Cambridge Housing Authority

MOVING TO WORK

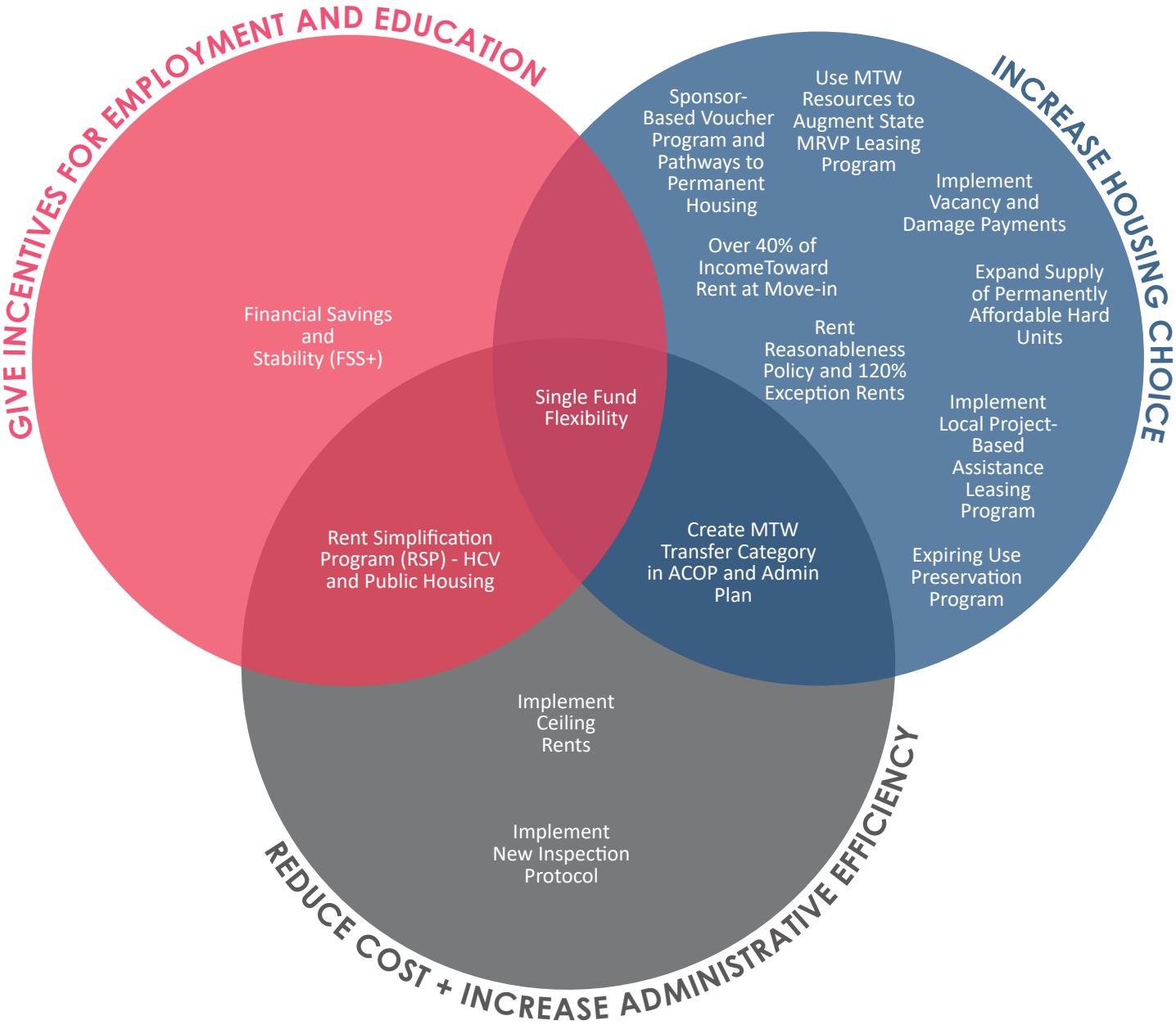
ANNUAL REPORT 2016

April 1, 2015 - March 31, 2016

HUD ACCEPTED ON APRIL 5, 2018

Untitled
Nathalie Andre
color pencil and pen on paper
Annual Art Contest Winner

With the concept on community and housing in mind, this art piece is a representation of these two concepts merging together. The diversity of the community along with the diversity of the buildings is shown by the different colors, patterns, personalities, and building shapes. Though different, the flow of the piece is what holds it together. It is a representation of the different experiences, stories, traditions that shape as to who we are which gives our community a rich sense of identity.



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.

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FREQUENTLY USED ACRONYMS

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

INTRODUCTION

ANNUAL REPORT FISCAL YEAR 2016
APRIL 1, 2015 TO MARCH 31, 2016

We are pleased to report that the financial transactions for **RAD Phase I** are complete and **RAD Phase II planning** firmly underway. This was a massive cross-departmental undertaking that certainly had its highs and lows. To fill in the lulls, we were in negotiations with the Department of Housing and Community Development (DHCD) to secure the financing needed to newly build Jefferson Park State. All the while, we continued to move forward the disposition of Millers River. **Temple Place** was completed and fully occupied. Our priority to preserve hard units of affordable housing was particularly successful outside Cambridge's boundaries as we completed contracts for **742 units through our MTW Expiring Use Preservation** program.

Administratively, we received HUD approval to change our **fiscal year to the calendar year** (Jan 1 - Dec 31) in order to streamline and align reporting requirements for both HUD and RAD (IRS and investors). **Part 3 of the Admin Plan** was completed and adopted to serve the future households of Jefferson Park State and Millers River.

To better serve our households and the growing number of hard-to-house households. Futhermore, we have added **three (3) new nonprofit partners** (Youth on Fire, Somerville Homeless Coalition, and YWCA - Bigelow Shelter) to our sponsor-based voucher program. The 3-year **Rent-to-Save pilot** was launched on March 1st at Corcoran Park and Jefferson Park Federal. We are excited to learn if automatic savings and financial coaching will have a positive impact on our residents. In addition, we are engaged in the **Creating Moves to Opportunity** effort and involved in designing mobility interventions that could improve housing choice. Funding from **Skillworks** was secured and will enhance our ability to track Work Force students after they graduate from high school

The biggest highlight of the year is the **ten-year (2028) extension of our MTW Agreements**. We believe this to be an immense accomplishment and after endless hours of discussion, it culminated into collective support from MTW elected officials and legislative action that extends MTW status to an additional hundred (100) housing authorities. The outcome was above and beyond what we anticipated, as our operating fund formula and administrative fee structure have been preserved. Also, we believe extending our MTW status through the legislative route recognizes the integrity of our MTW agreement.

The following highlights CHA activities.

HOUSING CHOICE

- RAD Phase I financing completed and Phase II planning underway.
- 742 Expiring Use units preserved in the fiscal year, ensuring these units remain low-income properties for at least 15 years.
- Temple Place (40 units) completed and fully occupied.
- Served at least 264 households through 104 sponsor-based vouchers. Each voucher served an avg of 2.5 households in the fiscal year.

SELF-SUFFICIENCY

- Rent-to-Save Pilot launched with automatic savings accounts created for all households at Jefferson Park Federal and Corcoran Park.
- Work Force students College Savings Account fully operational. Collectively, forty (40) students in the Class 2016 saved over $11,000.
- Skillworks Grant funding secured for a Work Force Alumni Coach.

COST EFFECTIVENESS

- $1.6 million of utility conservation funds secured for RAD developments.
- Additional $1,640,661 net savings in gas and electric consumption in FY16.
- Continued savings under Rent Simplification when compared to baseline costs.
- Technology revamping of CHA cloud system has yielded monthly savings of approximately $4,000.

GENERAL HOUSING AUTHORITY OPERATING INFORMATION

FY16 ACCOMPLISHMENTS AND HIGHLIGHTS

RENTAL ASSISTANCE DEMONSTRATION (RAD)

FY16 marks our second full year into RAD. Many of the operating policies needed to support the RAD transition were identified in the FY15 Report. In this annual report, we have restated some of the same policies, with updates, if any. Since RAD is a dynamic process with construction schedules and households moving every month to accomodate physical improvements to buildings, we believe the best method for gaining an overview of and up-to-date info on RAD is through the CHA website. Various CHA departments make a concerted effort to post and update information on RAD. The following table provides website links for RAD-related info.

Overview of RAD	**http://cambridge-housing.org/about/mtw/rad.asp**
CHA's Administrative Plan Part II • rent recertification schedules • rent tables • ceiling rent phase-in structure • wait list policies	**http://cambridge-housing.org/news/displaynews.asp?NewsID=214&TargetID=1**
Construction-related information	**http://cambridge-housing.org/about/departments/planning/planningnews/default.asp**
RAD-related meetings and events	**http://cambridge-housing.org/cals/default.asp**

FY16 RAD ACTIVITIES

The following is a chronological summary of RAD Activities in FY16.

MONTH	ACTIVITY
April 2015	**Apr 01** **RAD CLOSING COMPLETED - NEWTOWNE COURT, WASHINGTON ELMS, AND WOODROW WILSON COURT**
	Apr 04 Board of Zoning Appeal Approval for Variance Relief at Woodrow Wilson Court.
	Apr 07 Newtowne Court residents approve Newtowne Court Relocation Plan.
	Apr 08 Board approval of Newtowne Court Relocation Plan.
	Apr 16 City-wide RAD meeting.
	Apr 22 Putnam Gardens Monthly RAD Construction Update.
	Apr 27 Manning RAD Resident Meeting.
	Apr 28 Woodrow Wilson Court RAD Resident Meeting.
May 2015	**May 06** Washington Elms/Newtowne Court RAD Resident Meeting.
	May 18 Manning RAD Resident Meeting.
	May 19 Woodrow Wilson Court RAD Resident Meeting.
	May 20 Newtowne Court Relocation Agreement Amendment Meeting with Relocation Committee.
	May 21 General RAD Information Meeting.
	May 21 Putnam Gardens Relocation Agreement Amendment Meeting with Relocation Committee.
June 2015	**Jun 03** Washington Elms/Newtowne Court RAD Resident Meeting.
	Jun 04 Putnam Gardens Monthly RAD Construction Update.
	Jun 11 Newtowne Court Section 8/Relocation Briefing.
	Jun 16 Woodrow Wilson Court RAD Resident Meeting.
	Jun 18 General RAD Information Meeting.
	Jun 29 Manning RAD Resident Meeting.
July 2015	**Jul 01** Washington Elms/Newtowne Court RAD Resident Meeting.
	Jul 02 Putnam Gardens Monthly RAD Construction Update.
	Jul 16 General RAD Information Meeting.
	Jul 21 Woodrow Wilson Court RAD Resident Meeting.
	Jul 27 Manning RAD Resident Meeting.

MONTH	ACTIVITY
August 2015	**Aug 05** Washington Elms/Newtowne Court RAD Resident Meeting.
	Aug 06 Putnam Gardens Monthly RAD Construction Update.
	Aug 18 Woodrow Wilson Court RAD Resident Meeting.
	Aug 20 General RAD Information Meeting.
	Aug 31 Manning RAD Resident Meeting.
September 2015	**Sept 02** Washington Elms/Newtowne Court RAD Resident Meeting.
	Sept 03 Putnam Gardens Monthly RAD Construction Update.
	Sept 15 Woodrow Wilson Court RAD Resident Meeting.
	Sept 17 General RAD Information Meeting.
	Sept 28 Manning RAD Resident Meeting.
October 2015	**Oct 01** Putnam Gardens Monthly RAD Construction Update.
	Oct 07 Washington Elms/Newtowne Court RAD Resident Meeting.
	Oct 08 Manning Meeting with City Council Housing Commitee.
	Oct 14 Newtowne Court- Finished Unit Walkthrough.
	Oct 15 Manning Abutter Outreach Meeting.
	Oct 15 General RAD Information Meeting.
	Oct 20 Woodrow Wilson Court RAD Resident Meeting.
	Oct 26 Manning Presentation to Central Square Advisory Committee.
	Oct 26 Manning RAD Resident Meeting.
	Oct 27 Manning Presentation to Cambridgeport Neighborhood Association.
	Oct 28 Manning Abutter Outreach Meeting.

MONTH	ACTIVITY
November 2015	**Nov 02** Manning RAD Resident Meeting- Construction Logistics.
	Nov 04 Jefferson Park Federal Architecture/Engineering Interview Resident Meeting.
	Nov 04 Washington Elms/Newtowne Court RAD Resident Meeting.
	Nov 05 Putnam Gardens Monthly RAD Construction Update.
	Nov 05 Meeting with Cambridgeport Neighborhood Development regarding Woodrow Wilson Court Construction.
	Nov 12 Burns Apartments Architecture/Engineering Interview Resident Meeting.
	Nov 16 Corcoran Park Architecture/Engineering Interview Resident Meeting.
	Nov 17 Woodrow Wilson Court RAD Resident Meeting.
	Nov 19 General RAD Information Meeting.
	Nov 30 Manning RAD Resident Meeting.
December 2015	**Dec 01** Manning Hearing with the Planning Board
	Dec 02 Washington Elms/Newtowne Court RAD Resident Meeting.
	Dec 03 Putnam Gardens Monthly RAD Construction Update.
	Dec 15 Woodrow Wilson Court RAD Resident Meeting.
	Dec 17 Putnam Gardens- Finished Unit Walkthrough.
January 2016	**Jan 04** Manning RAD Resident Meeting.
	Jan 06 Washington Elms/Newtowne Court RAD Resident Meeting.
	Jan 07 Putnam Gardens Monthly RAD Construction Update.
	Jan 19 Woodrow Wilson Court RAD Resident Meeting.
	Jan 19 Manning RAD Resident Meeting- Planning and Closing Process Update.
	Jan 21 General RAD Information Meeting.
	Jan 25 Manning RAD Resident Meeting.
	Jan 27 Board Approval of Jefferson Park Federal A/E contract to BWA.
	Jan 27 Board Approval of Burns Apartment A/E contract to BH+A.

MONTH	ACTIVITY
February 2016	**Feb 03** Washington Elms/Newtowne Court RAD Resident Meeting.
	Feb 04 Putnam Gardens Monthly RAD Construction Update.
	Feb 16 Woodrow Wilson Court RAD Resident Meeting.
	Feb 18 General RAD Information Meeting.
	Feb 26 RAD Closing Occurred for Manning Apartments (198 units).
	Feb 29 **RAD CLOSING COMPLETED - MANNING APARTMENTS**
	Feb 29 Manning RAD Resident Meeting.
March 2016	**Mar 02** Washington Elms/Newtowne Court RAD Resident Meeting.
	Mar 03 Putnam Gardens Monthly RAD Construction Update.
	Mar 15 Woodrow Wilson Court RAD Resident Meeting.
	Mar 28 Manning RAD Resident Meeting.
FY17 - April 2016	**Apr 06** Washington Elms/Newtowne Court RAD Resident Meeting.
	Apr 07 Putnam Gardens Monthly RAD Construction Update.
	Apr 13 Board Approval of additional “House Doctor” and A/E contracts for RAD Phase II.
	Apr 19 Woodrow Wilson Court RAD Resident Meeting.
	Apr 21 General RAD Information Meeting.
	Apr 25 Manning RAD Resident Meeting.
	Apr 28 Corcoran Park RAD Resident Meeting.

PLANNING AND DEVELOPMENT

CHA's Planning and Development Department is carrying out its most ambitious scope of work to date, with **over $204 million** in construction work impacting **941 units of housing** at six different sites currently underway and work at 22 other sites impacting 1,354 units of housing in the planning stages. Five (5) of the six (6) sites currently under construction -- Putnam Gardens, Manning Apartments, Washington Elms, Newtowne Court, and Woodrow Wilson Court – are part of CHA's RAD Phase 1 efforts. The sixth site, Jefferson Park State, has been possible through $10 million in support from the City of Cambridge Affordable Housing Trust and Commonwealth of Massachusetts's High Leverage Asset Preservation Program (HILAPP) program. CHA has leveraged nearly **$264 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 of debt. In addition to improving the quality of life for current and future CHA residents, the ongoing renovation work is creating approximately 897 direct jobs, 1,040 indirect jobs, and $150 million of economic activity for the city and region through indirect and induced activities.

RAD Phase I Conversion Completed

In FY16 CHA converted the remaining 198 public housing units to RAD project-based assistance to complete its RAD Phase 1 efforts with a total of 1,150 units converted in nine different developments. This last development in RAD Phase 1 –Manning Apartments—converted on March 1, 2016. Of the other eight developments in Phase 1, five converted to RAD on January 1, 2015 and three converted on April 1, 2015. Five of the nine developments will receive major capital improvements, except for three recently completed sites that were funded through ARRA (Lyndon B. Johnson Apartments, Jackson Gardens and Lincoln Way) and one site (John F. Kennedy Apartments) which was rehabilitated in 2004 through the HOPE VI program. Construction work at these five -- Putnam Gardens, Manning Apartments, Washington Elms, Newtowne Court, and Woodrow Wilson Court -- has been underway in FY16, as discussed in detail below. Funding for the construction work has been secured through tax-exempt bonds issued by MassDevelopment, tax credit equity, and both short-term and long-term private debt.

RAD Phase II Planning Underway

As part of CHA's portfolio-wide RAD conversion, Phase 2 applications were approved by HUD to convert an additional 980 units at 21 individual sites and 12 scattered condo properties. The developments in Phase 2 include Corcoran Park, Jefferson Park Federal, Daniel F. Burns Apartments, Truman Apartments, Russell Apartments, Roosevelt Towers Low-rise and the scattered site developments and condo units. Planning for Phase 2 is underway, with Physical Conditions Assessments completed for all sites. Contract negotiations are ongoing with architecture firms for three of the largest projects – Jefferson Park Federal, Burns Apartments, and Corcoran Park – as well as with two new firms for smaller projects through House Doctor contracts.

Construction is expected to begin on the majority of the properties between FY17 and FY19. However, given the recent challenges in accessing tax exempt bond financing due to state-level changes in bond allocation in effect as of January 2016, the Phase 2 schedule may face potential delays. Tax exempt bond financing as used in Phase 1 was critical to CHA's overall financing strategy, and CHA staff is evaluating Phase 2 project timing and alternative financing routes to secure the resources needed to modernize the remainder of the CHA portfolio.

With the financing transactions of RAD Phase I completed, CHA's affiliate structure is becoming more prominent. We have received and incorporated feedback from residents that reporting our hard units according to affiliates would help clarify CHA's shift from public housing to RAD and other project-based subsidies. In addition to RAD, Jefferson Park State (HILAPP) has been folded into our affiliate structure, as will Millers River (Dispositon) when its expected disposition occurs on June 1, 2016.

Essex Street Management, INC. (ESMI)

Putnam Gardens Revitalization	The $23 million total construction contract is underway for the comprehensive modernization of 122 units of family housing in the Riverside neighborhood. The work includes the phased comprehensive modernization of apartment interiors including new kitchens and bathrooms, installation of four exterior trash buildings, full heating system replacement, and addressable fire alarm system and sprinkler installation in all apartments and common areas. It is being financed through tax credit equity through MassDevelopment and both short term and long term private debt as part of the agency's January 2015 RAD conversion. $7.7 million, or approximately 34% of the total expected cost, has been completed as of March 2016. Of this amount, $6.4 million of this total was completed in FY16.
Woodrow Wilson Court	The $2.45 million total construction contract is underway for the selective modernization of 68 units of family housing in the Cambridgeport neighborhood. The property had previously been comprehensively modernized in 2006. The scope of the selective work includes the construction of a new trash room, the decommissioning of existing trash equipment and trash chutes, the installation of a new fire alarm system, select exterior envelope repair, and the replacement of the boiler plant and the domestic water and sanitary piping. It is being financed through tax credit equity through MassDevelopment and both short term and long term private debt as part of the agency's March 2015 RAD conversion. $2.2 million, or approximately 91% of the total expected cost, has been completed as of March 2016. $2.1 million of this total was completed in FY16.
Washington Elms	The $24.3 million total construction contract is underway for the comprehensive modernization of 175 units of family housing in the Port neighborhood. The work includes renovations to the building exteriors, the site, boiler plants, the VESS building and Pisani Center, as well as minimal interior work. Upgrades include an elastomeric coating over the 2nd and 3rd floor buff brick, complete replacement of all 6 boiler plants, new site security cameras, new trash/recycling enclosures in rear courtyards, and new exterior doors. It is being financed through tax credit equity through MassDevelopment and both short term and long term private debt as part of the agency's March 2015 RAD conversion. $7.9 million, or approximately 33% of the total expected cost, has been completed as of March 2016. $7.6 million of this total was completed in FY16.
Newtowne Court	The $44.7 million total construction contract is underway for the comprehensive modernization of 268 units of family housing in the Port neighborhood. The scope of work includes phased construction of interior apartment upgrades along with complete building systems upgrades to the heating system, fire alarm and sprinkler systems, as well as masonry restoration, landscaping, civil infrastructure and other site work improvements across the development. It is being financed through tax credit equity through MassDevelopment and both short term and long term private debt as part of the agency's March 2015 RAD conversion. $11.4 million, or approximately 25% of the total expected cost, has been completed as of March 2016. $10.7 million of this total was completed in FY16.

Manning Apartments	The $60.3 million total construction contract is underway for the comprehensive modernization of 198 units of elderly and disabled housing in the Central Square neighborhood. The work includes the phased comprehensive modernization to apartment interiors, heating and cooling systems, interior and exterior common spaces, and exterior façade. The scope also includes a full renovation of the Martin Luther King, Jr. Plaza to introduce a driveway for safe pick-up and drop-off of residents and a full renovation of the public plaza shared with the Central Square branch of the Cambridge Public Library. It is being financed through tax credit equity through MassDevelopment and both short term and long term private debt as the last of the agency's Phase 1 RAD conversion in March 2016. $950,000, or approximately 2% of the total expected cost, has been completed as of March 2016, all of which was spent in FY16.

