

February 9, 2007

Ms. Dominique Blom
Deputy Assistant Secretary
Office of Public Housing Investments
U.S. Department of Housing and Urban Development
451 Seventh St., SW
Washington, DC 20410-5000

Dear Assistant Secretary Blom:

Enclosed for your review is a copy of Cambridge Housing Authority's (CHA) fiscal year 2008 Moving to Work (MTW) Annual Plan. As longtime participants in the MTW Deregulation Demonstration Program, we continue to use MTW's flexibility to explore new and better ways of providing affordable housing opportunities to our most vulnerable citizens.

The FY08 MTW Annual Plan provides information on CHA's planned programs, policies and initiatives for CHA's ninth year of MTW participation. In FY08, CHA hopes to build on the successful policy and administrative reforms implemented in FY07. We are especially looking forward to making additional reforms in the voucher program and developing methods for measuring and evaluating the impact rent simplification and other initiatives are having on the organization and community.

Also of note in this plan is the increased role community process is playing in policy development and implementation. Increased public process clearly illustrates the ways in which CHA is developing housing policies that are truly reflective of the community's values and housing priorities.

Among the MTW Demonstration's great rewards has been the opportunity to carefully consider and act on policy reforms when opportunities for change arise. The process of putting together the attached plan was one such opportunity and we are proud of the goals we are establishing for ourselves in the year to come.

Please feel free to contact me at (617) 864-3020, or Joshua Meehan of my staff at (617) 520-6408, with any comments or questions you might have regarding this document or our participation in this important program.

Sincerely,



Gregory P. Russ
Executive Director
Cambridge Housing Authority

Cambridge Housing Authority

Fiscal Year 2008

Moving To Work

Annual Plan



January 2007



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■ Introduction

The Cambridge Housing Authority (CHA) is currently one of only twenty-four active Public Housing Authorities nationwide authorized by the United States Department of Housing and Urban Development (HUD) to participate in the Moving To Work (MTW) Deregulation Demonstration program. MTW provides CHA and other designated Housing Authorities with significant budget flexibility and regulatory relief in order to promote nationally and locally determined MTW goals and to encourage entrepreneurial ventures.

Nationally, the MTW Demonstration program remains centered on three primary goals as named in the original 1999 agreement between HUD and CHA:

- To reduce cost and achieve greater cost effectiveness in Federal expenditures;
- To give incentives to families with children whose heads of household are either working, seeking work, or participating in job training, educational or other programs that assist in obtaining employment and becoming economically self-sufficient; and
- To increase housing choices for low income families.

In Cambridge, the CHA has refined these goals to best address the needs and challenges of administering public housing in one of the most expensive housing markets in the country. Our MTW status has been a critical component in the CHA's successful efforts to protect, preserve and expand the supply of affordable housing. CHA's MTW goals for the coming years include:

- Preserving the current state and federal public housing inventory;
- Securing additional permanent affordable housing in Cambridge;
- Preserving, and through program reform, expanding the housing voucher program;
- Assisting residents in moving off public assistance by increasing household income and creating opportunities for economic independence; and
- Address local housing needs in locally determined ways.

During the first eight years of participation in the MTW demonstration, CHA has achieved documented and quantifiable outcomes. CHA is particularly proud of its success in increasing the supply of affordable housing through creative acquisitions, new housing development initiatives, and expansion of the Local Leased Housing program. An extensive discussion of MTW outcomes and initiatives can be found in CHA's previously published MTW Annual Reports for Fiscal Years 2000 through 2006.

The FY 08 MTW Annual Plan provides information on CHA's planned programs, policies and initiatives for the period April 1, 2007 through March 31, 2008. CHA has since (via passage of the HUD Appropriations Act of 2006) received authorization to amend the existing MTW agreement for an additional three-year period, through March 31, 2009. The format and contents of the MTW Annual Plan are defined in the MTW Agreement between HUD and CHA. The following chapters of the Annual Plan include extensive detail on CHA's plans for the ninth year of MTW participation and beyond, including initiatives in public housing, leased housing, capital improvement and development.



CHA has provided an opportunity for public review and comment of this Plan, which is incorporated into Appendix Six.

MTW Major Initiatives

For FY 08, a series of major initiatives are proposed or underway, as summarized below:

Major Initiative 1: Benchmarking and quality control protocols to follow-up on CHA's Rent Simplification Program

CHA's rent simplification program is fully described in prior MTW plans and reports. Rent simplification policies became effective for Housing Choice Voucher participants on January 1, 2006 and for Federal Public Housing tenants on January 31, 2006. CHA used a rolling schedule to simplify rents for Federal Public Housing tenants starting in early 2006, and all affected tenants will have a simplified rent by March 1, 2007. All relevant rent and occupancy policies are included in Appendix 4.

The primary focus for FY 08 will be conducting a quantitative analysis of rent simplification using a benchmarking study to assess efficiencies gained (or not) and by designing and implementing a set of quality control measures. These two steps are intended to:

- Assure that residents experience standardized and reliable customer service practices across the agency; and
- Evaluate the procedural impacts of rent simplification by understanding what worked or did not work, and by using this information to shape future policy reforms. (See the Management and Operations Chapter for more on rent simplification assessment.)

CHA intends to use the quality control process to both reduce error rates and sharpen program policies and practices. The quality control improvements achieved can also serve as an outcome measure to help assess the impact of the reform on the rent calculation process.

CHA has engaged a consulting firm to perform quantitative benchmarking of CHA's rent simplification initiative. The intent of the study is to measure and analyze the prior standard recertification procedures against rent simplification procedures, as well as comparing CHA rent simplification to non-rent simplified approaches at other, non-MTW agencies. To accomplish this, the study is using both internal and external control groups for standard recertification practices as well as alternate approaches to rent simplification. A preliminary report is expected in early 2007. The final report from the study is due in June 2007. Rent simplification performance measures and outcomes will be discussed more fully in the CHA's 2007 Annual Report.

In addition, CHA is using another outside firm to assist in development of the quality control protocols. Both these efforts are already underway and will continue into FY 08.

The anecdotal response to rent simplification from both residents and CHA staff has been positive. Residents cite appreciation for the simplicity and transparency of the program; the new rent structure provides households with a stable rent for a two-year period, allowing them to better anticipate future



rent expense and budget accordingly. Similarly, the administrative burden is eased for CHA staff allowing them to devote more time to implementation of project based budgeting, improved customer service and other management initiatives. CHA wants to convert this initial favorable impression into something more tangible and useful as policy analysis.

Major Initiative 2: Housing Choice Voucher Program Changes

CHA continues its reevaluation of the Housing Choice Voucher Program with the goal of creating a program that supports current participants while also allowing new opportunities and options for assistance. These new opportunities may be available to existing participants and/or new applicants. CHA has moved cautiously in this area recognizing that reform in this program is more complicated and that public comments received last year raised concerns about the impacts of reform.

In FY 08 two new programs will be fully implemented: the sponsor based voucher program (up to 40 vouchers available) and a new project based voucher program (up to 40 vouchers available). The project-based program links assistance to projects selected for assistance through the City's Affordable Housing Trust. Both of these programs rely heavily on MTW's flexibility and represent a significant departure from standard practice. These initiatives are more fully discussed in the Leased Housing Chapter.

Looking ahead, CHA hopes to make further administrative and programmatic reforms to the voucher program. Administratively, CHA will consider a menu of operational changes, which could further simplify participants' interactions with CHA, make the program more attractive to property owners and increase internal processing efficiencies to reduce costs.

For programmatic changes, CHA envisions creating a smaller group of voucher holders who will comprise a voluntary and experimental pilot program. Participants in the program will be offered intensive supportive services while also testing the merits of various changes to the program. This testing approach will allow CHA to better identify successes (as well as concerns) before embarking on comprehensive changes to the program.

Before launching either administrative or programmatic changes CHA staff commit to a working group session for advocates and voucher holders, as well as a thirty day comment period (including a Public Hearing), and one additional working meeting if requested by the community (see chart page 8).

Major Initiative 3: Continue enhanced capital programs

Approximately \$2.5 million in MTW Block Grant funding will be made available to support enhanced capital improvement in the coming year. CHA will use MTW funding flexibility to enhance its capital improvement program for existing public housing units and to undertake large capital projects.

Estimates from the 2006 Physical Needs Assessments indicate that there are approximately \$117.7 million dollars in backlogged needs to fix "as is" problems at CHA's federal and state public housing portfolios. This figure, which does not include "soft costs" or more comprehensive improvement programs, averages \$44,065/unit and presents a significant challenge as funding for operations and capital continues to decline. Indeed, the considerable cuts in the both Public Housing

and Housing Choice Voucher Programs are hurting our ability to maintain our brick and mortar heritage or expand affordable housing opportunities for low-income families Cambridge.

Major Initiative 4: State and Federal Redevelopment Strategies, New Development Initiatives

In response to the Physical Needs results, MTW fungibility will also be used to initiate our redevelopment and revitalization planning process. A significant task for CHA in FY 08 is to complete the capital planning process by developing a strategy that maximizes our limited capital improvement dollars while keeping the portfolio stable and available. This work will include the completion of a financial assessment of CHA’s portfolio. The assessment, which is essential to our efforts to finalize strategies for strengthening the long-term viability of CHA’s properties, will include a site-by-site analysis of debt required to fund capital repairs, ability (if any) of current residents to absorb higher rents brought by debt and insufficient subsidy, and potential impact to CHA’s mission. (NOTE: CHA has no plans to raise rents in FY 08 and any plans for mixed income or other redevelopment approaches will be vetted through a public planning process for any affected sites.)

Already, based upon our on-going assessment work, a capital improvement strategy is emerging. This strategy uses CHA’s limited capital dollars to first stabilize properties by funding work items related to building integrity and safety, proceeding with comprehensive modernization only at smaller properties, and implementing energy and utility savings capital work. Simultaneously, CHA will begin a multi-year mixed financed planning process to identify and raise capital for comprehensive modernization and redevelopment at our larger properties. It is a certainty that significant number of project based vouchers will be needed to support this capital effort.

In terms of new development activities, FY 08 will be a difficult year. CHA will continue to identify and take advantage of opportunities to expand the supply of affordable housing through use of its non-profit affiliates. However, this year CHA must be mindful of the large capital needs of its existing State and Federal units, and will be much more conservative in its approach to new development. If feasible, CHA will use limited MTW funding and it’s regulatory flexibility to support these initiatives. CHA and the City of Cambridge have worked together to leverage and maximize other funding resources that are not totally dependent on the use of CHA funds. CHA will look for similar development opportunities in FY 08.

Major Initiative 5: Explore a framework for public housing accreditation

CHA will explore accreditation as a form of performance enhancement and as a substitute for the existing approaches to agency performance assessment tools currently in use. CHA believes that accreditation, as practiced in the health care and higher education fields, is a more appropriate and cost effective evaluative system than PHAS and SEMAP. The performance measurements common in accreditation reviews are better suited to evaluating MTW outcomes. The existing evaluation metrics were never designed to assess MTW agencies’ non-traditional programs and administrative reforms. Nor do the current systems do much to assess the whole organization in areas such as governance, communication, community relations, operational integrity, etc.



CHA sees benchmarking and quality control as first steps in developing an accreditation pilot program. During FY 07 CHA staff attended a variety of accreditation program trainings in an effort to research the accreditation process. In FY 08 CHA hopes to work with the Council on Accreditation to develop a framework document that outlines an approach to accreditation for public housing authorities.

Major Initiative 6: Continued implementation of property-based management

Throughout the upcoming fiscal year, CHA will move forward in the following areas regarding the implementation of the Public Housing Operating Rule:

- Property-based budgeting;
- Property-based accounting;
- Asset management;
- Distribution of costs among: allocated, direct-to-program, front line and fees;
- Modification of operating procedures to support a property-based business model; and
- Organizational and structural changes to support a property-based business model.

