voucher for the year. The following table identifies partnerships and vouchers allocated in FY17:

	SERVICE PROVIDER	START	TARGET POPULATION	SBV
1	CASCAP, Inc.	2009	Housing stabilization for CASCAP tenants at risk of homelessness due to mental health, substance abuse or seeking vocational goals.	2
2	Heading Home, Inc.	2009	Homeless families/individuals.	30
3	YWCA	2009	Participants of YWCA Dept of Mental Health (DMH) housing program, may include services from Vinfen.	15
4	Just A Start Corp.	2009	YouthBuild participants requiring emergency or transitional housing.	1
5	North Charles, Inc[1]	2008	Men in substance abuse recovery, housed in YMCA Central House; 5 SBVs committed.	0
6	Transition House	2009	Victims of domestic violence.	12
7	Specialized Housing, Inc.	2009	Adults with developmental disabilities.	1
8	Vinfen	2009	Adults with psychiatric disabilities served through Cambridge Supported Housing Program.	1
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	Y2Y	2016	Homeless/street involved youth, ages 14-24.	22
12	Somerville Homeless Coalition	2016	Homeless families/individuals.	2
13	YWCA - Bigelow Shelter	2016	Homeless families/individuals.	6
14	Casa Myrna Vazquez	2017	Survivors of the sex trade.	8
			TOTAL	**123**

1. The partnership agreement ended in November 2017.

2. 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 were to 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.

In 2017, CHA extended its partnership with Transition House and expanded the program to include on an annual basis, up to 4 units of either housing or a modified sponsor-based voucher that would allow the family to live in a rental unit in the private market. Also, CHA's investment of the 3-year pilot has enabled Transition House to expand the program to a 4-person Community Support Partnership (CSP) to increase awareness, provide outreach and training on domestic violence and related topics. The CSP team is made up of a Director, Community Liaison, Community Advocate, and Child and Family Liaison. The following table demonstrates how CHA's pilot funding and subsequent increase has been leveraged to secure funding from the City of Cambridge, MA Office of Victims Assistance, and Tufts Health Plan Foundation and expand supportive services to CHA residents and the City of Cambridge.

3. PATHWAYS TO PERMANENT HOUSING - HEADING HOME (FORMERLY FAMILY OPPORTUNITY SUBSIDY (FOS) PROGRAM) (HC.2008.03.B)

Based on increasing needs for transitional housing in MA and an evaluation of CHA and Heading Home's experience with FOS, in FY14 CHA modified the program to 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. Under the redesign, Heading Home serves as "CHA tenants" by assuming all tenant responsibilities attached to the 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 and make 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. CHA does not administer or track this program as it 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).

IMPACT

The following are highlights that some partners shared regarding recipients of the sponsor-based program during the FY. Not all partners provided highlights, as we wanted to provide a space for our partners to share openly and without obligation. In the interest of protecting the privacy of sponsor-based voucher holders, CHA does not have any more information regarding the highlights below. In addition we do not track income detail, employment/ student status or outcomes beyond their participation in the program.

Partner	Highlights
Home for Little Wanderers Roxbury Village	• 100% of the residents were employed 75% of the year • 2 residents successfully maintained employment at their respective places of employment for the entire year • 1 resident moved into shared apartment arrangement • 3 residents reconnected/ moved in with family

Partner	Highlights
Home for Little Wanderers Temple Street	• 14 of 20 residents enrolled in education or vocational programs • 8 residents enrolled/maintained enrollment in 4yr or 2 yr institutions of higher ed • 1 resident transitioned into campus housing • 1 resident earned a 4.0 gpa in her first semester at Simmons College • 1 resident earned a 3.9 gpa at RCC and is on pace to graduate with an associate degree in May 2019 • 1 resident earned a scholarship and enrolled at Suffolk University • 2 residents earned $1500 each in scholarship monies • 2 residents secured employment at the U.S. Post Office • 1 resident transitioned from volunteer to FT employee at the Boston Animal Shelter • 2 residents obtained their MA driver's license • 18 of 20 residents served gained employment while at the program • 15 of 20 residents served were employed 30 hours or more per wee
Y2Y	Please view the Y2Y Annual Report- https://www.y2yharvardsquare.org/wp-content/uploads/2019/01/Y2Y-N-2018-Annual-Report.pdf
Casa Myrna Vazquez	All 26 households entered the program with $0 income. During the program, 12 households achieved earned and unearned income, ranging from $5,568 annually to $14,880 annually.
PATHWAYS TO PERMANENT HOUSING - PPH	
Transition House	Service Highlights: With the incorporation of an Elder Advocate to our community team, we conducted outreach specifically to elders and did presentations on healthy relationships and elder abuse in 5 CHA Elder Buildings. Many more presentations are already scheduled for 2019. Our Elder Advocate has also connected with almost all property managers and service providers in CHA elder buildings to provide training for staff on elder abuse, domestic violence and bullying. A larger scale elder bullying training is currently being planned.

CHANGES TO BENCHMARKS, BASELINE, METRICS

No new signifcant or insignificant changes to activity or metrics.

HC.2008.03, HC.2008.03A, HC.2008.03.B - SPONSOR-BASED VOUCHER PROGRAM[1]

HC #5: Increase in Resident Mobility				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
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: 96 Transition House: 2 Heading Home: 20 **Total Households:** 118	Hard to House: 377 households* (123 vouchers) Transition House: 4 Heading Home: 57 households (21 vouchers) Total Households: 438	Yes.
HC #7: Households Assisted by Services that Increase Housing Choice				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households receiving services aimed to increase housing choice (increase).	0 households	Hard to House: 96 Transition House: 2 Heading Home: 20 **Total Households:** 118	Hard to House: 377* (123 vouchers) Transition House: 4 Heading Home: 57 (21 vouchers)	Yes
SS #5: Households Assisted by Services that Increase Self Sufficiency				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households receiving services aimed to increase self sufficiency (increase).	0 households	Hard to House: 96 Transition House: : 2 Heading Home: 20 **Total Households:** 118	Hard to House: 377* (123 vouchers) Transition House: 4 Heading Home: 57 (21 vouchers)	Yes

HC.2008.03, HC.2008.03A, HC.2008.03.B - SPONSOR-BASED VOUCHER PROGRAM[1]

SS #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households transitioned to self sufficiency (increase)	0 households	0 households	8 Households	Yes.
CE #4: Increase in Resources Leveraged[2]				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Amount of funds leveraged in dollars (increase)	$0	$2.9 million	$2.8 million*	No but very close.
CHA HC: Number of Households Served Per Voucher				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households served per voucher (Hard to House Program)	1 household	1.7 households	3.1 households*	Yes

1. Household count may exceed the voucher count depending on the program structure and client turnover.

2. Resources leveraged does not account for an abbreviated program period during the FY.

*CHA took over management of the YWCA from Wingate in early 2019. The transition has resulted in challenges in data collection for that grouping of SBV. CHA is choosing to use 2017 numbers for this partner as that reflects the last fully completed sponsor-based worksheet. As the management company, CHA, will ensure that household data is properly collected moving forward.