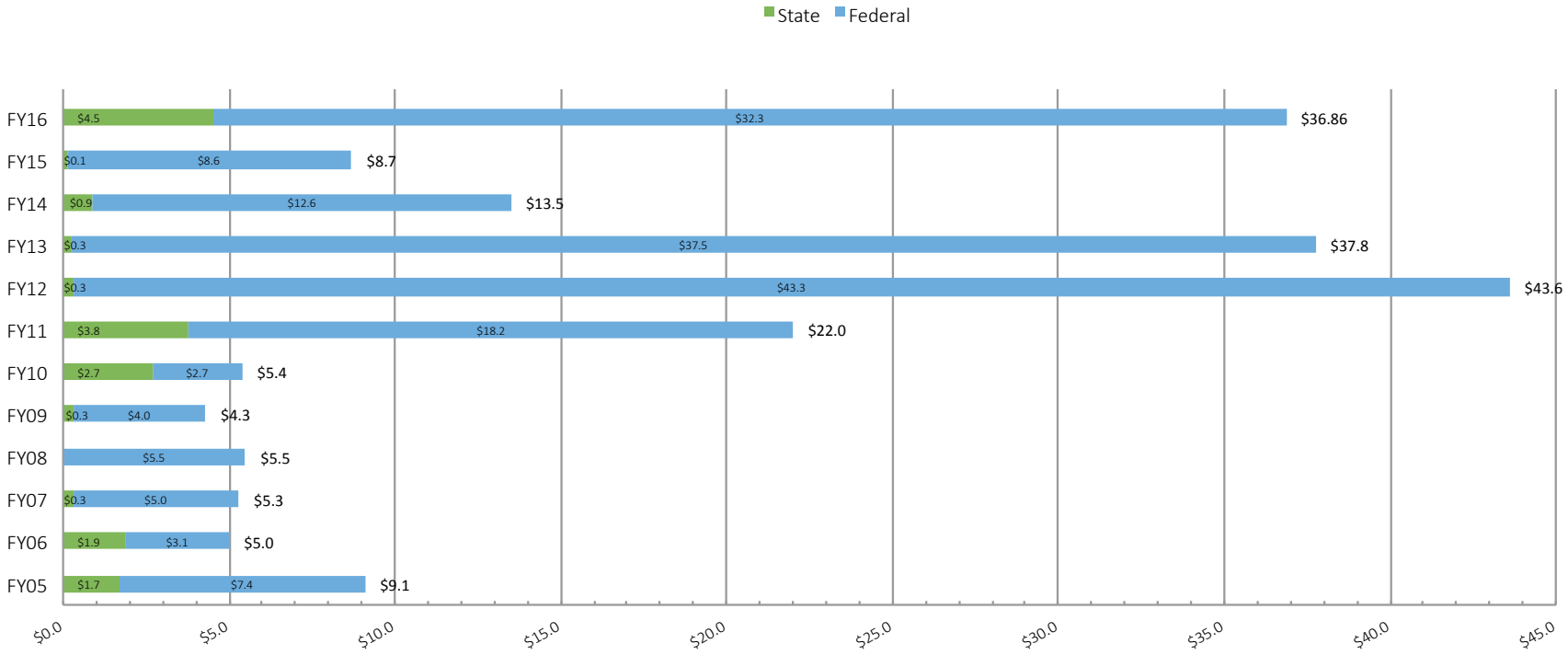
Cambridge Affordable Housing Corporation (CAHC)

5 Temple Place	Construction at Temple Place through the Cambridge Affordable Housing Corporation (CAHC) was completed in December of 2015 and all households moved in by the end of January 2015. This new five-story development contains 40 new one- and two-bedroom units of deeply affordable housing located at the former site of the YWCA Pool on Temple Street in the heart of Central Square. Temple Place is being financed with funds generated through the Low Income Housing Tax Credit (LIHTC) program, funds from the City of Cambridge and the Cambridge Affordable Housing Trust, the Massachusetts Department of Housing and Community Development (DHCD), as well as private construction and permanent financing from the East Cambridge Savings Bank. Deep affordability will be achieved at the property through a long-term Project-Based Section 8 Housing Assistance Payment contract provided by the CHA. The total construction contract is $11.5 million, with $4 million being spent in FY16 on construction.
Jefferson Park State (HILAPP) **DEMOLITION**	CHA is redeveloping Jefferson Park State, 104 units of family housing in North Cambridge, by demolishing the four existing buildings and constructing six new buildings on the site. Given the time and complexity of the project, staff procured the $1.4 million demolition contract independently of the contract for new construction. The existing structures were demolished between June and August 2015 and the site was prepared for new construction. The full cost of this activity was incurred in FY 2016.
Jefferson Park State (HILAPP) **NEW CONSTRUCTION**	$49 million in new construction at Jefferson Park State began in November 2015. It is financed through the Commonwealth's new High Leverage Asset Preservation Program (HILAPP), the Cambridge Affordable Housing Trust, tax credit equity, tax-exempt bonds through MassDevelopment, and both short term and long term private debt. CHA will provide 104 project-based vouchers to cover a portion of the operating costs and debt service for the new units. $3.1 million, or approximately 6.4% of the total expected cost, has been completed as of March 2016, all of which was spent in FY16.

Harry S. Truman Apartments **(Elevator upgrades)**	FY16 improvements included the construction of two new elevators at Truman Apartments, which were completed in September 2015. Elevator upgrade work began in FY14 at Daniel F. Burns Apartments, Roosevelt Towers, Jefferson Park Federal, and Truman Apartments and was largely completed in FY15, with only work at Truman Apartments outstanding in FY16. Work includes replacing old motors and associated drives with new systems that reduce energy use and installing new controllers, selectors, door operators and cab interiors. In FY16, $610,000 in construction dollars was spent on this project.
Millers River Disposition **(HUD approved)**	After several failed attempts, Millers River Apartments was approved by HUD for disposition from the public housing program on January 28, 2015. With the disposition approval in hand, CHA applied for Tenant Protection Vouchers on April 3, 2015 and received HUD's approval on July 27, 2015. Since the earliest we may get tax-exempt bond financing is 2018 given the constraints in accessing such bonds in Massachusetts, CHA was not be able to immediately transfer ownership to the identified LLC in the HUD disposition approval letter. CHA therefore submitted a request for HUD on November 23, 2015 to approve an interim disposition to allow for the transition to project-based vouchers to occur in Spring 2016 with the final disposition to occur in 2018 when the tax credit equity financing is in-place. Formal approval of the revised disposition approach from HUD was received on January 21, 2016. With that approval, CHA initiated a series of meetings with the Millers River residents beginning in February 2016 and provided a "90-day" notice notifying residents of the properties conversion to the project-based voucher program. As part of the conversion and as specified in HUD's disposition approval, CHA is providing residents at Millers River who are interested with a tenant mobile voucher. CHA will move forward with securing tax credit equity (4%) and both short term and long-term private debt and anticipates construction will start in FY18. Similar to the financing challenges facing the RAD Phase 2 properties, Millers River may face potential delays given the recent challenges in accessing tax exempt bond financing. Given the scale and scope of the improvements and financial resources needed at Millers, this challenge may be particularly acute.

Construction Spending

During FY16, approximately **$36.86 million** was spent on construction-related modernization and redevelopment work at all properties. CHA spent $32.32 million for construction at federally-assisted properties and $4.54 million for construction at state-assisted properties. Construction spending in FY16 relative to the previous ten fiscal years is shown in the following chart.



	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	Total
State	$1.7	$1.9	$0.3	$0.0	$0.3	$2.7	$3.8	$0.3	$0.3	$0.9	$0.1	$4.5	$16.8
Federal	$7.4	$3.1	$5.0	$5.5	$4.0	$2.7	$18.2	$43.3	$37.5	$12.6	$8.6	$32.3	$180.2
Total	$9.1	$5.0	$5.3	$5.5	$4.3	$5.4	$22.0	$43.6	$37.8	$13.5	$8.7	$36.86	$197.0

Construction Dollars (in millions)

ENERGY AND SUSTAINABILITY

Significant energy related improvements are included in the scope for the previously mentioned construction projects. The modernization work underway with RAD Phase 1 (Newtowne Court, Washington Elms, Putnam Gardens, Woodrow Wilson Court and Manning Apartments) is estimated to reduce utility operating expenses by **over $800,000 annually** while at the same time improving comfort and livability for residents.

These improvements include:

- replacement of existing 75% efficient atmospheric boiler plants with high efficiency condensing boilers
- exterior insulation
- improved windows
- low flow fixtures
- LED lighting
- improved ventilation
- improved trash and recycling facilities
- improved outdoor spaces and play areas
- central air conditioning (Manning Apartments)
- high efficiency washing machine
- programmable thermostats
- low VOC materials

$800,000 annual reduction in utility operating expenses at:

Washington Elms
Newtone Court
Putnam Gardens
Woodrow Wilson
Manning Apartments

Over $1.6 million of utility conservation funds secured through non-profit partner for RAD developments.

Three 60 kW **cogeneration** plants at **Newtowne Court** (2) and **Manning Apartments** (1).

Additional onsite generation is planned with the installation of three 60 kW cogeneration plants (Newtowne Court and Manning), generating electricity for the site while operating to provide heating energy for domestic hot water and heat plants. These projects were all initiated during FY16 and are supported by over $1.6 million of utility conservation funding as administered by Action for

Boston Community Development (Boston ABCD).

All new construction and substantial renovation projects are formally enrolled and certified under the Enterprise Green Communities program to assure that the scope of work goes beyond saving energy to include an improved healthy living environment via increased ventilation, use of low VOC construction materials and green cleaning and maintenance protocols.

Beyond the large construction projects CHA, in partnership with Boston ABCD has continued on a path to retrofit existing lighting to LED fixtures as well as offering apartment "audit" and lightbulb replacements. In FY15 CHA and Boston ABCD completed LED lighting retrofits at two properties (Russell Apartments and Putnam Gardens). Under this program, existing lighting fixtures are replaced with LED fixtures at no cost to the housing authority. This year's projects were valued at approximately $120,000 worth of replacement fixtures and labor. Boston ABCD representatives also completed 250 unit audits at Burns and Russell apartments replacing over 700 lightbulbs of various efficiencies with LED bulbs at no cost to the residents, who also received efficient power strips, LED nightlights and refrigerator thermostats.

Over 700 lightbulbs replaced with LED bulbs at Russell Apartments and Burns Apartments.

$120,000 worth of fixtures and labor at no cost to CHA.

Energy Reporting

CHA monitors energy and water consumption on a variety of platforms, the agency maintains an internal reporting system that provides customized reporting for a given property, as well as budget forecast reports which are issued quarterly. All public housing buildings are also tracked on WEGOWISE which is a public reporting system that allows users to view the impact of improvements on discrete buildings as well as comparing the developments within the portfolio.

The following charts track the progress of CHA's energy conservation efforts against the MTW baseline set in 1999 for those properties enrolled in the MTW program at that time. Since the initiation of the MTW program CHA has made substantial change in our energy profile.

Electricity consumption has been reduced by 63% over the term of the MTW Agreement, with consistent annual reductions in electricity use. Additionally, in concert with our community partners CHA now generates nearly 13% of our electricity at the MTW baseline sites[1] (10% over whole portfolio), resulting in significant cost savings and emissions reductions.

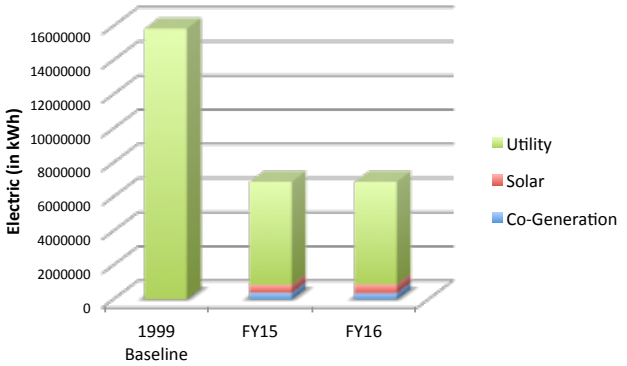
The reduction in electricity consumption has been partially offset by increased gas use, as three of CHA's high rise developments have been converted from electricity to gas fuel as a heating source. As a result, gas consumption has increased by 16% over the term of the MTW Agreement. However, this transition has resulted in substantial savings over the term of the agreement ($1.8 million in FY 16 alone) as well as meaningful reductions in greenhouse gas emissions.

Savings from Electicity consumption	-$1,820,138
Increase in Gas consumption	+$179,477
Net Savings in Gas/Electricity consumption	**-$1,640,661**

1. MTW Baseline Sites include: Washington Elms, Putnam Gardens, River Howard, 6-8 Fairmont St., Newtowne Court, Truman, Weaver, LBJ, Valentine St., Jefferson Park Extension, 121 Jackson, Whittemore Ave, 8-10 Columbus, Garfield Street, 226 Norfolk Street, Roosevelt Towers (low rise), Corcoran Park, and JFK.

Electricity Usage (in kWh)

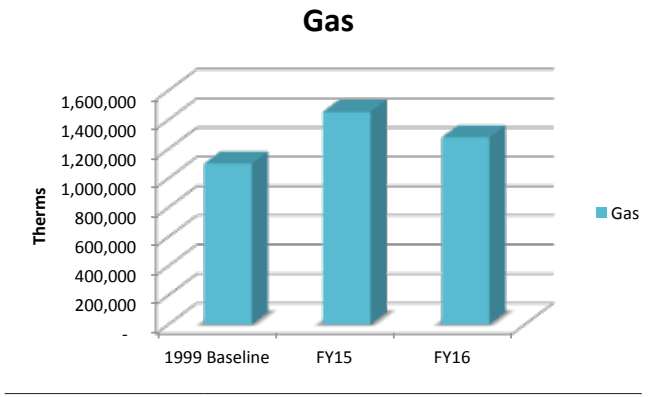
- **Electricity consumption decreased by 62%** relative to the 1999 base year.
- Decrease in Electricity consumption has resulted in **FY16 savings of $1,820,138** assuming the current utility rate of $0.185/kWh.
- The transition from electric to gas consumption resulted in a net **cost reduction of $1,640,661 in FY16**
- **Onsite generation is 13%** of 2016 total load consumption, or 890,000 kWh
- **Over 13 million pounds** annual reduction of green house gases since 1999.



	1999 Baseline	FY15	FY16	FY16 Reduction (in kWh) from 1999 Baseline	**FY16 Reduction (%) from 1999 Baseline**	**FY16 Percentage of Usage**
Utility	15,845,286	6,028,256	5,988,815	9,856,471	**62.2%**	87%
Co-Generation (in kWh)	0	395,196	375,518			
Solar (in kWh)	0	465,937	513,824			
Co-Generation + Solar		861,133	889,342			**13%**
Total Electricity Use (in kWh)	15,845,286	6,889,389	6,878,157	8,967,129	56.6%	100%

Gas Usage (in Therms)

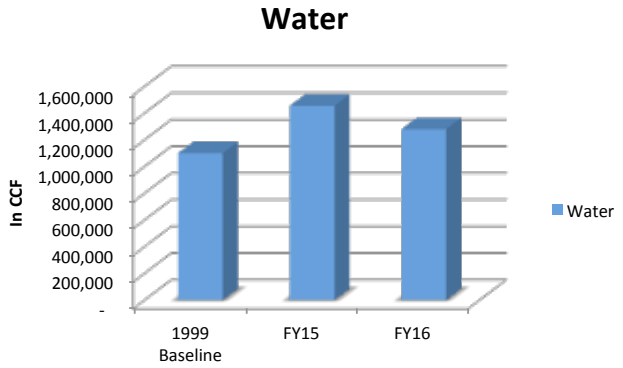
- Since 1999 base year, **natural gas has increased by 16%, offsetting reductions in electricity use**.
- Increase in natural gas consumption has resulted in an annual cost of $179,477 assuming a current utility rate of $0.85/Therm.
- FY16 **gas consumption dropped 12%** year over year primarily due to a milder winter in 2016.



	1999 Baseline	FY15	FY16	FY16 Increase from 1999 Baseline	FY16 Increase (%) from 1999 Baseline	FY16 Decrease from previous FY	FY16 Decrease (%) from previous FY
Gas (in Therms)	1,099,557	1,454,160	1,279,034	**+179,447**	**+16%**	**-175,126**	**-12%**

Water Usage (in CCF)

- FY16 **water use decreased by 2%** year over year.
- The decrease in water consumption has resulted in an **annual savings of $294,691** assuming a rate of $14.41/CCF.
- Water consumption has **decreased by 10.5% since the 1999 base year**.



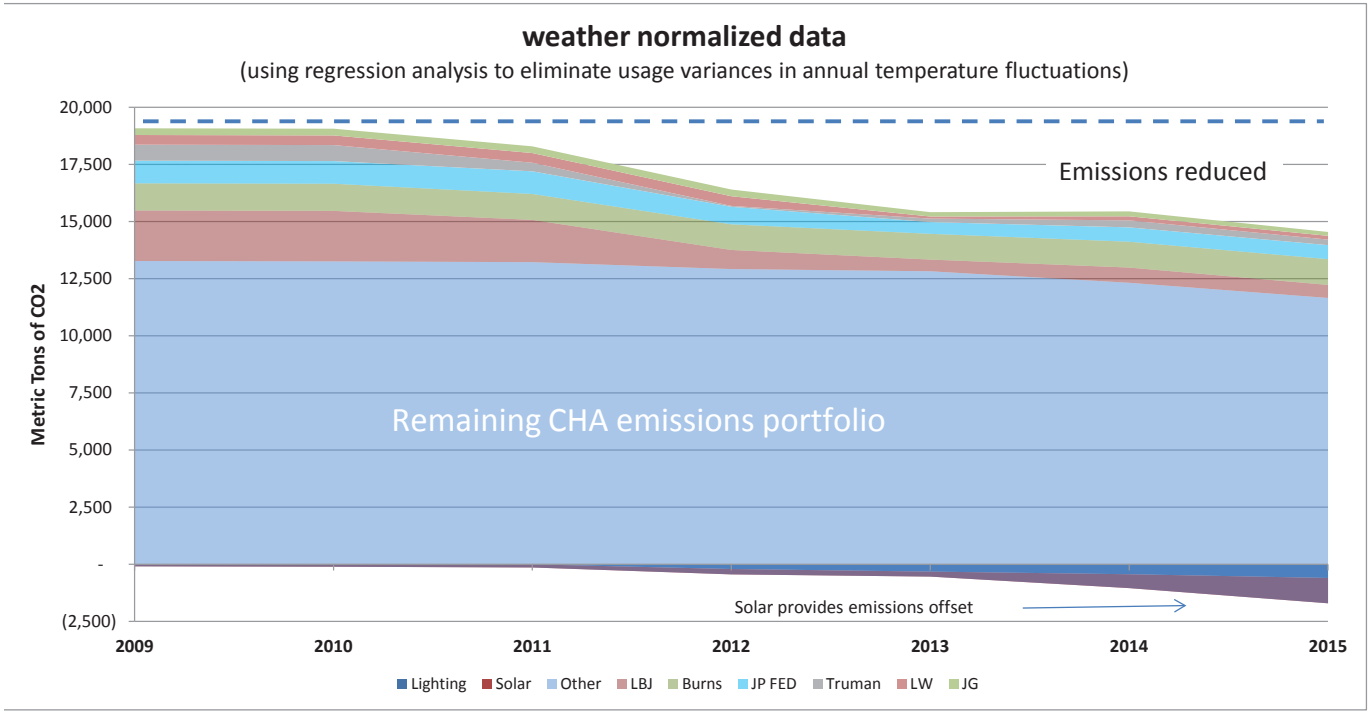
	1999 Baseline	FY15	FY16	FY16 Decrease from 1999 Baseline	FY16 Decrease (%) from 1999 Baseline	FY16 Decrease from previous FY	FY16 Decrease (%) from previous FY
Water (in CCF = 100 cubic feet)	194,288	176,950	173,836	**-20,452**	**-10.5%**	**-3,114**	**-2%**

In FY 2015 the City of Cambridge passed a Building Energy Use Disclosure Ordinance (BEUDO) requiring commercial, municipal and multifamily buildings of over 50 units to report total building energy use (including tenant meters) into the EPA's Portfolio Manager Energy reporting platform. Energy use disclosure ordinances are a relatively recent policy development with the goal of improving transparency in the building energy performance sphere. The goal of the program is to reduce green house gas emissions by publicly sharing the energy intensity of particular buildings, thereby highlighting the need for energy improvements at particular parcels. The 2015 results will not be shared as there were many refinements to be made in the first year of data collection, however, the 2016 data will be publicly available.

The impact of CHA's energy conservation program on reducing greenhouse gas emissions can be seen in the attached chart which highlights the impact of energy improvements on carbon emissions. CHA has reduced emissions by over 25% in the past five years through whole building retrofits, lighting retrofits, and solar installations at five developments. This reduction is the equivalent of taking 983 cars off the road or planting a forest of 75,565 trees – a forest, annually. Clearly there is more work to be completed and CHA looks forward to continual reductions with each year of energy improvements.

Environmental Impact of Energy Conservation efforts at Cambridge Housing Authority

in terms of metric tons of Carbon Dioxide reduction



Carbon Dioxide Reductions:

4,622 metric tons annually as of Dec 2015
(10,186,888 pounds of C02 annually)

15,940 metric tons since 2009
(35,131,760 pounds of C02 since 2009)

A 24.2% annual reduction of CO2 since 2009

Equivalent to:

983 cars annually
72,565 new trees planted annually (a forest!)

Chart shows CHA portfolio in terms of CO2 production

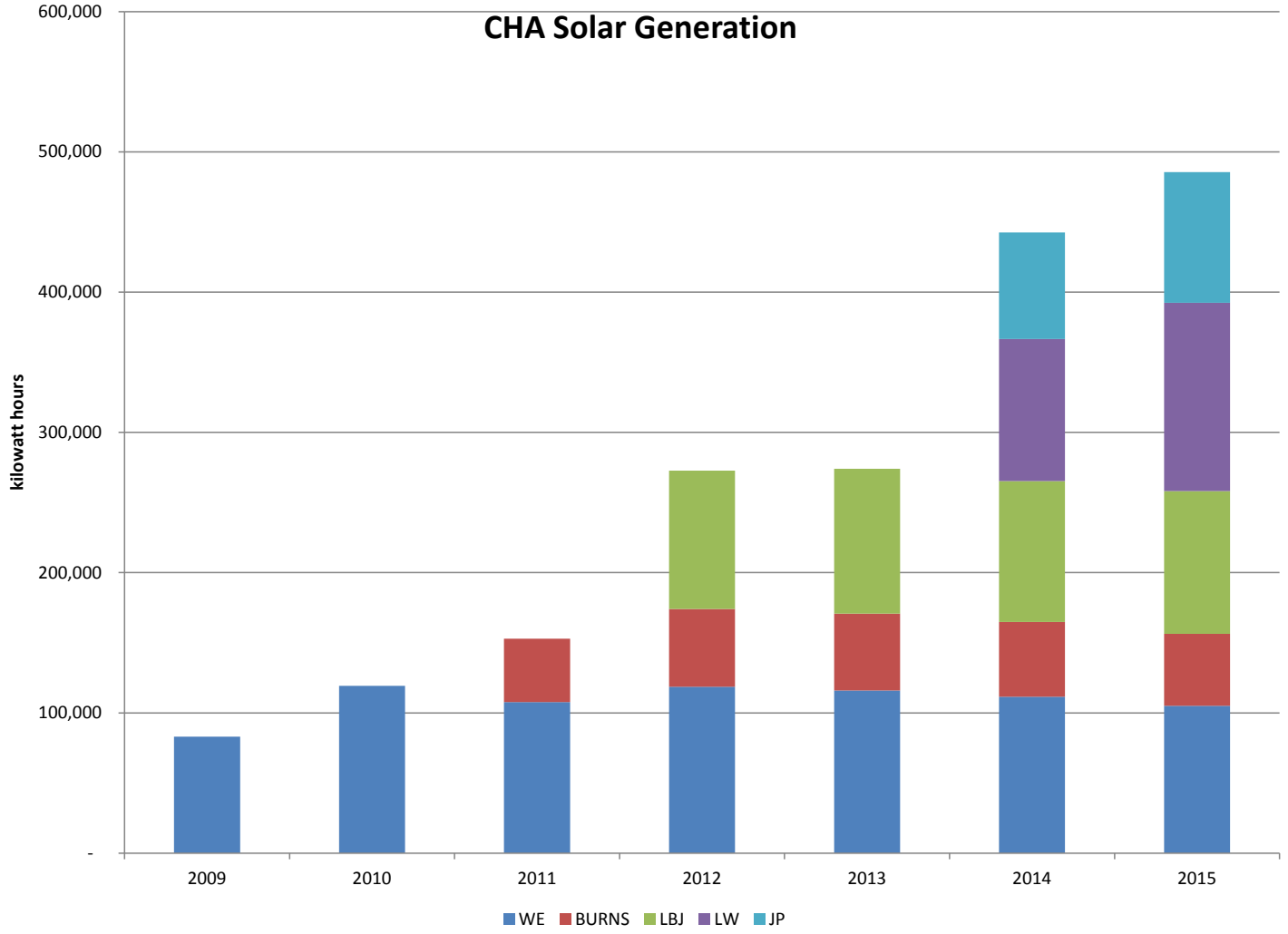
Reduction in CO2 is shown by reduction in vertical chart data

Different Projects are different colors
As projects go from thick to thin, CO2 is reduced

Solar is negative because kWh are generated without any CO2 emissions

The dotted line is the 2009 base

In 2015 CHA signed on as partners to the U.S. Department of Energy (DOE) and the U.S. Department of Housing and Urban Development (HUD) Better Buildings Challenge (BBC) for the multifamily residential sector as well as the Renewable Energy Challenge. CHA pledged to reduce the energy intensity of our portfolio by 20% by 2023 and added our current solar generation of 450 kW to the renewable challenge target. As illustrated in the chart, CHA's solar program commenced in 2009 in partnership with Boston Community Capital, the solar program has continued to grow with solar installations at five sites and an onsite generation equivalent to powering 75 single family homes. When combined with cogeneration, CHA's onsite production offsets 10% of the electricity consumption for the entire public housing portfolio.



281.14 metric tons of Carbon Dioxide offset in 2015

(619,632 pounds)

1,059.67 metric tons of Carbon Dioxide offset since inception

(2,417,060 pounds)

Equivalent to:

4,413 new trees planted in 2015

16,636 trees since inception

60 cars removed from the road annually

OPERATIONS

TEMPLE PLACE

Forty (40) new Project-Based Section 8 tax credit units were constructed at the former Cambridge YWCA pool site. Construction was completed in December of 2015 and all units were occupied by Low-income Housing Tax Credits (LIHTC) eligible households in January 2016. Many households came from Manning Apartments and Putnam Gardens, which facilitated construction efforts at both of those sites.