With the FY 08 budget process CHA has fully implemented property-based budgets and accounting as well as establishing an asset management framework and the central office cost center. CHA has also implemented fee for service approaches for certain centrally provided services. During FY 08 CHA will explore various reorganization scenarios to assure that the necessary procedural and structural elements are in place to support these changes and assign reserves to the sites.

However, CHA remains concerned that the steep pro-rations in operating subsidy, coupled with the complexity of the guidance, will have an adverse impact on its ability to fully implement the operating fund rule. Further, CHA maintains that the guidance issued to date significantly compromises the fungibility provided in CHA’s MTW Agreement. This last issue is of utmost concern to CHA since the ability of agency to survive in these difficult times is directly tied to its existing freedom to move funds across traditional program lines. Loss of this flexibility is unacceptable.

Major Initiative 7: Energy Plan

CHA’s energy plan is threefold; implementation of energy conservation programs and technology; pursuit of renewable energy sources; and a more in-depth exploration of the potential financial benefits of a deregulated energy market. This combined approach will allow CHA to increase energy efficiency while maximizing cost savings and managing cash flow.

In FY 08 CHA will issue an RFP for a comprehensive investment grade energy audit. The audit results will in turn provide a basis from which CHA will prioritize energy related conservation and improvement efforts. Additionally, CHA continues to use energy conservation subsidy programs to accomplish lighting upgrades, and augment the funding of capital projects such as window replacement and heating plant improvements. CHA began these programs in FY 07 and installation will be completed in FY 08. Additionally, during FY 08 CHA intends to develop improved utility benchmarking reports and more fully involve residents in conservation efforts through education and conservation campaigns.

During FY 07 CHA submitted a grant proposal to the Massachusetts Technology Collaborative for installation of solar panels at Washington Elms, a federal family public housing development. While CHA did not receive grant funds, we are re-working the proposal for submittal during FY 08 funding rounds. In partnership with our electricity supplier, CHA is further evaluating the viability of renewable sources such as wind, photovoltaic envelope features, and bio diesel fuels.

In FY 07, CHA executed long-term supply contracts with competitive retail energy suppliers under group aggregation programs. During FY 08 CHA will continue actively managing energy pricing by extending long-term energy contracts for electricity and natural gas. Current commodity market conditions are such that CHA is able to effectively lower FY 08 rates by “blending” in lower futures rates against the previously contracted price. Additionally, CHA staff is exploring the implementation of a pilot hedge contract program, which would act as an overlay to the existing electricity and gas supply contracts. Further, CHA, using its MTW flexibility, is investigating additional financial incentives such as “load demand response” programs whereby the Authority is reimbursed for flattening its electricity use during peak load situations.

CHA Public Process :

The request for expanded opportunity for public participation was a common theme heard through out the public process for the FY 08 Plan. CHA recognizes the level of interest and engagement within our local community, and as such we have expanded the public process to include working sessions before the official release of documents. The chart below illustrates the format for public process for the upcoming FY 08 Plan year.

Topic	Working Group Sessions	Thirty Day Comment Period	Public Hearing
Housing Choice Voucher Reform	2	yes	1
MTW Annual Report	1	yes	no
Admission & Continued Occupancy Policy	1	yes	yes
Forms Review	1	n/a	n/a
Public Housing Lease	1	yes	yes
Housing Choice Voucher Admin Plan	1	n/a	n/a

Response to HUD’s 2007 Plan Approval Letter on Outcome Measurement:

CHA wants to acknowledge HUD’s offer to develop a report that will more clearly document the effects and outcomes of its MTW initiatives. CHA proposes to take several steps this coming plan year to lay the groundwork for this effort:

- (1) The benchmarking and quality control activities will yield information that should help design report criteria that will help define the success or failure of reform elements. This is highly detailed and tough work. For example, the increased asset limits under rent simplification may foster savings (and we would need to figure out how to measure that) and the deduction modifications might save time in processing, but how much? We will need to separate these issues from the policy to be clear about the results. We will propose an initial set of outcome indicators and tracking data for the rent simplification program in our next Annual Report.
- (2) In areas other than rent simplification, CHA proposes to develop indicators that address our use of fungibility, unit production, leveraging, voucher program revisions etc. We propose to include an initial set of indicators in the FY 07 Annual Report.
- (3) CHA will also provide a chronology of MTW initiatives started since the inception of our program. CHA will also provide an index that references the section of the CFR that is affected by our MTW initiative. This is similar to the summary chart provided in Appendix 4 of this Annual Plan. These items will also be included in the next Annual Report.

We look forward to working with HUD to improve on this aspect of the demonstration.



■ Inventory

The Cambridge Housing Authority currently manages 1,857 federally-assisted and 794 state-assisted public housing units. In addition, three federal units are currently used for non-housing purposes, including social services and support functions. The HOPE VI revitalization of John F. Kennedy (JFK) Apartments converted ownership of 83 units to an alternate entity (John F. Kennedy Limited Liability Corporation), including conversion of some public housing units to Housing Choice Voucher project-based assistance and the addition of scattered site units. Federal leased housing subsidies number 2,359 and state leased housing subsidies total 163 (the Massachusetts Rental Voucher Program, MRVP, with 135; and the Alternative Housing Voucher Program, AHVP, with 28). Of the total in-place subsidies, 1,843 are part of the MTW Deregulation Demonstration. The remaining federal leased housing subsidies are in programs outside MTW.

The CHA has gradually increased the City's affordable housing stock over the course of the Demonstration. Currently, CHA has more modest plans for adding additional units but remains open to new development, if financially feasible. CHA is also focused on upgrading the 794 state-assisted units and completing selected large capital work at its federal family and senior properties.

The table below shows the estimated distribution of units as of April 1, 2007 and projected units for the end of the Plan Year, March 31, 2008. Tables 3 – 1 and 3 – 2 in Appendix Three of this Plan further detail this information by number of bedrooms and type of housing by program, and the same information is projected for the end of the Plan Year, March 31, 2008.

Projected Inventory, Beginning and End of FY 2008

FEDERAL PROGRAM	TOTAL UNITS ESTIMATED 4/1/07	TOTAL UNITS PROJECTED 4/1/08	TOTAL UNITS BASE YEAR 4/1/99
Public Housing Total	1,857	1,857	1,958
Elderly/Special Needs	758	758	851
Family	1,095	1,095	1,104
Non-Dwelling	3	3	3
John F. Kennedy Apts. Total	83	83	0
PH units (JFK LLC)	44	44	0
PBA units (JFK LLC)	25	25	0
Off-site condos (ESMI)	14	14	0
Other Federally-assisted	0	0	5
Homeowners' (units sold)	0	0	5
MTW Leased Housing Total*	1,843	1,900	1,304
Tenant Based	1,435	1,439	1,181
Total PBA	408	461	123
Lancaster St LLC PBA	55	55	0
CAHC PBA	58	72	3
ESMI PBA	7	7	0
Non-MTW Leased Housing Total	516	516	884
Putnam Square Apartment*	0	0	96
Tenant Based*	382	382	612
Mod Rehab/Shelter Plus Care*	134	134	176
Federally-Assisted Subtotal	4,299	4,356	4,151
STATE PROGRAM	TOTAL UNITS ESTIMATED 4/1/07	TOTAL UNITS PROJECTED 4/1/08	TOTAL UNITS BASE YEAR
Public Housing Total	663	663	663
Elderly/Special Needs	334	334	334
Family	325	325	325
Non-Dwelling	4	4	4
Leased Housing Total	163	165	160
MRVP Tenant Based	25	25	25
MRVP Project Based	110	110	110
AHVP	28	30	25
Other State-Assisted	135	135	126
Roosevelt Towers Mid-Rise	77	77	77
Aberdeen/Hammond/Woodbridge	25	25	16
Putnam School	33	33	33
State-Assisted Subtotal	961	963	949
TOTAL UNITS	5,260	5,319	5,100

*Several increments expired and were transferred into the MTW increment

■ **Public Housing: Management and Operations**

The existing public housing stock is the core of CHA's program; there is no activity more central to the Authority's mission than the stewardship of this bricks and mortar legacy. This section of the plan describes CHA's current and anticipated performance in managing its conventional housing developments. In addition to information on MTW initiatives for the coming year, this section includes information on areas that HUD has traditionally used to measure Housing Authority management performance: occupancy levels, rent collection, work orders, inspections and security, as well as initiatives in budgeting, management oversight, and asset management that are consistent with HUD direction for the future.

Public Housing Management

Public housing management initiatives will continue related to changing CHA's property management business model. The regulatory relief provided by MTW is an essential support component to this effort. The Demonstration's emphasis on deregulation also requires CHA to reevaluate and strengthen its operations, internal controls and procedures, and accountability. In FY 08, CHA management intends to address the following:

- Continued evaluation and refinement of budgeting practices and procedures, including: site-based budgeting consistent with HUD's proposed changes in the Public Housing Operating Fund Program; and enhanced financial reporting consistent with private and nonprofit housing management systems;
- Increased training to support stronger site-based management and property level budgeting, planning and supervision of staff;
- Development of site-based management plans;
- Implementation of a finalized Admissions and Continued Occupancy Plan (after public process);
- Revision of the public housing lease, including the addition of housekeeping standards;
- Updates and revisions to the Operations Manual to incorporate improved operating standards and procedures;
- Formation of a working group comprised of CHA staff, tenants and community advocates to evaluate the clarity and effectiveness of standard forms and letters;
- Move forward with plans for a decentralized inventory and procurement system;
- Development of Quality Control measures for standard management practices with quarterly review periods; and
- Benchmark CHA and affiliated nonprofits to local nonprofits and management companies.



HUD requires that CHA include in its annual MTW Plan and Report statistics on several indicators to assess PHA performance: rent collections, work order response time, and inspections. Detailed statistics on these indicators are included in Appendix Three, Tables 3-4, 3-5 and 3-6. CHA has also initiated a system of internal reporting that expands on HUD's basic tracking requirements and will help further improve service delivery and management systems. (Certain of these indicators may also be used to benchmark performance to private managers and non-profits.)

Overall, the Authority's performance continues to meet or exceed standard and HUD performance benchmarks: CHA maintains an overall adjusted occupancy rate of 99%; rent collection rates are at 99% of rents billed; emergency work orders are completed within 24 hours; and non-emergency work completed within a reasonable timeframe (see table Appendix 3 for further detail) In FY08, CHA will build on this performance, seeking to streamline reporting systems and implement quality control standards.

Safety and Security

During FY 07, CHA hired a part-time public safety officer with an extensive background in public housing, policing, and public safety. The public safety officer has enhanced the existing partnership with the Cambridge Police Department, as well as neighborhood and community groups. During FY 08 the Operations/Management department is tasked with formulation of a comprehensive Public Safety Strategy including: refining the existing site based emergency plans; developing broader community wide disaster planning; the redesign of security plans for elderly developments; and the implementation of risk management protocols.

Performance Assessment

The Monthly Management Analysis measures manager performance in a number of key performance areas, including occupancy, collection, and maintenance delivery. This performance assessment system ties closely to site-based management plans with the goal of increasing the level of manager ownership of performance outcomes.

As previously discussed, one major initiative for FY 08 is completion of the Rent Simplification Benchmarking study and the implementation of quality control procedures. Additionally, CHA is interested in exploring various internal outcome measures to test the actual "simplification" afforded by the new system. Using an external facilitator, CHA intends to hold a series of focus groups for residents and management staff to assess overall satisfaction and to formulate appropriate outcome measures.