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

IMPLEMENTATION YEAR

Approved in FY01 MTW Plan and implemented in FY01.

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment D.A.1

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. CHA supplements these vouchers with MTW Block Grant funds so that the vouchers can be used in the Cambridge market. CHA originally allocated $21,600 for this program. The table below reflects the MRVP HAP and MTW funds spent in the last 5 years.

Fiscal Year	Households Served	MRVP HAP	MTW Funds	Monthly MRVP Average/HH	Monthly MTW Average/HH
FY14	8	$48,936	$44,607	$510	$464
FY15	8	$48,936	$50,340	$510	$524
FY16	8	$38,461	$50,896	$267	$530

Fiscal Year	Households Served	MRVP HAP	MTW Funds	Monthly MRVP Average/HH	Monthly MTW Average/HH
FY17 (21 mths)	7	$57,838	$92,152	$393	$627
FY18	7	$42,636	$64,150	$508	$764

IMPACT

The average monthly MTW funds reflect the disconnect between the MRVP payment standards and the Cambridge rental market. Average MTW funds have increased for households to remain in their units and meet landlord rent increases.

CHANGES TO BENCHMARKS, BASELINE, METRICS

No new signifcant or insignificant changes to activity or metrics.

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

HC #4: Displacement Prevention				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households at or below 80% AMI that would lose assistance or need to move (decrease).	10 households	8 households A household left and there is a moratorium on issuing new MRVP Vouchers.	7 households.	Yes.
CE #4: Increase in Resources Leveraged				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Amount of funds leveraged in dollars (increase)	0	Amount of MTW funds spend: $50,896 Total households served: 8 **MRVP subsidy amount:** $38,461	Amount of MTW funds spent: $64,150 Total households served: 7 **MRVP subsidy amount:** $42,636	Yes.

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

IMPLEMENTATION YEAR

Approved and implemented in FY00.

PREVIOUSLY APPROVED AUTHORIZATION

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

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. 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).

IMPACT

The goal of this activity is to preserve or build hard units and achieve deep affordability through long-term Project-Based Section 8 HAP contracts.

CHANGES TO BENCHMARKS, BASELINE, METRICS

None.

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

HC #1: Additional Units of Housing Made Available				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	0	Units completed to date: 1,595 Anticipated in FY: 907 **Total Units**: 2,502	Units completed to date: 1,595 New units online: 448 **Total Units:** 2,043	No. The need for Section 18 disposition pushed back the timeline on some units originally planned for FY18.

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

IMPLEMENTATION YEAR	PREVIOUSLY APPROVED AUTHORIZATION
Approved in FY08 MTW Plan and implemented in FY08. Modified in FY13.	2009 MTW Agreement, Attachement C.D.1.b

DESCRIPTION

This activity increases housing options for households in crisis. CHA households may transfer between the Public Housing/RAD/Former Public Housing 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 do not fall into this activity because they are permitted regardless of MTW status. The number of MTW transfers is capped at 24 transfers in a fiscal year.

The following chart displays the number of transfers that have occurred, on a calendar year basis. The table goes back to 2014 when reasonable

accommodation transfers were no longer included in the transfer count:

FISCAL YEAR	HCV to PH	PH to HCV
2018	0	2
2017	2	0
2016	0	0
2015	1	5
2014	1	3

IMPACT

This activity was designed for households to use when needed. Benchmark and outcome values do not reflect the intent or success of the program.

CHANGES TO BENCHMARKS, BASELINE, METRICS

No new signifcant or insignificant changes to activity or metrics.

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**	**Outcome**	**Benchmark Achieved?**
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0 households	0 households	2 households	Yes.

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

CHA's MTW initiatives for the Housing Choice Voucher program are categorized below according to the MTW statutory objective

INCREASING HOUSING CHOICE:

HC.2008.02	Create MTW Transfer Category in Admin Plan and ACOP	HC.2000.03	Allow over 40% of Income Toward Rent at Move-in
HC.2002.01	Rent Reasonableness Policy & 120% Exception Rents	HC.2000.02	Implement Vacancy and Damage Payments
HC.2001.02	Implement Local Project-Based Assistance Leasing Program		

REDUCE COST AND ACHIEVE GREATER COST EFFECTIVENESS IN FEDERAL EXPENDITURES

CE.2006.01	Rent Simplification Program

The RENT SIMPLIFICATION PROGRAM applies to both the Housing Choice Voucher and Public Housing Programs and are listed under each program

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.

separately because the metrics are different. The MTW TRANSFER CATEGORY is listed under Housing Choice Voucher only because the metrics are the same. Metrics may reflect a group of MTW policies or a single MTW policy, where applicable.

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

IMPLEMENTATION YEAR	PREVIOUSLY APPROVED AUTHORIZATION
Approved in the FY09 MTW Plan and implemented in FY09. Modified in FY10 and FY14.	2009 MTW Agreement, Attachment C.2.a.b.c

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 sets 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. Currently, most landlords are receiving the maximum amount permissible under CHA's payment standard. This initiative is also used to assist disabled households. On a case-by-case basis, disabled households that find a unit in the private rental market may receive an even greater exception rent.

In FY14 this policy was modified to be determined 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. Rent reasonableness will not be automatically redetermined based on a decrease in the published FMR. In establishing that rents are reasonable, 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 within 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.

In October 2017, CHA set Cambridge payment standards at 125% of HUD's FY18 Fair Market Rents. This activity has become standard practice for all bedroom size units in Cambridge. Therefore, any new admission lease up in Cambridge would fall under this activity. CHA's challenge, like many housing authorities located in expensive housing markets, is balancing the maximum number of voucher households served with reasonable payment standards that would enable households to live in Cambridge.

In CHA's effort to provide solid data, we are invested in creating reports that pull raw data directly from CHA's database. A new data point we have included is the percentage of new lease ups that occurred in Cambridge. We believe this number is decreasing as the Cambridge rents continue to increase. We feel it would be beneficial plan to include this percentage in future reports, using a consistent methodology. We have deliberately decided not to back in the numbers from past years because a report had not been developed and data methods were inconsistent year to year, with changes in staffing.

IMPACT

This activity increases the ability for any new voucher holder to live in Cambridge and impacted 58 new voucher holders in FY17.

CHANGES TO BENCHMARKS, BASELINE, METRICS

This activity counts only voucher holders (new admissions) that physically moved into a unit in Cambridge, MA at initial lease up. No new signifcant or insignificant changes to activity or metrics.

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

HC #4: Displacement Prevention				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	0 households	Anticipated households that will lease units in Cambridge at over 120% FMR at initial move-in: 30	**Households that leased units in Cambridge at over 120% FMR at initial move in:** 22	No.

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

IMPLEMENTATION YEAR

This program was approved and implemented in FY01. Modified in FY14.

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment C.D.7

DESCRIPTION

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

Sections of 24 CFR 983 Waived Through MTW Authority

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

In FY14 the following changes were implemented.

- 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.