MANNING RAD CONVERSION

Manning Apartments converted to RAD on February 29, 2016. Consistent with CHA's prior RAD conversions, we worked with residents to maintain key elements of the public housing program, described in Admin Plan Part II.

PLACING RAD/LIHTC UNITS IN SERVICE

CHA began placing units in service for the Low Income Housing Tax Credit program at Woodrow Wilson Court, Newtowne Court, and Washington Elms. The remainder of units with income eligible households will be placed in service as construction in the respective buildings is completed.

HOLDING OF UNITS AND CLOSING ALL LIPH WAITING LISTS

CHA continued to hold units to meet the relocation needs related to RAD. With this in mind, CHA closed all public housing waiting lists effective January, 1, 2015 and they remained closed throughout FY16. CHA intends to begin reoccupancy of Elderly/Disabled units in May 2016 as demand for relocation units has diminished in that population.

RELOCATION

One of the major initiatives undertaken by the Operations Department in FY16 has been the relocation of residents from Putnam Gardens, Newtowne Court and Frank J. Manning Apartments to facilitate the capital improvements performed under RAD. CHA hired two Relocation Coordinators to manage this process, and counseled residents through their menu of choices for relocation, including moving into another CHA public housing unit, taking a tenant-based voucher or Project-Based Voucher, or temporarily relocating to another onsite, if available. The following is a breakdown of all residents successfully relocated in FY16.

FY16 RELOCATION SUMMARY

	Putnam Gardens	Newtowne Court	Manning Apts	Total
Moved within same development	20	45	29	94
Moved to different CHA develelopment	8	5	9	22
Moved to project-based voucher in Cambridge	9	15	25	49
Moved with tenant-based voucher in Cambridge	3	4	1	8
Moved with tenant-based voucher outside of Cambridge	2	4	2	8
Moved in with family	1			1
TOTAL	**43**	**73**	**66**	**182**

RAD INSPECTION STANDARD

All RAD converted units are subject to Housing Quality Standards (HQS) as outlined in 24 CFR 982 and fall under the rules and regulations of the Section 8 housing program. REAC inspections will no longer be required. Instead, RAD units will undergo the following inspection structure.

PRE-RAD CONVERSION INSPECTIONS	RAD conversion represents an end of occupancy in public housing and the issuance of a new project based voucher. As a result, units must be inspected (and pass) according to HQS standards within 60 days before a unit is placed in service for RAD.
UNIT TURNOVER/ MOVE-IN INSPECTIONS	A RAD unit that has been vacated by a household must be inspected by a third party prior to the next household's move-in date.
ANNUAL UNIT INSPECTIONS	Site staff will conduct regular annual inspections of all units each calendar year.
ANNUAL SAMPLE INSPECTIONS	To meet the HQS requirements, a third-party contractor will randomly sample 10% of units for inspection on an annual basis. If a unit fails, the third-party contractor will select an additional 20% of units on that site to inspect.
QUALITY CONTROL INSPECTIONS	Third-party supervisory personnel that have not been involved in routine inspections shall monitor the quality of all CHA project-based unit inspections, by re-inspecting five (5%) percent of all initial and annual inspections performed each quarter.

VOLUNTARY COMPLIANCE AGREEMENT

CHA continues to work towards the completion of its Voluntary Compliance Agreement (VCA) with HUD's Office of Fair Housing and Equal Opportunity. VCA units are handicap-accessible units that CHA has committed to complete. Seven (7) units are in design as part of RAD and Disposition (Millers River). Construction completion is anticipated to be 2/1/2018.

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
2		9 /2017		Units under construction at Manning Apartments
6		12 / 2017		Units under construction at Jefferson Park
7		2 / 2018		Units in design as part of RAD, Disposition, and HILAPP
42	**25**			**TOTAL**

OTHER ACTIVITIES

BUSINESS SYSTEMS TRANSITIONS

EMPHASYS ELITE

CHA rolled out a pilot expansion of our Financial Stability and Savings program (known as Rent-to-Save) at Jefferson Park Federal and Corcoran Park. In order to launch the pilot, it was critical that CHA's database was appropriately customized and sufficiently tested to ensure that Rent-to-Save accounts were accurately calculated. Our database capacity was also expanded to increase its reach into RAD and streamline data management. CHA plans to use certain public housing policies in conjunction with Section 8 regulations and have been working with Emphasys to map out a way for the two programs to interact. Both projects require significant changes to our core housing management application, Emphasys Elite and extensive custom programming, training, and automation is ongoing.

WIFI ACCESS IN CHA BUILDINGS

CHA is working to make Internet access easier and more affordable for our residents. We are rolling out free Wi-Fi in comfortable and usable indoor common areas in several CHA housing (LBJ, Burns; the Pisani Center to serve households at Newtowne Court and Washington Elms; and Putnam Gardens). At Millers River and Roosevelt Towers, we are working with an alternative Internet service provider, Netblazr, to make in unit high speed Internet access available to residents at a lower cost than currently offered by mainstream providers in Cambridge. Service will be available to all residents at these developments who opt for it at $40/month. If this pilot engagement is successful, we plan to roll it out to other developments. At the time of this writing, WiFi infrastructure is being installed or has been completed in common area at Corcoran Park, Jefferson Park, and Truman Apartments.

Common Areas

Completed:

LBJ Apartments
Burns Apartments
Pisani Center

Underway:

Corcoran Park
Jefferson Park
Truman Apartments

WEBSITE IMPROVEMENTS

To facilitate our interactions with business partners and residents, we are in the process of improving our website to make information easier to find. We also plan to implement applicant and partner portals on our website. For housing applicants, this will mean on-demand access to wait list status. CHA landlords and other business partners will have access to information relevant to their relationship with CHA over a secure Internet connection.

INTERNAL OPERATIONS

In FY16 we reduced annual operating costs and significantly improved IT system stability by changing how we leverage cloud computing. We are saving approximately $4000 per month through cloud revamping. For FY17 we plan to have several technology improvements designed to improve the enduser experience with CHA's business systems. We hope this will result in improved staff efficiency.

POLICY AND TECHNOLOGY LAB (PTL-EAST)

In FY16, PTL-East was actively involved in coordinating public housing authorities in the Creating Moves to Opportunity initiative and launching the Rent-to-Save pilot. Regarding Creating Moves, PTL worked with Harvard University Lab for Economic Applications and Policy (LEAP) to convene an initial gathering of public housing agencies, academics, HUD and private foundations to gauge interest in developing designing and testing mobility interventions for families with children in the HCV program. This effort follows on the public interest generated from the release of a study by Chetty, Hendren and Katz

titled *The Effects of Exposure to Better Nieghborhoods on Children: New Evidence from the Moving to Opportunity Experiment.* At the December 6th-8th convening, fifteen (15) housing authorities were invited, of which fourteen (14) attended. Afterwards, twelve (12) agencies agreed to join the Creating Moves Working Group, develop potential arms of intervention that could facilitate families moving to better neighborhoods, and possibly pilot some of the interventions at their agencies. The collective commitment of the agencies (both MTW and non-MTW) combined with foundation funding, HUD support and academic interest and resources led to a first working group meeting on March 18th. At the meeting, two additional housing authorities joined the working group and were in attendance. PTL-East serves on the planning committee for Creating Moves to Opportunity, working with the research team to move forward the effort and provide a housing agency perspective in the planning. In February CHA and four housing authority working group members met with housing advocates and foundation representatives in NYC.

From inception to launch, PTL-East has been actively involved in the expansion of FSS+ into public housing. In December 2015, PTL-East hired a Rent-to-Save (FSS+) program manager to ensure the March 1 launch of the Pilot and oversee the program during the three-year pilot period. The Rent-to-Save program manager started in January 2016 and has been heavily involved in the implementation (both programmatic and technical), outreach, staff coordination and management of the Rent-to-Save Pilot. More information about the pilot is provided below.

RENT-TO-SAVE PILOT (PREVIOUSLY KNOWN AS THE FSS+ EXPANSION)

The Rent-to-Save pilot was launched on March 1, 2016. This three-year pilot has been implemented at Corcoran Park and Jefferson Park Federal. The residents at Jefferson Park Federal receive both financial coaching from Compass Working Capital (non-profit partner) and a Rent-to-Save Account in which one (1) percent of households rent charged is automatically deposited in an account. If and when a household's rent charged increases as a result of a change in income, then an additional portion of the difference in rent charged is also rolled into the account. Residents at Corcoran Park receive a Rent-to-Save Account only and cannot access financial coaching from Compass. Program details may be found on the CHA website at **http://cambridge-housing.org/news/displaynews.asp?NewsID=233&TargetID=1**.

In FY16 the Rent-to-Save program design was refined with extensive feedback from residents. Two working group meetings were held, one in September 2014 and another one in January 2016. Four focus groups, each consisting of ten (10) residents living at the two sites, were held in February 2016. Two of the focus group meetings included translators. In addition, several documents were prepared for public comment including a framing document. All documents and CHA responses to comments are available for review at the above web link. The Rent-to-Save program manager has also set up office hours at both sites, including in the evening to accomodate residents who work during the day.

At the time of this writing, CHA and Compass are busy developing a Rent-to-Save account statement that will be sent to all households at the pilot sites on a quarterly basis. It is anticipated that the first quarterly statement will be sent in mid- to late-July and reflect account balances as of the months of June.

CUSTOMER SERVICE

Starting in FY15 and through FY16 CHA carried out three (3) mandatory agency-wide training cohorts. The training topics included Customer Service, Diversity, and Team Problem Solving. The trainings were put in place after feedback from employees and residents. All of the trainings were put in place to promote better interactions with residents and the overall community that CHA serves. Approximately ninety-six percent (96%) of CHA employees attended the trainings. In addition, CHA resident council members were also invited to attend. Each training topic was was held across eight (8) days in order to accomodate employees' varying schedules while also ensuring proper coverage at sites. Each training session was one full day and composed of employees representing every department in order to encourage interdepartmental cameraderie. Overall, the trainings were well received from both staff and residents and many expressed intentions to build upon the knowledge gained.

SECTION 3

CHA hired fourteen (14) Section 3 Tenant Coordinators in the fiscal year. The coordinators completed training and orientation and also participated in the agency-wide customer service trainings described above. In addition, CHA extended full time positions to four (4) of the fourteen 14 tenant coordinators. The positions offer a full benefit package. We plan to rebuild our tenant coordinator pool as many have moved on to other work or are on permanent projects that do not provide them the flexibility in their schedule to support other sites.

With respect to other economic opportunities, six (6) CHA residents out of a cohort of twenty-seven (27) participants enrolled in the Just-A-Start Biomedical Career program. Please see **Programs + Services on page 35** for all in-house and partnership programs that are available to CHA residents to aid in residents' economic mobility. CHA's in-house programs (The Work Force and This Way Ahead) serve 325 teens, slightly over 40% of the CHA population between the ages of thirteen (13) and eighteen (18).

TENANT SERVICES

In FY16 the Tenant Liaison continued to work with existing tenant councils. In addition, new tenant councils were established. CHA recognizes that it was a process challenged by 1) not enough residents running for tenant council seats to garner the minimum representatives to be formally recognized as a tenant council and 2) leadership and management of the council following an election. Many tenant council officers have demonstrated substantial progress in their continued activity and efforts.

Currently, active and recognized tenant councils are recognized at the Daniel F. Burns Apartments (BATA), Lyndon B. Johnson Apartments (LBJ TC), Newtowne Court & Washington Elms (NTC/WE TC), Frank J. Manning Apartments (MATC), Leornard J. Russell Apartments (LJRTC), Roosevelt Towers (RVT TC), Putnam School (PSTC), Millers River Apartments (MRTC), Lincoln Way (LWTC), and Woodrow Wilson Court/Fairmont Village (WWC/FV TC). Efforts were made to re-establish a tenant council at Corcoran Park (CP). Unfortunately, not enough resident expressed interest. At the time of this writing, the early stage of developing a tenant council is underway at 116 Norfolk Street (an elderly/disabled congregate building).

In the latter part of the fiscal year, the Liaison shifted his role in supporting the FSS+ program to the Matched College Savings program and other activities within the Resident Services Department.

SAFETY AND SECURITY

Safety and security remains a priority for CHA's Public Safety Administrator. The following highlights activities completed in FY16.

- CHA's Fire and Evacuation Procedure handout was updated with the assistance of the Cambridge Fire Department. The brochure will be translated in several languages before it is made available to the public.
- Fifteen (15) lighting surveys were conducted at various CHA properties to provide improved safety and security for residents.
- In cooperation with the Cambridge Police Department, nine (9) training seminars were conducted at different CHA developments to increase residents awareness in current crime trends.

An all-volunteer Security-Monitor Program established at LBJ Apartments.

- An all-volunteer Security Monitor program was developed and instituted at LBJ apartments. Training is ongoing and all volunteers must attend monthly meetings. The volunteers also attended the Cambridge Police Department's Citizens Police Academy. Class attendance was mandatory and held once a week for 9 weeks as part of their training.

The Cambridge Police Department publishes monthly crime statistics through BridgeStat. A direct link to BridgeStat may be accessed through their website **http://www.cambridgema.gov/cpd**.

THE WORK FORCE COLLEGE SAVINGS ACCOUNT PROGRAM

Launched in FY15, the Work Force Program's College Savings Account Initiative became fully operational this fiscal year, incorporating the matched savings methodology into all five program levels of the Work Force Youth Program after a two-year phase-in pilot period. The savings initiative now serves all 208 program participants.

After providing 8th and 9th grade Work Force students and their families with a series of financial education workshops, upper-level program participants are banked and begin the process of saving over their final three years of the program. Students can contribute savings to deposit-only accounts in multiple ways: through the program's exploratory jobs, summer work experiences, and a creative menu of monetized incentives geared to program performance and the achievement of academic outputs. The Work Force's 2016 graduating class will be the first to draw on their savings and match to defray costs of their first year of post-secondary education.

Based on the pilot's comprehensive approach and promising outcomes, the Herb and Maxine Jacobs Foundation recently increased their annual funding contribution to $100,000. This increase raises the savings ceiling to $1500, providing program seniors with an opportunity to receive upwards of $3000 as they matriculate into two- or four-year post-secondary programs. With the initiative now fully operational, we have formalized programmatic connections with CHA's Rent-to-Save pilot, in hopes of fostering an inter-generational approach that will provide the parents of Work Force participants with a financial coaching and a savings regimen that will benefit the family as a whole.

THIS WAY AHEAD PROGRAM (GAP FOUNDATION) GOES REGIONAL

In FY16, CHA's This Way Ahead Program (TWA), offered in partnership with Gap, Inc., reached capacity in serving 90 low-income students in Cambridge and Boston. To reach our goal of providing paid job training and retail internship opportunities to upwards of 90 participants annually, CHA entered into formal partnership with the Boston Housing Authority at the start of FY16. Upon completion of a Memorandum-of-Understanding (MOU) between the agencies, Resident Services hired an additional TWA Coordinator, and opened up a program site at the BHA to help train the FY16 cohort.

CHA was the only TWA site to achieve 100% internship completion in the country.

The FY16 TWA program achieved remarkable outcomes. Nearly 90% of the participants completed the eight-weeks of stringent workshop requirements, earning the right to compete for 40 Gap and Old Navy summer internships, awarded through an extensive interview process, in the Greater Boston area. Participants who were not chosen for Gap internships were placed in positions offered through summer youth placement services in both Cambridge and Boston. Of the five regionally-based TWA programs currently in operation, CHA's program was the only site to complete the FY 2016 program with a 100% internship completion rate, drawing national recognition from Gap's philanthropic foundation that sponsors TWA program activities across the country.

MAKERSPACE – THE POSSIBLE PROJECT (TPP)

With the opening of Makerspace (a digital design and fabrication studio housed in CHA space) in early 2015, representatives from both CHA and The Possible Project recognized fertile areas for exploration in the newly-formulated partnership.

Much of the planning centered on how the advanced technologies used in Makerspace could be thoughtfully incorporated into early career-training models for CHA residents. Foremost among the joint projects considered was a plan to develop a series of successive evening and weekend "open house" workshops that would be made available to local CHA adult residents. Additional exploration also gave rise to a longer term plan to explore how the core methodologies of TPP's entrepreneurship model might be creatively combined the Work Force program in hopes of strengthening both programs' curriculum offerings.

While discussions in early FY16 yielded some actionable steps regarding potential goals for these initiatives, the timetable for many of these steps has required an extension into FY 17 due to the fall relocation of The Possible Project program site, and an organizational restructuring that required a staff downsizing at the close of the year. CHA and TPP will continue to work towards cultivating practical connections between Makerspace and CHA's Resident Services Department.

CITY-WIDE COLLEGE SUCCESS INITIATIVE (CSI) – OFFICE OF COLLEGE SUCCESS (OCS)

The College Success Initiative (CSI) seeks to formalize a coherent system of college-readiness, transition, and post-secondary persistence programs to better prepare and support low-income Cambridge students who choose to enter college. In FY16, the initiative formalized a data sharing agreement with the Cambridge Public Schools, and cultivated formal partnerships with Bunker Hill Community College, UMass/Boston, and Lesley University. Of particular importance were the new coordinating activities that were designed and implemented by CSI to improve both continuity of service delivery and consistency in best practices. These included a series of college application and financial aid workshops for CSI members, and a "Pathways to Opportunity and Possibilities" Fair held at Cambridge College for low-income students who still need to finalize their post-secondary plans. Over fifteen after-school education and training programs were represented at the POP event, serving over sixty class of 2016 seniors from Cambridge Rindge and Latin School (CRLS) and Just-A-Start YouthBuild. S

CHA was awarded a SkillWorks grant. CHA, in partnership with the City and Bunker Hill Community College (BHCC) will implement the Post-Secondary Success Initiative (PSSI), a program designed to create a seamless pipeline of access and persistence to for post-secondary academic and employment credentials. This represents a key addition to the Work Force program model. Funding for this project will support two new positions that will serve a minimum of 65-75 low-income students and young adults annually. The positions will build on existing educational assets in the city of Cambridge in order to bridge existing gaps and facilitate the critical transition into post-secondary work and learning. The Alumni Coach will be embedded in our Work Force program, while the Bunker Hill Community College Transition Coach will be overseen by the city's Office of College Success, and will set up shop both at CRLS and at the community college.

PROGRAMS + SERVICES

	PROGRAM NAME	FY16 NO. SERVED	MTW FUNDS[1]	TOTAL FUNDS[2]	FY16 HIGHLIGHTS AND UPDATES	OPTIMAL CAPACITY (ANNUAL BASIS)
EARLY CHILDHOOD	**Baby U**	22 Families			38 participants in cohort including 13 fathers.	40 Families
	Baby U Alumni Association	182 Families			25 trainings/event completed annually.	182 Families and growing
	Pathways to Family Success	15 Families			Literacy program for families with ESL children K-3 with wraparound services for parents.	20 Families
	DREAM Mentoring	12 Youth	$2,237	$8,767	12 youth paired with Harvard mentors for academic year.	20 Youth school yr 30 Youth summer
YOUTH	**Work Force**	204 Youth	$177,684	$766,199	Addition of new grant-funded Alumni Coach position to support alumni.	200 Youth
	Work Force - College Savings Accounts	80 Youth		$75,000	$100,000 in annual funding from foundation with new savings ceiling of $1,500 per student.	200 Youth starting in FY16/120 banked
	This Way Ahead - Gap, Inc.	90 Youth		$125,403	16 weeks for training workshops.	100 Youth - 40 summer internships
	Youthbuild	4 Youth			Earn GED while building affordable housing	4-6 Youth
	Big Brother Big Sister Program	110 Youth			Approaching 125 matches	110+ Youth
ADULT	**Biomedical Careers**	6 Adults			Academic year program that prepare participants for entry level positions.	8 Adults
	Bridge-to-College Program	5 Adults	$4,170	$13,939	Majority of graduates enroll at Bunker Hill Community College.	10 Adults
	Community Computer Centers	204 Youth 180 Adults		$10,923	30 job placements in an academic year.	200 Youth 180 Adults
	Cambridge Employment Program	92 Adults	$5,349	$72,299		95 Adults
	Gateways Adult Literacy	141 Adults			5 classes/academic year and 3 classes/summer	140 Adults
	Pathways to Permanent Housing - Heading Home	6 Adults	$76,944	$76,944	Additional families under review for program.	45 Adults
	Financial Stability and Savings (FSS+)/Rent-to-Save	163 HCV Families 321 RTS Families	$84,339	$84,339	Rent-to-Save (RTS) Pilot launched on March 1, 2016.	200+ Adults
	Pathways to Permanent Housing - Transition House	2 Families (and 105 Families in community)	$70,660	$118,160	2 families graduated from the program and remain in their units as CHA residents. 2 new families moved into CHA housing through this program. New funding from City of Cambridge and MA Office of Victim Assistance (MOVA) was secured to increase staffing and counseling.	2 Families (and 200 families in the community)
AGING IN PLACE	**Elder Service Coordinators** Services contracted through CASCAP, Inc.	640 Elderly Adults	$365,240	$416,925	Activities included Farmer's Market, healthy eating group, emotional support group, a short story group, informational sessions, coffee hours, birthday parties, lunch and shopping trips.	1,035 Elderly Adults (non-PACE residents in elderly public housing)
	PACE Elder Service Plan	36 Elderly Adults			Program includes 20 units at LBJ and 16 at Millers River.	36 Elderly Adults
TOTAL (The total may include duplicates. Household members may be counted more than once if they participated in more than one program.)		704 Youth + Kids 1,135 Families (Adults) 676 Elderly Adults	$786,623	$1,768,898		446 Youth + Kids 922 Families (Adults) 1,071 Elderly Adults

1. MTW Funds are inclusive of block grant commitments from previous years.
2. Total funds combines MTW Block Grant funds with other funds such as grants from foundations spent to operate the program.