Anticipated measures applicable to rent simplification outcomes might include: the number of daycare and medical deductions processed pre and post rent simplification; the effect of raising the asset floor to \$50,000 with the anticipated reduction in third party

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verifications and calculation errors; and the effect of the reduction in the number of interim recertifications processed annually. Findings from these efforts will be discussed in future MTW plans and reports.

Public Housing Admission and Occupancy Policies

CHA has now fully implemented the Rent Simplification policy as approved by the CHA Board of Directors in FY 07. The following list summarizes the other policy areas where CHA may be active in FY 08:

- Revised - CHA implemented a new local preference in FY 07 for applicants on the waiting list, this preference is granted to applicants who meet one of the following criteria:
 - Cambridge residents paying more than 50 percent of income for housing and utility costs; or
 - Cambridge residents not already receiving housing assistance; or
 - Nonresident applicants about to be employed in Cambridge; or
 - Nonresident applicants who can demonstrate significant ties to Cambridge.

(This entire preference policy is found in Appendix 4.);

- Continued - Under the current modified Income Diversification policy, CHA may place one household (who meets the local preference criteria) with an income of 40 to 80% of Area Median Income (AMI) for every three households in the very low-income category (below 50% of AMI). Given the lack of local preference households with incomes falling within 40 to 80% of AMI, this policy was not used during FY 07;
- Continued - Implementation of Rent Simplification as detailed in Appendix Three, Table 3-7, and Appendix Four;
- New -- CHA intends to implement a revised definition of “elderly” as applicants who have attained at least 60 years of age (vs. 62 years). This change will standardize the definition of “elderly” at both the state and federal properties; and
- New - In response to public comments regarding federal preferences, CHA will create a MTW transfer as part of the new Admissions and Continued Occupancy Policy (ACOP) and Housing Choice Voucher Administrative Plan (Admin Plan). This transfer will use MTW flexibility to enable a limited number of individuals from Public Family Housing and the Housing Choice Voucher Program (HCV) to transfer between the two programs.

More detailed statements of Rent and Occupancy policies are included in Appendix 4.



Households Served

CHA continues to serve substantially the same number and mix of public housing households as it would have otherwise served absent the Demonstration. The following table (see also Appendix Two, Tables 2 – 7a and 2 – 8 to 2 – 12) shows the number of households served by unit size, income, and race/ethnicity based on actual occupancy (this table does not count units that are currently vacant – the complete inventory is found on page 11). CHA will not, as a result of MTW, decrease the number or composition of families (by family size) receiving housing assistance.

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Public Housing Households Currently Served – Bedroom, Race and Income Profile, November 2006

UNIT INFORMATION	FAMILY		ELDERLY		TOTAL	
	#	%	#	%	#	%
Number of Bedrooms						
Total Units	1,063	-	561	-	1,642	-
Studio	0	0%	345	61%	348	21%
1 Bedroom	147	14%	213	38%	360	22%
2 Bedroom	449	42%	3	1%	452	28%
3 Bedroom	373	35%	0	0%	371	23%
4+ Bedroom	94	9%	0	0%	93	6%
Race/Ethnicity						
Total Units	1,063	-	561	-	1,642	-
Black	633	60%	118	21%	751	46%
Hispanic	165	16%	35	6%	200	12%
White	163	15%	379	68%	542	33%
Other	102	10%	29	5%	131	8%
Income						
Total Units	1,063	-	561	-	1,624	-
< 30% AMI	626	59%	460	82%	1,086	67%
30%-50% AMI	273	26%	89	15%	362	22%
50%-80% AMI	130	12%	11	2%	141	9%
> 80% AMI	34	3%	1	0%	35	2%

The income ranges in the above table can be compared to the Area Median Incomes in the table below (Table 2-13 in Appendix Two). The FY 08 Income Limits have not yet been published so these are the most current AMI numbers available.

FY2007 Area Median Income (AMI) Limits by Household Size: 2/06

HOUSEHOLD SIZE	30% of AMI	40% of AMI	50% of AMI Very -Low	80% of AMI Low-Income
1	17,700	23,545	29,450	46,300
2	20,200	26,901	33,650	52,950
3	22,750	30,284	37,850	59,550
4	25,250	33,640	42,050	66,150
5	27,250	36,325	45,400	71,450
6	29,300	39,010	48,800	76,750
7	31,300	41,694	52,150	82,050
8	33,350	44,406	55,500	87,350

Development Choice

In the first year of the MTW Demonstration, CHA implemented site-based waiting lists, development choice. Full conversion to development choice was completed by April 2000. Statistics on development choice show that CHA developments currently represent households with a broad mix of incomes, with no development significantly better or worse off than another, nor does data show significant trends in racial concentration among residents.

In FY 07 (as in FY 02 and FY 04) independent tests of CHA's site-based development choice application process were conducted by the Fair Housing Center of Boston. The results of the testing will be discussed in the 07 MTW Annual Report. For a complete copy of CHA Development Choice System please refer to Plans from prior years.

Waiting Lists

The following table below shows the number of households on the waiting lists by bedroom size, income, and race/ethnicity. For more detailed information, please refer to Appendix Two, Tables 2 – 1 through 2 – 6. As also discussed in the leased housing section, the waitlist numbers presented in this plan document the number of households remaining after the waitlist was purged of inactive applicants, but before the list was reopened in December 2006.

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FY08 Federal Public Housing Waiting List – Bedroom, Race and Income Profile, November 2006*

UNIT INFORMATION	FAMILY		ELDERLY		TOTAL	
	#	%	#	%	#	%
Number of Bedrooms						
# of Applicants	1422	-	1,144	-	2,566	-
Studio	2	0%	980	86%	982	13%
1 Bedroom	709	50%	129	11%	838	40%
2 Bedroom	554	39%	47	4%	601	29%
3 Bedroom	84	6%	0	0%	84	15%
4+ Bedroom	76	5%	0	0%	76	3%
Race/Ethnicity						
# of Applicants	1,422	-	1,144	-	2,566	-
Am Indian	18	1%	23	2%	41	2%
Asian	83	6%	34	3%	117	4%
Black	775	55%	313	27%	1,088	44%
Hispanic	223	16%	106	9%	329	18%
White	323	23%	668	58%	991	32%
Other	0	0%	0	0%	0	1%
Income						
# of Applicants	1,422	-	1,144	-	2,566	-
< 30% AMI	1,103	79%	1,044	91%	2,174	86%
30%-50% AMI	230	16%	72	6%	302	11%
50%-80% AMI	43	3%	18	2%	61	2%
> 80% AMI	19	1%	14	1%	33	1%

**Note: CHA reopened the waiting lists in December of 2006; as of December 31, 2006 CHA has received over 2,000 Public Housing applications*

CHA Resident Survey

As allowed by the MTW agreement and included in the FY 02 through FY 07 MTW Plans, HUD approved a CHA resident survey form to replace the survey usually conducted under the PHAS system. A Resident Survey is being conducted in FY 07, the results of which will be discussed in the FY 07 MTW Annual Report (due at HUD on 6/1/07).

Deconcentration Policy

CHA developments currently represent a broad mix of incomes. CHA's deconcentration policy is to monitor changes in income distribution at each development, as Rent Policies, Income Diversification, and Development Choice impact the mix of households. Deconcentration data included in Appendix Two as Tables 2 - 11 and 2 - 12



reflect that CHA would also be in compliance with current QWHRA deconcentration requirements.

Affiliate Housing Property Management

CHA hired a Senior Manager within the Operations Department with experience in the private and nonprofit sectors. With the addition of a management aide, CHA created a dedicated asset management team that has improved its ability to manage the day-to-day and long-term challenges of its affiliated nonprofit inventory. This asset management team coordinates compliance with the various funding and regulatory partners and requirements of the affiliates, which include Low Income Housing Tax Credits, HOME, various government and nonprofit funding programs, and conventional financing. In the coming year, CHA will:

- Develop a Monthly Management Report containing standard management indices such as rent collection, occupancy rates, and work order completion;
- Complete a Capital Needs Assessment of a portion of the property portfolio;
- Develop and implement an asset management indicator report that will regularly review and monitor the financial viability of all CHA affiliate properties;
- Review CHA’s management agreements with affiliates to provide a standard set of services and track costs; and
- Review all third party management contracts to ensure high performance standards.

The chart below shows the current estimated and projected number of units in the affiliate portfolio, including scattered site condominiums, small and medium-sized multifamily buildings, elderly and special needs and assisted living units.

CHA AFFILIATES	TOTAL UNITS ESTIMATED 4/1/07	TOTAL UNITS PROJECTED 4/1/08	TOTAL UNITS BASE YEAR 4/1/99
Cambridge Affordable Housing Corporation	58	68	3
Essex Street Management Inc.	22	22	0
Lancaster Street LLC	65	65	0
JFK LLC	69	69	0
TOTAL	214	224	3

State Public Housing Management

CHA manages 794 units of state public housing. These units are in need of repair because of a repeated cycle of inadequate Operating and Capital Funding. The State has not given any increase to its operating funding commitment in past four years and the capital program funding is very restricted. The operating subsidy is chronically



underfunded. The State also has its own set of regulations and rules governing the management of public housing, many of which are different from Federal regulations. This has caused confusion in the administration of these programs and in the residents' understanding of them. Accordingly, during FY 07 CHA submitted a request to the State Department of Housing and Community Development (DHCD) to authorize implementation of Rent Simplification procedures at the state properties, however, this request was denied. In FY 08 CHA intends to resubmit this request to better align procedures at federal and state properties.

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■ CAPITAL PROGRAM: MODERNIZATION, DEVELOPMENT & REDEVELOPMENT

In an effort to stabilize CHA's Federal and State Public Housing portfolios, CHA will continue work on an integrated capital strategy to preserve "as is" or reposition these valuable capital assets. Estimates from the 2006 Capital Improvement Plans indicate that there are \$117.7 million dollars in backlogged needs to fix problems "as is" at CHA developments. This averages \$44,065 on a per unit basis and presents a significant challenge as funding for operations and capital improvements continues to decline.

In addition to these staggering figures, there are even more substantial needs at a handful of developments that require comprehensive modernization and/or redevelopment. The planning for these efforts will take on increased urgency in FY 08, given reductions in both federal and state funding for modernization and limitations on the availability of project-based vouchers traditionally used to leverage other more substantial funding commitments through a mixed finance approach.

With such daunting capital needs, CHA has initiated a substantial capital planning process that will continue in FY 08 with the aim of developing a strategy to define and best use the limited capital improvement dollars available. The emergent strategy suggests the following four-prong approach:

Building Integrity and Safety: Our first priority will be to fund work items related to building integrity and safety. Work items such as masonry repair and refurbishment, emergency generator upgrades, fire protection, roof replacement, leaks or water issues would fall into this category. Completion of this work will stabilize the properties while more extensive capital improvements are planned and funds are raised. This work may require limited funding from the MTW Block Grant Fund for state public housing, such as the emergency generator project that is currently in the planning stages for three state developments.

Small Property Comprehensive Modernization: Our second priority will be to fund needed comprehensive modernization at small sized properties, similar to the work presently underway at River Howard, a 32-unit development. For these small sized properties it is still possible, despite funding cuts, to meet the full range of capital needs.

Energy/Utility Savings: Energy saving items, such as heating system upgrades or conversions, window replacements, water conservation, and photovoltaic installations, can not only address a capital need but also save substantial dollars on the operating side.

Mixed Financed Comprehensive Modernization/Redevelopment: The final prong of our emergent capital strategy is the comprehensive modernization and/or redevelopment of our larger properties. Given the size and needs of the properties and the lack of capital grant dollars, CHA will need to proceed with a multi-year mixed financed planning process to identify and raise capital dollars for these efforts. For our federal portfolio, our high-rise elderly/disabled developments have the biggest needs. However, nearly all the state portfolio falls into this category, as the backlog of needed modernization is so substantial.