CHA will use and retain this activity in the RAD conversion even though it deviates from the RAD Project-Based Voucher rules. In FY17 CHA established owner-managed, site-based waiting lists (SBWL) to improve administration and communications with property owners of project-based buildings. 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.

This activity includes units preserved under (1) Expanding the Supply of Hard Units, (2) Units project-based under Expiring Use, and (3) new vouchers project-based (see Housing Choice Vouchers Project-Based section on **p 44**).

IMPACT

In FY17 40 new units were project-based and preserved.

CHANGES TO BENCHMARKS, BASELINE, METRICS

No new signifcant or insignificant changes to activity or metrics.

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

HC #1: Additional Units of Housing Made Available				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
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	Units project-based through expanding supply of hard units in FY: 907 Units project-based through Expiring Use in FY: 181 Units project-based through private nonprofit developers in FY: 16 Anticipated new units: 1,104	Units project-based through expanding supply of hard units in FY: 448 Units project-based through Expiring Use in FY: 0 Units project-based through private nonprofit developers in FY: 16 **Total New units in FY:** 464	No. Many of the units expected through expanding supply of hard units will be pushed back a year and transition in FY 2019.
HC #2: Units of Housing Preserved				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**

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

Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	0 units	Units project-based through expanding supply of hard units in FY: 907 Units project-based through Expiring Use in FY: 181 Units project-based through private nonprofit developers in FY: 16 Anticipated new units: 1,104	Units project-based through expanding supply of hard units in FY: 448 Units project-based through Expiring Use in FY: 0 Units project-based through private nonprofit developers in FY: 16 **Total New units in FY:** 464	No. See above.
CHA Metric: Percentage of PBAs Relative to Total MTW Vouchers				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
PBAs as percent of total MTW vouchers	26%	60%	57%	No but close.

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

IMPLEMENTATION YEAR

Approved in the FY00 MTW Plan and implemented in FY00.

PREVIOUSLY APPROVED AUTHORIZATION

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

DESCRIPTION

This program provides households more choices when renting. Although HUD permits households to pay over 40% of annual income towards rent in the second year of tenancy and beyond, it is not permitted in the first year of a voucher holder's initial lease up. This CHA activity allows new voucher participants (new admission) to rent units that fit their individual needs, provided that they can demonstrate the ability to commit to a higher income contribution towards their rent.

IMPACT

In past years, reported outcome numbers may have included zero income and minimum rent households that paid 40 percent of income towards rent, which did not represent the intent of this activity. Going forward, we will include in a separate table below a count of zero income households and households that pay minimum rent or less at new admission.

FY18 Zero Income - Paying Minimum Rent or Less at New Admission

	Household Count	Elderly/ Disabled Count	Average Household Size	Average Tenant Rent to Owner	Income Range
Zero Income at New Admission in Cambridge	2	2	1	$12.50	$0
Zero Income at New Admission outside Cambridge	1	0	4	$50	$0
$50 Minimum Rent or less at New Admission in Cambridge	5	2	1.5	$17	$0-$3060
$50 Minimum Rent or less at New Admission outside Cambridge	3	0	3.5	$17	$0-$3,684
Total	**11**	**4**			

CHANGES TO BENCHMARKS, BASELINE, METRICS To more accurately capture the intent of this activity, households that have $0 income at lease up were excluded. Households with annual income of $1,500 or less were also excluded because this activity is not intended to count minimum rent households (ie. 40% of a household with a $1,500 annual income equals $50 (minimum rent)).

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

HC #5: Increase in Resident Mobility				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0 households	0 households	0 households at initial lease-up	Yes.

HC.2000.02 - IMPLEMENT VACANCY AND DAMAGE PAYMENTS/HCV

IMPLEMENTATION YEAR

Approved and implemented in FY00.

PREVIOUSLY APPROVED AUTHORIZATION

MTW Agreement, Attachment C.D.1.d

DESCRIPTION

This activity is a landlord incentive to continue providing housing units to voucher holders, thereby maintaining or increasing housing choice for low-income households. Landlords in the Tenant-Based voucher program may seek vacancy and damage payments on the condition that the unit is re-leased 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. This activity also encourages landlords to accept lower security deposits as CHA guarantees compensation for all damages in excess of the security deposit. To date, no record of a damage payment has been made to landlords.

The following changes took effect in FY14 under Administrative Plan Part 1:

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 up.
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) with units occupied by a CHA voucher holder may be compensated up to 80% of contract rent to cover vacancy of those units, provided the new tenant is a CHA voucher holder.

IMPACT

The following provides (1) a breakdown of vacancy and damage payments by voucher program type and (2) a breakdown of landlords that have received at least one (1) HAP payment from CHA, by voucher program type. Please note, only one damage payment was made in FY 2018 with vacancy payments making up most of the cost of this activity.

2018 Vacancy/Damage Payments

Total Distinct Owners: 20

Total Distinct Units: 77

Total Vacancy/Damage Payments: $123,375

	In Cambridge				Outside Cambridge			
	Owner Count	Total Payments	Number of payments	Average payment	Owner Count	Total Payments	Number of payments	Average payment
Tenant-based vouchers	6	$20,483	19	$1,078	2	$1,778	2	$889
Project-based vouchers	11	$43,705	34	$1,285	3	$24,238	24	$1,010
Total	17	$64,188	53		2	$26,016	26	

2018 Owners[1]

Total Distinct Owners: 1,037

	In Cambridge	Outside Cambridge
Tenant-Based	226	932
Project-Based	33	14
Inclusionary	36	0
State	42	14

1. Count includes any person or entity that received at least one HAP payment in the calendar year.

CHANGES TO BENCHMARKS, BASELINE, METRICS

None.

HC #2: Units of Housing Preserved				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase).	0	38	77	Yes. The number reflects total units in FY 2018.

MTW STATUTORY OBJECTIVE III: REDUCE COSTS AND ACHIEVE GREATER COST EFFECTIVENESS IN FEDERAL EXPENDITURES

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

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

IMPLEMENTATION YEAR

Approved and implemented in FY06.
Elderly/Disabled biennial recertification and the interim limit was approved in the FY08 MTW Plan and implemented in FY11.
Minimum rent approved and implemented in FY06. Modified in FY09 to reflect the three month minimum rent transition.
Asset income policy approved and implemented in FY06. Modified in FY13 to reflect the imputed asset income calculation.
Mixed family rent approved in FY09 MTW Plan and implemented in FY14.

DESCRIPTION

Rent Simplification was designed to simplify rent calculation and the recertification process, streamline administrative processes, and reduce paperwork burdens on clients and staff. CHA qualifies any adult at 58 years of age or older to be eligible for Elderly housing. The following includes policies under this activity.