HOUSING STOCK

FY16 UNIT AND VOUCHER INVENTORY CHART AND HOUSEHOLDS SERVED ON MARCH 31, 2016

	HUD Baseline	Vouchers Authorized or PH Units in Place as of 4/1/15	Total Households served as of 3/31/2016	MTW House-holds served Page 37	MTW Local Non Tradi-tional Page 53	MTW Family and Bedroom size Page 57	Explanatory Notes
Federal PH Elderly/Disabled		702	635	635		635	Includes Burns (198), Truman (59), Millers River (297), 116 Norfolk St. and St. Pauls (57), Weaver and Linnaean (40) and Russell (51).
Federal PH Family		575	561	561		561	Includes Corcoran Pk (153), Jefferson Park Fed (175), Roosevelt Towers (124), River Howard Homes (32), Willow Street Homes (14), Scattered Sites and Condos (77).
Non-Dwelling							
RAD Elderly / Disabled		441	340	340		340	Includes Manning Apartments (198), LBJ Apartments (177), JFK Apartments (44 RAD + 25 PBV = 69 units total) 43 out of 44 RAD units occupied.
RAD Family		731	663	663		663	Includes: Washington Elms (175), Newtowne Court (268), Putnam Gardens (122), Woodrow Wilson Court (68), Lincoln Way (53 RAD + 17 PBV = 70 total) and Jackson Gardens (45)
CHA HOUSING (HARD UNITS)	**2,313**	**2,449**	**2,199**	**2,199**		**2,199**	**90% occupancy.** Occupancy rate affected by RAD Phase I relocation and construction.
MTW Tenant Based			1,619	1,619		1,619	Increment 035 (included in 3,263 Households Served population for MTW HCV demographics). 926 out of 1,619 (57%) are located in Cambridge.
MTW Project Based			1,644	1,644		1,644	All project-based increments except those in Expiring Use/Enhanced below (included in 3,263 Households Served population for MTW demographics). 955 out of 1,644 (58%) are located in Cambridge. 22 out of 25 JFK PBV units are occupied..
Sponsor-based/ Local Non-Traditional			273		115		Committed vouchers = 104 Hard-to House vouchers + 8 MRVP supplement + 3 Pathways to Pernament Housing- Heading Home program. Actual households served for Hard-to-House is at least 264. Actual Pathways- Heading Home is 9 households. MRVP households are counted in State vouchers. Household demographics not included in CHA database except for MRVP participants.
FEDERAL MTW HCV	**2,329**	**3,525**	**3,536**				**100% utilization rate.**
Non-MTW			536				Mainstream (195), VASH (129), DHVP/NED (90) , Mod Rehab (78), and Shelter Care (44). 261 out of 536 (49%) are located in Cambridge
Expiring Use/Enhanced			451				Includes Mass Pike (134), 808 Memorial Drive (69) and Coes Pond (248). 69 out of 451 (15%) are located in Cambridge.
ALL FEDERAL VOUCHERS		4,008	4,523				113% utilization rate. Assuming a 1:1 ratio of sponsor-based vouchers issued to households served, the utilization rate is 109%.
ALL FEDERAL ASSISTED		**6,457**	**6,722**				**104% utilization. Assuming a 1:1 ratio of sponsor-based vouchers issued to households served, the utilization rate is 102%**
STATE PROGRAM							
Other State Assisted		110	93	93			Includes Roosevelt Towers (Mid-Rise) and Putnam School.
State Vouchers		156	157	157			The Households Served population for the State Voucher demographic tables. There are 9 additional vouchers that were issued but not yet leased up. 101% utilization. MRVP Mobile (26), MRVP PBA (19), DMH (34), AHVP (49), YWCA Mod Rehab State (29). 125 out of 157 (80%) are located in Cambridge.
TOTAL STATE ASSISTED		**256**	**250**				**98% Utilization**
TOTAL ASSISTED		**6,713**	**6,972**				
Other (No CHA subsidy)		6	6				Includes Porter Road (3/26), Lancaster (3/65), 22 Lopez is used by a nonprofit partner through subsidies.
ALL PROGRAMS TOTAL		**6,719**	**6,978**				

HOUSEHOLDS SERVED

MTW HARD UNITS (PUBLIC HOUSING AND RAD) AND HOUSING CHOICE VOUCHER (HCV)
HOUSEHOLDS SERVED

	PUBLIC HOUSING AND RAD HOUSEHOLDS				MTW HCV HOUSEHOLDS[1]		ALL PROGRAMS
	FAMILY	ELDERLY	TOTAL	PERCENT	HOUSEHOLDS[3]	PERCENT	TOTAL
NUMBER OF BEDROOMS							
Studio	0	420	420	19%	167	5%	587
1 BR	204	543	747	34%	1,443	44%	2,190
2 BR	486	12	498	23%	1,024	31%	1,522
3 BR	434	0	434	20%	523	16%	957
4+ BR	100	0	100	5%	106	3%	206
TOTAL MTW HOUSEHOLDS	1,224	975	2,199	101%	3,263	99%	5,462
RACE							
American Indian	11	4	15	0%	12	0%	27
Asian	69	44	113	5%	187	6%	300
Black	766	315	1,081	49%	1,520	47%	2,601
Other[6]	1	12	13	0%	4	0%	17
White	377	600	977	44%	1,540	47%	2,517
TOTAL MTW HOUSEHOLDS	1,224	975	2,199	98%	3,262	100%	5,462
ETHNICITY							
Hispanic	181	74	255	12%	538	16%	793
Non-Hispanic[7]	1,043	901	1,944	88%	2,725	84%	4,669
TOTAL MTW HOUSEHOLDS	1,224	975	2,199	100%	3,263	100%	5,462
INCOME[4]							
< 30% AMI[8]	708	838	1,546	70%	2,333	71%	3,879
31% – 50% AMI	298	105	403	18%	686	21%	1,089
51% – 59% AMI	57	21	78	4%	126	4%	204
60% – 80% AMI	75	9	84	4%	100	3%	184
> 81% AMI	86	2	88	4%	18	0%	106
TOTAL FEDERAL HOUSEHOLDS	1,224	975	2,199	100%	3,263	99%	5,462

Notes:
1. These figures include port-in vouchers that were absorbed by CHA.
2. Percentages may not add up to 100% exactly due to rounding.
3. HCV elderly and family households have been combined because vouchers issued are not designated based on household type. Studios include 0 bedrooms and SROs for the voucher program.
4. HUD area median income (AMI) may be accessed at http://www.huduser.org/portal/datasets/il/il15/index_il2015.html
5. Two (2) household had a blank percentile and was included in the >30% AMI.
6. One HCV household was not attached to a Race and was added to the Other category.
7. One HCV household was not attached to an Ethnicity and was added to the Non-Hispanic category.
8. Two HCV households was not attached to an income percentage and added to the 0-30% AMI range. Two Public Housing/RAD households were not attached to income and added to 0-30% AMI range.

STATE
OTHER ASSISTED HOUSING AND STATE VOUCHER HOUSEHOLDS SERVED

	OTHER ASSISTED HOUSING HOUSEHOLDS				STATE VOUCHER HOUSEHOLDS[2]		ALL PROGRAMS
	FAMILY	ELDERLY	TOTAL[1]	PERCENT[3]	HOUSEHOLDS[4]	PERCENT[3]	TOTAL
NUMBER OF BEDROOMS							
Studio	0	1	1	1%	69	44%	70
1 BR	2	78	80	86%	51	32%	131
2 BR	0	12	12	13%	18	11%	30
3 BR	0	0	0	0%	13	8%	13
4+ BR	0	0	0	0%	6	4%	6
TOTAL STATE HOUSEHOLDS	2	91	93	100%	157	99%	250
RACE							
American Indian	0	0	0	0%	1	0%	1
Asian	0	5	5	5%	4	3%	9
Black	2	33	35	38%	63	40%	98
Other	0	0	0	0%	0	0%	0
White	0	53	53	57%	89	57%	142
TOTAL STATE HOUSEHOLDS	2	91	93	100%	157	100%	250
ETHNICITY							
Hispanic	0	9	9	10%	17	11%	26
Non-Hispanic	2	82	84	90%	140	89%	224
TOTAL STATE HOUSEHOLDS	2	91	93	100%	157	100%	250
INCOME[5]							
< 30% AMI	2	60	62	67%	139	89%	201
31% – 49% AMI	0	24	24	26%	11	7%	35
50% – 59% AMI	0	2	2	2%	1	0%	3
60% – 80% AMI	0	3	3	3%	3	2%	6
> 80% AMI	0	2	2	2%	3	2%	5
TOTAL STATE HOUSEHOLDS	2	91	93	100%	157	100%	250

Notes:

1. State Public Housing includes all properties designated as state low-income and New Construction public housing in CHA's database.
2. These figures include port-out vouchers that were absorbed by the CHA.
3. Percentages may not add up to 100% exactly due to rounding.
4. HCV elderly and family households have been combined because vouchers issued are not designated based on household type. Studios include 0 bedrooms and SROs for the voucher program.
5. HUD area median income (AMI) may be accessed at http://www.huduser.org/portal/datasets/il/il15/index_il2015.html

CHA PUBLIC HOUSING: YOUNGER DISABLED RESIDENT COMPOSITION[1] – FY16 ANNUAL REPORT

	Units Available	Units Occupied	Households	Percent Served of Units Available[2]	Percent Served of Occupied Units
D.F Burns Apartments	198	179	22	11.1%	12.3%
F.J. Manning Apartments	133	129	14	10.5%	10.9%
H.S. Truman Apartments	59	55	9	15.3%	16.4%
L.B. Johnson Apartments	177	168	25	14.1%	14.9%
Linnaean Street	24	18	4	16.7%	22.2%
L.J. Russell Apartments	51	45	8	15.7%	17.8%
Millers River Apartments	297	267	33	11.1%	12.4%
116 Norfolk Street	38	36	8	21.1%	22.2%
R.C. Weaver Apartments	20	17	1	5.0%	5.9%
St. Pauls Residence	18	12	5	27.8%	41.7%
Putnam School	32	21	2	6.3%	9.5%
Roosevelt Midrise	75	70	22	29.3%	31.4%
JFK	44	43	4	9.1%	9.3%
GRAND TOTAL	**1,166**	**1,060**	**157**	**13.5%**	**14.8%**

NOTES:

1. Numbers taken from March 31, 2016.
2. CHA uses the State's threshold of 13.5% for the entire portfolio not for each individual property. As units become available CHA works towards raising the percentage of young disabled in non-compliant properties.

WAIT LIST INFORMATION

CHA WAIT LIST INFORMATION – AS OF MARCH 31, 2016				
DISTINCT APPLICANTS	NUMBER OF APPLICATIONS BY PROGRAM		NUMBER OF APPLICATIONS BY SITE[2]	
	Family	4,312	Family	9,848
	Elderly/Disabled	2,045	Elderly/Disabled	4,365
	HCV[3]	0	Putnam Square Apts	433
8,426[1]	Others[4]	2,851	SROs	3,135
	TOTAL BY PROGRAM	9,208	TOTAL BY SITE	17,781

CHA's waiting list for hard units has been collapsed into two categories, Family and Elderly/Disabled. In the past, State and Federal programs reported separately. In FY16, CHA no longer has state public housing. All public housing will be converted to a project-based subsidy platform (ie, through RAD, Disposition and HILAPP) and waiting lists for CHA's hard units will be simplified into "Family" and "Elderly/Disabled".

1. An applicant may be eligible for multiple programs based on age and income.
2. Applicants may choose up to three property choices as part of their initial application, meaning one applicant may appear in several site-based waiting lists.
3. CHA plans to open up the wait list in FY16.
4. "Others" consist of Putnam Square Apts and Single Room Occupancy (SRO) units.

CHA PUBLIC HOUSING: WAIT LISTS BY UNIT SIZE – FY16 ANNUAL REPORT

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016[1]
FEDERAL FAMILY PUBLIC HOUSING						
0 BR						
1 BR	732	569	420	399	390	316
2 BR	2,125	2,668	2,525	2,676	3,693	2,569
3 BR	1,056	1,244	1,372	1,379	1,785	1,214
4+ BR	174	224	272	278	249	213
SUBTOTAL	4,087	4,705	4,589	4,732	6,084	4,312
STATE FAMILY PUBLIC HOUSING						
0 BR						
1 BR	503	206	97	86	88	N/A
2 BR	1,032	397	493	511	827	
3 BR	390					
4+ BR	23					
SUBTOTAL	1,948	603	590	597	915	N/A
FAMILY PUBLIC HOUSING TOTAL	**6,035**	**5,308**	**5,179**	**5,329**	**6,999**	**4,312**
FEDERAL ELDERLY PUBLIC HOUSING						
0 BR	1,404	955	1,008	1,198	1,614	1,050
1 BR	791	1,402	1,533	1,782	2,272	889
2 BR	71	69	94	114	154	106
3 BR	786					
4+ BR						
SUBTOTAL	3,052	2,426	2,635	3,094	2,921	2,045
STATE ELDERLY PUBLIC HOUSING						
0 BR	237					
1 BR	1,427	210	288	335	472	N/A
2 BR	55					
3 BR	1					
4+ BR						
SUBTOTAL	1,720	210	288	335	472	N/A
ELDERLY PUBLIC HOUSING TOTAL	**4,772**	**2,636**	**2,923**	**3,429**	**3,393**	**2,045**
OTHER PUBLIC HOUSING WAIT LISTS						
0 BR	1,300	2,130	2,414	2,666	2,336	2,813
1 BR	96	117	84	57	61	38
2 BR	463	504	438	2	1	0
3 BR	180	174	185			
4+ BR	27	28	42			
SUBTOTAL	2,066	2,953	3,163	2,725	2,396	2,851
ALL PUBLIC HOUSING TOTAL	**12,873**	**10,897**	**11,265**	**11,483**	**10,422**	**9,208**

NOTES:

1. FY16 numbers are based on applicants on the Family and Elderly/Disabled waiting lists. See explanation on previous page.
2. OTHER PUBLIC HOUSING WAIT LISTS included: Putnam Square Apts and Single Occupancy Room (SROs) units.

CHA WAIT LISTS BY RACE AND ETHNICITY– FY16 ANNUAL REPORT

	AMERICAN INDIAN/ ALASKA NATIVE	ASIAN	BLACK/ AFRICAN AMERICAN	NATIVE HAWAIIAN/ OTHER PACIFIC ISLANDER	NOT IDENTIFIED	WHITE	TOTAL[2]	HISPANIC	NON-HISPANIC[5]	NOT IDENTIFIED	TOTAL[2]
FAMILY	24 1%	143 3%	1,684 39%	7 0%	1,138 30%	1,136 26%	4,312	1,123 26%	2,899 67%	290 7%	4,312
ELDERLY/DISABLED	10 1%	78 4%	831 41%	4 0%	490 24%	632 31%	2,045	262 13%	1,751 86%	32 2%	2,045
HCV	0	0	0	0	0	0	0	0	0	0	0
OTHER[1]	16 1%	99 4%	1,238 43%	4 0%	669 24%	825 29%	2,851	414 15%	2,002 70%	435 15%	2,851
ALL APPLICANTS	**50 1%**	**320 4%**	**3,753 41%**	**15 0%**	**2,477 27%**	**2,593 28%**	**9,208**	**1,802 20%**	**6,652 72%**	**757 8%**	**9,208**

CHA HOUSING: WAIT LIST BY INCOME RANGE – FY16 ANNUAL REPORT

	< 30% AMI	30 - 50% AMI	50 - 59% AMI	60-79% AMI	> 80% AMI	TOTAL[2]
FAMILY	3,643 85%	532 12%	61 1%	50 1%	26 1%	4,312
ELDERLY/ DISABLED	1,825 89%	157 8%	31 2%	26 1%	6 0%	2,045
HCV	0	0	0 0	0	0	0
OTHER[1]	2,606 91%	194 7%	27 1%	12 0%	12 0%	2,851
ALL APPLICANTS	**8,074 88%**	**883 10%**	**119 1%**	**88 1%**	**44 1%**	**9,208**

NOTES:

CHA's waiting list for hard units has been collapsed into two categories, Family and Elderly/Disabled. In the past, State and Federal programs reported separately. In FY16, CHA no longer has state public housing. All public housing will be converted to a project-based subsidy platform (ie, through RAD, Disposition and HILAPP) and waiting lists for CHA's hard units will be simplified into "Family" and "Elderly/Disabled".

1. OTHER includes: Putnam Square Apts and Single Occupancy Room (SROs) units across CHA's portfolio.
2. Percentages may not add up to 100% exactly due to rounding.

SOURCES + USES OF FUNDING

In FY16, CHA received approximately $77 million in MTW funds, which includes the Federal MTW Housing Choice Voucher Program ($53 million), the Federal Low Income Public Housing Program ($23 million) of which, $6.5 million was used for RAD Phase I properties and the Federal Capital Fund ($1.5 million). A total of $69 million was used to cover operating expenses, of which 71% or $49.7 million represented Housing Assistance Payments. In addition, $5 million was transferred to the Block Grants, $2.7 million of the Block Grant funds were used as Program Loan Funds for a new 104 unit development (Jefferson Park State) structured as a LIHTC deal with outside investors, the City of Cambridge, and various state agencies.

MOVING TO WORK FUNDS - FY16

	Federal Public Housing	MTW Housing Choice Vouchers	MTW Funds for RAD Sites	Capital Fund	Total MTW Actual Funds	Total MTW Plan Budget	Favorable (Unfavorable) Variance
SOURCES							
Tenant Revenue	6,610,820				6,610,820	6,443,169	167,651
Subsidy Revenue	9,062,810	53,339,463	6,510,493	553,448	69,466,214	65,779,509	3,686,705
Other Revenue	280,515	5.208			285,723		285,723
Reserve Release	78,290				78,290		78,290
TOTAL SOURCES	**16,032,435**	**53,344,671**	**6,510,493**	**553,448**	**76,441,047**	**72,222,678**	**4,218,369**
USES							
Administrative Salaries, Taxes, and Benefits	1,511,382	1,499,273			3,010,655	2,891,754	(118,901)
Maintenance Labor, Taxes, and Benefits	2,352,784				2,352,784	2,158,014	(194,770)
Tenant Services	548,859	233,508			782,367	692,314	(90,053)
Materials & Supplies, Contract Costs	2,712,876				2,712,876	2,619,373	(93,503)
General Expenses	3,037,521	2,349,489			5,387,226	4,703,140	(684,086)
Utilities	3,307,159				3,307,159	2,993,686	(313,473)
Housing Assistance Payments (HAP)		40,705,221	9,120,538		49,825,759	51,089,337	1,263,578
Capital Improvements	239,683			553,448	793,131	1,924,864	1,131,733
TOTAL USES	**13,710,264**	**44,787,707**	**9,120,538**	**553,448**	**68,171,957**	**69,072,482**	**900,525**
FUNDS BEFORE BLOCK GRANT TRANSFERS	**2,322,171**	**8,556,964**	**(2,610,045)**	**0**	**8,269,090**	**3,150,196**	**5,118,894**
MTW Layer RAD sites		(2,610,045)	2,610,045	0	0	0	0
Transfers to Block Grant		(2,250,000)	0	0	(2,250,000)	(1,500,000)	750,000
MTW Program Loan Funds		(2,776,254)	0	0	(2,776,254)	0	2,776,254
	2,322,171	**920,665**	**0**	**0**	**3,242,836**	**1,650,196**	**1,592,640**

OTHER FEDERAL FUNDS - FY16

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 other new grants related to preservation programs, Moderate Rehabilitation Programs, and Tenant Services, all of which provide Housing Assistance Payments and/or services in-line with the Agency's mission to serve low-income and/or disabled population. Due to delays in funding for some of these programs, non-MTW vouchers yielded a deficit of $942,000 in FY16 but the Agency is working with HUD in finding a solution to the funding shortfall. Tenant services yielded a deficit of $240,000 which was covered by reserves and in-line with the FY16 budget. Tenant services continues to receive outside funding from other non-federal sources, including private foundations and grants, to support the various programs.

	Non-MTW Vouchers	Non-Elderly Disabled (NED) and VASH	Tenant Services	Total Other Federal Funds	Budget per FY16 MTW Plan	Favorable (Unfavorable) Variance
SOURCES						
HUD Grants	3,992,657	2,301,832	47,243	6,271,726	6,335,193	(63,467)
Other Grants and Income	0	207,969	1,336,369	1,544,344	1,283,569	260,775
TOTAL SOURCES	**3,922,657**	**2,509,801**	**1,383,612**	**7,816,070**	**7,618,762**	**197,308**
USES						
Administrative	310,866	240,324	834,912	1,386,102	1,573,447	187,345
Tenant Services	0	0	788,817	788,817	600,016	(188,801)
HAP Payments	4,554,611	2,302,975	0	6,857,586	5,339,332	(1,518,254)
TOTAL USES	**4,865,477**	**2,543,299**	**1,623,729**	**9,032,505**	**7,512,795**	**(1,519,710)**
NET SURPLUS (DEFICIT)	**(942,820)**	**(33,498)**	**(240,117)**	**(1,216,435)**	**105,967**	**(1,322,402)**

STATE FUNDS - FY16

The State funds approximately $2.5 million, which is split between the Massachusetts Rental Voucher Program (MRVP) at 156 vouchers, and other Public Housing programs at 110 units. MRVP required $95,000 from Block Grant funds to cover the operating deficits. The administrative fees from MRVP do not support the operating costs of administering the program.

	State Voucher Program	State Public Housing Programs	Total State Funds	Budget Total State Funds	Favorable (Unfavorable) Variance
SOURCES					
Operating Subsidy	1,131,295	1,299,769	2,431,064	2,708,300	(277,236)
Operating Transfers In / Block Grant	95,000		95,000	86,000	9,000
TOTAL SOURCES	1,226,295	1,299,769	2,526,064	2,794,300	(268,236)
USES					
Administrative	130,718	270,068	400,786	464,834	64,048
Tenant Services		8,400	8,400	5,566	(2,834)
Maintenance Labor		147,678	147,678	212,295	64,617
Materials and Contract Costs		399,760	399,760	343,311	(56,449)
General Expenses	21,012	163,716	184,728	241,015	56,287
Rent Payments	1,073,051	0	1,073,051	1,141,008	67,957
Utilities		285,008	285,008	272,865	(12,143)
Capital Improvements		18,060	18,060	0	(18,060)
TOTAL USES	**1,224,781**	**1,292,690**	**2,517,471**	**2,680,894**	**163,423**
NET SURPLUS (DEFICIT)	**1,514**	**7,079**	**8,593**	**113,406**	**(104,813)**

NON-FEDERAL FUNDS - FY16

Non-Federal funds are fees earned by CHA for services performed, such as inspections or planning and development services 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 from outside funding sources for energy conservation efforts.

	Non-Federal Funds Actual	MTW Plan
CASH BALANCE - 4/1/2015	1,419,792	1,530,918
SOURCES		
Leased Housing Ancillary Fee Income	211,792	36,000
Preservation Fee Income	457,100	0
Grant Income (DV)	47,500	0
TOTAL SOURCES	**2,136,184**	**1,566,918**
USES		
Administrative Costs	239,129	29,780
COCC Support to Cover Deficits	75,000	75,000
Support for Community Programs	47,500	0
TOTAL USES	**361,629**	**104,780**
FUND BALANCE - 3/31/2016	**1,774,555**	**1,462,138**

CENTRAL OFFICE COST CENTER - FY16

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.

	FY16 Actual	FY16 Budget	Favorable (Unfavorable) Variance
SOURCES			
Total Management Fees	4,194,075	4,156,345	37,730
Fee-for-Service	1,423,570	1,355,957	67,613
Transfers In from Non-Federal Funds	75,000	75,000	0
Reserve Release	200,000	0	200,000
TOTAL SOURCES	**5,892,645**	**5,587,302**	**305,343**
USES			
Salaries	2,407,783	2,281,489	(126,924)
Benefits	1,355,947	1,333,024	(22,923)
Central Maintenance Labor and Materials	995,266	975,849	(19,417)
Administrative Contracts	241,658	287,160	45,502
Office Rent	255,858	251,626	(4,232)
Other Administrative Overhead	620,521	555,349	(65,172)
TOTAL USES	**5,877,033**	**5,684,497**	**(192,536)**
NET SURPLUS (DEFICIT)	**15,612**	**(97,195)**	**112,807**

MTW BLOCK GRANT - FY16

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.

In FY16, the MTW Block Grant received $5.1 million from the Housing Choice Voucher Program, of which $2.7 million was used for Jefferson Park Apartments - a new 104 unit tax credit project that will be in the development phase for two years with expected occupancy occurring in 2017. The remaining funds were used to fund working capital for planning and development activities for the HUD-approved redevelopment projects and various other activities of the agency supported by the policy and technology lab and tenant services. At the end of FY16, the fund balance was $467,697.

	FY16 ACTUAL	FY16 Budget
ESTIMATED BEGINNING CASH – APRIL 1, 2015	386,457	275,000
SOURCES OF CASH		
MTW Transfer	2,250,000	1,500,000
MTW Fund Request- Jefferson Park	2,776,254	0
CFP P&D Fees	0	158,316
Development Fee	0	2,250,000
Other Sources	7,226	0
TOTAL SOURCES	**5,033,480**	**3,908,316**
TOTAL FUNDS AVAILABLE FOR USE	5,419,937	4,183,316
USES OF CASH		
Operating Transfers		
Transfers to MRVP	95,000	86,000
SUBTOTAL	95,000	86,000
Planning + Development Activities		
P&D Admin Support	2,451,779	2,367,276
General & Admin Overhead	366,781	139,731
Consultants	312,923	287,000
Working Capital	0	500,000
SUBTOTAL	3,131,483	3,294,007
Development Costs for RAD & other LIHTC Projects		
Amounts Paid	5,916,531	0
Reimbursement of Costs	(7,211,679)	0
SUBTOTAL	(1,295,149)	0
Jefferson Park Development Program Loan	2,776,254	0
Block Grant Projects		
Policy + Technology Lab	231,652	325,843
Other Projects	13,000	0
SUBTOTAL	244,652	325,843
TOTAL USES	**4,952,240**	**3,705,850**
ENDING FUND BALANCE - MARCH 31, 2016	**467,697**	**477,466**

RAD SOURCES AND USES - FY16

RAD funds are funds received and used by CHA for services used in the conversion of its public housing stock to mixed-finance deals where the Agency is able to leverage its assets and resources for the much needed modernization and development work. The Agency was also awarded grants totaling $883,678 for energy conservation efforts. These RAD funds combined with other MTW funds will be re-invested in the properties in the form of program loans or grants to support construction activities, replacement reserves, operating reserves and guarantee obligations until stabilization has been achieved at these sites.