As the result of the compelling need to modernize and redevelop our existing public housing stock, CHA is forced to pursue new development opportunities in FY 08 on a much more modest scale than in previous years. Permanent financing will no longer be made available from the MTW Block Grant Fund, so that these resources can be devoted exclusively to preservation activities. However, on a case-by-case basis, bridge loans will be considered if the loans can be repaid on a schedule consistent with planned modernization and redevelopment efforts. In addition, CHA will pursue the use of its current and future Replacement Housing Factor funds and Section 9 operating subsidies remaining from Washington Elms and JFK Apartments to support new development and/or redevelopment activities.

More specifically, CHA's goals for Modernization, Redevelopment and New Development activities in FY 2008 are detailed below:

- Stabilize the physical condition of state public housing, while a long term strategy can be developed and implemented;
- Continue to assess the feasibility of using mixed finance approach to remove all 794 units from the State public housing program. CHA's intent is to preserve this stock as low-income housing. CHA's state stock is in increasing need of repair and/or redevelopment and it is not at clear that keeping the stock in the state program will provide the financing options needed to raise the required capital;
- Continue implementing the modernization projects in the federal pipeline, with the goal of completing roughly \$9 million in capital improvements in FY 08 and establish a pipeline for state developments;
- Establish reasonable cost limits for development and redevelopment activities to reflect local market conditions for quality construction in Cambridge to replace HUD's Total Development Cost (TDC) limits;
- Proceed with development plans to use the remaining Section 9 operating subsidies from Washington Elms and JFK Apartments (as specified through the MTW Agreement);
- Develop a preliminary plan for using the Replacement Housing Factor Funds made available through HOPE VI redevelopment of JFK Apartments;
- Establish reasonable design guidelines, unit size guidelines and unit amenity guidelines for development to reflect local market conditions for quality construction in Cambridge;
- Identify and evaluate various mixed finance approaches available to preserve and expand the affordable housing stock in Cambridge; and

- Select and possibly proceed with some of the most promising options available for expanding the affordable housing stock.

State Public Housing

A critical component of our capital planning effort is the modernization and/or redevelopment of our state portfolio. CHA completed an update of its Capital Improvement Plans for its entire portfolio during CY 06. These Plans, which detail the capital needs of both CHA’s federally-assisted as well as its state-assisted portfolios, identified \$117.7 million in capital work needed to maintain or revitalize these units -- \$73.5 million for its federally-assisted portfolio and \$44.2 million for its state-assisted portfolio. CHA’s state-assisted portfolio of 794 units require on a per unit basis substantially more capital dollars than its federal portfolio.

During FY 08, CHA will continue to work with the State on both short-term stabilization strategies as well as long term plans to address funding levels for operations and capital improvements. To date, we have agreed on the following approach:

- (1) Mold Remediation at Jefferson Park. While not eliminating the cause of the mold, this effort would stabilize conditions so units stay habitable for what we hope would be at least two years; the effort also includes a pilot mold remediation program that tests options for future remediation efforts at Jefferson Park and other CHA developments;
- (2) Master Plan for Jefferson Park and Lincoln Way. A comprehensive investigation and master study evaluation of two state family developments – Jefferson Park (200-2) and Lincoln Way (200-3);
- (3) Immediate Capital Needs at Family Developments. Addressing the pressing capital needs (i.e. those that have been prioritized in the CHA’s Capital Improvement Plan to be completed either immediately or within the next 1 to 5 years) at three of the state family developments;
- (4) Previously Funded Capital Needs at Elderly Developments. The State funded work items from our 1999 and 2002 funding awards for two elderly developments – Manning Apartments (667-1) and 116 Norfolk Street (667-2) we would complete some of the work associated with this funding; and
- (5) Jefferson Park and Lincoln Way Modernization. Partial State funding to implement a portion of the capital recommendations that result from the master study evaluation of Jefferson Park and Lincoln Way.

While these efforts are underway in FY 08, we will continue to assess the feasibility of using mixed finance approach to remove all 794 units from the state public housing portfolio. MTW gives CHA a unique opportunity to access resources to support such

efforts, and will likely be an essential tool to us as we move forward to upgrade and preserve these units.

Federal Public Housing

Under MTW, CHA has used block grant fungibility, as well as retained resources from increased rental income, utility savings, and other administrative efforts to fund an aggressive schedule of physical improvements at its conventional federal properties. In addition to the capital program, an expanded extraordinary maintenance schedule has allowed the Authority to move forward on small-scale physical improvement efforts. The increase in resources over what CHA would have provided to these efforts absent the demonstration has also meant that capital planning and on-site management coordination has improved and collaborative efforts have expanded.

Unfortunately, the considerable cuts in both the Public Housing and Housing Choice Voucher Programs are significantly impacting CHA efforts to maintain our buildings. Even with the additional Capital funding provided in past years CHA is not able to provide a comprehensive modernization treatment for most of its federal housing stock. CHA's participation in MTW has provided significant opportunities and resources to complete much needed and long delayed capital work. CHA was able to raise its capital expenditures from \$4 million in FY 00 to nearly \$9.1 million in FY 05. Since FY 05, however, the amount of funds available for capital has been constrained by funding cutbacks. This is most evidenced by the over \$4 million drop in annual capital expenditures between FY 05 and FY 06.

In real dollars, CHA's funding from the Capital Fund Program has decreased by nearly 25 % since 2000 while construction costs have increased over 30 %. The increasing construction cost is a significant factor in the increased cost in the capital items identified in CHA's Capital Improvement Plan. This Plan, which was updated in 2006, details a \$13.9 million increase from 2001 in the backlog of CHA needs – from \$59.6 million in 2001 to \$73.5 million in 2006, or about \$39,100 per unit, exclusive of soft costs.

In comparison, over the past three years the CHA has received an average annual Capital Fund Program (CFP) allocation of about \$3.37 million, or about \$1,800 per unit. Of this total, roughly \$2.5 million has been allocated exclusively to construction versus associated design and administrative costs or management improvement activities. At the most nominal level, this funding will provide only 17 % of the funding needed over the next five years to restore CHA's Federally-assisted portfolio to optimum condition. This substantial shortfall in capital dollars is a significant problem that must be solved if we are to preserve our valuable affordable housing assets in such an expensive housing market as Cambridge.

In FY 08 CHA is making an aggressive effort to raise capital expenditure levels using block grant and other resources, returning to a projected funding level of \$9 million in new or ongoing projects targeted for this plan year.

FY 08 Proposed Capital Project Expenditures and Five Year Plan

As the result of funding allocated in previous fiscal years for capital improvements through the Capital Fund Program, as well as funds from the MTW Block Grant Fund, we project that construction contracts of \$9 million will be underway during FY 08. These work items plus those items scheduled to be funded in later years are identified in the Five-Year Capital Plan on page 28.

The major improvements and construction expenditures proposed in FY 08 are described below:

Millers River and Johnson Re-occupancy Programs – Funding constraints have delayed the implementation of a comprehensive modernization program at Millers River and Johnson Apartments, two of our largest elderly public housing developments. Given the need to reassess financing options and subsidy support, CHA is completing the repairs and upgrades needed to restore vacant units to habitable conditions. Work to restore vacant apartments at Millers River began in September 2006, and is schedule to be completed by Spring 2007. Similar work at Johnson Apartments is scheduled to begin in February 2007, and be completed by Fall 2007. Funding for the project is split between FY 07 and FY 08.

River Howard Comprehensive Modernization – The buildings in this 32-unit development were structurally under-built, allowing deflection and lateral movement due to under-designed floor joists and insufficient bracing at the wall framing. CHA is addressing these structural issues by undertaking a \$4.2 million dollar building envelope upgrade and interior refurbishment. Work began in March 2006, and the first construction phase was completed in November 2006. The overall project will be completed in Fall 2007. Funding is split between two years: FY 07 and FY 08.

Roosevelt Towers Roof – The recently completed CIP as well as an increase in roof leaks resulted in the addition of roof replacement at Roosevelt Towers to CHA's Five Year Capital Plan. Plans for the roof replacement were completed in October 2006, and bids received in late November. Work is expected to begin in early 2007, and be completed in May 2007.

Corcoran Park Gutter Replacement – The recently completed CIP noted that gutters were absent or damaged at Corcoran Park, and required installation or replacement to prevent damage to the buildings. Work is expected to be bid in Spring 2007.

Washington Elms Window Replacement – Windows at Washington Elms are nearing the end of their useful life as the bulk of the aluminum replacement windows were installed in the late 1970's. Air infiltration and locking issues have grown over recent years, along with glass failure. CHA has been evaluating different window replacement types (fiberglass, PVC, aluminum) to determine the most suitable replacement unit for the property's masonry buildings. This careful evaluation and the fact that there are some reservations with each window type have delayed the

project's design. The current schedule anticipates a late Winter 2007 bid opening, assuming remaining design issues can be satisfactorily resolved.

Burns/Johnson Elevator Repairs – Since the buildings were occupied in the mid-1970s, elevators at these two elderly/disabled developments have seen only limited upgrades, mostly to comply with ADA and fire code requirements, with very minimal mechanical upgrades. As a consequence, substantial upgrades to the mechanical equipment (controllers, selectors, and door hardware) are required. Since just one elevator services one of the two buildings at Burns Apartments, CHA needed to split the project into two phases. The first phase, which consists of modernizing both elevators at Johnson Apartments and two of the three elevators at Burns Apartments, will proceed into construction in early 2007 as a successful bid opening recently occurred. The second phase will be the remaining, sole elevator at the second Burns Apartments building (i.e. 30 Churchill Avenue). The extensive nature of the needed work will require the elevator be off-line for a minimum 6 to 8 weeks, resulting possibly in the temporary relocation of elderly and disabled persons.

Burns Building Connector –Burns Apartment consists of two six-story buildings. Two elevators service the larger of the two buildings, which houses approximately 2/3 of the units. Only one elevator services the smaller of the two buildings. There is an enclosed walkway connecting the two buildings on the second floor. We are currently exploring extending the connection to the remaining four floors. This would enable current residents to stay in place during the upgrade of the elevator in the smaller building, as well as provide a long-term solution for future elevator maintenance work.

Emergency Generator Upgrades – Emergency generators at two federally-assisted and three state-assisted elderly/disabled developments need to be upgraded given the age of the equipment as well as the limited emergency services the current generators cover. In some locations, the water supply to the upper stories shuts down when electricity fails, as the building's water pump is not connected to the emergency generator. Additionally, one four-story, elderly development does not have an emergency generator. CHA will use MTW Block Grant funds for the emergency generator work at three state developments, as previously described.

Corcoran Park Window Replacement – Windows at Corcoran Park are nearing the end of their useful life also, as the vinyl clad wood windows were installed between 1978 and 1980. Plans call for these windows to be replaced with new double hung fiberglass units with insulated glass. Sample installations are currently being evaluated, and a Summer 2007 bid opening anticipated.

Jefferson Park Masonry Refurbishment –Extensive masonry and lintel deterioration along two faces of Building 11 at Jefferson Park has resulted in wide spread and evasive leaks and mold infestation. The masonry needs to be repaired and re-pointed, lintels replaced and a water-repellent sealant applied to address these

conditions. The needed repair scope is presently being identified, and an early Spring 2007 bid opening anticipated.