Regular and Interim Recertification

Elderly and disabled households undergo biennial recertifications. Elderly and disabled households may request as many interim recertifications as needed. Non-elderly, non-disabled households undergo recertification on an annual basis. Voluntary interim recertification may be requested once between annual recertifications. In FY14, CHA implemented a $60 fee to participants that do not attend a scheduled reexamination appointment without giving 48 hours prior notice. This measure was adopted to increase participant accountability and timely completion of recertifications. In calendar year 2017, biennial recertifications under HC.2008.08 - IMPLEMENT RECERTIFICATIONS EVERY TWO YEARS FOR HOUSEHOLDS IN HCV was submitted in the FY18 MTW Annual Plan. The initiative was originally intended for project-based voucher holders but extended to all voucher holders. The extension of the biennial recertifications to all voucher holders was not implemented in FY17 and therefore does not yet affect metrics for this activity.

Minimum Rent

Minimum rent was increased from $25 to $50. Exception rent policies under HC.2002.01 - RENT REASONABLENESS POLICY AND 120% EXCEPTION RENTS were established to provide flexibility for disabled households. Zero income households have a minimum rent of $0 for the first three (3) months and also eligible to receive a utility reimbursement. Starting on the fourth month, zero income households that continue to have no reported income shall pay a minimum rent of $50.00 to the landlord and no longer receive a utility reimbursement.

Definition of Annual Income

1. Asset Income Calculation: Income from assets valued at $50,000 or less are excluded from the income calculation. Where household assets are valued at more than $50,000, CHA calculates and counts only the imputed income from assets 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.

2. Annual income does not include the 1st 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.

Below is a table of aggregate earned income of HCV participants in the last 6 fiscal years. CHA began reporting aggregate earned income in FY13.

AGGREGATE EARNED INCOME OF HCV HOUSEHOLDS

Year	Aggregate Earned Income	Difference (+/-)
FY13	$22,259,348	
FY14	$22,624,322	+$364,974
FY15	$22,786,661	+$162,339
FY16	$38,650,549*	+$15,863,888
2017	$47,205,015	+$8,554,446
FY18	$48,392,929	+$1,187,914

*Aggregate earned income reflects a substantial increase in vouchers issued during FY16, primarily the result of Expiring Use Preservation activities.

Households with Real Property and Significant Assets

Policies were implemented to ensure that households that own real property and/or have significant assets do not qualify for admission or continued occupancy with CHA. In turn housing resources are provided to households that have no housing alternative resources and do not have significant assets. Elderly and disabled households are exempt from this policy.

Households that 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.

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(s) is part of the household. The subsidy reduction is effective on the first 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 and it expired without moving in the past twelve-month period.

Mixed Family Rent

Mixed families are families that include ineligible immigrants as well as citizens or eligible immigrant. CHA requires mixed families to pay 10 % more rent than they would pay if they were not a mixed family.

FY18 COUNT OF MINIMUM AND MIXED RENT HCV HOUSEHOLDS

HCV Participants	Mixed Rent	$0 Rent	Between $0 and $50 Rent	At $50 Minimum
In Cambridge	10	176	79	47
Outside Cambridge	15	147	46	27
Total	**25**	**323**	**125**	**74**

Authorized Unit Size Due to Changes to the Household	This policy allows changes in the authorized unit size the month following the approval of an additional household member. For decreases in household size, the authorized unit size will change at the first regular recertification after the decrease in household size occurs. This policy provides families with more timely increases in subsidy standards when family size increases. Participants that have obtained written owner approval to add a household member may request that CHA add the household member as an authorized household member and re-determine the subsidy size based on the occupancy guidelines above. If the subsidy size for the family changes during the term of the HAP Contract, the "new" subsidy size is effective as follows: • 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. • If the participant provided proper written notice of a decrease in household size, the change is effective at the first regular recertification following the change. • If it is determined that the participant 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.

IMPACT

It is difficult to determine the impact of this activity through metrics due to our current inability to separate out rent increase interims from requested interims.

CHANGES TO BENCHMARKS, BASELINE, METRICS

No new signifcant or insignificant changes to activity or metrics.

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

CE #1: Agency Cost Savings/HCV				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**

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 Hourly cost of recertification specialist: $33.70 **Total cost:** $115,415	Recertifications performed: 2,125 Interims Performed: 790 Recertification Time: 1.25 hours Interim Time: .75 hours Hourly cost of recertification specialist: $42.25 **Total cost:** $137,262	Recertifications performed: 2,182 Interims Performed in FY18: 2,263 Recertification Time: 1.25 hours Interim Time: .75 hours Hourly cost of recertification specialist: $42.25 **Total cost:** $186,946	No. The interim count includes rent increase interims. CHA's current software does not have a mechanism to differentiate interim types. This has resulted in an artificially high number of interims that are not related to the interim limit policy.
CE #2: Staff Time Savings/HCV				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total time to complete the task in staff hours (decrease).	Recerts performed in FY06: 2,120 Interims Performed in FY06: 1,033 Annual Recertification Time: 1.25 hours Interim Time: .75 hours **Total time:** 3,425 hours	3,249 hours	Recerts performed: 2,182 Interims Performed: 2,263 Annual Recertification Time: 1.25 hours Interim Time: .75 hours **Total Time:** 4,425 hours	No. see above.
CE #3: Decrease in Error Rate of Task Execution/HCV				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**

Average error rate in completing a task as a percentage (decrease)	Rent determination errors from a quality control audit in December 2013: 30%	20%	20%	Yes.
CE #5: Increase in Agency Rental Revenue/HCV				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Rental Revenue in dollars (increase)	Annual aggregate amount of rent that HCV holders were expected to pay to landlords/private property owners in FY13 based on March 31, 2013 data: $9,189,084	$17,470,000	$20,393,660	Yes.
CHA Metric: Average Household Income/HCV				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average earned income of households affected by this policy in dollars	$22,072	$24,856	$27,157	Yes. This number represents the average earned income of households that have earned income.
CHA Metric: Increase in Household Median Income/HCV				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Median earned income of households affected by this policy in dollars .	$20,138	$22,297	$24,370	Yes. This number represents the median earned income of households that have earned income.

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

DESCRIPTION

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

ACTIVITY STATUS

This initiative began with reorganizing recertification dates to spread over a biennial time period.

ANTICIPATED CHANGES

No new signifcant or insignificant changes to activity or metrics.

IMPLEMENTATION YEAR

This inititiative was approved in FY08. It was modified in FY18 and was implemented 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/Outcome**
Other: Full and/or Part-Time Employment	**Current Total:** 4094 **Total Employed:** 1783 **Percent:** 43%	**No benchmark was set for this activity in FY18 and won't directly impact voucher holders until FY19. There is no data to report on but CHA is including the baseline set in the FY19 plan for reference.**
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	**See above.**

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	**See above**.

PUBLIC HOUSING[2] (PH), RAD AND FORMER PUBLIC HOUSING PROGRAM POLICIES

MTW initiatives for the Public Housing Program have been incorporated in the ACOP and categorized below according to MTW statutory objective. To the extent possible, ACOP policies have been carried over to the Administrative Plan Part 2 and Part 3. The two policies serve RAD and Former Public Housing sites respectively. Metrics may reflect a group of MTW policies or a single MTW policy, where applicable.