	FY16 Actual
BEGINNING FUND BALANCE	7,129,861
SOURCES	
Grant Income (Energy Funds)	883,678
Proceeds from RAD Transactions	46,072,869
TOTAL SOURCES	**54,086,408**
USES	
Development Costs Reimbursed to CHA	7,211,679
RAD Program Loans	7,173,852
TOTAL USES	**14,385,531**
ENDING FUND BALANCE	**39,700,877**

COMMITMENTS OF UNSPENT FUNDS	
Manning Apartments	21,646,610
Newtowne Court	5,435,205
Putnam Gardens	5,072,081
Washington Elms	7,735,508
Woodrow Wilson Court	6,634,066
Total Commitments March, 31, 2016	**46,523,470**

HOUSING STOCK

New Housing Choice Vouchers that were Project-Based During the Fiscal Year

Property Name	Anticipated Number of New Vouchers to be Project-Based	Actual Number of New Vouchers that were Project-Based**	Description of Project
Temple Place	40	40	**New construction of 40 units, all units will be project-based.** The property is located at 5 Temple Street, Cambridge, MA and is in the heart of Central Square. The site is a 5-story, 40 unit (25 two-bedroom and 15 one-bedroom) building serving low-income families. Forty (40) MTW mobile vouchers were converted to project-based vouchers.
Madison Park III	119	106	**Expiring Use** This property is located at 122 Dewitt Drive, Roxbury, MA. The building consists of 120 units of family housing.
Cleaves Court	36	36	**Expiring Use** The property is located at 5-17 and 6-16 Cleaves Street, Roxbury, MA. The building consists of 36 units of family housing.
Briston Arms	154	32	**Expiring Use** The property is located at 247 Garden Street, Cambridge, MA. The building consists of 154 units of family housing.
Memorial Drive	0	69	**Expiring Use** The property is located at 808 Memorial Drive, Cambridge, MA. The building consists of 300 units of mixed-income family housing.
Coes Pond	0	204	**Expiring Use** The property is located in Worcester, MA. The building consists of 250 units of Senior housing.
Mass Pike	0	133	**Expiring Use** The property is located at 360 Tremont Street, Cambridge, MA. The building consists of 200 units of family housing.

Anticipated Total Number of New Vouchers to be Project-Based*	Actual Total Number of New Vouchers that were Project-Based**	Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year*	Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year
349	**620**	**349**	**349**

Actual Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year	Actual Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year
2,435	**2,107**

* From the Plan.
**The number of new vouchers that were project-based includes total vouchers attached to a HAP contract.

Other Changes to the Housing Stock that Occurred During the Fiscal Year

A total of 182 households were relocated during the fiscal year. The following is a summary of moves that occurred. This table also appears on **page 27** of this report.

	Putnam Gardens	Newtowne Court	Manning Apts	Total
Moved within same development	20	45	29	94
Moved to different CHA develelopment	8	5	9	22
Moved to project-pased Voucher in Cambridge	9	15	25	49
Moved with tenant-based Voucher in Cambridge	3	4	1	8
Moved with tenant-based voucher outside of Cambridge	2	4	2	8
Moved in with family	1	0	0	1
TOTAL	**43**	**73**	**66**	**182**

General Description of Actual Capital Fund Expenditures During the Plan Year

Construction	No. of Units	Nature of work	Anticipated	Actual
Temple Revitalization	40	New Construction	$1,200,000	$4,002,199
JP Revitalization	104	New Construction	$17,200,000	$3,701,699
Manning Revitalization	198	RAD	$6,000,000	$915,112
Newtowne Court Revitalization	268	RAD	$8,000,000	$10,720,718
Washington Elms Revitalization	175	RAD	$6,000,000	$7,579,405
Putnam Gardens Revitalization	122	RAD	$5,000,000	$6,386,187
Woodrow Wilson Court Revitalization	68	RAD	$600,000	$2,108,998
JFK Modernization	69	RAD	$700,000	$0
Elevator Upgrades	N/A	Capital Improvement	$0	$610,000
Construction Total by Development			**$44,700,000**	**$36,024,318**

Overview of Other Housing Owned and/or Managed by the PHA at Fiscal Year End

Housing Program *	Total Units**	Overview of the Program
Other	3	26-unit residential building located at 78-80 Porter Road in Porter Square, Cambridge. There are 3 market-rate units. Remaining units use subsidies (CHA-issued and mobile vouchers issued by other agency)
Other	3	65-unit apartment complex located at 8-10 Lancaster Street. Primary funding for the rehab of the building was provided by LIHTC, the Cambridge Affordable Housing Trust and through CHA's MTW funds. There are 3 market-rate units. Remaining are CHA MTW subsidized.
Other	0	20-unit residential building located in mid-Cambridge at 195 Prospect Street. All units involve CHA-issued vouchers and one mobile voucher issued from another agency.
Other	0	8-unit building located in Cambridgeport at 22 Lopez. All units are occupied by a local non-profit and use CHA sponsor-based vouchers. The units' use is consistent with previous years but incorrectly documented in the FY15 Report.
Total Other Housing Owned and/or Managed	**6**	

*** Select Housing Program from:** Tax-Credit, State Funded, Locally Funded, Market-Rate, Non-MTW HUD Funded, Managing Developments for other non-MTW Public Housing Authorities, or Other.
** Total Units include only units that are not subsidized by a housing voucher.

If Other, please describe:	Mixed-finance development made up of Tax Credit, PBV, TBV and mod./market rate units.

LEASING INFORMATION

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

Housing Program:	Number of Households Served*	
	Planned	Actual
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs **	0	0
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs **CHA Note 1	99	281
Port-In Vouchers (not absorbed)	0	0
Total Projected and Actual Households Served	**99**	**281**

* Calculated by dividing the planned/actual number of unit months occupied/leased by 12. Planned numbers reflect vouchers issued and assumes one (1) unit serves one (1) household (1:1). Actual numbers reflect households served. See CHA Note 1.

** In instances when a Local, Non-Traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of Households served.

CHA Note 1: The voucher count includes 8 MRVP vouchers that are supplemented by MTW funds under MTW Activity HC.2001.01 - Use MTW Resources to Augment State MRVP Leasing Program, 104 sponsor-based hard-to-house vouchers under HC.2008.03 Sponsor-based Voucher program and 3 vouchers used for HC.2008.03A Pathways to Permanent Housing - Heading Home. In actuality 281 households (264 from Hard-to-House and 9 from PPH-Heading Home + 8 MRVP) were served with the 115 vouchers allocated.

Housing Program:	Unit Months Occupied/Leased****	
	Planned	Actual
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs ***	0	0
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs ***	1,188	1,380
Port-In Vouchers (not absorbed)	0	0
Total Projected and Annual Unit Months Occupied/Leased	**1,188**	**1,380**

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

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

The difference between planned and actual unit months occupied/leased is 192, equivalent to 16 additional units occupied than anticipated for Local Non-Traditional purposes.

	Average Number of Households Served Per Month	Total Number of Households Served During the Year
Households Served through Local Non-Traditional Services Only	**0**	**0**

Reporting Compliance with Statutory MTW Requirements: 75% of Families Assisted are Very Low-Income

HUD will verify compliance with the statutory objective of "assuring that at least 75 percent of the families assisted by the Agency are very low-income families" is being achieved by examining public housing and Housing Choice Voucher family characteristics as submitted into the PIC or its successor system utilizing current resident data at the end of the agency's fiscal year. The PHA will provide information on local, non-traditional families provided with housing assistance at the end of the PHA fiscal year, not reported in PIC or its successor system, in the following format:

Fiscal Year:	2011	2012	2013	2014	2015	2016	2017	2018
Total Number of Local, Non-Traditional MTW Households Assisted	n/a	n/a	n/a	87	169	**281**		
Number of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	n/a	n/a	n/a	87	169	**281**		
Percentage of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	n/a	n/a	n/a	100%	100%	**100%**		

In order to demonstrate that the statutory objective of "maintaining a comparable mix of families (by family size) are served, as would have been provided had the amounts not been used under the demonstration" is being achieved, the PHA will provide information in the following formats:

CHA NOTE: Pursuant to the revised HUD 50900 implemented by HUD in May 2013, MTW agencies are required to provide data on the number of person in each household served as of the date of entry to the MTW program and as of the current fiscal year. CHA has historically provided bedroom size data to meet MTW compliance. Therefore, the mix of bedroom count from April 1998 has been provided as the baseline comparison. 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.

Baseline for the Mix of Family Sizes Served - 2014

Family Size:	Occupied Number of Public Housing units by Household Size when PHA Entered MTW	Utilized Number of Section 8 Vouchers by Household Size when PHA Entered MTW	Non-MTW Adjustments to the Distribution of Household Sizes *	Baseline Number of Household Sizes to be Maintained	Baseline Percentages of Family Sizes to be Maintained
1 Person	N/A	N/A	N/A	2,270	50.0%
2 Person	N/A	N/A	N/A	999	22.0%
3 Person	N/A	N/A	N/A	609	13.4%
4 Person	N/A	N/A	N/A	372	8.2%
5 Person	N/A	N/A	N/A	194	4.3%
6+ Person	N/A	N/A	N/A	94	2.1%
Totals	N/A	N/A	N/A	4,538	100%

Explanation for Baseline Adjustments to the Distribution of Household Sizes Utilized	Please see above. 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

	1 Person	2 Person	3 Person	4 Person	5 Person	6+ Person	Totals
Baseline Percentages of Household Sizes to be Maintained	50.0%	22.0%	13.4%	8.2%	4.3%	2.1%	**100%**
Number of Households Served by Family Size this Fiscal Year 2016*	2,789	1,173	730	448	216	106	**5,462**
Percentages of Households Served by Household Size this Fiscal Year 2016	51.1%	21.4%	13.4%	8.2%	4.0%	1.1%	**99%**
Percentage Change (compared to FY2014)	**+1.1%**	**-0.6%**	**0%**	**0%**	**-0.3%**	**-1.0%**	**N/A**

Justification and Explanation for Family Size Variations of Over 5% from the Baseline Percentages	Please see above. 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.

*Aggregate of PH, RAD, and HCV. Does not include vouchers issued but not yet leased up.

Mix of Bedroom Count - Occupied

	Bedroom Size in April 1998				Bedroom Size in March 2016				
	HARD UNITS				HARD UNITS				
	Public Housing	HCV	Total	% by BR size**	Public Housing	RAD	HCV*	Total	% by BR size**
1 Bedroom/SRO	890	398	1,288	41%	701	466	1,610	2,777	51%
2 Bedroom	447	537	984	31%	230	268	1,024	1,522	28%
3 Bedroom	363	342	705	23%	217	217	523	957	18%
4+ Bedroom	101	51	152	5%	48	52	106	206	4%
TOTAL	**1,801**	**1,328**	**3,129**	**100%**		**2,199**	**3,263**	**5,462**	**101%**

Percentage change between 1998 and 2016 reflect the substantial increase in units added to CHA's portfolio as a result of expiring use activities and conversion of former state public housing to MTW federal public housing and RAD.

*HCV counts are of voucher sizes used during FY16
**Percentages may not add to 100% due to rounding.

Description of any Issues Related to Leasing of Public Housing, Housing Choice Vouchers or Local, Non-Traditional Units and Solutions at Fiscal Year End

Housing Program	Description of Leasing Issues and Solutions
HCV	The project-based lease up rate is 86% (2,107 out of 2,441). Two (2) of the sites (Port Landing with 8 units and JP State with 104 units) only recently have MTW HAP contracts completed. At the time of this writing, none of those units are leased up. JP State is under construction and lease up is not expected for another year. A more accurate lease up rate would be 90.5% (2,107 out of 2,329)

Number of Households Transitioned To Self-Sufficiency by Fiscal Year End			
Activity Name/#	**Number of Households Transitioned ***	**Agency Definition of Self Sufficiency**	
FSS+/SS.2013.01 (**pps. 64-65**)	48	Reduction in Subsidy (RIS)	
	4	End of Subsidy (EOS)	
Sponsor-Based Voucher/ HC.2008.03 (**p. 71**)	7	End of Subsidy (EOS)	
RSP/PH/RAD/CE.2006.01 (**p. 94**)	53	End of Subsidy (EOS)	

Households Duplicated Across Activities/ Definitions	0
ANNUAL TOTAL NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY	**112**

* The number provided here should match the outcome reported where metric SS #8 is used.

WAIT LIST INFORMATION

Wait List Information at Fiscal Year End

Housing Program(s) *	Wait List Type **	Number of Households on Wait List	Wait List Open, Partially Open or Closed ***	Was the Wait List Opened During the Fiscal Year
Family Public Housing (Includes MTW and non-MTW units)	Site-Based	4,312	Closed	No
Elderly/Disabled Public Housing (Includes MTW and Non-MTW units	Site-Based	2,111	Closed	No
HCV Program (All MTW and non-MTW vouchers that are not SROs) as of 3/31/2016	Community-Wide	0	Closed	No
HCV Program (MTW and Non-MTW SROs Only) as of 3/31/2016	Community-Wide	2,511	Open	N/A

** Select Housing Program*: Federal MTW Public Housing Units; Federal MTW Housing Choice Voucher Program; Federal non-MTW Housing Choice Voucher Units; Tenant-Based Local, Non-Traditional MTW Housing Assistance Program; Project-Based Local, Non-Traditional MTW Housing Assistance Program; and Combined Tenant-Based and Project-Based Local, Non-Traditional MTW Housing Assistance Program.

*** Select Wait List Types:* Community-Wide, Site-Based, Merged (Combined Public Housing or Voucher Wait List), Program Specific (Limited by HUD or Local PHA Rules to Certain Categories of Households which are Described in the Rules for Program Participation), None (If the Program is a New Wait List, Not an Existing Wait List), or Other (Please Provide a Brief Description of this Wait List Type).

*** For Partially Open Wait Lists, provide a description of the populations for which the waiting list is open.

n/a

If Local, Non-Traditional Program, please describe:

n/a

If Other Wait List Type, please describe:

n/a

If there are any changes to the organizational structure of the wait list or policy changes regarding the wait list, provide a narrative detailing these changes.

CHA issued vouchers to households on the public housing wait lists because we recognized that hard units were being held for relocation and the HCV wait list was exhausted.

PROPOSED MTW ACTIVITIES

All proposed activities that are granted approval by HUD are reported on 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+)

DESCRIPTION

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

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

CHA has partnered with Compass Working Capital to provide financial education workshops for participants on a monthly basis. In addition, participants in the FSS+ program work with a financial coach to outline and work towards short- and long- term goals necessary to achieve their desired financial aspirations. Participants learn how to track, prioritize, and control their spending in order to create a plan that enables them to lower their debt, increase their credit score, and start saving. The coaches work with the participants to address negative item(s) on their credit reports, develop debt repayment plans, and rebuild their credit. The coaches also connect participants with resources and organizations that help participants achieve their goals. By the end of the program, participants are expected to have met goals in the five areas listed above.
A key component of the program is the establishment of an Escrow Savings Account for each participant. Participants who increase their wage income may save a portion of their rent increase in their escrow account. CHA maintains the account under the participant's name for up to five years. Occasional withdrawals from the account may be taken to advance goals related to financial security. Upon successful program completion, participants who remain in the MTW HCV Program may use their escrow savings to meet further financial goals.

<u>RENT-TO-SAVE</u>

In addition to the HCV program, CHA and Compass successfully launched the FSS+ program as a three-year pilot to all residents at two CHA housing sites (Jefferson Park Federal and Corcoran Park). The pilot is operating under the name, Rent-to-Save program the program design includes two components:

1. An automatic Financial Goals account is created for each head of household during the pilot period. One percent (1%) of rent charged is automatically put into the account each month during the pilot period. In instances where 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 percent of the difference is also put into the account.
2. Compass financial coaching is offered only to one site (Jefferson Park Federal residents)

At the end of the three year pilot, the head of households may access their account balances as long as they meet the program requirements for their site. One interim disbursement, with conditions attached, is also permitted. Information about pilot details is available on the CHA website. One working group meeting was held in 2015 and a second in January 2016. In January and February of 2016, documents outlining program details were available for public comment. Responses to all public comments were posted on the website within weeks after the comment period ended. In addition, CHA and Compass held focus groups at both sites to gather information on how to market the program to residents in advance of pilot launch .

Rent-to-Save launched on March 1 and prior to that date each head of household at the two sites was sent a letter of enrollment informing them that an account had been created in his/her name and included a brief outline of the program. Three hundred nineteen (319) households were automatically enrolled. The Jefferson Park residents receive both financial goals accounts and Compass financial coaching while Corcoran Park residents receive Financial Goals accounts only. Account statements will be sent to program participants on a quarterly basis. CHA and Compass are continuing marketing efforts to inform residents of the Rent-to-Save program and site specific requirements.

IMPACT

For the HCV program, the first graduate completed the program on November 30, 2013 (FY14). In FY16, four (4) participants graduated from the program. All four graduates completed the program in less than three years and two of the graduates purchased a home.

IMPLEMENTATION YEAR

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

PREVIOUSLY APPROVED AUTHORIZATION

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

CHANGES TO BENCHMARKS, BASELINE, METRICS

None for HCV. Rent-to-Save program design had not yet been finalized at the time that CHA's FY16 Plan was prepared. In fact, it was not yet finalized when our FY17 Plan was submitted. Therefore the metrics in the Plan did not include Rent-to-Save specific metrics. Since the program was in place for one month FY16 and just one day short of the first month's accrual in Financial Goals accounts, outcomes are included below only for SS#5. Rent-to-Save metrics will be included in the FY17 Annual Report.

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 households:** $24,534	**For participants in the program for at least one year and experienced an increase in earnings:** $32,534	**For participants that have been in the program for at least one year and experienced an increase in earnings:** $39,087	Yes

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:** $600	**For participants that have been in the program for at least one year and established an escrow account:** $2,633	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	180 households	163 HCV Program participants 319 participants in Rent-to-Save (approximately half of participants will have access to both financial coaching and a Financial Goals Account)	Yes
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: 86 Total months of participation completed by participants that have been in the program for at least one year: 827 **Avg Housing Assistance Payment (HAP) at FSS+ enrollment for participants that have been in the program for at least one year:** $925	Participants that have been in the program for at least one year: 123 Total months of participation completed by participants that have been in the program for at least one year: 3,556 months since start of participation **Avg. HAP of participants that have been in the program for at least one year:** $1,040	No. There are 18 participants (15%) that have been in the program for at least one year and have a current earned income of $0. Their average HAP is $1,537. There are 26 participants (21%) that have been in the program for at least one year and have a current earned income of $10,000 or less (includes $0 income participants). Their average HAP is $1,499. 16 out of the 26 participants experienced a reduction in earned income since FSS+ enrollment. The remaining 97 participants that have been in the program for at least one year (79%) have an avg HAP of $914. This may indicate why the average HAP is higher than the benchmark.
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	$83,200	**Total TTP for 163 HCV Program participants:** $120,825 **Total Rent Collected from all Rent to Save Participants:** $163,084	Yes; however, since CHA does not collect rental revenue in the voucher program the metric is not relevant for the voucher program with respect to this activity.

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

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:** 0	**Number of households that have experienced an end in subsidy during the FY**: 4	Yes
CHA: Increase in Credit Score				
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	70%	63%	Close but no. Many participants are entering the program with accounts in serious delinquency or in collection. Improvements in credit score may take longer for these clients, as they work to increase their incomes and negotiate payment plans for delinquent accounts.
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	50 points	44 points (36 points in FY15)	Close but no. Many participants are entering the program with accounts in serious delinquency or in collection. Improvements in credit score may take longer for these clients, as they work to increase their incomes and negotiate payment plans for delinquent accounts. While the outcome fell short of the benchmark, a substantial average increase in credit score is a positive outcome. The outcome is within 10 percentage points and an increase over the FY15 Report outcome of 36 points.
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	Percent of participants who had been in the program for an entire year and had a decrease or zero collection debt: 75	Yes.
CHA: Increase in Household Income				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
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	$28,800	$36,802	Yes

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	50%	59%	Yes
CHA: Households Transitioned to Self-Sufficiency				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
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**: 25	**Number of households that have been in the program for at least one year and experienced a reduction in subsidy during the FY**: 48	Yes

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

HC.2011.01 - EXPIRING USE PRESERVATION PROGRAM

DESCRIPTION

CHA converts Enhanced Vouchers to Project-Based Vouchers for private, affordable, multi-family properties with maturing mortgages, thereby ensuring affordability of hard units in Cambridge and the surrounding area for at least an additional fifteen years. Many of these private expiring use units were made affordable through HUD subsidies that have limited terms of between 5 and 30 years. Upon expiration of the subsidies, property owners may charge market rate rents for those units. HUD provides Enhanced Vouchers to eligible residents who are unable to pay the market rate rent. If the resident leaves the original unit the enhanced voucher converts to a mobile voucher and the original unit becomes unsubsidized and likely converted to a market-rate. By converting Enhanced Vouchers to Project-Based Vouchers this program allows residents living in these private expiring use units to stay in their home and, at the same time, maintain affordability, and often, leverage much needed capital improvements as part of any refinancing of the property. Outcome numbers are presented in the aggregate.

IMPACT

In January of 2014, Smith House in Roxbury, MA was the first expiring use property outside of Cambridge where CHA converted Enhanced Vouchers to Project-Based Vouchers. In FY15, an additional 535 units were preserved at 402 Rindge Ave, Cambridge, MA; Barrett House (147 Washington Street and 25 Pleasant Street) in Lynn, MA; and Brookside (Village Drive) in Southbridge, MA. In FY16, a total of 742 units (highlighted in pink in table below) were preserved under HAP contracts. Since implementation of this activity, 1,666 total units have been preserved. The following table includes the units preserved under the Expiring Use Preservation Program to-date. In some instances project-based/enhanced vouchers are issued but are not immediately placed under contract.

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	92	98
Bishop Allen	Cambridge	Family	FY12	25	29
Harwell Homes	Cambridge	Family	FY14	3	14
Smith House	Roxbury	Elderly/Disabled	FY14	132	132
402 Rindge	Cambridge	Family	FY15	87	110
St. Stephens	Lynn	Elderly/Disabled	FY15	130	130
Louis Barrett	Lynn	Elderly/Disabled	FY15	109	145
Brookside Terrace	Southbridge	Family	FY15	133	150
Cleaves Court	Boston	Family	FY16	36	36
Chauncy House	Boston	Family	FY16	53	53
MassPike	Boston	Family	FY16	133	157
808 Memorial Drive	Cambridge	Family	FY16	69	76
Briston Arms	Cambridge	Family	FY16	32	50

PROJECT	CITY	HOUSING TYPE	FY ISSUE OF HAP	UNITS UNDER HAP CONTRACT	UNITS PRESERVED
Coes Pond	Worcester	Elderly/Disabled	FY16	204	250
Madison Park	Boston	Family	FY16 (due to delay)	106	120
TOTAL				**1,460**	**1,666**

IMPLEMENTATION YEAR

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

PREVIOUSLY APPROVED AUTHORIZATIONS

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

CHANGES TO BENCHMARKS, BASELINE, METRICS

Under HUD's revised MTW reporting requirements, CHA revised its MTW benchmarks, baseline, and metrics for consistency with the recently established HUD Standard Metrics. The table below provides the revised information for this MTW activity.