Millers River and Johnson Exterior Refurbishment and Kitchen/and Bathroom Modernization - A major planning initiative for two of our elderly developments (initiated in FY 01) will continue through the next couple of years as CHA struggles to secure the finances needed to proceed with the long overdue construction program. These two structures, designed with recessed balconies, contain 373 studios, out of 483 apartments (77%). The studio units are extremely small, making them cramped to live in and difficult to market. The recessed balconies, which contribute to the small unit size, are also one of the primary sources of water infiltration into the apartments. Therefore, CHA has developed a plan to enclose a portion of the balconies at these buildings in order to convert them into small one-bedroom units (complete with new kitchens). This will increase the unit size and create more livable spaces for residents, while stemming the longstanding water penetration problem. In addition, all kitchens and baths are in need of replacement.

Unfortunately, the total projected construction cost for the envisioned scope of work at these two developments is estimated at \$42 million. Even with the flexibility permitted under MTW, this level of funding is far in excess of available resources from the Capital Fund Program and MTW Block Grant. As such, we are exploring a number of financing options, including borrowing against our annual CFP allocation, tax-exempt bonds and low-income housing tax credits. Regrettably, the lack of available Section 8 project-based subsidies has significantly impacted our ability to leverage the bulk of needed funds, so plans for major rehabilitation at both sites have been delayed, and are not likely to begin until FY 11 at the very earliest. This has been a major disappointment for the resident groups at both sites given the years already spent planning the improvement projects.

In FY 08, CHA will continue explore window replacement costs at both sites, and attempt to proceed with the exterior refurbishment component of the program.

Energy Improvements - CHA has set aside \$500,000 to complete energy improvement activities at various sites and to implement new energy savings opportunities.

Five-Year Capital Plan – Projected Expenditures by CHA Fiscal Year

Property	Scope of Work	Total Construction Contract	Estimated Completion Date	FY08	FY09	FY10	FY11	FY12
Millers River	Reoccupancy Program	\$1,150,000*	May-07	\$400,000				
Roosevelt Twrs	Roof Replacement	\$650,000	May-07	\$650,000				
River Howard	Comp Mod	\$4,229,060*	Dec-07	\$1,174,061				
Corcoran Park	Gutter Replacement	\$80,000	Dec-07	\$80,000				
Johnson	Reoccupancy Program	\$880,000	Dec-07	\$880,000				
Washington Elms	Window Replacement	\$1,540,000	Dec-07	\$1,540,000				
Burns/Johnson	Elevator Repairs	\$1,265,000*	Mar-08	\$765,000				
Johnson/Millers River	Elder Service Floor Rehab	\$500,000	Mar-08	\$500,000				
Burns/Johnson	Emergency Generators	\$450,000	Mar-08	\$450,000				
Various	Emergency Generators	\$700,000**	Mar-08	\$700,000				
Burns	Building Connector	\$250,000	Jun-08	\$250,000				
Corcoran Park	Window Replacement	\$1,787,500	Jun-08	\$678,037	\$1,109,463			
Jefferson Park	Masonry Refurbishment	\$500,000	On-going	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Various	Energy Upgrades	\$1,250,000	On-going	\$500,000	\$250,000	\$250,000	\$250,000	
Johnson	Exterior Refurbishment	\$4,506,699***	Dec-10		\$1,391,036	\$3,000,000		
Millers River	Exterior Refurbishment	\$6,483,234***	Dec-10		\$3,025,000	\$3,265,000		
Millers River	New Elevator	\$3,025,000	Dec-10			\$3,025,000		
Washington Elms	Fire Protection	\$175,000	Mar-11				\$175,000	
Millers River	Kitchen/Bath/Comp	\$18,400,000****	Mar-13				\$7,360,000	\$7,360,000
Johnson	Kitchen/Bath/Comp	\$12,750,000****	Mar-13				\$5,100,000	\$5,100,000
Various	Elevator Mod	\$750,000	On-going			\$250,000	\$500,000	
Various	Masonry Impvts	\$1,250,000	On-going			\$500,000	\$500,000	\$250,000
Various	Site Impvts	\$1,500,000	On-going			\$500,000	\$500,000	\$500,000
Various	Heat Plant Mod	\$2,400,000	On-going				\$1,200,000	\$1,200,000
TOTAL		\$66,471,493		\$9,067,098	\$6,275,499	\$11,290,000	\$16,085,000	\$14,910,000

*These projects are on-going construction projects that received some funding in prior years.

**CHA is allocating \$700,000 from its MTW Block Grant for emergency generator upgrades at three state-assisted developments as permitted by its MTW agreement.

***CHA will need to leverage or raise additional capital funds to complete this work.

****Additional funding in the amount of \$22.9 million to be leveraged from other sources.

Energy Improvements

Energy performance contracts use a stream of utility savings to pay for financing in order to make capital improvements that then reduce energy costs. HUD has approved the bulk of these projects in the past only when PHAs enter into agreements with Energy Savings Companies (ESCO's). Under the terms of the MTW agreement, however, CHA is allowed to function as its own ESCo, and retain the significant savings achieved, both in terms of management of the construction oversight and the ongoing energy maintenance costs associated with the project.

Millers River Energy Savings Project – Heat Conversion

CHA completed its second ESCo project, the heat conversion at Millers River, in early February 2006. The project consisted of replacing a 30-year-old electrical heating system with state-of-the-art, gas-fired condensing boilers, new domestic hot water service, and a new heat distribution system. Toilets were also replaced with low-flow models. Early findings from our monitoring program have found the cost savings to be greater than anticipated by the project engineer reflective of the huge spike in utility costs. In all, this heat conversion project has reduced annual electricity consumption by approximately 70 percent.

CHA estimates that \$300,000 of soft costs is being saved by serving as its own ESCo on this project. In acting as its own ESCo, CHA procured the services of an engineer specializing in design of state-of-the-art boiler systems, as well as those of a financial advisor. The financial advisor assisted CHA in arranging for financing from a third party investor. CHA has found that serving as its own ESCo is more cost-effective than using the services of an outside ESCo, and CHA retains greater control over management of the construction phase and energy systems monitoring after the project is complete.

As mentioned under the major initiative 7 in the Executive Summary, CHA will complete a comprehensive investment grade energy audit for both our state and federal public housing portfolios. These audit results, coupled with HUD's recent extension (from 12 to 20 years) in the length of time Energy Savings Company (ESCO) projects can be financed, will allow CHA to investigate additional energy savings projects that had too long a payback under the previous program. Review of the audit results combined with the most advantageous available financing and leverage opportunities will guide the selection of CHA's next ESCo project. A similar extension will also be pursued for State-assisted developments. In addition, CHA has set aside \$500,000 to complete a portion of the energy improvement recommendations resulting from the audit.

New Development Opportunities

MTW provides CHA an opportunity to conduct new housing development activities in new and creative ways. One of the most significant changes to occur has been the establishment of a single fund budget. This fungibility provides CHA with full flexibility to move funds among the traditional funding

categories and invest funds in the acquisition of new properties and new construction, as well as in the rehabilitation of existing affordable housing units. This budget flexibility has allowed CHA to raise over \$75 million to acquire and rehabilitate 325 (this number is inclusive of the 183 units at Neville Place and Neville Center) units of affordable housing.

Another significant factor that made this development activity possible is that under the MTW agreement, CHA does not require prior HUD approval to conduct development activities. This allows CHA to respond quickly in the highly competitive and difficult Cambridge market.

As public funding/subsidies continue to shrink for our own housing stock, CHA is facing more challenges to compete in a high cost market like Cambridge. CHA, through its affiliates, will keep pursuing creative and aggressive ways to expand housing choices for families with limited resources. Our specific plans for potential new development options in FY 08 are detailed in the following section.

Multi-Family Acquisition Program

Through the multi-family acquisition program, CHA seeks to acquire buildings, a number of units within a larger building, or buildable sites. Should the financing structure include low-income housing tax credits, historical tax credits and/or tax-exempt bond financing, the purchaser will be a non-profit affiliate of CHA or a limited liability corporation. Funding sources for new development have included funds from CHA through the budget flexibility created by the MTW demonstration as well as conventional debt financing from private banks, grants from the Commonwealth of Massachusetts, the Federal Home Loan Bank, LeadSafe Cambridge and the City of Cambridge's Affordable Housing Trust Fund, low interest and/or deferred loans from the Massachusetts Housing Partnership, tax-exempt bonds, low income housing tax credits and historic tax credits.

During FY 08, CHA will continue the implementation phase of two ongoing development efforts through its affiliate organizations. In previous years, one of CHA's affiliates acquired these properties for conversion to affordable housing. Acquiring these properties was the initial step in our multi-year development efforts. The major milestones achieved to date and activities planned for FY 08 are summarized below:

- **195-203 Prospect Street** - In May 2003, the Cambridge Affordable Housing Corporation (CAHC) closed on the acquisition of 21 units of family housing at 195 and 203 Prospect Street. The property consists of two buildings, with 20 units located in a former nursing home that had been converted by a developer into market rate housing in 2000. While working to assemble permanent financing, CAHC has completed the transition of this building to a fully affordable housing resource. In early FY 08, we anticipate closing on the permanent financing for the twenty-unit building.

The twenty-first unit is a single-family home on an adjacent lot that may offer a low-income home ownership opportunity. CAHC will continue to explore the feasibility of this approach with the City of Cambridge through the City's First Time Home Buyer's Program.

- **22 Lopez Avenue** – Essex Street Management, Inc. (ESMI), using funds from the City of Cambridge and the Commonwealth of Massachusetts as well as housing subsidy funds from the McKinney program, acquired this eight-unit building in September 2006 to provide supportive permanent housing for chronically homeless individuals. ESMI is currently working with the building's designated service provider, Shelter, Inc., to ready the building and services for a February 2007 occupancy date.

Development opportunities are unpredictable, with opportunities to purchase or develop units becoming scarcer over time. Each project requires varying levels of capital and numerous financing arrangements. Given these difficulties and the amount of staff and financial resources it takes to generate new units, CHA will continue to pursue development opportunities on a more modest scale, looking for opportunities from vacant lots to multi-family buildings and/or groups of units within larger buildings owned by different entities.

Condominium Acquisition Program

In an effort to secure additional affordable housing units in Cambridge's increasingly costly housing market, CHA and its non-profit affiliate, CAHC, created the Condominium Acquisition Program (CAP). The goal of CAP is to acquire scattered-site condominiums, thereby providing additional affordable housing units without the complexity of purchasing and rehabbing entire buildings or undertaking a new construction project. The CAP program also prevents concentration of affordable units in one particular location, as the units are scattered throughout the City in well-managed condominium buildings.

To identify potential units, CAHC uses brokers, newspaper advertisements, notices of foreclosure sales, and outreach to current HCV property owners. Typically, conventional debt financing covers at least 50% of the purchase price, and other sources generally fill in the financing gap. If a desired unit is occupied, the residents must be a HCV voucher participant or HCV income-eligible family. If the unit is vacant, CHA supplies a HCV voucher under its project-based assistance program.

As an example, in 2006 CAHC acquired a unit occupied by a long-term elderly HCV tenant who has lived in the apartment for over 50 years. The building developer had sold six of the seven units in the building at market rate ranging from \$350,000 to \$400,000 per unit. CAHC successfully negotiated a purchase price of \$240,000 to acquire the unit as a way to allow the HCV tenant to remain in her home.

With the purchase of this one additional unit, presently under a purchase and sales agreement, CAHC will exhaust its second line of credit, adding 14 units to the program. In FY 08, CAHC will pursue a new line of credit from the Cambridge Affordable Housing Trust, Massachusetts Housing

Partnership and the Department of Housing and Community Development to recapitalize its CAP program. The goal of this recapitalized program will be to acquire an additional 10 to 15 condominium units during FY 08 and FY 09.