INCREASING HOUSING CHOICE:

HC.2008.02 Create MTW Transfer Category in Admin Plan and ACOP

REDUCE COST AND ACHIEVE GREATER COST EFFECTIVENESS IN FEDERAL EXPENDITURES

CE.2006.01 Rent Simplification Program

CE.2009.01 Implement Ceiling Rents

CE.2009.01 - IMPLEMENT CEILING RENTS/PUBLIC HOUSING

IMPLEMENTATION YEAR	PREVIOUSLY APPROVED AUTHORIZATION
Approved and implemented in FY06. Modified in FY09 and FY14.	2009 MTW Agreement, Attachment C.C.11

2 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.

DESCRIPTION

This policy simplifies ceiling rent calculations so that it is reflective of 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 one full day to formulate, this activity reduces the annual ceiling rent adjustment to approximately 1 hour, once a year. This initiative was modified in FY09 to replace HUD's Annual Adjustment Factor (AFF) for the OCAF. In FY13 CHA did not implement an OCAF increase. In FY14 CHA discontinued the use of the OCAF. Rent increases attached to RAD or other section 8 project-based subsidy will use the OCAF to be consistent with rent increases that occur in CHA's voucher program.

IMPACT

In FY18, CHA identfied 69 public housing residents, 5 FPLI, and 34 RAD residents at ceiling rent.

CHANGES TO BENCHMARKS, BASELINE, METRICS

None.

CE.2009.01 - IMPLEMENT CEILING RENTS/PUBLIC HOUSING

CE #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total cost of task in dollars (decrease).	Hourly cost of staff that sets ceiling rent: $66 **Total cost of task**: $1,584	Hourly cost of staff that sets annual ceiling rent: $66 **Total cost of task:** $0	Hourly cost of staff that sets annual ceiling rent: $66 **Total cost of task:** $0	Yes. HUD is requiring the use of this metric. CHA maintains that this is an estimate and not an actual measure of time saved; therefore, staff time should not be applied as a metric. CHA does not support the use of this metric and cautions that it is only an estimate.
CE #2: Staff Time Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total time to complete the task in staff hours (decrease)	24 hours	0 hours	0 hours	Yes. HUD is requiring the use of this metric. CHA does not support the use of this metric and cautions that it is an estimate; we do not have the data to support the claimed decrease in staff hours.
CE #5: Increase in Agency Rental Revenue				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**

CE.2009.01 - IMPLEMENT CEILING RENTS/PUBLIC HOUSING

Rental revenue in dollars (increase)	Ceiling rent revenue collected in FY14: $1,926,858	Ceiling rent revenue to be collected in FY: $1,888,095 Ceiling Rent from Public Housing: $862,484 Ceiling Rent from RAD: $1,025,611	Ceiling Rent Revenue collected for Public Housing: $974,088 Ceiling Rent Revenue collected for RAD: $635,616 FPHC: $106,092 **Total**: $1,715,796	No. HUD is requiring the use of this metric even though it is not an intended outcome of this activity. This activity seeks to simplify any adjustments to the ceiling rent and ease the administrative burden. It is not meant to be a tool to increase revenue. Increases occur as a necessary measure to so as not be exceedingly under market rents.

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

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

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 and modified in FY09 to reflect the twelve month limit.
The asset income policy was approved and implemented in FY06 and modified in FY13 to reflect the imputed asset income calculation.
Mixed family rent was approved in FY09 and implemented in Public Housing the same year.

DESCRIPTION

Rent Simplification was designed to simplify rent calculation and the recertification process, streamline administrative processes, and reduce paperwork burdens on clients and staff. CHA qualifies any adult at 58 years of age or older to be eligible for Elderly housing. The following includes policies under this activity.

Regular and Interim Recertification

Households are required to recertify income on a biennial basis. Households that experience an increase in income keep the additional income until the next recertification. Depending on when a positive income change occurs, a household may be able to retain more income on a biennial schedule than on an annual basis. Non-elderly, non-disabled households may apply for up to two interim rent reductions between regular recertifications. Thereafter, the household would apply for hardship. Elderly or disabled households may apply for as many interim recertifications as they need.

Minimum Rent

CHA implemented a tiered rent schedule. Household incomes fall into $2,500 ranges and rent is set at 30% of the low end of each range (minus a utility allowance). Deductions for unreimbursed medical and child care expenses are streamlined so that expenses must meet a minimum threshold to be eligible for a deduction. Medical and child care deductions are provided at either the $2,500 or $5,000 level according to the amount of unreimbursed expenses.

Definition of Annual Income

1. Asset Income Calculation: Income from assets valued at $50,000 or less are excluded from the income calculation. Where household assets are valued at more than $50,000, CHA calculates and counts only the imputed income from assets 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.
2. Annual income does not include the 1st 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.

The following is a table of aggregate earned income of residents living in Public Housing/RAD/Former Public Housing. CHA began reporting aggregate earned income in FY13. The methodology used to calculate aggregate earned income has varied year-to-year. Differing methodologies combined with relocations resulting from RAD and Former Public Housing conversions may account for the large differences over the last five years.

AGGREGATE EARNED INCOME OF PUBLIC HOUSING/RAD/FORMER PUBLIC HOUSING HOUSEHOLDS

Year	Aggregate Earned Income	Difference (+/-)
FY13	$24,632,853	
FY14	$25,384,099	+$751,246
FY15	$28,028,884*	+$2,644,785
FY16	$29,976,506*+	+$1,947,622
FY17	$33,676,381+	+$3,699,875
FY18	$34,612,968+	+$936,587

* Aggregate includes wages at three tax credit sites (LBJ, Jackson Gardens and Lincoln Way) that were not included in previous years.

+Aggregate includes RAD, LIPH and former public housing.

Mixed Family Rent	Mixed families are families that include ineligible immigrants as well as citizens or eligible immigrant. CHA requires mixed families to pay 10 % more rent than they would pay if they were not a mixed family.
Households with Real Property and Significant Assets	Policies were implemented to ensure that households that own real property and/or who have significant assets do not qualify for admission or continued occupancy with CHA. In turn housing resources are provided to households that have no housing alternative resources and who do not have significant assets. Elderly and disabled households are exempt from this policy. Households that 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.

IMPACT

The rent simplification hardship policy provides a safety net for households experiencing unanticipated, significant drops in income or increases in medical or childcare costs for which they are eligible for an income deduction. Below is a summary of hardship requests: In FY16 and FY18 there were no applications for medical reasons and no rent burden applications. We have looked into but are not able to determine factors that may have contributed to this outcome.