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: 980 **Units Preserved in the FY:** 310	Total Units: 1,666 **Units Preserved in FY16:** 742	**Yes**

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

DESCRIPTION

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

HARD TO HOUSE PROGRAMS (HC.2008.03): CHA partners with local service providers that work directly with the hard-to-house population including households consisting of individuals with psychiatric, developmental and behavioral disabilities. These hard-to house households receive housing assistance only from CHA while the local service provider provides intensive support services and case management. While CHA allocates

a specific number of vouchers for this program, service providers may serve more than one household or individual per voucher in the fiscal year. In FY16, three additional sponsor-based partnerships were established (Youth on Fire, Somerville Homeless Coaltion, and YWCA - Bigelow Shelter) The following table identifies CHA's partnerships and vouchers allocated:

	SERVICE PROVIDER	NO. OF VOUCHERS UNDER CONTRACT
1	CASCAP, Inc.	2
2	Heading Home, Inc.	30
3	YWCA (CYW)	15
4	Just A Start Corp.	1
5	North Charles, Inc.	5
6	Transition House	11
7	Specialized Housing, Inc.	1
8	Vinfen	1
9	The Home for Little Wanderers	8
10	Aids Action	1
11	Youth on Fire (Y2Y)	22
12	Somerville Homeless Coalition	1
13	YWCA- Bigelow Shelter	6
	TOTAL	**104**

IMPLEMENTATION YEAR

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

PATHWAYS TO PERMANENT HOUSING – TRANSITION HOUSE (HC.2008.03A): This initiative includes both provision of hard units in public housing and a services component. In a continued effort to import the availability of housing resources for victims of domestic violence, CHA has partnered with Transition House to provide public housing units to Transition House families who have shown that they are ready to move into permanent housing. Following an internal evaluation of the pilot program, CHA and Transition House decided to expand their partnership to make available no fewer than two units each year, but CHA may make available as many as four units. Unit size will be determined based on the need identified by Transition House and based on CHA's available units.

CHA makes the units of public housing available to Transition House, who in turn assumes all tenant responsibilities for those units. Transition House then selects and, with assistance for 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 participant in Transition House's program for at least 90 days. During the year, the families are expected to occupy the units in accordance with CHA ACOP (or Administrative Plan, depending on the development). 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. At the end of the one year period, families in full compliance may gain full CHA public housing resident states and lease the unit directly from CHA.

With additional funding from the City of Cambridge, and Transition House (through a grant from the Massachusetts Office on Victims Assistance), and CHA's contribution of six subsidies, the supportive services component has been expanded to create the Community Support Partnership. The Community Support Partnership's mission is to respond to, and prevent domestic violence by providing timely comprehensive wrap-around support to victims and their familiesin areas of need including: safety, housing, mental health and trauma. The Partnership is deeply embedded in Cambridge Housing Authority, providing support to staff, tenants and applicants both at the main CHA office and at CHA's properties and programs.

This pilot program has been extended for an additional 3 years. To date, four (4) families have been served through this program. Two have graduated out of the program and have become CHA public housing residents. Two families are in CHA housing as participants in the program

IMPLEMENTATION YEAR

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

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

The participant family will also be provided an escrow account in which they can build assets through an incentivized savings program. For families that successfully complete the two-year program and are able to come off their subsidy, Heading Home will offer the Plus One Payout modeled after the FSS+ program. CHA may also provide payout funds if family goals are met. A minimum of at least 30 and maximum of 45 MTW HCV subsidies have been allocated for the entire duration of this program (more than one year).

IMPLEMENTATION YEAR

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

IMPACT

The Sponsor-Based program allows households in difficult circumstances to live in safe and secure transitional housing with the potential to move into permanent housing. Without the Sponsor-Based Voucher Program, hard-to-house households and individuals would more likely be homeless or in temporary shelter.

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment C.D.2

CHANGES TO BENCHMARKS, BASELINE, METRICS

Under HUD's revised MTW reporting requirements, CHA revised its MTW benchmarks, baseline, and metrics for consistency with the recently established HUD Standard Metrics. The table below provides the revised information for this MTW activity.

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

HC #5: Increase in Resident Mobility				
Unit of Measurement	**Baseline**	**Benchmark**	**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 households: 67 Transition House: households: 2 Heading Home households: 20 **Total Households:** 89	Hard to House households: 264 (104 vouchers) Transition House households: 2 Heading Home households: 9 (6 vouchers) **Total Households:** 275	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 households: 67 Transition House: households: 2 Heading Home households: 20 **Total Households:** 89	Hard to House households: 264 (104 vouchers) Transition House households: 2 Heading Home households: 9 (6 vouchers) **Total Households:** 275	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 households: 67 Transition House: households: 2 Heading Home households: 20 **Total Households:** 89	Hard to House households: 264 (104 vouchers) Transition House households: 2 Heading Home households: 9 (6 vouchers) **Total Households:** 275	Yes

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

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	Hard to House households: 7 (104 vouchers) Transition House households: 0 Heading Home households: 0 (6 vouchers) **Total Households:** 7	Yes. HUD is requiring the use of this metric and End of Subsidy (EOS) as the unit of measurement. EOS, while it might occur, is not a realistic or intended outcome; using this "finish line" to measure self-sufficiency is misleading and dilutes the positive impact that MTW authority has had in advancing self-sufficiency in other MTW and non-MTW activities.
CE #4: Increase in Resources Leveraged				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Amount of funds leveraged in dollars (increase)	$0	$1,617,489	$2.9 million	Yes. HUD is requiring the use of this metric
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	1.2 households	2.5 households	Yes

*The household counts in HC #5, HC #7, AND SS #5 are representative of the voucher counts- each voucher can assist more than one household due to the program structure

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

DESCRIPTION

This program allows CHA to preserve its Massachusetts Rental Voucher Program (MRVP) state rental assistance subsidies. As a stand-alone program, MRVP provides exceptionally low payment standards. MTW allows CHA to supplement these vouchers with funds from the MTW Block Grant to continue the viability of these subsidies and expand the total number of rental vouchers that CHA administers in the Cambridge market. CHA originally allocated $21,600 for this program in FY13 but expended $44,607 due to the increased payment standards for voucher holders renting in Cambridge. In FY16, $52,653 funds were expended for this program.

IMPACT

Eight families continued to receive supplemented MRVP vouchers which allowed them to rent units in Cambridge that would otherwise have been unaffordable. Without this initiative the eight households would have been forced to lease units in higher poverty and lower opportunity neighborhoods.

IMPLEMENTATION YEAR

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

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment D.A.1

CHANGES TO BENCHMARKS, BASELINE, METRICS

The table below provides information for this MTW activity.

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 - Two CHA households left and a moratorium was instituted that did not allow any new vouchers to be issued.	8 households	Yes. The moratorium instituted (as noted in the benchmark) still is in place.
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: $44,607 Total households served: 8 **MRVP subsidy amount:** $48,936	Amount of MTW funds spent: $50,896 Total households served: 8 **MRVP subsidy amount:** $38,461	No. During the comment period, we will examine the reason the subsidy amount decreased.

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

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 very high cost of housing. New development is sporadic and difficult to benchmark on an annual basis. For this reason, this activity is dependent on market conditions and available development opportunities in any given year. At the time of this writing, no additional development opportunities have been identified. Benchmarks and Outcomes are set on an aggregate basis. Temple Place was completed in FY16 with a total construction contract of $11.5 million. Deep affordability is achieved at the property through a long-term Project-Based Section 8 HAP contract provided by CHA in partnership with the Cambridge Affordable Housing Corporation (CAHC). This activity includes the preservation of all CHA hard units (affiliate units, RAD, HILAPP and Disposition) and construction of new hard units (e.g. Temple Place).

IMPACT
The goal of this activity is to preserve or build hard units resulting in a shift in the subsidy type from tenant-based to unit-based. This allows CHA to keep affordable units in Cambridge and in higher opportunity and lower poverty neighborhoods. This activity is one of the limited resources available to low-income families that allows the families to retain housing choice in the difficult and expensive Cambridge housing market.

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

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

CHANGES TO BENCHMARKS, BASELINE, METRICS
Under HUD's revised MTW reporting requirements, CHA revised its MTW benchmarks, baseline, and metrics for consistency with the recently established HUD Standard Metrics.

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: 398 Anticipated in FY: 40 **Total Units**: 438	Units completed to date: 795 New units online during FY: RAD Phase I - 656 JP State - 104 Temple Place - 40 **Total Units:** 1,595	Yes. The remaining RAD Phase 1 units (Newtowne Court - 268; Putnam Gardens - 122; Woodrow Wilson -68; Manning-198) closed. In addition, JP State (104 units) financing closed. Temple Place construction was constructed and fully occupied by the end of the FY.

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

DESCRIPTION
This activity increases housing options for households in crisis. CHA allows voucher holders to transfer between the Public Housing and Housing Choice Voucher programs on a case-by-case basis. In FY13, there were three transfers from the Housing Choice Voucher program to the Public Housing program. In late FY13, CHA clarified that inter-program transfers related to reasonable accommodation requests will not be considered MTW transfers, given that they could happen without CHA's MTW status. This activity allows CHA to move families from public housing to the HCV program and vice-versa. 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 since 2010:

FISCAL YEAR	HCV to PH	PH to HCV
2016	0	0
2015	1	5
2014	1	3
2013*	3	6
2012*	2	8
2011*	1	4
2010*	3	9

*Includes reasonable accommodation transfers

IMPACT

This activity allows facilitates moves from one housing program to another. It is there for households to use when needed.

IMPLEMENTATION YEAR

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

PREVIOUSLY APPROVED AUTHORIZATION

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

CHANGES TO BENCHMARKS, BASELINE, METRICS

Under HUD's revised MTW reporting requirements, CHA revised its MTW benchmarks, baseline, and metrics for consistency with the recently established HUD Standard Metrics. The table below provides the revised information for this MTW activity.

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	4 households	0 households	No. This is an activity that provides households flexibility between housing programs and available on an as-needed basis. Therefore, we believe setting a benchmark is not relevant for this activity.

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

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

1. INCREASE HOUSING CHOICE FOR LOW INCOME FAMILIES:
    - Create MTW Transfer Category in Admin Plan and ACOP - HC.2008.02
    - Rent Reasonableness Policy & 120% Exception Rents - HC.2002.01
    - Implement Local Project-Based Assistance Leasing Program - HC.2001.02
    - Allowing Households to Pay over 40% of Income Toward Rent at Move-in - HC.2000.03
    - Implement Vacancy and Damage Payments - HC.2000.02
2. REDUCE COST AND ACHIEVE GREATER COST EFFECTIVENESS IN FEDERAL EXPENDITURES:
    - Rent Simplification Program - CE.2006.01

Where an MTW initiative applies to both the Housing Choice Voucher and Public Housing Programs, the initiative will be listed under each program (except for CREATE NEW MTW TRANSFER CATEGORY). Descriptions, impact, implementation year, and previously approved authorizations are identified for each MTW policy initiative. Metrics for the HCV MTW initiatives may reflect a group of MTW policies or a single MTW policy, where applicable.

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

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.

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.

YEAR	ACTIVITY
FY13	No portfolio-wide increase to payment standards occurred and landlords did not receive the default Annual Adjustment Factor (AFF) increase. 150 new admissions leased in Cambridge at over 110% of the FMR.
FY14	Rent Reasonableness 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. 26 new admissions leased in Cambridge at over 120% of the FMR.
FY15	98 new admissions leased in Cambridge at over 120% of the FMR.
FY16	37 new admissions leased in Cambridge at over 120% of the FMR.

IMPACT

In FY16, 37 new admissions leased in Cambridge at over 120% of the FMR. These families would not have been able to rent units in the expensive Cambridge market without this initiative. This activity allows households to live in higher opportunity neighborhoods.

IMPLEMENTATION YEAR

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

PREVIOUSLY APPROVED AUTHORIZATION

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

CHANGES TO BENCHMARKS, BASELINE, METRICS

The table below provides the revised information for this MTW activity.

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: 128	**Households that leased units in Cambridge at over 120% FMR at initial move in in FY 16:** 30*	No. This metric is not an accurate measure of the effectiveness of this activity as the number of households leased at over 120% FMR is dependant on the number of new admissions during the FY.

*This metric is revised to only include those new admissions that physically moved into a unit in Cambridge, MA.

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

DESCRIPTION

This program allows CHA to expand its Project-Based portfolio beyond the 20% HUD threshold and allows property owners to project-base a building beyond the 25% HUD threshold. Property owners may coordinate with CHA to project-base up to 100% of a property.

Program revisions which took effect in FY14 and include:

- 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. For public housing units that undergo RAD conversion, policies under ACOP and other public housing activities will be maintained after RAD completion.

In FY16 CHA converted the remaining 198 public housing units to RAD project-based assistance to complete its RAD Phase 1 efforts with a total of 1,150 units converted in nine different developments. This last development in RAD Phase 1 –Manning Apartments—converted on March 1, 2016. Of the other eight developments in Phase 1, five converted to RAD on January 1, 2015 and three converted on April 1, 2015.

IMPACT

This initiative allows CHA to project-based a higher percentage of its portfolio in Cambridge which allows for an increased number of affordable units in the expensive Cambridge rental market. The change to Project-Based vouchers ensures that affordable units remain in Cambridge as opposed to households being forced to lease up in lower opportunity neighborhoods.

IMPLEMENTATION YEAR

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

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment C.D.7

CHANGES TO BENCHMARKS, BASELINE, METRICS

The table below provides the information for this MTW activity.

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	Aggregate new units to date: 823 **Anticipated new units**: 0	Units project-based through expanding supply of hard units in FY: 800 (RAD Phase I: 656 units Temple Place: 40 units JP State: 104 units) Units project-based through Expiring Use in FY: 742 Units project-based through private nonprofit developers: units: 13 (Port Landing - 8 and 455-463 Cambridge Street - 5) **Total New units in FY:** 1,555	Yes. Athough the 104 units at JP State is under construction, it is included in the count because the HAP contract has been executed.
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). If units reach a specific type of household, give that type in this box.	0 units	0 units	Units project-based through expanding supply of hard units in FY: 800 (RAD Phase I: 656 units Temple Place: 40 units JP State: 104 units) Units project-based through Expiring Use in FY: 742 Units project-based through private nonprofit developers: units: 13 (Port Landing - 8 and 455-463 Cambridge Street - 5) **Total New units in FY:** 1,555	Yes.
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%	30%	50%	Yes. The additional units that came on-line through the Expiring Use Preservation Program and the RAD conversion of public housing units greatly increased the percentage of PBV units in CHA's portfolio.

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

DESCRIPTION

This program provides households more choices when renting. New voucher participants may pay over 40% of their income towards rent at initial lease up, exceeding the first-year threshold set by HUD. This program allows participants to rent units that fit their individual needs, provided that they can demonstrate the ability to commit to a higher income contribution toward rent.

IMPACT

In FY13 twenty-seven (27) households paid over 40% of their income for rent. Among those households, the average percentage of income going to rental payments was 51%, up slightly from 49.8% in FY12. In FY14, no participants paid more than 40% of their income for rent at initial lease-up. In FY15 37 households were able to pay more than 40% of their income toward rent at move-in. This allowed 37 households in FY15 and 38 additional households in FY16 to move to a better unit and/or a neighborhood of opportunity.

IMPLEMENTATION YEAR

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

PREVIOUSLY APPROVED AUTHORIZATION

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

CHANGES TO BENCHMARKS, BASELINE, METRICS

Under HUD's revised MTW reporting requirements, CHA revised its MTW benchmarks, baseline, and metrics for consistency with the recently established HUD Standard Metrics. The table below provides the revised information for this MTW activity.

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	27 households	13 households	No. We believe an outcome of 13 households is reasonable. Six (6)of the 13 live in Cambridge. Nine (9) of the 13 have $0 income. Eight (8) of the 9 pay $0 rent. The average rent paid for the remaining 4 of the 13 households is $65. Two (2) of the 4 are paying minimum rent at $50. The adjusted annual income of the 4 households range from $714 to $5,748.

HC.2000.02 - IMPLEMENT VACANCY AND DAMAGE PAYMENTS/HCV

DESCRIPTION

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

The following changes took effect in FY14 under the Administrative Plan:

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

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

3. Incentive to Rent to CHA Voucher Holders: Landlords (including those who require last month's rent at initial lease) 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

This initiative preserves affordable units by requiring TBV Landlords to continue to rent to HCV tenants in exchange for vacancy and/or damage payments. This initiative also encourages landlords to accept lower security deposits for units as CHA guarantees compensation for all damages in excess of the security deposit. In FY16, through this initiative, 38 units remained affordable for low-income households. Landlords sought payments for thirty eight (38) units that totaled $40,401.

IMPLEMENTATION YEAR

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

PREVIOUSLY APPROVED AUTHORIZATION

MTW Agreement, Attachment C.D.1.d

CHANGES TO BENCHMARKS, BASELINE, METRICS

Under HUD's revised MTW reporting requirements, CHA revised its MTW benchmarks, baseline, and metrics for consistency with the recently established HUD Standard Metrics. The table below provides the revised information for this MTW activity.

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	21	38	Yes.

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

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

DESCRIPTION

In FY 2016, CHA continued implementation of HCV Program initiatives designed to simplify rent calculation and the recertification process, streamline administrative processes, and reduce paperwork burdens on clients and staff. Note that the minimum age is 58 is to be considered Elderly. Any adult under 58 years of age is considered non-elderly.

Regular and Interim Recertification: Elderly and disabled households undergo recertification on a biennial basis. Non-elderly, non-disabled households undergo recertification on an annual basis. Voluntary interim recertification may be requested by non-elderly, non-disabled households once between annual recertifications. The limit on interim recertifications does not apply to elderly or disabled households. In FY14, CHA modified this initiative to enforce greater participant accountability for the timely completion of the recertification process. Participants who fail to attend an originally-scheduled reexamination appointment without giving 48 hours prior notice will be charged a fee of $60.

Minimum Rent: Minimum rent was increased from $25 to $50. Additionally, exception rent policies were established to provide greater flexibility for disabled households (see HC.2002.01 - RENT REASONABLENESS POLICY AND 120% EXCEPTION RENTS activity). Exception rents for disabled households are evaluated on a case-by case basis. Zero income households will have a minimum rent of $0 for the first three (3) months and will be eligible to receive a utility reimbursement. Starting on the fourth month, households that have not reported income will be responsible to pay a minimum rent of $50.00 to the landlord and will not be eligible to receive a utility reimbursement.

Definition of Annual Income:

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

In connection with this activity, CHA tracks the aggregate earned income of households in the HCV program. See table below for aggregate earned income of HCV participants by fiscal year.

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

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

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

Households with Real Property and Significant Assets: CHA implemented a series of polices related to eligibility to ensure that families who own real property and/or who have significant assets do not qualify for admission or continued occupancy with CHA. In this way, housing resources are provided to the population of individuals who do not have alternative resources for housing and who do not have significant assets. Elderly and disabled households are exempt from this policy.

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

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

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

- A household member or members are unable to reside in the property because of domestic violence
- The household is making a good faith effort to sell the property.
- The property is owned in a country where there is verifiable evidence that the household would face retribution or repression were they to return to the country where the property is owned.

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

Rent Simplification in HCV has led to increased cost savings through a decrease in the average staff time needed to complete a recertification. This activity has been ongoing with the addition of various components since its approval in FY08. Please see **CE.2006.01 - RENT SIMPLIFICATION PROGRAM (RSP)/PUBLIC HOUSING** for a summary of hardship requests in both the Public Housing and HCV programs since FY07.

IMPLEMENTATION YEAR

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

PREVIOUSLY APPROVED AUTHORIZATION

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

CHANGES TO BENCHMARKS, BASELINE, METRICS

Under HUD's revised MTW reporting requirements, CHA revised its MTW benchmarks, baseline, and metrics for consistency with the recently established HUD Standard Metrics. The hourly cost of a recertification specialist was increased to $41.02. The table below provides the revised information for this MTW activity.

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	$81,800	Recertifications performed in FY16: 2,124 Interims Performed in FY16: 786 Recertification Time: 1.25 hours Interim Time: .75 hours Hourly cost of recertification specialist: $41.02 **Total cost:** $133,089	No. The benchmark was not achieved because it was carried over from the FY15 Plan and this year there was a larger number of recertifications that occurred relative to FY15. In FY15, there were 1,380 recertifications performed. This year we saw a 54% increase.
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	2,044 hours	Recerts performed in FY16: 2,124 Interims Performed in FY16: 786 Annual Recertification Time: 1.25 hours Interim Time: .75 hours **Total Time:** 3,244.5 hours	No. The benchmark was not we saw a 54% increase in the number of recertifications that occurred. Even so, 180.50 hours of staff time were saved in FY16 over the baseline, with more recertifications performed.

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

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%	17%	20% based on a quality control audit performed in December 2015.	No, however CHA has made substantial progress in lowering the error rate for rent determinations against the baseline year of 2013. This is also an improvement over the national average in HUD's report titled, *Quality Control for Rental Assistance Subsidies Determinations for FY 2012*. The Report states that thirty-one percent (31%) of households had errors in their income and rent calcuations in housing authority-administer Section 8 programs.
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	$9,190,000	$17,471,376	Yes. This is another HUD required metric that is not dependent on this activity. The increase in income is a result of the increased number of vouchers this past year.
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	$24,956	$24,856 (average wage income of residents with wage income)	Yes
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	$20,800	$22,297 (median wage income of residents with wage income)	Yes

PUBLIC HOUSING (PH) PROGRAM ADMISSIONS & CONTINUED OCCUPANCY POLICIES[2] (ACOP)

CHA's ongoing MTW initiatives for the Public Housing Program, which have been incorporated in the ACOP, are categorized according to the following MTW statutory objective:

1. Increase housing choice for low-income families
    - Create MTW Transfer Category in Admin Plan and ACOP - HC.2008.02
2. Reduce costs and achieve greater cost effectiveness in federal expenditures
    - Implement Ceiling Rents - CE.2009.01
    - Rent Simplification Program - CE.2006.01

Where an MTW initiative applies to both the Public Housing and Housing Choice Voucher Programs, the initiative will be listed under each program (except for HC.2008.02 - CREATE NEW MTW TRANSFER CATEGORY). Descriptions, impact, implementation year, and previously approved authorizations are identified for each MTW policy initiative. Metrics for the Public Housing MTW initiatives may reflect a group of MTW policies or a single MTW policy, where applicable.

CE.2009.01 - IMPLEMENT CEILING RENTS/PUBLIC HOUSING

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 implemented in FY06 and 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.

IMPLEMENTATION YEAR

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

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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.

IMPACT

This policy sets ceiling rent with a more appropriate indicator of the increased cost of operating and managing low-income housing year to year while also reducing staff time. The staff time should remain minimal and consistent every year as this is an activity that occurs only once a year and performed by one staff member. As of March 31, 2016, there were 101 households in public housing and 74 in RAD units paying ceiling rent.

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment C.C.11

CHANGES TO BENCHMARKS, BASELINE, METRICS

Under HUD's revised MTW reporting requirements, CHA revised its MTW benchmarks, baseline, and metrics for consistency with the recently established HUD Standard Metrics. The table below provides the revised information for this MTW activity.

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:** $198	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	3 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?**
Rental revenue in dollars (increase)	Ceiling rent revenue collected in FY14: $1,926,858	Ceiling rent revenue to be collected in FY: $1,927,000	Ceiling Rent Revenue collected for Public Housing in FY16: $1,149,978 Ceiling Rent Revenue collected for RAD in FY16: $820,489 **Total**: $1,970,467	Yes. Additional rental revenue from ceiling rent was collected. However, this was not an intended outcome of this activity. HUD is requiring the use of this metric even though it is an administrative change that is not linked to the amount of rent collected and therefore provides no useful revenue data.

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

DESCRIPTION

In FY 2016, CHA continued implementation of Public Housing Program initiatives designed to simplify rent calculation and the recertification process, streamline administrative processes, and reduce paperwork burdens on clients and staff. Note that the minimum age is 58 is to be considered Elderly. Any adult under 58 years of age is considered non-elderly.

The following is a summary of ongoing program components. There were no modifications to these initiatives during FY 2016:

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

Tiered Rent Schedule and Streamlined Deductions: Under RSP, CHA implemented a tiered rent schedule. Residents' incomes fall into $2,500 ranges and rent is set at 30% of the low end of each range (minus a utility allowance). RSP also streamlines the deductions allowing deductions for unreimbursed medical and child care expenses only. Unreimbursed child care and/or medical expenses must meet a minimum threshold for eligibility as 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.

Minimum Rent: Households with income in the lowest tier of the rent schedule are charged a minimum rent of $50 for a twelve month period. After twelve months at the $50 minimum rent, households are charged the rate of the second tier of the rent schedule if there is no change in income. A utility allowance may be applied to the minimum or second tier rents, according to rent schedules for each site. At the end of FY16, there were 53 households paying minimum rent.

Definition of Annual Income:

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

   In connection with this activity, CHA intends to track the aggregate earned income of households in Public Housing. See table below for aggregate earned income of Public Housing/RAD participants by fiscal year.