On-Going Collaborative Efforts with the City of Cambridge

A critical reason for CHA's success in developing affordable housing is its relationship with the City of Cambridge. This collaboration takes many forms. With the flexibility engendered by MTW, CHA is taking advantage of an increasing number of local loan and grant programs, many of which are administered through the City's Community Development Department. These programs include the Cambridge Affordable Housing Trust (funded via the Community Preservation Act), the Harvard 20/20/2000 program, LeadSafe Cambridge, HOME, the CDBG Program.

MTW provides flexibility for CHA to take advantage of development opportunities that it could not pursue prior to deregulation. CHA can target MTW funds to supplement leveraged funds from other institutional sources such as the City, Harvard University, and Massachusetts Technology Collaborative. CHA will continue to work with the City and these institutions on projects the City has funded and to explore future development opportunities using MTW funds as leverage.

■ **Local Leased Housing Program**

The MTW Agreement authorizes CHA to establish a Local Leased Housing Program to administer its housing vouchers in locally determined ways. This flexibility allows us to meet local needs and allows CHA's leased housing program to survive—and even thrive—in one of the nation's most expensive real estate markets.

Ongoing Voucher Reform

Although the market's cost escalation has diminished, and even reversed to a certain degree, Cambridge remains an expensive and highly competitive housing market. Low-income families without subsidies are priced out of the market, forcing many that had lived in Cambridge for all of their lives and those that work here to relocate to other communities. In FY 07 CHA undertook a multi-year, multi-phased approach to reforming the voucher program in order to provide affordable housing opportunities to greater numbers of eligible families.

Phase 1 - Rent Simplification:

As detailed in Appendix 4, CHA implemented its Rent Simplification Program in FY 07. Rent Simplification in the Voucher program was fairly modest, including changes in the asset floor, number of permitted interim re-certifications and new zero income total tenant payment (TTP) policies. Rent Simplification will remain in effect in FY 08.

Phase 2 – Community Partners Initiative:

Beginning in FY 07, CHA began establishing partnerships with other community stakeholders to increase the availability of affordable housing opportunities for some of the communities' most difficult to house families. Two new initiatives were born from these efforts.

City Partner, Project-Based Program --

During FY 07 the CHA, working in cooperation with the City of Cambridge and various local nonprofit organizations, developed a new request for proposals (RFP) for the award of project-based vouchers. Under the RFP, project-based vouchers will be awarded to projects that have obtained funding from the City of Cambridge's Affordable Housing Trust and require the least amount of subsidy. The goal of the RFP is to maximize production of affordable housing units while reducing CHA costs. CHA has set aside \$1.4 million to be spent over 3 years for this program, with the number of available vouchers (estimated at about 40) to be determined by the responses to the RFP (the less subsidy required from CHA for each voucher, the more vouchers offered).



Sponsor-Based Leased Housing Program --

Through CHA's MTW authority, CHA expanded the leased housing program to provide a third option for assistance: "sponsor-based" vouchers. This program is experimental and offers a small number of vouchers, approximately 40, for FY 08. These subsidies are not assigned to individual families, as in the tenant-based program, and are not tied to a property, as in the project-based voucher program. Instead, sponsor-based subsidies are attached to a service provider, and the service provider is responsible for selecting a recipient that will use the benefits of the voucher without gaining permanent control of it.

The CHA created sponsor-based subsidies with an eye towards entering partnerships with various service providers that currently work with individuals that are not only without housing, but are also in need of services. Often these are families in transitional situations that create difficulties for more conventional subsidy approaches. By creating a partnership and providing subsidy dollars to assist otherwise eligible individuals, CHA helps the provider extend the reach of their service dollars, thereby supporting the overall success of the individual that is housed. The sponsor based voucher program will ultimately provide more housing options for these "high need" individuals who will benefit from more intensive supportive services as they begin establishing themselves as independent community members.

Phase 3 – Administrative & Programmatic Innovations:

In FY 08 CHA proposes to use its MTW flexibility to further reform the voucher program, and where possible, create new programs for increasing housing opportunities for the City's low-income, elderly and disabled households.

CHA's goals in developing any new Housing Choice Voucher program include:

- Creating simplified procedures for accessing assistance and establishing subsidy levels;
- Exploring alternate approaches to providing subsidy that would allow a major expansion of program assistance; and
- The ongoing assessment of internal operations as necessary to improve administrative practices and services for program participants.

Phase 3 reforms can be divided into two general categories: administrative and programmatic. Administrative reforms will be designed to increase efficiencies, reduce overhead and improve customer service. Administrative reforms CHA will consider include:

- Changes to the frequency and quantity of inspections;
- Relying on third party inspection results in lieu of the traditional HQS inspection;
- Changing the review period for re-certifications from one year to two or even three;



- Aligning the deductions from income with the Federal PH Rent Simplification deductions; and
- Changing the income calculation to allow for the use of prior year income adjusted for inflation.

Programmatic reforms CHA will consider include:

- Development of a pilot program for voucher holders – CHA envisions a voluntary pilot program for up to 30 families. Such a program would include more intensive supportive services to assist working families moving toward economic independence. The pilot program will explore the following possible reform(s) to the HCV program:
 - Changes in subsidy levels based on income tiers;
 - Changes in our approach to subsidy for working families; and
 - Changes that would free up subsidies for waitlisted households.

Prior to any further program changes, the CHA has committed to an expanded public process as detailed in the chart on page 8. Community participation was helpful to the successful development and implementation of the Rent Simplification program in FY 07. CHA expects stakeholder participation to play a similarly substantive role in the development and implementation of any reforms in FY 08. CHA is mindful of the public comments we received around voucher reform in FY 07 and we intend to carefully consider impacts on current and potential participants as we move ahead with further changes.

Waiting List

During FY 07 CHA purged the waiting list of non-active applicants; this action allows quicker access to housing for eligible applicants, while easing the administrative burden for Leasing and Occupancy staff. Prior to the purge, the waiting list remained closed from April 30, 2003 – with exception of applicants meeting the criteria for emergency status.

Prior to the purge, the CHA had 750 applicants qualifying as Cambridge residents on the leased housing waiting list and an additional 6,468 applicants who were considered non-residents, for a total of 7,218 applicants. CHA contacted all 7,218 applicants to determine continued interest. Those failing to respond were removed from the waiting list. Post-purge active applicants remaining included 249 Cambridge residents and 765 non-residents for a combined total of 1,014. The current waiting list numbers (see Appendix 2) do not reflect the current demand for affordable housing in the City of Cambridge because the waitlist has not been open long enough to accurately gauge that demand. The list was re-opened in December of 2006. The 2007 MTW Annual Report due on June 1, 2007 will provide a more accurate assessment of demand.



Project-Based Leased Housing Program

In FY 05, CHA suspended approving new applications for project-based funding while we developed the City Partner Project-Based Program. CHA recognizes that the Project-Based Program is the only “production” program available for deeply subsidized affordable housing.

Using our MTW authority, CHA will continue to implement previously approved MTW modifications (some of which are included in HUD’s new PBA regulations) as noted:

- No minimum rehabilitation expenditure thresholds;
- 10-year leases, subject to annual appropriations;
- Predevelopment commitment letters to qualified owners to assist in leveraging additional funding sources;
- Elimination of restrictions on the percentage of units that can be leased in an individual building or project; subject to the determination that eliminating the restriction will not negatively impact the neighborhood and is consistent with the agency’s overall affordable housing goals;
- In the event that a tenant-based Leased Housing participant currently resides in a unit that will be included in a PBA unit, clarification that the participant has the option to move from the unit and be issued a replacement tenant-based voucher when available;
- Simplification of program paperwork and qualification requirements;
- CHA modified (and previously submitted to HUD) content of the PBA application, including suspension of the requirement to submit a previous participation certificate;
- Locally determined property eligibility criteria, including the types of units currently prohibited by HUD guidelines (but in accordance with the MTW Agreement); and
- Locally determined eligibility for placement, including allowing current public housing residents PBA tenancy.

Preservation/Conversion of State MRVP Program

CHA has received state approval to implement the changes to the Commonwealth of Massachusetts’ Rental Voucher Program described in prior Annual Plans. Under this program, the Authority uses MTW resources to augment the state subsidy program, thus making the state program rent levels the same as federal levels. CHA will continue this initiative in FY 08 at an approximate cost of \$98,000. In addition, CHA will explore options to address long-term challenges to the success of this beleaguered, under-funded program including combining subsidies on turnover, and waiver requests to current program rules to enhance participant success.



Property Owner Marketing and Incentives

MTW flexibility allows CHA to offer incentives to owners that provide the edge needed to compete with market-rate tenants for the shrinking pool of affordable housing units. It is important to maintain a strong marketing/public relations program coupled with incentive programs to retain existing property owners, attract new property owners, and generally facilitate the involvement of owners in the leased housing program:

Continuing MTW HCV Initiatives

- Continue to offer multi-year leases for existing housing units based on negotiations with owners;
- Continue to provide damage payments to property owners who agree to continue renting to Leased Housing participants, wherein CHA may reimburse the aggrieved property owner for tenant-related repair costs, up to one month's rent, in cases where a current Leased Housing tenant has caused verified damaged to a unit; and
- Continue to provide vacancy payments (up to one month's rent) to property owners who agree to rent to another Leased Housing program participant after an existing participant leaves the unit.

Other HCV Initiatives

- Property Owner Outreach Efforts - Direct intervention in renewals and new lease-up situations to encourage property owners to participate or continue participation in the program despite level or reduced funding;
- During FY 08 CHA intends to hire a full time housing search coordinator to serve primarily people with disabilities, but with some services available to all voucher holders as time and capacity allows;
- Informational Newsletters - Periodic mailings to property owners, realtors, institutional owners, non-profits, faith-based organizations, and others involved in the affordable housing industry;
- Maintain a website which contains most of the documents that property owners and tenants need to complete the lease-up process;
- Continue to refine direct deposits of HAPs, expedited check processing, and other internal processing improvements to improve program response to property owners needs. Toward this end, CHA intends to complete a realignment of internal fiscal duties by assigning an accounting staff directly to the Leasing and Occupancy department to improve and augment the program response to owners; and
- Continue to offer voluntary tenant/property owner mediation services through a partnership with local non-profit providers.



HCV Rent and Occupancy Policies

In FY 08, CHA will continue or modify a number of previously approved rent and occupancy policies pertinent to the local leased housing program:

- Update the Housing Choice Voucher administrative plan , modifications will incorporate the proposed MTW transfer, allowing for a limited number of individuals to be considered as inter-program (leased and public housing) transfers rather than new applicants.
- Under MTW CHA implemented a limited Rent Simplification policy for voucher holders, as detailed in Appendix 4, this will continue in 2008;
- 40% Income Exemption - CHA will continue to allow program participants to exceed 40% of their income for rent if they so request and can demonstrate the ability to meet such a high rent burden;
- Voucher Expiration - CHA will continue to allow only a 120-day search period (60 days initially with a 60-day extension at the request of the participant), instead of the 180 days allowed earlier in the demonstration; and
- Modified Income Limits – A small number of applicants with incomes between 50 and 80% of AMI can participate in the leased housing program. The intent of this policy is to allow CHA the flexibility to respond to compelling needs as they arise on an individual basis. Additionally, this policy aids in the acquisition of new properties targeted for permanent affordability, as CHA may need to offer temporary assistance to households who will ultimately relocate before the development project is complete.

CHA will also continue to use its ability under the MTW agreement to locally-determine the following components of both the Tenant-based and Project-based Programs:

- FMRs, rent reasonableness and rent adjustment factors;
- Percentage of program to be project-based;
- Vacancy and damage payments to owners;
- Payments to owners for the period of time a unit remains vacant during Leased Housing processing and inspection before lease-up;
- Property eligibility criteria;
- Lease length, voucher expiration and re-issuance terms;
- Waiting list and tenant selection procedures; and
- Content of HAP contracts and contractual rental agreements.