HARDSHIP APPLICATIONS

Application Year (by Fiscal Year)	Applications Received	Public Housing	HCV	Hardship Granted	Hardships Not Granted
2007	3	3	0	1	3
2008	1	1	0	0	1
2009	7	6	1	2	5
2010	10	10	0	8	2
2011	2	2	0	2	0
2012	1	0	1	0	1
2013	4	0	4	4	0
2014	2	1	1	1	1

HARDSHIP APPLICATIONS

Application Year (by Fiscal Year)	Applications Received	Public Housing	HCV	Hardship Granted	Hardships Not Granted
2015	5	3	2	4	1
2016	0	0	0	0	0
2017	4	1	3	3	1
2018 (confirm Tues)	4	2	2	2	2
Total	**43**	**30**	**14**	**27**	**17**

FY18 HOUSEHOLDS TRANSITIONED TO HOMEOWNERSHIP OR MARKET RENT[2]

Program	Homeownership	Market rent	Total
Public Housing	2	10	12
RAD	3	0	3
Former Public Housing	0	3	3
Total	**5**	**13**	**18**

1. Covers CY 2018.
2. Counts are based on inputted end of participation (EOP) reason codes based on information from the household leaving CHA housing. CHA cannot verify if the household has purchased a home or moved into a market rent unit. While CHA would like to perform exit interviews, we are unable to determine if and when such a process could be instituted. At this time, the operations department is operating beyond capacity and has prioritized other administrative duties to better serve current residents.

FY18 COUNT OF MINIMUM AND MIXED RENT HOUSEHOLDS

Program	Mixed Rent	Zero Inc	$50 Minimum	Next Tier Minimum	Next Tier Adjusted Income Range
Public Housing	11	15	21	3	$2,580 - $4,998
RAD	26	42	78	1	$0[2] - $4,920
Former Public Housing	12	12	26	4	$2,600 - $4,940
Total	**42**	**69**	**125**	**8**	

CHANGES TO BENCHMARKS, BASELINE, METRICS

Recertification and interim time was increased because tax credit recertifications are now part of the recertification. No new signifcant or insignificant changes to activity or metrics.

CE.2006.01 - Rent Simplification Program (RSP)/Public Housing

CE #1: Agency Cost Savings/PH/RAD				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
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	Recertifications: 757 PH:343 RAD: 414 Interims: 625 PH: 398 RAD: 228 Recertification time: 1.5 hour Interim Time: .75 hours Staff Cost/hr: $42.25 **Total Cost of Task**: $59,758	Total Recertifications: 465 Public Housing: 101 RAD: 268 Former Public Housing: 96 Total Interims: 499 Public Housing: 139 RAD: 310 Former Public Housing: 50 Recertification time: 1.5 hours Interim Time: .75 hours Staff Cost/hr: $42.25 **Total Cost of Task**: $45,281 Public Housing: $10,805 RAD: $26,808 Former Public Housing:$7,668	Yes.
CE #2: Staff Time Savings/PH/RAD				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
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	1,414	Total Recertifications: 465 Public Housing: 101 RAD: 268 Former Public Housing: 96 Total Interims: 499 Public Housing: 139 RAD: 310 Former Public Housing: 50 Recertification time: 1.5 hours Interim Time: .75 hours **Total Hours of Task**: 1,072 Public Housing: 256 RAD: 635 Former Public Housing: 182	Yes.
CE #3: Decrease in Error Rate of Task Execution/PH/RAD				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**

CE.2006.01 - Rent Simplification Program (RSP)/Public Housing

Average error rate in completing a task as a percentage (decrease)	Rent determination errors from a quality control audit in July 2013: 7%	15%	Rent determination errors from a quality control audit in January 2016: 15%	Yes.
CE #5: Increase in Agency Rental Revenue/PH/RAD				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Rental revenue in dollars* (increase)	**Rental revenue collected in FY05**: $10,021,885 *Does not include deduction of insufficient funds. JP State, Putnam School, and Roosevelt Towers Mid-Rise are not included in the totals	Total: $10,866,535 PH Rental Revenue: $4,774,757 RAD Rental Revenue: $6,097,778	Public Housing: $3,867,059 RAD: $5,572,728 Former Public Housing: 2,370,196 **Total rental revenue collected:** $11,810,884	Yes.
SS# 3: Increase in Positive Outcomes in Employment Status/PH/RAD				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
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: 2,152 Total Public Housing: 898 Total RAD: 1,254 Total households with earned income:943 Public Housing: 332 RAD: 611	Total households: 2,404 Public Housing: 486 RAD: 1222 Former Public Housing: 696 **Total Households employed full or part-time:** 917 Public Housing employed: 268 RAD employed: 654 Former Public Housing employed: 236	No. HUD is requiring the use of this metric. CHA maintains that while household income increases are likely connected to employment and that Rent Simplification allows households to save any additional income increases experienced between biennial recertifications, employment is not required under this activity. Therefore tracking employment is misleading as a measure of Rent Simplification.
	Percentage of Public Housing households that experienced Full-or Part-Time employment status on March 31, 2014: 40%	44% Public Housing 37% RAD: 49%	**Percentage of households that experienced full or part-time employment**: 43% Percentage Public Housing employed: 55% Percentage RAD employed: 54% Percentage Former Public Housing employed: 34%	No. See explanation above.
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)/PH/RAD/				

CE.2006.01 - Rent Simplification Program (RSP)/Public Housing

Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households receiving TANF assistance (decrease)	Households receiving TANF on March 31, 2013: 146	Total Households Receiving TANF: 87 Public Housing: 38 RAD: 49	**Total Households receiving TANF: 108** Public Housing: 19 RAD: 64 Former Public Housing: 25	No. HUD is requiring the use of this metric. CHA maintains that while leaving TANF is encouraged by Rent Simplification, it is misleading to track the metric using a Baseline and Benchmark approach, especially since exiting TANF is not a required outcome.
SS #8: Households Transitioned to Self Sufficiency/PH/RAD				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
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 FY 13: 46	Total: 44 Public Housing: 34 RAD: 10	**Total: 18** Public Housing:12 RAD: 3 FPH: 3	No. HUD is requiring the use of this metric and End of Subsidy (EOS) as the unit of measurement. CHA maintains that it is misleading to track this metric as part of this activity because it is not a required or intended outcome.
CHA Metric: Average Household Income/PH/RAD				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average Earned Income of households affected by this policy in dollars	$26,810	Total: $32,761 Public Housing: $31,237 RAD: $34,119	**Total Average Earned Income:** $34,963 Public Housing: $40,269 RAD: $34,783 Former Public Housing: $29,958	Yes. The numbers are based on households that have earned income.
CHA Metric: Median Household Income/PH/RAD				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Median earned income of household affected by this policy in dollars.	$24,440	$26,416 Public housing: $24,398 RAD: $27,630	**Total Median:** $27,087 Public Housing: $30,700 RAD: $27,902 Former Public Housing: $23,758	Yes. The numbers are based on households that have earned income.

NOT YET IMPLEMENTED ACTIVITIES

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 households that 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

Implementation of this activity will occur after the RAD transition is completed.

TIMELINE

Implementation of this activity will occur after the RAD transition is completed.

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

No activity in the fiscal year. 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

No timeline has been set for this activity at the present time.

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. Currently, a household needs to show applicable expenses above $2,500 in one category (medical or childcare) to receive a deduction. Additional deductions may be applied depending on the expenses.

This initiative was approved in the FY08 Annual Plan.

UPDATE

No activity in the fiscal year 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

No timeline has been set for this activity at the present time. The implementation of this activity would likely be aligned with other income calculation modification policies in the HCV program.