AGGREGATE EARNED INCOME OF 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
* Aggregate includes wages at three tax credit sites (LBJ, Jackson Gardens and Lincoln Way) that were not included in previous years. +Aggregate includes RAD and LIPH		

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

Households with Real Property and Significant Assets: CHA implemented a series of polices related to eligibility to ensure that families who own real property and/or who have significant assets do not qualify for admission or continued occupancy with CHA. In this way, housing resources are provided to the population of individuals who do not have alternative resources for housing and who do not have significant assets. Elderly and disabled households are exempt from this policy.

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

- Non-elderly/disabled households whose net assets exceed $100,000.
- 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 there were no applications for medical reasons and no rent burden applications.

APPLICATION YEAR (BY FISCAL YEAR)	APPLICATIONS RECEIVED	PUBLIC HOUSING HOUSEHOLDS	HCV HOUSEHOLDS	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
2015	5	3	2	4	1
2016	0	0	0	0	0
Total	**35**	**26**	**9**	**22**	**14**

IMPLEMENTATION YEAR

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

PREVIOUSLY APPROVED AUTHORIZATIONS

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

CHANGES TO BENCHMARKS, BASELINE, METRICS

Under HUD's revised MTW reporting requirements, CHA revised its MTW benchmarks, baseline, and metrics for consistency with the recently established HUD Standard Metrics. The hourly cost of a recertification specialist was increased to $41.02. The methodology for rental revenue collected under CE #5: Increase in Agency Rental Revenue was collected from CHA's Elite database. The system has experienced increased functionality in FY16. The table below provides the revised information for this MTW activity.

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	$46,663	Number of Recertifications Performed in FY16:788 Public Housing:457 RAD:331 Number of Interims Performed in FY16: 712 Public Housing: 530 RAD: 182 Recertification time: 1 hour Interim Time: .5 hours Staff Cost/hr: $41.02 **Total Cost of Task**: $46,927 Public Housing: $29,617 RAD: $17,310	Yes, CHA substantially achieved this benchmark as the outcome for this metric is within 1% of the benchmark.
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	1,166 hours	Number of Recertifications Performed in FY16: 788 Public Housing:457 RAD:331 Total Number of Interims Performed in FY16: 712 Public Housing:530 RAD: 182 Annual Recertification Time: 1 hour Interim Time: .5 hours **Total Time Spent on Task:** hours: 1,144 Public Housing: 722 RAD: 422	Yes. CHA maintains this initiative is a success as CHA reduced staff time spent on this activity by 1,827 hours and the outcome is also 22 hours less than the benchmark.

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

CE #3: Decrease in Error Rate of Task Execution/PH/RAD				
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 July 2013: 7%	5%	Rent determination errors from a quality control audit in January 2016: 15%	No, however CHA's rent determination error rate based on quality control audits is within industry standards. As a point of comparison, HUD's report titled, *Quality Control for Rental Assistance Subsidies Determinations for FY 2012* states that nationally twenty-five (25%) of households had errors in their income and rent calcuations in housing authority-administer public housing programs. HUD is requiring the use of this metric. CHA is using a quality control process that may be modified to provide new information in subsequent years.
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	$11,585,000 (Does not include deduction of insufficient funds.)	**Total Rent Payments for Public Housing: $6,366,343** **Total Rent Payments for RAD: $4,873,422** **Total rental revenue collected in FY16:** $11,239,765	No, due to the shift in converting public housing units to RAD. The combination of rent payments for RAD and public housing does not yet surpass the benchmark.

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

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	1,000	Total households: 2,200 Total Public Housing Households: 1,197 Total RAD Households: 1003 Total Households employed full or part-time: 932 Public Housing Households employed full or part-time: 443 RAD Households employed full or part-time: 489	Yes. HUD is requiring the use of this metric. CHA maintains that while employment is encouraged by Rent Simplification, it is misleading to track the metric using a Baseline and Benchmark approach, especially since employment is not required as part of Rent Simplification.
	Percentage of Public Housing households that experienced Full-or Part-Time employment status on March 31, 2014: 40%	40%	Percentage of households that experienced full or part-time employment: 42% Percentage of Public Housing households that experienced full or part-time employment: 37% Percentage of RAD households that experienced Full-or Part-Time employment: 49%	Yes. HUD is requiring the use of this metric. CHA maintains that while employment is encouraged by Rent Simplification, it is misleading to track the metric using a Baseline and Benchmark approach, especially since employment is not a required outcome.
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)/PH/RAD/				
Unit of Measurement	Baseline	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households receiving TANF assistance (decrease)	Households receiving TANF on March 31, 2013: 146	146	**Total Households receiving TANF: 89** Public Housing Households receiving TANF: 50 RAD Households receiving TANF: 39	Yes. 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.

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

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	50	**Total: 53** Public Housing:45 RAD: 8	Yes. However, HUD is requiring the use of this metric and End of Subsidy (EOS) as the unit of measurement. CHA maintains that while transitioning to self sufficiency is encouraged by Rent Simplification, it is misleading to track the metric using a Baseline and Benchmark approach, especially since self sufficiency is not a required 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	$26,810	**Total Average:** $32,761 Public Housing Average: $31,237 RAD Average: $34,119	Yes
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	$24,440	**Total Median:** $26,416 Public Housing Median:$24,398 RAD Median:$27,630	Yes

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 these households who find a unit in Cambridge by paying for their first and last month's rent, and security deposit.

This initiative was approved in the FY14 Annual Plan.

UPDATE

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.2008.08 - IMPLEMENT RECERTIFICATIONS EVERY TWO YEARS FOR HOUSEHOLDS IN PROJECT BASED UNITS/HCV

DESCRIPTION

Similar to the biennial recertification policy in Public Housing, a biennial recertification schedule would apply to households living in Project-Based units. This initiative would 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, ease 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 would not apply to elderly or disabled households.

This initiative was approved in the FY08 Annual Plan.

UPDATE

No activity in the fiscal year. Metrics will be set 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.2008.06 - 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 need 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' WAIT LISTS.

REASON FOR CLOSING OUT INITIATIVE

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

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

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.

HUD REQUIREMENTS

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

Given the fungibility of work items under CFP and CHA's 5-year plan, 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 draws 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 chose 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 above description comports with Amendment 1 in that the working capital pool can be considered a direct cost for pre-development expenses. Once underway, costs to the extent possible, can be shifted or considered a direct cost to a project.

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

MTW REPORTING COMPLIANCE

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

2. 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 **pages 59-61.** CHA certifies the following:

3. 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.

ATTACHMENT D - EPC REPORTING REQUIREMENTS

CHA's Energy Performance Contract (EPC) relative to Millers River Apartments (MA003000310) naturally terminated at the conclusion of the twleve-year lease and repayment period on 11/15/2014.

The Energy Performance Contract (EPC) between CHA and Ameresco, Inc relative to the Daniel F. Burns Apartments (MA003000307) terminated at the conclusion of FY15 (3/31/2015). The project financing was terminated on 3/16/2015 as part of the Agency's preparation to transition to the Rental Assistance Demonstration program (RAD).

As such CHA is no longer required to complete Attachment D EPC Reporting Requirement and this section will not be included in subsequent MTW Annual Reports.

ADMINISTRATIVE

CHA BOARD APPROVAL

EXTRACT OF THE MINUTES OF THE REGULAR MEETING OF THE BOARD OF COMMISSIONERS OF THE CAMBRIDGE HOUSING AUTHORITY WEDNESDAY, JUNE 22, 2016 5:30 P.M.

MEMBERS PRESENT:	GERARD J. CLARK, CHAIRPERSON ANTHONY PINI, VICE-CHAIRPERSON SUSAN T. CONNELLY, TREASURER VICTORIA BERGLAND, ASSISTANT TREASURER NAOMIE STEPHEN, MEMBER
ALSO PRESENT:	GREGORY RUSS, EXECUTIVE DIRECTOR SUSAN COHEN, GENERAL COUNSEL MARGARET DONNELLY MORAN, PLANNING DEPARTMENT SANDRA FIGUEIRA, RECORDING SECRETARY

SUBMISSION OF FY16 MTW ANNUAL REPORT

MOTION: Ms. Connelly moved the approval of the Moving To Work Deregulation Demonstration Program FY16 Annual Report. Ms. Stephen seconded the motion, which upon being put to vote, was passed unanimously.

MOTION: Ms. Connelly moved authorization to make any technical corrections and changes to the documents including any information that would be helpful to address public comments received on the draft Report. Ms. Stephen seconded the motion, which upon being put to vote, was passed unanimously.

MOTION: Ms. Connelly moved authorization to submit the final Report to the U.S. Department of Housing and Urban Development, pursuant to the memorandum from Martha Tai to Gregory Russ, Executive Director, dated June 14, 2016. Ms. Stephen seconded the motion, which upon being put to vote, was passed unanimously.

Gregory Russ, Executive Director

Attest:
Seal

LOCAL ASSET MANAGEMENT PLAN

AS SUBMITTED IN THE FY16 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 + RESPONSES

THE FY17 REPORT WAS RELEASED FOR PUBLIC COMMENT ON THURSDAY, MAY 19, 2016 AT 2 PM AND THE COMMENT PERIOD ENDED ON THURSDAY, JUNE 2, 2015 AT 6 PM. CHA RECEIVED TWO COMMENTS DURING THE COMMENT PERIOD. A PUBLIC COMMENT PERIOD FOR THE ANNUAL REPORT IS NOT A REQUIREMENT OF THE AMENDED AND RESTATED MOVING TO WORK AGREEMENT (01-15-09) BETWEEN HUD AND CHA.

COMMENT 1: *As you are aware from reading my comments on previous Annual MTW Plans and Reports, I am in agreement with the CHA's position that HUD's standard definition of self-sufficiency (i.e. no longer receiving housing assistance) does not accurately measure the impact of CHA's MTW policies, given that the annual gross household income required to afford the median asking rent for a two-bedroom unit in Cambridge is $118,000, or 125 % of Area Median Income (AMI). (Median asking rent by bedroom count from a 2014 City rental survey. See Table 12, page 29, "Cambridge Inclusionary Housing Study," DRA & Associates, 27 March, 2016) I find it perplexing that HUD's old/new information collection Form 50900 informs MTW public housing agencies (PHAs) that, "The PHA may create one or more definitions for 'self-sufficiency' to use for this metric," referring to SS#8: Households Transitioned to Self-Sufficiency. (Form 50900: Elements for the Annual Moving to Work Plan and Annual Moving to Work Report) Here's the question: When are PHAs allowed to create and use their own definition of self-sufficiency; a self-sufficiency standard that is based on local housing market conditions?*

CHA RESPONSE: CHA appreciates the comment. In April 2016, HUD released Attachment B with slight modifications for solicitation of public comment. They requested comments that addressed the following:

1. Whether the proposed collection of information is necessary for the proper performance of the functions of the agency, including whether the information will have practical utility;
2. The accuracy of the agency's estimate of the burden of the proposed collection of information;
3. Ways to enhance the quality, utility, and clarity of the information to be collected; and
4. Ways to minimize the burden of the collection of information on those who are to respond; including through the use of appropriate automated collection techniques or other forms of information technology, e.g., permitting electronic submission of responses.

The content of Attachment B was wholly intact and suggests that HUD intends to maintain its metrics for the term following expiration of the current Attachment B and will not allow PHAs to create a self-sufficiency standard tied its local housing market conditions. The current Attachment B expired on May 31, 2016.

COMMENT 2: *The Report states that HUD is requiring the use of End of Subsidy (EOS) as the measure or definition of self-sufficiency that should be applied to households that participated in the CHA's Sponsor-Based Voucher Program. (page 71) By contrast, CHA uses Reduction in Subsidy (RIS), not EOS, to report on the impact of the FSS+ program on increasing economic self-sufficiency. (page 65) The definition (EOS or RIS) changes the "outcome." Seven households in the Sponsor-Based program experienced an EOS in FY 2016. During the same period, four households that participated in the FSS+ program for at least one year experienced an EOS, while 48 households experienced a RIS. It seems that HUD has determined that CHA must provide the standard HUD metric,*

defined as EOS, for the Sponsor-Based program (which CHA describes as a Housing Choice activity), but has allowed CHA to create and use more than one local definition (EOS and RIS) for the FSS+ program (a Self-Sufficiency activity). As CHA pointed out in a letter to HUD commenting on the new form, HUD is requiring CHA to report on an outcome that was "never intended as a goal of this activity." (Greg Russ letter to Collette Pollard, 27 April, 2016) The Sponsor-Based Voucher Program was designed to be a transitional housing program for formerly homeless families, domestic violence survivors, and other hard-to-house households and individuals. Though the Sponsor-Based program achieved/exceeded its benchmark (the benchmark was zero), it's not exactly clear what it means. The Report explains, "EOS, while it might occur, is not a realistic or intended outcome; using this 'finish line' to measure self-sufficiency is misleading and dilutes the positive impact that MTW authority has had in advancing self-sufficiency in other MTW and non-MTW activities." (page 71)

CHA RESPONSE: The commenter correctly observed that CHA uses both RIS and EOS as self-sufficiency measures for the FSS+ program and only EOS for the Sponsor-based program. CHA added RIS to the FSS+ program as a local metric, because we are able to track all participants as they are all CHA voucher holders. HUD is only concerned SS#8 for both programs and does not track CHA's RIS count. CHA could add a local RIS metric to the Sponsor-based program, but decided it would be unrealistic to track all households in the hard-to-house program because none of those households are in our database. Therefore we could not verify if in fact a household has experienced a reduction in subsidy (RIS). Rather, each nonprofit partner is responsible for determining participant eligibility and tracking participant income, as needed.

COMMENT 3: *For the seven households that participated in the Sponsor-Based Voucher program that experienced an EOS, did they all come from the same program? What does CHA know about the experiences of these households? Did they all leave housing assistance for positive reasons? It would be useful to have more specifics. For example, have any Heading Home participants successfully completed the two-year program? Have any been eligible for the Plus One Payout? Have any left the program early because they no longer needed housing assistance? The Report states that "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." (page 69) Have any of the Heading Home participants stayed in the program for longer than two years because they were not ready to make the transition to other affordable housing or the private market?*

CHA RESPONSE: All households that experienced an EOS were in the sponsor-based hard-to-house program. We have not asked our sponsor-based partners to provide details on clients that achieve self-sufficiency but will add this request in the future. For FY16, responses from our sponsor-based partners indicate that three (3) out of seven (7) were clients of Transition House (one household moved in with family and two individuals moved into market-rate rental units). One (1) out of the seven (7) was a client of Specialized Housing and moved in with family. Two (2) were clients of Home for Little Wanderers and one (1) was a client of AIDs Action. Please see Table in CHA Response to Comment 4.

Based on responses from Heading Home, regarding their Pathways program, three (3) participants completed the program and transitioned to permanent housing but did not yet achieve self-sufficiency. Since the Pathways Heading Home program started well into FY14, no participant has completed a full two years of the program. Next year CHA will request more detail from Heading Home based on the commenter's questions.

COMMENT 4: *According to the tables on page 70, the total number of households that participated in the Sponsor-Based Voucher program in FY 2016 was 266. The chart on page 68 indicates that there were 103 vouchers under contract. (page 68) The Report explains, "While CHA allocates a specific number of vouchers for this program, service providers may serve more than one household or individual per voucher." (page 67) Heading Home served a total of nine households with six vouchers. (page 70) The number of households served per voucher in the Hard to House program was 3.5 households. (page 71) Can the Report break down the number of households or individuals that were served by each of the 13 service providers in the Sponsor-Based program?*

CHA RESPONSE: During the public comment period, CHA received additional information and clarity from our sponsor-based partners. The number of households served per voucher has been corrected to 2.5. In addition, the correct number of CHA voucher allocated is 104 and has been changed accordingly in the sponsor-based activity description. The following is a breakdown of households served as reported by each of our sponsor-based hard-to-house partners.

	SERVICE PROVIDER	NO. OF VOUCHERS UNDER CONTRACT	HOUSE-HOLDS SERVED	END OF SUBSIDY (EOS) HOUSE-HOLDS (RECEIVES NO SUBSIDIES)	END OF SUBSIDY (EOS) REASON
1	CASCAP, Inc.	2	2		
2	Heading Home, Inc.	30	35		
3	YWCA (CYW)	15	70		
4	Just A Start Corp.	1	1		
5	North Charles, Inc.	5	5		
6	Transition House	11	37	3	1 moved in family, 2 entered market-rate rental units
7	Specialized Housing, Inc.	1	2	1	Moved in with family
8	Vinfen	1	2		
9	The Home for Little Wanderers	8	12	2	Not known
10	Aids Action	1	4	1	Not known
11	Youth on Fire (Y2Y)	22	83		
12	Somerville Homeless Coalition	1	2		
13	YWCA- Bigelow Shelter	6	9		
	TOTAL	**104**	**264**	**7**	

COMMENT 5: *I was very glad to learn that two families that had been assisted by the Pathways to Permanent Housing – Transition House program had graduated to CHA public housing, and that two more families are currently living in CHA housing as participants in the program. (page 69) I would be interested in hearing more about the work of the Community Support Partnership, particularly, in regard to any outreach that they have done to CHA public housing/RAD and voucher tenants.*

CHA RESPONSE: The Community Support Partnership was launched in 2015 by Transition House, CHA and the City of Cambridge with additional funding from the Massachusetts Office for Victim Assistance (MOVA). In calendar year 2015 (9 months of which are included in FY16), at least 65 CHA-associated households were served by the Partnership. Twenty-five (25) CHA residents and voucher holders received safety planning, emergency transfers, emergency shelter search and placement, and assistance obtaining restraining orders and other court procedures. Three (3) out of the twenty-five (25) were relocated due to domestic violence. Twenty-two (22) CHA applicants received assistance gathering documentation for Emergency VAWA applications, safety

planning, emergency shelter search and placement, and assistance obtaining restraining orders and other court procedures. Eighteen (18) income-eligible Cambridge domestic violence survivors who are not CHA tenants or applicants but are eligible for CHA housing received safety planning, emergency shelter search and placement, and referrals to other social service and housing providers. And additional fifteen (15) clients were served but did not disclose their housing situation. See table below.

Services	Households Served
Received safety planning, emergency transfers, emergency shelter search and placement, assistance obtaining restraining orders and other court procedures.	25 CHA residents
Relocated due to domestic violence.	3 out of the 25 CHA residents above
Received assistance gathering documentation for emergency VAWA applications, safety planning, emergency shelter search and placement, assistance obtaining restrining orders, other court procedures.	22 CHA applicants
Received safety planning, emergency shelter search and placement, and referrals to other social service and housing providers.	18 income-eligible Cambridge domestic violence survivors who are no CHA residents.
Received safety planning, emergency shelter search and placement, and referrals to other social service and housing providers.	15 Transition House clients that did not disclose their housing situation.

In January to March 2016, the Partnership provided services to two new clients referred by CHA Staff. Direct services to Pathways participants, both past and present were provided. CHA outreach activities included visits and resources delivered to the property management team at Temple Place; planning for a preview of Elder Bullying training to CHA property managers; and meeting with the Work Force to plan a collaboration on youth leadership and domestic violence training in summer 2016.

COMMENT 6: *The Report states that of the 124 households that have been in the FSS+ program for at least one year, 48 experienced a RIS, and four experienced an EOS in FY 2016. (pages 63 – 65) The wording is a bit confusing ("Percent who increase annual earned income for participants who have been in the program for one year."), but I think that the Report is saying that 59% of households that have been in the program for one year have seen an increase in their earnings. (page 65) There has not been a reduction in subsidy costs for participating households. The average Housing Assistance Payment (HAP) for households that have been in the FSS+ program for at least one year has increased from $1008 (at FSS+ enrollment) to $1040 (as of March 31, 2016). (page 63) Therefore, the benchmark was not achieved. What was the basis for CHA setting the benchmark at $925? What is CHA doing to examine why the average HAP has increased? Has there been a similar increase in the average HAP of CHA voucher households that are employed but are not enrolled in the FSS+ program? Has the CHA examined locational data? How many FSS+ participants that have been in the program for at least one year live inside/outside of Cambridge?*

CHA RESPONSE: The commenter is correct in interpreting that 59% of participants that have been in the program for at least one (1) year experienced an increase in income. The language for that metric has been edited to "Percent who experienced an increase in annual earned income out of all participants who have been in the program for at least one year." The $925 benchmark in the FY16 Plan was a carryover from preparation of the FY15 Plan. At the time, only 35 participants out of 109 had been in the program for at least one year and six (6) had an escrow established. After consulting with Compass, we decided that looking at the 86 participants that had been in the program for at least six (6) months with a total of 827 months of participation would more broadly reflect participant progress and align with how Compass reports their results to funders and other stakeholders. Our intention was to shift reporting to participants that have been in the program for at least one (1) year in proceeding years as more participants would be reflected. At the time that the FY15 Plan was prepared, total HAP payments made by the 86 participants divided by total months of participation (827) yielded $933. We set a conservative benchmark a little lower than $933 to $925.

In examining FY16 outcomes, we looked at participants with $0 income, participants with income less than $10,000 and occurrences of a decrease in income since FSS+ enrollment for the two populations. These households have the highest HAP and may explain why average HAP increased. Please see table below for more information.

CHA MTW voucher holders (1,619 TBVs + 1,644 PBVs)	3,263 HCV participants	Avg HAP = $1,074	
Total FSS+ participants on March 31, 2016	163 out of 3,263 HCV participants above (5%)	Avg HAP = $1,009	127 out of 163 live in Cambridge (78%)
FSS+ participants that have been in the program for at least one year	123 out of 163 HCV participants above	Avg HAP = $1,040	103 out of 123 live in Cambridge (84%)
FSS+ Participants in program at least one year, with current earned income of less than $10,000	26 out of 123 HCV participants above	Avg HAP = $1,499	
FSS+ Participants in program at least one year, with current earned income of $0	18 out of 26 HCV participants above	Avg HAP = $1,537	
Participants in program at least one year, that experienced a reduction in earned income since FSS+ enrollment	16 out of 26 HCV participants above	62% experienced a reduction in earned income since FSS+ enrollment.	
FSS+ participants that have been in the program for at least one year and have an annual income over $10,000	97 out of 123 HCV participants above	Avg HAP = $914	
FY16 Plan Benchmark		Avg HAP = $925	

We added the following details under "Benchmark Achieved?" to explain the increase in average HAP. "There are 18 participants (15%) that have been in the program for at least one year and have a current earned income of $0. Their average HAP is $1,537. There are 26 participants (21%) that have been in the program for at least one year and have a current earned income of $10,000 or less (includes $0 income participants). Their average HAP is $1,499. 16 out of the 26 participants experienced a reduction in earned income since FSS+ enrollment. The remaining 97 participants that have been in the program for at least one year (79%) have an avg HAP of $914. This may indicate why the average HAP is higher than the benchmark."

COMMENT 7: *I would encourage CHA to include in the Annual MTW Report the percentage of CHA tenant-based voucher households that live outside of Cambridge.*

CHA RESPONSE: CHA appreciates the suggestion. Of the total 1,619 MTW tenant-based voucher holders, 693 voucher holders (43%) reside in a unit outside of Cambridge. This number has been included in the Explanatory Notes section of the Housing Stock inventory chart. Please see Table below for voucher households that live in and outside of Cambridge

	Vouchers in Cambridge	% in	Vouchers outside Cambridge	% out side	Total
MTW Tenant-based voucher households	926	57%	693	43%	1,619
MTW Project-based voucher households	955	58%	689	42%	1,644
Federal Non-MTW voucher households	261	49%	275	51%	536
Expiring Use/Enhanced voucher households	69	15%	382	85%	451
State Vouchers	125	80%	32	20%	157
TOTAL (excludes sponsor-based vouchers)	2,336	53%	2,071	47%	4,407

COMMENT 8: *In one of the tables on page 63, SS#5: Households Assisted by Services that Increase Self-Sufficiency, CHA has included information about both the number of Housing Choice Voucher Program participants enrolled in FSS+ assisted by services and the approximate number of Rent-to-Save participants that will have access to financial services (Compass financial coaching and a Financial Goals Account). In future Annual MTW Reports, will CHA report on the outcomes of the FSS+ and Rent-to-Save programs as if one MTW activity?*

CHA RESPONSE: CHA appreciates this comment. CHA intends to report separate outcomes for FSS+ and Rent-to-Save and considers them two different programs that share the same MTW flexibility under CHA's MTW agreement. We also intend to develop local metrics that are specific to the Rent-to-Save pilot.