Households Served

In the last half of the 2006 calendar year voucher utilization declined. CHA is taking immediate steps to address this issue, including the issuance of 150 vouchers to households currently seeking housing. CHA is also in the process of hiring a full time Housing Search Coordinator to help voucher holders lease units more successfully. Additionally, over the past quarter CHA purged and reopened the waiting list. This effort will reduce delays in issuing vouchers, as the information for households on the waiting list will be current, and these households will be actively seeking housing.

Leased Housing Households Served FY07 – Income Profile, November 2006*

LEASED HOUSING PROGRAM TOTAL	INCOME RANGES							
	< 30% of AMI		30-50% of AMI		50-80% of AMI		> 80% of AMI	
1717	1204	70%	379	22%	127	7%	7	0%

*For FY08 the goal for the number of households served is 1,900.

CHA will target 1900 vouchers for use in FY 08. Keep in mind that despite the recent drop in voucher utilization, the total inventory of units (leased and public housing) continues increasing through the term of the MTW demonstration.

Waiting List

The Leased Housing waitlist currently has 1,014 total applicants. Of these applicants, 886 are families, 94 are disabled and 34 are 60 years of age or over. The majority of applicants, or approximately 85%, earn below 30% of AMI. Tables 2-2, 2-3, and 2-4 in Appendix Two show the number and characteristics of applicants currently on the Federal and Cambridge Resident Federal leased housing waiting lists. The waiting list has been re-opened as of December 2006, and already CHA has received over 2,700 new HCV applications.

Inspections

The CHA is in the process of developing new options for its inspection protocol. Currently CHA inspects 100% of its leased housing units annually. However, CHA inspectors are taking more time to conduct inspections outside of Cambridge, as other Housing Authorities (affected by the HUD budget restrictions noted earlier) are no longer absorbing vouchers. Although options have not yet been finalized, one option is to inspect only a percentage of PBA units or those units leased in new or renovated housing complexes. Other options might include using a percentage method when working with owners with proven track records of HQS compliance or going to a biennial inspection schedule. Compliance inspections would still be conducted upon request. These options are designed to reward owners who have good inspection records, while at the same time maintaining housing quality standards (HQS) for HCV participants.



In FY 07, 100% of the units met HUD’s HQS after completion of the inspection process; (if any unit fails an initial HQS inspection, corrections are made and the unit is re-inspected, completing the inspection process). The agency expects to continue this level of performance in FY 08 with the number of units inspected modified by the changes to the inspection protocols.

Year	Percent Inspected	Percent Passing HQS
FY05 Actual	100%	100%
FY06 Actual	100%	100%
FY07 Actual	100%	100%
FY08 Projected*	100%	100%

Deconcentration

CHA’s program participants lease units throughout Cambridge. A number of the Local Leased Housing Program initiatives are focused on maintaining and expanding this diversity. The Authority’s de-concentration policy is to monitor the number of apartments leased by census tract, to ensure that balanced housing patterns are sustained.



▪ Resident Services & Economic Development

CHA provides a wide array of supportive services and economic development programs targeting the needs of both its family and elderly resident communities. In developing and delivering resident services programs, CHA emphasizes partnerships with local service organizations to minimize costs, attain leverage, avoid duplication of services, and create successful outcomes.

CHA has carefully targeted the provision of its resident services by addressing the needs of family members in specific age groups, from the youngest residents to the eldest. As CHA's population of retired, senior and frail-elderly residents has grown, the agency has created a separate administrative function geared toward providing services to its elder population. This approach enables CHA to focus its planning and implementation efforts and strengthen both family and elder service delivery.

Exploring New Resident Service Options

During FY 08 CHA will explore implementation of the following new resident services for public housing residents:

- **The CHART (Cambridge Housing Authority Resident Training) Program** – CHA started by researching area employment opportunities, this research ultimately evolved into the CHART Program. CHA working in partnership with the City of Cambridge Community Development and Human Services Departments and several local foundations has created a \$100,000 fund to support vocational training for both public housing residents and voucher holders. CHA is contributing \$50,000 of MTW Block Grant funds toward this effort.
- **New Options for Resident Involvement** -- The FY 07 Plan included implementation of a resident based non-profit as a desired new initiative. This goal proved too lofty, and in response CHA staff and residents are re-focusing on more preliminary steps, such as leadership training and outside learning opportunities geared toward improving the organizational capacities of the tenant council officers and members. In January 2007 CHA is offering a four-part leadership training course to all tenant council members. Additionally, in response to public comments, CHA has agreed to expand the current informal tenant council to include three to five seats for voucher holders with the ultimate goal of establishing a more formal Resident Advisory Board (RAB) by Plan Year 2009.
- **New Head Start Collaboration** – The local Head Start program has been placed in receivership by the Department of Health and Human Services and management of the



program has gone out to bid. The Head Start program is heavily used by CHA residents, and the CHA houses six of the program's eight classrooms. CHA has partnered with the Somerville Community Action Agency and its Head Start program to bid on the project. If selected, CHA and the Somerville Community Action Agency will maintain on going collaboration and management to ensure that the program meets the needs of CHA residents and is closely coordinated with the other agencies and services, including the school district, with which we work.

- **Additional Funding Sources** – In light of declining HUD support in the form of ROSS and Neighborhood Networks funding, the CHA will pursue two new avenues to maintain its Resident Services programming: 1) hire a development consultant to assist in identifying and soliciting funding from new public and private sources; and 2) organize a collaboration with other large housing authorities across the state to solicit the legislature regarding the creation of a statewide program of supportive services for residents of the state's largest PHAs, including Cambridge.
- **Continued Expansion of Relationship with School District** – Through its Work Force program for adolescents, CHA has developed a close collaboration with the Cambridge Public Schools. The School Department has begun to fund some of the literacy activities of The Work Force, providing approximately 19% of the program's budget, up from 10% in the previous year. During FY 07 CHA has accepted a contract from the school district to operate The Bridge, the local high school's program for students (not limited to CHA) who have been suspended or expelled from school. The budget for this program includes substantial funding to cover CHA indirect costs, thereby damping the effects of HUD ROSS funding cuts. In the current academic year, CHA has expanded the program to include a half-time social worker and is exploring additional refinements over the coming year.
- **Continued Expansion of Literacy Programming** – In recent years, CHA's youth development program for adolescents, The Work Force, has undertaken a number of initiatives aimed at closing the achievement gap for public housing teens through development of students' reading comprehension skills. During FY 08, CHA will continue to explore opportunities to expand this programming downward to serve early readers (Pre-K – 2). CHA has recently implemented a Saturday morning literacy program for parents and their 4 - 7 year olds and is exploring options for the creation of a half-day Saturday Literacy Camp for early readers.

Ongoing Resident Services



Childcare and Healthcare Services for Families

CHA's youth programs are designed to meet specific needs within each segment of the youth population, from infants and toddlers through the start of young adulthood at college. The following is a list of ongoing programs that will be continued during the FY 08, subject to continued funding availability:

- WIC (Women, Infants & Children) Nutrition Programs;
- Daycare centers in selected developments, including "wrap-around" Headstart Daycare at Jefferson Park, Roosevelt Towers, and Washington Elms/Newtowne Court;
- Head Start programs at Jefferson Park, Roosevelt Towers, and Washington Elms/Newtowne Court;
- A youth recreation and educational program at Corcoran Park provided through the West Cambridge Youth Center; and
- The Recreational Activities Program at the Washington Elms/Newtowne Court Windsor Street Community Building, an after-school and summer activity program provided through a contract with the Boy's and Girl's Clubs.

For all ages, CHA is committed to maintaining the health of its residents and works to ensure the availability of healthcare as a cornerstone of a holistic service approach. Funding limitations remain a critical issue with respect to healthcare for public housing residents and other low-income households; therefore, CHA has worked continuously to develop partnerships with qualified healthcare organizations that can provide low or no-cost service to residents. At present, on-site outpatient healthcare services are available at two centrally located health clinics:

- Windsor Street, serving Washington Elms/Newtowne Court area; and
- Jefferson Park, serving both public housing residents and the broader North Cambridge community.

Youth Development Services - The Work Force

The core services of The Work Force, CHA's award-winning youth development program that works with public housing adolescents from eighth to twelfth grades, will be continued. They include:

- After-school life skills classes (decision-making, conflict resolution, problem-solving, critical thinking skills, employability skills, etc.);
- "Try-out" jobs with 45 area employers who serve as worksite mentor/supervisors;
- Tracking of school attendance/performance;
- Staffed, computer-equipped homework help centers and tutoring services;



- College prep activities (college tours, SAT prep, guidance on application process and financial aid options, etc.);
- Scholarship program—every participant matriculating at two or four year college receives a modest Work Force scholarship, and students may compete for larger scholarships for outstanding achievement and community service; and
- Youth Literacy initiative—developed in collaboration with, and partially funded by, the local school district it includes: literacy-building activities embedded in the program’s five-year curriculum, a summer literacy camp, MCAS (Massachusetts Comprehensive Assessment System) English and Math preparation courses, and creation of high-interest reading libraries and reading programs onsite.

The Work Force will serve 135 students in the coming year and all 135 will participate in the Literacy Initiative. We anticipate that 90% of enrolled high school seniors will graduate and that within six months of graduation, 80% of those graduates will enroll in post-secondary education and 10% will be gainfully employed. Since the inception of The Work Force in 1984, virtually all of its approximately 650 participants have graduated from high school. Since the institution of the program’s college preparation component in 1992, over 345 students have gone on to college.

Economic Development and Related Educational Services for Families

CHA will continue to provide an innovative set of programs designed to assist its residents toward upward mobility, economic stability, and self-sufficiency. The continued reductions in available ROSS funding further threatens CHA’s ability to provide economic development services to both adults and adolescents. CHA has developed fundraising strategies and identified several cost-effective ways to continue provision of essential economic development and self-sufficiency related programs, albeit on a more modest scale. While we intend to maintain our current level of services throughout FY 08 and to seek private philanthropic funding in order to do so, the success of that fundraising effort will determine whether we are able to meet our fiscal, programmatic, and outcome goals for the year.

Adult Employment and Education Initiatives

In addition to the programs listed above, CHA has developed several ongoing, successful initiatives that assist adults in gaining the educational and vocational skills they need to advance economically. These include the following:

- **CHA/Cambridge Employment Program** – Operated in partnership with the Cambridge Office of Workforce Development, this program provides vocational case management, career counseling, job preparation, career skills development, job placement and follow-up assistance to 50 adult CHA residents annually. In collaboration with the regional Department of Labor-sponsored Service Delivery Area (SDA) several years ago, the program



implemented a CHA-designed Individual Training Account (ITA) program that provides training vouchers of up to \$1,000, which participants may use at various public and private education and training sites. While the effort had to be discontinued due to cuts in HUD ROSS funding, CHA has identified new funding and collaboration partners and will re-institute a program of adult vocational training in FY 08, as described in *New Options for Resident Involvement* page 41.