ACTIVITIES ON HOLD - NONE AT THIS TIME.

ACTIVITIES CLOSED OUT

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

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.

FINAL OUTCOME AND LESSONS LEARNED

Not applicable.

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.

FINAL OUTCOME AND LESSONS LEARNED

The activity was successful. The site construction was completed and all 46 PBAs were issued for the site.

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)
4. Family Stability and Savings Plus Program (renamed Financial Stability and Savings Plus)

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

FINAL OUTCOME AND LESSONS LEARNED

Not applicable.

PD.2000.01 - REQUEST FOR REGULATORY RELIEF FOR MIXED FINANCE

REASON FOR CLOSING OUT INITIATIVE

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

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

FINAL OUTCOME AND LESSONS LEARNED

Not applicable.

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 HC.2010.01 Public Housing Preservation Fund.

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.

FINAL OUTCOME AND LESSONS LEARNED

Not applicable.

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 HC.2010.01 Public Housing Preservation Fund.

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.

FINAL OUTCOME AND LESSONS LEARNED

Not applicable.

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.

FINAL OUTCOME AND LESSONS LEARNED

Not applicable.

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.

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

SUMMARY TABLE OF OUTCOMES

	BASELINE	FY11	FY12	FY13
NUMBER OF HOUSEHOLDS ADMITTED	0	10	17	3
AVERAGE INCOME OF ENROLLEES	$19,849	$19,849	$19,595	$22,000
MEDIAN INCOME OF ENROLLEES	$15,000	$15,000	$18,616	$12,100
MEDIAN HOUSEHOLD ASSETS OF ENROLLEES	N/A	N/A	UNAVAILABLE	$3,000

FINAL OUTCOME AND LESSONS LEARNED

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.

CE.2008.05 - IMPLEMENT NEW INSPECTION PROTOCOL/HCV

YEAR CLOSED OUT: FY15

REASON FOR CLOSING OUT INITIATIVE

This activity was closed out because Federal Register/Vol. 79, No. 122/Wednesday, June 25, 2014/Rules and Regulations has rendered this activity a standard practice across all PHAs. Therefore, this activity no longer requires any MTW authority.

SUMMARY TABLE OF OUTCOMES

	BASELINE (FY08)	FY14	FY15
TOTAL COST OF TASK IN DOLLARS (DECREASE)	$152,956	$30,722	$102,608
TOTAL TIME TO COMPLETE TASK IN STAFF HOURS (DECREASE)	3,822	1,415	1,350
AVERAGE ERROR RATE IN COMPLETING A TASK AS A PERCENTAGE (DECREASE)	not available	not available	not available

FINAL OUTCOME AND LESSONS LEARNED

This was a successful activity that HUD adopted for all PHAs. This activity continues to be in place at CHA.

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

Utility Allowance: CHA applies the smaller of the unit size and voucher size to calculate the utility allowance.

YEAR PARTIALLY CLOSED OUT: FY16

REASON FOR CLOSING OUT THIS PORTION OF THE INITIATIVE:

This activity was closed out because the 2014 Appropriations Act has rendered this activity a standard practice across all PHAs. Therefore, this activity no longer requires any MTW authority.

ACTUAL SOURCES AND USES OF MTW FUNDING

Actual Sources and Uses of MTW Funding for the Fiscal Year

PHAs shall submit their unaudited and audited information in the prescribed FDS format through the Financial Assessment System - PHA (FASPHA), or its successor system

Describe the Activities that Used Only MTW 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, including but not limited to fee-for-service fees, central maintenance fees, unrestricted admin fees earned, management fees, and development fees 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:

Transfers to property operations (both State and Federal) to offset shortfalls in operating subsidy.
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).
Transfers in support of a working capital fund for the planning and analysis needed to redevelop properties (see Working Capital section).
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).
Transfers to make capital contributions, loans or grants, and guarantees for the redevelopment of properties.
Transfers to a property for extraordinary maintenance needs.
Transfers in support of a specific resident services program or initiative, such as the Workforce Program.
Transfers in support of a "working capital" fund for policy development, internships, evaluations, and other costs associated with the planning, refinement, implementation, and evaluation

WORKING CAPITAL

<u>Inclusion of Full Capital Funding Plan (CFP) Data on Each AMP Budget</u>
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.

Local Asset Management Plan

Has the PHA allocated costs within statute during the plan year?	No
Has the PHA implemented 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. It 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

CERTIFICATION: MTW REPORTING COMPLIANCE

A. CHA was not required to take additional actions as a result of HUD reviews, audits or physical inspection issues.

B. CHA has not received any result from any Agency-directed evaluations of the MTW demonstration.

In the interest of maintaining a consistent methodology that complies with HUD requirements under Attachment B, please see data points on **pps 37, and data required in Section II.** CHA certifies the following: -

C. CHA has met the three statutory requirements:
   a. At least 75% of the families assisted by CHA are very low-income families.
   b. CHA assisted substantially the same total number of eligible low-income families as would have been served had the amounts not been combined.
   c. A comparable mix of families (by family size) are served, as would have been provided had the amounts not been used under the demonstration.

D. N/A.

ADMINISTRATIVE

LOCAL ASSET MANAGEMENT PLAN

AS SUBMITTED IN THE FY17 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.

PUBLIC COMMENTS

Comment 1 - [unnumbered] page 5 diagram : last line of text refers to "statutory objectives stated above"
stated above where?

CHA Response - The statutory objectives referenced are the three objectives on the left of the diagram (incentives for employment and education, increased housing choice, and reduce costs and increase administrative efficiency).

Comment 2 - page 9 : 9 households in the program left CHA housing— —at graduation? before graduation?

CHA Response - The number refers to households who had graduated FSS+ and left CHA housing in FY18.

Comment 3 - page 11 : "expected to commence in early 2019" update?

CHA Response - This passage has been updated to reflect that units will be held as needed for modernization. This will be an ongoing process.

Comment 4 - page 14 : does first sentence ending mean that "a large portion of the RS staff" are at 362 Green or are not at 362 Green?

CHA Response - A large portion of the Resident Services staff works at sites other than the Central Office. This sentence is intended to indicate that.

Comment 5 - page 14: BUSINESS SYSTEMS IT vendor portal work, privacy/security what sort of information and statements will be made available?

CHA Response - Other information is in reference to documents that would typically be available to a landlord. This would be inclusive of rent share letters, etc.

Comment 6 - page 15: State Policies: end of line one should be state enabling act not "action"

CHA Response - CHA appreciates this comment and made the correction.

Comment 7 - page 15: RENT-TO-SAVE: "will come to an end" uipdate[sic]?

CHA Response - Rent-to-Save has ended and CHA began distributing checks to participants in March 2019. CHA asked participants to complete a brief, anonymous survey before receiving their final disbursement of Rent-to-Save funds. CHA plans on using these surveys to evaluate the program and inform possible future self-sufficiency programs.

Comment 8 - page 15: 8 Section 3 hires [could you name the positions?]