COMMENT 9: *How does CHA explain why there were no inter-program transfers in FY 2016? (page 74)*

CHA RESPONSE: CHA allows these transfers, but have not received requests that merited such a move. We are open to considering transfers, as necessary, but have not seen a demand for them.

COMMENT 10: *The impact of the CHA's policy that allows new voucher holders to pay over 40 % of their income for rent at initial move-in is that 37 households in FY 2015 and 38 households in FY 2016 were able to move to a better unit and/or neighborhood of opportunity. (page 79) What was the average percentage of income that these households paid for rent?*

CHA RESPONSE: Of the 38 households identified at paying over 40% income towards rent, the actual outcome for this metric is 13 households that started paying 40% at initial move-in. This metric has been updated from 38 households to 13 households. We included the following explanation under "Benchmark Achieved?". "We believe an outcome of 13 households is reasonable. Six (6) of the 13 live in Cambridge. Nine (9) of the 13 have $0 income.

Eight (8) of the 9 pay $0 rent. The average rent paid for the remaining 4 of the 13 households is $65. Two (2) of the 4 are paying minimum rent at $50. The adjusted annual income of the 4 households range from $714 to $5,748." Please see table below for more information and clarity.

Households that started paying 40% of income towards rent at initial move-in.	13	6 of 13 live in Cambridge 3 of 13 live in Worcester (expiring use building)
Households with $0 income	9 out of 13	
Households with $0 income that pay $0 rent	8 out of 9	
Households with adjusted annual income greater than $0 paying 40% income towards rent at initial move-in	4 out of 13	
Households with adjusted annual income greater than $0 paying $50 minimum rent	2 out of 4	
Range of adjusted annual income of the 4 households	$714 to $5,748	
Average rent paid of the 4 households	$65	
Percentage of income paid towards rent for these 4 households	42%, 46%, 54%, 84%	Average of the four percentages is 57%

Overall, there are thirty-eight (38) CHA households paying over 40% of income towards rent. Thirty (30) out of thirty-eight (38) households are either on minimum rent or have $0 income. Total adjusted annual income of the eight (8) remaining households ranged from $714 to $36,875. The average rent payment is $378." Twenty-two (22) out of 38 live in Cambridge. Please see table below for more information and clarity.

Total households paying 40% of income towards rent	38	22 out of 38 live in Cambridge.
Households on minimum rent or have $0 income	30 out of 38	
Households not on minimum rent or $0 income that pay 40% of income towards rent	8 out of 38	5 out of 8 live in Cambridge.
Income range of the 8 households not on minimum rent or $0 income that pay 40% of income towards rent	$714 to $36,875	
Average rent payment of the 8 households paying 40% of income towards rent	$378	

COMMENT 11: *I was surprised to see that in FY 2016 CHA received no hardship applications. Does this mean that there were no zero income households? I am aware that during the period of May – October 2015 there were eight HAP suspensions/terminations in the voucher program due to non-payment of rent and four suspensions/terminations because of outstanding utilities. (It is possible that these cases were not caused by hardship, as defined by the Administrative Plan for the Federal Housing Choice Voucher Program Part One.) It is concerning to me that some tenants may be choosing not to request a hardship waiver. I would be interested in examining the reasons why hardship applications were denied in previous years to see how many applicants were close to the threshold of having total shelter costs over 50 % of their household's monthly adjusted income.*

CHA RESPONSE: CHA cannot determine why a resident does not apply for a hardship. Regarding past hardships, past applications could be reviewed again but they were denied because they did not meet the hardship criteria set by CHA.

COMMENT 12: *The percentage of rent determination errors in the CHA's Housing Choice Voucher program decreased from 30 % in December 2013 to 20 % in December 2015. (page 85) The rent determination error rate in the CHA's public housing program increased from 7 % in July 2013 to 15 % in January 2016. (page 92) The Report compares the CHA's rent determination error rates to the national rent error rate in PHA-Administered Section 8 programs, 31 %, which represents the percent of households that had a rent error greater than $5. (page IV-4, Quality Control for Rental Assistance Subsidy Determinations Final Report for FY 2012, 27 September, 2013) It should be noted that the national rent error rate in Public Housing is 25 %.*

CHA RESPONSE: CHA appreciates the commenter's details. Language has been modified under "Benchmark Achieved?" for the Public Housing/RAD Rent Simplification Program to state, "nationally twenty-five (25%) of households had errors in their income and rent calcuations in housing authority-administer public housing programs."

COMMENT 13: *HUD is requiring the use of the metric SS#8: Households Transitioned to Self-Sufficiency/PH/RAD and the unit of measurement EOS to evaluate the impact of Rent Simplification, though self-sufficiency defined as leaving housing assistance is not a required outcome of the activity. (page 94) The Report states that it is misleading to track the metric using a baseline and benchmark approach. What was the basis for CHA setting 50 households as the benchmark? Has HUD questioned this?*

CHA RESPONSE: Metric SS#8 was a metric that HUD required for this activity. The 50 household benchmark set in the FY16 Plan was a carryover from preparation of the FY15 Plan. At the time, we had determined that 46 households left CHA public housing for homeownership or to enter the private housing market in FY13. We rounded the number to 50 households and set it as a benchmark for the FY15 Plan. We then carried it over to the FY16 Plan, as we had not yet started gathering FY15 outcomes. To date, HUD has not indicated concerns regarding this metric.

COMMENT 14: *The total number of households that left CHA public housing as a result of renting or purchasing a home in the private market in FY 2016 was 53, 45 public housing households and eight RAD households. Were any of these households facing relocation due to RAD (and non-RAD) renovations? Were any of these households ceiling rent households? My suggestion would be to do exit interviews with leaver households as part of the CHA's evaluation of RAD.*

CHA RESPONSE: Households leave for any number of reasons (homeownership, out-of-state move, eviction, death, etc). CHA is not able to determine a main driver for leaving CHA, but rather we see the confluence of life circumstance that causes a resident in public or private housing to vacate. Exit interviews are not formally conducted but some residents share their reasons for leaving when, and if, they notify us.

COMMENT 15: *I appreciate that the Report includes information about the mandatory customer service and diversity training that was held for CHA staff in 2015 – 2016. (page 31) However, the Report does not mention the central role of the Customer Service Working Group in planning the training. The working group was comprised of CHA staff members Naomie Stephen, formerly CHA's customer service and communications manager, and Michael Johnston, deputy executive director, the ACT co-chairs, and two ACT board members. The group was formed in 2013 to look at ways to improve CHA's customer service interactions with tenants. Last spring, CHA put out a Request for Proposals for an outside vendor/consultant to plan a customer service training for CHA staff. The working group selected the firm WorkTerrain to develop and lead the training sessions. We worked with the trainers from WorkTerrain to customize the sessions to address CHA specific issues. We were responsible for doing the outreach for a tenant customer service focus group.*

Tenant leaders (including ACT board and committee members and tenant council officers, not just "CHA resident council members") were invited by the working group to be active participants in the training sessions along with CHA staff. I support the statement that "Overall, the trainings were well received from both staff and residents and many expressed intentions to build upon the knowledge gained." Is there a written summary of WorkTerrain's findings ("the knowledge gained" from the training sessions)? Did CHA ask WorkTerrain to make any recommendations? Has CHA discussed next steps? I think that methods of communication at CHA (interdepartmental as well as communication between CHA staff and tenants) should be one of the issues that CHA includes in its evaluation of RAD Phase 1.

CHA RESPONSE: CHA appreciates the commenter's description of the process and recognition of the Customer Service Working Group. CHA received an interim and summary report from Work Terrain regarding the trainings. The reports includ observations from the trainers and feedback from participants. Based on the feedback, we realized that communication with our employees and among the employees was an issue. As a result of these findings the HR Director has implemented monthly meetings with union representatives, bi-annual chat sessions at each CHA site with staff, and an overall increased presence of the HR team at sites throughout the year. We have found that rather than discussing issues with one another, employees often went directly to management or did not discuss an issue until a situation occurs that is difficult to manage. From the trainings, employees feel empowered to speak with one another more frequently as issues arise rather than not addressing or ignoring the issues. This attitude shift has also changed the way our employees are responding to tenants. Many of the employees and site managers that participated in the trainings have a better understanding of the tenants' perspective. In particular the managers realized that their stresses in regards to RAD were not just theirs, but that of the tenants as well. Now knowing this, managers are ensuring they are approaching their work differently regarding these changes.

COMMENT 16: *Page 27 (Holding of Units and Closing all LIPH Waiting Lists): In the last sentence, the CHA indicates that it intends to begin re-occupancy of elderly/disabled public housing in May 2016 (for which we are pleased to hear). Since May has passed with no such re-opening of this wait list, could you provide updated information in the Report? Could you also indicate whether the CHA will be (1) opening the wait list (as opposed to just processing existing applicants) and (2) placing tenants in elderly/disabled public housing where they have been granted emergency status? Also, can you provide an anticipated time frame for allowing re-occupancy of family public housing (for those on the wait list and for those granted emergency status)?*

CHA RESPONSE: May 2016 was not a firm deadline, but rather an estimate of when reoccupancy could resume. We are presently working through the reasonable accommodation transfer list by offering those waiting the available elderly/disabled units. Once we work through those existing residents in need, we will begin to select applicants from the wait list. There is no timeline to reopen the wait list for application as yet. There is a backlog of 2 years on these lists. As to emergency applicants, once we have exhausted transfers we will point elderly/disabled applicants to hard units when able. Family units will continue to be held for another 12 to 18 months.

COMMENT 17: *Page 29 (Voluntary Compliance Agreement): For those who may not know what the VCA refers to it would be helpful to indicate that this addresses handicapped accessible units.*

CHA RESPONSE: CHA appreciates this comment. The following sentence has been added to the Voluntary Compliance section of this Report. "VCA units are handicap-accessible units that CHA has committed to complete."

COMMENT 18: *Page 30 (Website Improvements): The CHA states that it will be improving its website to make information easier to find. We strongly support that effort as we have found the current website difficult to find current policies and forms affecting tenants and applicants. We also request that in addition to making the current policy documents (ACOP, Section 8 Admin Plans part I, II, and III) easier to find, that CHA include, in easily findable places on*

its website:

- ***additional policy** documents (such as the various relocation agreements; the various expiring use preservation agreements; and the CHA public housing lease with all addenda)*
- *various public housing/RAD and voucher forms that are commonly used (e.g. cover letter and complete recertification packet for RAD/public housing and voucher programs; Request for Tenancy approval packet for voucher program; interim rent change request forms; household change forms, hardship waiver forms); and*
- ***approved minutes** of the Board of Commissioners' meetings.*

CHA RESPONSE: CHA appreciates the suggestions and has centralized policy documents so that they are just one click away under About the CHA > Policy Documents. CHA shall regularly review this section to keep its contents up-to-date. Forms and applications are also centralized for each program under Public Housing & RAD > Residents > Program Forms and Section 8 > Voucher Holders > Program Forms. The suggested documents and forms have been relayed to the appropriate departments. CHA will work to make the forms available over the next 12 months.

***COMMENT 19:** There do not appear to be any forms (including the communication preference form) in languages other than English. Many of the current forms on the CHA's website still have the old CHA address of 675 Mass. Avenue. There are also changes needed to the current program forms posted (e.g. under both public housing and Section 8, under "household changes" the CHA provides the same form twice, with different titles, and which form has nothing to do with household changes, as this is the federal supplement form for applicants and tenants to designate third party helpers; under RA for public housing, the CHA provides a medical expense verification form for leased housing which does not relate to public housing or to RA)*

CHA RESPONSE: CHA appreciates the comment and will continue to implement procedures to ensure that forms and documents are up-to-date, accurate and available to the public in multiple languages. Each Department now has a designated staff person working with IT to review the website for issues like those identified by the commenter. We have hired an additional staff person in IT that has knowledge of website maintenance and together we hope to clean up many of these issues over the next 12 months. As residents and the general public identify specific issues, it would be helpful if they document the issues and send them directly to Jay Leslie (IT Director).

***COMMENT 20:** Page 31: We were pleased to hear about the free (and "low" cost) Wi-Fi service for public housing tenants and urge the CHA to consider ways to provide free Wi-Fi service in the units (and not just common areas) and to reduce (or subsidize) the $40/month cost.*

CHA RESPONSE: CHA understands the importance of access to the Internet. We are rolling out free community space wifi where possible, and working with the City of Cambridge to identify ways to make Internet access available to as many people as possible, regardless of income. At the time of this writing, there is free wifi in community space at Burns, Jefferson Park, LBJ, Miller's River, Putnam Gardens, Roosevelt Towers, Truman Apartments and the Pisani Center. Corcoran Park is scheduled to be completed shortly and certainly by the end of June 2016.

***COMMENT 21:** Page 36 (Voucher Inventory Chart): With its expiring use preservation project, the CHA is administering new project based and tenant based (enhanced) Section 8 subsidies outside of Cambridge. It would be helpful to add a comment to the MTW Project Based figure (1644) and the (non-MTW?) Expiring Use/Enhanced figure (451) to indicate the breakdown by how many are in Cambridge versus other towns/cities. While some of the information is included elsewhere, having the information here would provide more clarity on how Cambridge residents are served.*

CHA RESPONSE: Please see CHA Response to Comment 7 for a breakdown of vouchers in and outside of Cambridge.

COMMENT 22: *Page 36 (Voucher Inventory Chart): Also, adding the breakdown of the non-MTW federal vouchers (536) by program type (e.g. how many Mainstream, VASH, DHVP, Mod Rehab, and Shelter Plus Care vouchers) would be helpful (e.g. to track trends over time).*

CHA RESPONSE: CHA appreciates this comment. A breakdown of the 536 non-MTW federal vouchers has been included in the Explanatory Notes section of the Housing Stock inventory chart. See table below.

Mainstream	195
VASH	129
DHVP/NED	90
Mod Rehab	78
Shelter Care	44
TOTAL	**536**

COMMENT 23: *Page 36 (Voucher Inventory Chart): Our understanding (via emails with MJJ in May 2015) is that there are not really 80 project-based MRVPs as that figure includes other state programs (such as 6 DMH units at the YMCA and 28 DMH units at various sites). In the explanatory notes, can you provide the breakdown (by subsidy type and project v. tenant-based) of the "state vouchers"?*

CHA RESPONSE: The terminology used by the State is not the same as that used for the federal programs. The State calls DMH units project-based because those vouchers are inventoried for only the Department of Mental Health. We can list where these units are currently in use but the number is static and cannot be used in other locations or in the case of the DMH vouchers for applicants that are not affiliated with DMH. The following breakdown has been included in the State Vouchers Explanatory Notes section. "MRVP Mobile (26), MRVP PBA (19), DMH (34), AHVP (49), YWCA Mod Rehab State (29)" See table below.

MRVP Mobile	26
MRVP PBA	19
DMH	34
AHVP	49
YWCA Mod Rehab State	29
TOTAL	**157**

COMMENT 24: *Page 36: From the totals of the CHA Housing (Hard Units) [2449-2199], it appears that there are 250 public housing/RAD units off line, presumably due to modernization and relocation. Is that an accurate reading of the data?*

CHA RESPONSE: Yes. The vast majority of offline units are due to relocation hold. 250 was the estimated number needed to facilitate construction and relocation, but the number is constantly shifting. It will decrease as we start to select elderly/disabled applicants shortly.

COMMENT 25: *Page 57: At the bottom of the page (in the box under "Description of Leasing Issues and Solutions"), the CHA indicates that it recently signed a Section 8 HAP contract for 98 units at Jeff Park state. Our understanding is that there will be 104 rental units (down from the former 109 units). Can you confirm that there will still be 104 rental units upon reconstruction of Jeff Park state and explain the operating subsidy source (if not Section 8) for the 6 units not covered by the recently signed HAP (104 - 98= 6)?*

CHA RESPONSE: The correct number is 104. CHA signed a Section 8 HAP contract for 104 units for Jefferson Park State. The 98 units stated in this Report was an error that has been been corrected in the Housing Stock Inventory chart (in vouchers issued column, where appropriate) and in the section referenced by the commenter.

COMMENT 26: *Page 64 (FSS+): Under the second "outcome" row, the CHA indicates that 4 households experienced an end of subsidy. It would be helpful to explain why the FSS+ households' subsidy ended. Similarly, on page 71 (under sponsor based voucher program), the CHA should explain how the 7 households transitioned off the program (.e.g. involuntarily terminated, bought a house).*

CHA RESPONSE: Two (2) of the 4 participants had $0 HAP for 6 consecutive months and no longer CHA voucher holders and deemed having graduated from FSS+. The remaining 2 households voluntarily gave up their vouchers. CHA does not have any documentation on the reason they gave up their vouchers. Regarding the Sponsor-Based self-sufficiency metric, pleae see CHA Response to Comment 3. It is important to note that any household we count as having achieved self-sufficiency is one that voluntarily leaves the program or is not receiving any subsidies. Any household terminated from a program due to circumstances beyond their control would not be counted in a self-sufficiency metric.

COMMENT 27: *Page 65 (FSS+): For the first unit of measurement, it appears that the CHA only looked at data for households with increased earnings and, as such, it does not provide information on the overall outcome for FSS+ voucher tenants. It would be more useful to information on all FSS+ households. For the unit of measurement under "Transitioned to Self-Sufficiency" the CHA only looks at those who experienced a reduction in subsidy. It would also be useful to know how many had an increase in subsidy to obtain a full picture of the effectiveness of the program.*

CHA RESPONSE: CHA appreciates this comment and will consider additional measures for the program. Please see CHA Reponse to Comment 6 for additional information on FSS+ outcomes. With regard to a change in a participant's subsidy, often times, an increase in subsidy suggests that the participant has either reduced their work hours for additional training, left their jobs to pursue education, or lost their jobs. The range of reasons for an increase in subsidy therefore leads us to conclude that it would be a misleading indicator of the effectiveness of the program. We believe tracking average increases in income each year for those who experience an increase is a more effective measure.

COMMENT 28: *Page 68 (Sponsor Based Program): The Section 8 Admin Plan (at page 17-7) indicates that CHA has committed 60 vouchers to this program. Given the expansion of the sponsor based vouchers to 103, it would be helpful to include information as to whether there is, in fact, a cap on the sponsor based vouchers and if not, if service providers can apply under the criteria set forth in the Admin Plan.*

CHA RESPONSE: The section referenced in the Admin Plan was a cap that CHA voluntarily placed but we continue to be contacted by Service Providers that have vital and important projects that would not work without access to our Sponsor Based voucher Program. For instance Youth on Fire would not have been able to close the gap in operating costs without access to these vouchers and CHA believes in the critical importance of this shelter. At present, CHA is not soliciting applications or new projects. CHA will continue to work with nonprofit organizations and service providers as long there is an identified need and we are able to both allocate sufficient funding and maintain our MTW authority.

COMMENT 29: *Page 68 (Sponsor Based Program): In the chart, the CHA lists 13 service providers of sponsor based subsidies including a new provider (YMCA) not listed in the Annual Plan (on page B22). The North Charles' Bridge program is located at the YMCA (and both are listed in this chart as having 5 vouchers) so we think that you may be double counting the number of sponsored based vouchers under contract. Please clarify, including whether the YMCA has 5 sponsor based subsidies in addition to the 5 under the North Charles' Bridge program located at the YMCA. Also, AIDS Action had 15 vouchers allocated (as per pages 67-68 of last report) but only 1 allocated (or under contract) as per this report. Is that accurate? (Youth on Fire is part of AIDS Action so not sure if that affects these figures). Lastly, can you also clarify if these numbers are "under contract" as set forth in the new chart heading on page 68 or "allocated" (and so not necessarily under contract) as set forth in the introductory sentence on the bottom of page 67?*

CHA RESPONSE: CHA Response to Comment 3 and the Sponsor-based Service Provider table have been updated. YMCA is a new partnership that was incorrectly labeled and established after the FY17 Plan was submitted to HUD. YMCA has been corrected to YWCA - Bigelow Shelter and the number of vouchers has been corrected to six (6). The number of vouchers under contract, as indicated in the table, represents the sponsor-based vouchers we have issued to the partner organization and actively fund (leased up). There may be additional vouchers that we have committed, specifically in the case of the Somerville Homeless Coalition and Vinfen, but may not yet be leased up for reasons agreed upon between the sponsor-based partner organization and CHA.

COMMENT 30: *Page 74 (MTW Transfer Category): We noticed that there were no transfers between programs in 2016. Is CHA still allowing appropriate transfers into public housing/RAD from Section 8, despite the renovations and freezing of occupancy of public housing? Also, on page 75, under 1 "Increase Housing Choice", first bullet, the page is no longer 58 and should be corrected. (For the ACOP, it is page 9-2).*

CHA RESPONSE: Yes. CHA is allowing tranfers into public housing/RAD from Section 8 at this time. We appreciate the clarification on page 75 and have removed the page number.

COMMENT 31: *Page 80 (Incentive to Rent to CHA Vouchers Holders): As drafted, the last sentence appears to provide that CHA will pay an incentive payment to cover vacancy so long as the landlord rents to a section 8 tenant. We think this is limited to landlords who already had a section 8 tenant (who then moves) and so the Report should so indicate so as not to be misleading. <u>However, we do strongly urge the CHA to adopt the incentive payment as written here (so that it includes payment to a landlord to hold an apartment open for a Section 8 tenant while it is being inspected and the lease up is being processed).</u>*

CHA RESPONSE: CHA appreciates this comment. The sentence referenced above has been modified to state that, "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." We are considering other landlord incentives and recognize that adopting a policy to hold a unit during inspection and lease up would be advantageous for new admissions of CHA voucher holders.

COMMENT 32: *Page 81: The report states that in FY16, 38 units remained affordable under the vacancy and damage payment policy and then states that landlords sought payments for 38 units (so it appears that the 38 are not new units participating in the program). It would be helpful to include the breakdown, as vacancy payments are more indicative of units saved as affordable and damage payments are not.*

CHA RESPONSE: The commenter is correct that the 38 units in this activity are not new units participating in the program. CHA made vacancy payments on all 38 units. No damage payments were sought in the fiscal year.

COMMENT 33: *Pages 82 and 89: Under the description of the rent simplification program for both HCV and public housing, could the CHA include the number of mixed immigrant families who have "mixed family rent"?*

CHA RESPONSE: On March 31, 2016, there were 32 households who pay mixed family rent living in CHA public housing/RAD and 19 voucher households that pay mixed family rent.

COMMENT 34: *Page 83: Under (1) it may be useful, to the general public, to include that "non-elderly" refers to those below age 58.*

CHA RESPONSE: CHA appreciates the requested clarification. The following language has been included in the Rent Simplification Program description for both HCV and Public Housing/RAD, "Note that the minimum age is 58 is to be considered Elderly. Any adult under 58 years of age is considered non-elderly."

COMMENT 35: *Page 90: In its chart concerning the status of hardship waiver requests, the CHA needs to adjust the numbers for 2007 (as it lists 3 applications received and 4 acted upon). The fact that there were no hardship requests in FY2016 (and our anecdotal experience) indicates that many tenants remain unaware of their rights to request this. At least including the forms and process on the CHA's revised website would help to educate tenants and advocates about the hardship waiver.*

CHA RESPONSE: As stated in CHA Response to Comment 18, forms and applications are centralized on the website for each program under Public Housing & RAD > Residents > Program Forms and Section 8 > Voucher Holders > Program Forms. We will include the hardship waiver form and policy on those pages. In addition, the hardship waiver policy is currently posted on the CHA website under "About the CHA" > Policy Documents. Furthermore, CHA plans to send a letter on the hardship policy to residents to address this comment. We will recirculate a one-page policy reminder.

COMMENT 36: *As in the prior report, could CHA include the percentage of households with CHA tenant-based Section 8 vouchers (MTW and non MTW) that live outside of Cambridge as of 3/31/16 (and make this a regular part of the reporting, rather a response to a comment)? In its response to comments on the Annual Plan (at page B66) the CHA indicated that it would include this information in the FY16 report.*

CHA RESPONSE: CHA appreciates this comment and has include the percentage of CHA tenant-based households that live outside Cambridge in the Explanatory Notes section of the Housing Stock Inventory chart. Please see CHA Response to Comment 7 for the breakdown of voucher households that live in Cambridge.