CHA Response - CHA will not disclose the positions to respect the privacy of these individuals. It is possible a Section 3 hire could be identified by name if their title is made available.

Comment 9 - page 15: "Employees completed staff training for sexual harassment" suggest substitute "training to prevent or to deal with.."

CHA Response - This sentence has been edited to more accurately reflect the content of the staff training.

Comment 10 - page 16: last paragraph: 119 Windsor Street is not "located adjacent to MIT"

CHA Response - The section this comment references has been removed for clarity.

Comment 11 - page 18: paragraph six: January 1, 2018 rather than 2019

CHA Response - CHA appreciates the edit. This error has been corrected to reflect the correct timeline.

Comment 12 - page 18: The remaining four developments were rather than "have been recently" completed

CHA Response - The suggested edit has been made to this sentence.

Comment 13 - page 19: Newtowne and Putnam "phased reconstruction of apartments" rather than "construction" ?

CHA Response - CHA believes this passage accurately represents the work being done at Newtowne Court and Putnam Gardens.

Comment 14 - pages 24-28 entries refer to "the on-going US Govt's partial shut-down" although this had not begun by end 2018 and is over, so update?

CHA Response - CHA appreciates this comment but would like to note that the government shutdown did begin prior to end of FY2018 and ran from December 22, 2018 – January 25, 2019. CHA is going to leave the language in as these properties are still awaiting approval

and were impacted by the shutdown.

Comment 15 - page 31: ENERGY AND SUSTAINABILITY first paragraph fourth sentence: "with annulized [sic] cost savings" is that total or for each development?

CHA Response - The number presented is the total cost savings across all properties referenced.

Comment 16 - page 31: ENERGY AND SUSTAINABILITY second paragraph first sentence: our properties' [add possessive]

CHA Response - CHA appreciates the edit and has made this change.

Comment 17 - page 40 : WAITLIST INFORMATION need to explain why "Distinct Applicants" total 19,072 while "distinct applicants by program.. by unit type" total 26,201

CHA Response - 19,072 represents all unique applicants across all programs. Unique applicants by program represents the unique applicants in that program. For example, an applicant could be on the waitlist for three elderly-disabled developments and two family developments. They would count once under family program and once under the elderly-disabled program in the demographics report. However, this applicant would only be one unique applicant when looking across all three programs.

Comment 18 - page 42: "5-year overview" is really 7 years

CHA Response - CHA has edited the language to accurately reflect the table's data.

Comment 19 - page 81: table "FY 18 Zero Income" need to total household count

CHA Response - CHA apologizes for the oversight and has updated the table with total household counts.

Comment 20 - page 84: Minimum Rent— has percentage been modified in line with what is written on p.77?

CHA Response - CHA is unclear what language on page 77 would impact the numbers on page 84.

Comment 21 - page 85: second paragraph— "meet… criteria" sounds like a positive requirement but the meaning is negative, so suggest "Households are not eligible for admission or continued occupancy if they are—"

CHA Response - CHA appreciates this comment but believes the current language accurately describes the policy. CHA does not believe

that the word criteria carries a positive or negative connotation.

Comment 22 - page 85: 'Families that include ineligible immigrants as well as citizens or eligible immigrants are called "mixed families." CHA requires mixed families to pay 10 % more rent than they would pay if they were not a mixed family.'

CHA Response – CHA appreciates the suggested change and has updated the language to read more clearly.

Comment 23- page 95, first sentence same comment as above.

CHA Response – See response to comment 22.

BOARD APPROVAL

EXTRACT OF THE MINUTES OF THE REGULAR MEETING OF THE BOARD OF COMMISSIONERS OF THE CAMBRIDGE HOUSING AUTHORITY WEDNESDAY, APRIL 10, 2019 5:30 P.M.

MEMBERS PRESENT:	GERARD J. CLARK, CHAIRPERSON VICTORIA BERGLAND, ASSISTANT TREASURER ELAINE DEROSA, MEMBER
MEMBERS ABSENT:	SUSAN T. CONNELLY, TREASURER ANTHONY PINI, MEMBER
ALSO PRESENT:	MICHAEL JOHNSTON, EXECUTIVE DIRECTOR BRENDA DOWNING, DEPUTY EXECUTIVE DIRECTOR SUSAN C. COHEN, GENERAL COUNSEL SHIRLEY SANFORD, RECORDING SECRETARY

SUBMISSION OF FY18 MTW ANNUAL REPORT

MOTION: Ms. DeRosa moved to authorize submission of the final Report to U.S. Department of Housing and Urban Development, pursuant to the April 4, 2019 memorandum from Zach Gordon to Michael Johnston, Executive Director. Ms. Bergland seconded the motion, which upon being put to vote, was passed unanimously.

Michael Johnston, Secretary

Attest:
Seal

EXTRACT OF THE MINUTES OF THE REGULAR MEETING OF THE BOARD OF COMMISSIONERS OF THE CAMBRIDGE HOUSING AUTHORITY WEDNESDAY, APRIL 10, 2019 5:30 P.M.

MEMBERS PRESENT:	GERARD J. CLARK, CHAIRPERSON VICTORIA BERGLAND, ASSISTANT TREASURER ELAINE DEROSA, MEMBER
MEMBERS ABSENT:	SUSAN T. CONNELLY, TREASURER ANTHONY PINI, MEMBER
ALSO PRESENT:	MICHAEL JOHNSTON, EXECUTIVE DIRECTOR BRENDA DOWNING, DEPUTY EXECUTIVE DIRECTOR SUSAN C. COHEN, GENERAL COUNSEL SHIRLEY SANFORD, RECORDING SECRETARY

SUBMISSION OF FY18 MTW ANNUAL REPORT

MOTION: Ms. DeRosa moved the approval of the Moving To Work Deregulation Demonstration Program FY18 Annual Report. Ms. Bergland seconded the motion, which upon being put to vote, was passed unanimously.

Michael Johnston, Secretary

Attest
Seal

EXTRACT OF THE MINUTES OF THE REGULAR MEETING OF THE BOARD OF COMMISSIONERS OF THE CAMBRIDGE HOUSING AUTHORITY WEDNESDAY, APRIL 10, 2019 5:30 P.M.

MEMBERS PRESENT:	GERARD J. CLARK, CHAIRPERSON VICTORIA BERGLAND, ASSISTANT TREASURER ELAINE DEROSA, MEMBER
MEMBERS ABSENT:	SUSAN T. CONNELLY, TREASURER ANTHONY PINI, MEMBER
ALSO PRESENT:	MICHAEL JOHNSTON, EXECUTIVE DIRECTOR BRENDA DOWNING, DEPUTY EXECUTIVE DIRECTOR SUSAN C. COHEN, GENERAL COUNSEL SHIRLEY SANFORD, RECORDING SECRETARY

SUBMISSION OF FY18 MTW ANNUAL REPORT

MOTION: Ms. DeRosa moved to authorize any technical corrections and changes to the document. Ms. Bergland seconded the motion, which upon being put to vote, was passed unanimously.

Michael Johnston, Secretary

Attest:
Seal