- **Gateways Adult Literacy** – This CHA program will continue to provide English proficiency (ESOL) and language-enhanced computer literacy classes, with a goal of serving 65 adults in FY 08.
- **Community Computer Centers** – These two resource/training centers will continue to serve over 200 residents annually with: 1) introductory and intermediate computer instruction; 2) ESOL literacy instruction; and 3) after-school Homework Help for teens enrolled in The Work Force.
- **Neighborhood Community College** – Cambridge-based community college courses in Computer Technology, Allied Health Careers, Child Development and other fields (offered in conjunction with Bunker Hill Community College) provide 20 CHA residents with semester-long coursework leading to vocational certificates and an Associate’s Degree. CHA will continue to strengthen its relationship with the college in offering this popular program, in order to enhance its course offerings and take advantage of the new resources of the local vocational high school.
- **Bridge-to-College Program (BTC)** – Operated in partnership with the Cambridge Community Learning Center, BTC provides classroom instruction and individual counseling to seven high school graduates and GED-holders who are not academically ready for community college courses. As a result of the commitment of a private foundation, CHA has developed a scholarship program to assist (mostly working) adults in completing the BTC program, in making the difficult transition to college and in continuing their college education despite the financial and logistical difficulties inherent in doing so. Two scholarships are awarded annually to BTC graduates upon matriculation at a two- or four-year college and one is awarded to a BTC graduate who is an on-going college student.

Elder Resident Services

CHA’s approach to elder services emphasizes partnerships within an extensive network of qualified, local service agencies and programs. CHA’s Service Coordinators identify these resources and



make them available to seniors through collaborations, networks, and referrals. Existing Elder services that will continue in FY 08 include:

- A Supportive Living Program is offered to 200 low-income elders at Manning Apartments, a state-assisted senior development, and provides elder residents with homemaking services, shopping, meal-preparation, and case-management services for no cost or on an income based sliding fee scale. Prepared meals are available seven days a week and staff is available 24 hours a day to assist residents with basic services. These services are available as a result of the partnership with the State of Massachusetts Executive Office of Elder Affairs and Cambridge Somerville Elder Services;
- CHA has partnered with the Cambridge Health Alliance Elder Service Plan (a PACE program, “Program for All Inclusive Care for the Elderly”) to provide on-site staffing 24/7 in a congregate facility at the Putnam School Apartments comprised of 3 three-bedroom apartments. Program services for those residents include medical care, recreational activities, housekeeping, case management, and meals in one location. This program has been so successful that both parties are seeking to expand the program to two other elderly developments, Millers River Apartments and LBJ Apartments. As CHA continues to focus on expanding its continuum of care for our elderly residents, the PACE program will allow frail elderly residents to receive additional assistance enabling them to remain in their homes on designated floors dedicated to the provision of these services;
- CHA is also working with the Cambridge Health Alliance to initiate a service plan at Miller’s River. This pilot program will provide Millers River residents with the services of a doctor from the Health Alliance who will visit the development once a week and perform house calls for residents. If successful, CHA hopes to expand this program to other developments.
- Four full-time and one part-time Service Coordinators, through a contract with CASCAP, conduct needs assessments, provide case management, and make medical and social service referrals to nearly 600 elders in four federal developments;
- Daily hot meals are offered in developments that feature kitchen-equipped community rooms. Otherwise, the Meals on Wheels program delivers to individual households upon request;
- CHA also serves the recreational needs of the elderly community in partnership with the City’s Department of Human Services through the North Cambridge Senior Center, an on-site facility housed at the Russell Elderly development;
- CHA has instituted a translation service for Haitian Creole residents at LBJ, JFK, and Burns Apartments. Bilingual French Creole speaking staff provides translation services to residents needing assistance with management, maintenance requests and service coordination;



- CHA is collaborating with the Massachusetts Alliance of Portuguese Speakers (MAPS) to provide case management and referral services to elderly residents at Millers River Apartments; and
- CHA provides ESL classes at three elder developments: LBJ, Manning and Millers River Apartments.



■ Funding

For the FY 08 budget, CHA continues to implement a property-based budget system. Using HUD guidance, CHA collects management fees as well as other fees-for-service that are charged to different programs and properties. CHA believes that it is well positioned for the changes that are occurring nationwide in the way the public housing program is operated. MTW has given CHA the freedom to use our flexibility to make these changes very rapidly.

Moving To Work

	<u>Public Housing*</u>	<u>MTW Housing Choice Vouchers**</u>	<u>Capital Fund***</u>	<u>Total MTW Funds</u>
Sources				
Rent & Other Income	8,049,979	221,721	-	8,271,700
Subsidy Earned	7,603,514	26,398,404	6,964,019	40,965,937
Total Sources	15,653,493	26,620,125	6,964,019	49,237,637
Uses				
Administrative	3,320,415	1,736,727	442,164	5,499,306
Tenant Services	325,356	38,705	-	364,061
Maintenance Labor	1,906,856	-	-	1,906,856
Materials/Supplies, Contract Costs	2,996,394	-	-	2,996,394
Protective Services	88,036	-	-	88,036
General Expenses	1,999,627	238,843	154,757	2,393,227
Housing Assistance Payments	-	21,580,400	-	21,580,400
Utilities	4,932,510	-	-	4,932,510
Special Maint. Projects/Non-Routine	822,019	-	-	822,019
Capital Improvements	467,667	-	8,367,098	8,834,765
Development Activities	-	-	-	0
Total Expenses	16,858,880	23,594,675	8,964,019	49,417,574
Net Income (Deficit)	(1,205,387)	3,025,450	(2,000,000)	(179,937)

*Subsidy prorated at 78%, pending receipt of final funding notice

** Subsidy prorated at 95%

***Multiple years of CFP funds are used in FY08

Under MTW, CHA receives public housing operating subsidy and leased housing program subsidy based on a formula established by the 1999 MTW agreement. CHA also receives an annual amount of Federal Capital Fund budget authority, determined by formula, as well as ROSS, Shelter Plus Care, and Service Coordinators grants. In addition, CHA receives limited State operating subsidies, small amounts of State Capital Funds, and MRVP funding. In the sources and uses chart above, the amount of monies in the grant programs are represented in terms of the actual monies CHA expects to receive, based on current projections, not the budget authority it has.

In order to address ongoing capital improvement needs, CHA has made a significant commitment to Special Maintenance Projects (previously known as extraordinary maintenance), and Small & Large Capital items this year. This commitment results in an initial deficit budget in the Federal Public Housing program. The funding for the deficit comes from Block Grant Fund interfund transfers. The Authority's reserves remain healthy (CHA has budgeted for appropriate reserves in Public and Leased housing programs), thus the decision to move forward on selected capital expenditures can be made without jeopardizing the overall financial health of CHA. Table 3-8 in Appendix Three lists special maintenance projects. The table on page 28 lists CHA's planned capital expenditures over the next five years.

Large capital projects (Modernization) funds are separated out as distinct from Special Maintenance Projects and Small Capital Projects, although all represent categories of fixed-asset improvements. Under MTW, modernization funds (Capital Fund Program) are drawn down as expended, so the total amount of funding used in a given year can exceed that year's grant award amount. There are no funds budgeted for development in FY 08, although funds may be available from the Block Grant Fund if a development opportunity presents itself.

CHA's FY 08 budgeted utility costs decreased by over \$800,000 from FY 07 due to stabilization from the earlier upsurge in utility rates. In addition, CHA has re-negotiated long-term contracts for delivery and supply of electricity and transport gas. As seen in major initiative 7 Energy Plan, CHA continues to refine our approach to energy purchases, conservation, and reporting.

Other Federal Funds

	<u>Non-MTW Vouchers*</u>	<u>Tenant Services**</u>	<u>Total Other Federal Funds</u>
Sources			
Operating Receipts	45,188	-	45,188
Subsidy Earned/Grants	6,058,414	1,080,150	7,138,564
Total Sources	6,103,602	1,080,150	7,183,752
Uses			
Administrative	434,730	520,767	955,497
Tenant Services	9,853	377,115	386,968
General	62,880	182,268	245,148
Housing Assistance Payments	5,868,354	-	5,868,354
Total Expenses	6,375,817	1,080,150	7,455,967
Net Income (Deficit)	(272,215)	-	(272,215)

*Certain Non-MTW vouchers are prorated at 95%

**ROSS Grants plus local and foundation monies

State Funds

	<u>State Public Housing</u>	<u>MRVP</u>	<u>State Capital Fund</u>	<u>Other</u>	<u>Total State Funds</u>
Sources					
Operating Receipts	2,836,934	13,881	425,000	1,342,106	4,617,921
Subsidy Earned	1,446,755	1,225,380	500,000	-	3,172,135
Total Sources	4,283,689	1,239,261	925,000	1,342,106	7,790,056
Uses					
Administrative	1,260,383	154,312	206,954	216,834	1,838,483
Tenant Services	51,000	3,418	-	4,833	59,251
Maintenance Labor	456,079	-	-	167,152	623,231
Materials/Supplies, Contract Costs	1,051,479	-	-	232,791	1,284,270
Protective Services	23,829	-	-	3,124	26,953
General Expenses	374,718	21,232	72,434	285,166	753,550
Housing Assistance Payments	-	1,152,000	-	-	1,152,000
Utilities	1,667,847	-	-	311,461	1,979,308
Special Maintenance Projects/Non-Routine	258,778	-	-	132,286	391,064
Capital Improvements	-	-	1,250,000	-	1,250,000
Total Expenses	5,144,113	1,330,962	1,529,388	1,353,647	9,358,110
Net Income (Deficit)	(860,424)	(91,701)	(604,388)	(11,541)	(1,568,054)

This is the third year CHA has included financial information for its State programs. There are significant budget deficits in State programs, largely because the State Public Housing Program continues to be subjected to chronic under-funding. The 2005 Harvard Cost Study found that the state public housing operations are under-funded by 69%. Even though in FY 08 the non-utility funding level for CHA was increased by 7%, resulting in an additional \$147,612 in subsidy, this amount cannot offset the many years of inadequate funding.

At the same time, fixed costs (especially contractor and labor costs) have increased at a much greater rate, leading to deferral of much needed maintenance. Using the flexibility afforded by MTW, CHA may use the MTW Fund to make up these deficits, but only if the State refuses to provide the requested level of operating subsidy. CHA recognizes that this is a short-term fix, and that MTW support, if provided, cannot be sustained for a long time. CHA continues to aggressively petition the State for adequate funding and explore other financing arrangements (tax credits, bonds, etc.) to allow these properties to operate without a deficit. (In fact, CHA along with the Boston and Brookline Housing Authorities have sued the State in an effort to address the operating and capital funding problems.) CHA intends to once again submit a deficit budget and ask the State to fund those properties at an acceptable level.

Central Office Cost Center

In compliance with HUD's Operating Rule, CHA has established the Central Office Cost Center (COCC) to manage and track central office overhead costs. This is our first year of identifying and maintaining a separate COCC. The COCC is supported by various fees (both management and fees-for-service) that are charged to CHA's properties and programs in order to fund the COCC costs.

Central Office Cost Center

	<u>COCC</u>
<u>Sources</u>	
Total Management Fees	3,380,284
Fee-for-Service	1,198,716
Total Sources	4,579,000
<u>Uses</u>	
Administrative	3,039,972
Rent	288,768
Tenant Services	39,500
Central Maintenance Labor	759,576
Materials/Supplies, Contract Costs	18,200
General Expenses (Benefits & Insurance)	979,668
Utilities	25,206
Capital Equipment	61,000
Total Expenses	5,211,890
Net Income (Deficit)	(632,890)

In FY 08, the COCC includes a Central Maintenance crew that will provide services to the properties for a fee. The Central Maintenance crew consists of the skilled trades, and overnight and weekend response staff who are used through out the portfolio. Legal and waitlist services will also be provided on a fee basis.

The COCC budget is currently projecting a deficit. CHA however intends to reduce this deficit with a thorough review of each department's costs so that the COCC ends the fiscal year with a break-even budget. CHA may also consider the use of MTW Block Grant funds to address the deficit.

Block Grant Fund

This is the third year that the Block Grant Fund has been active. CHA has found the Block Grant Fund a useful tool to show and account for MTW activities, as well as illustrating CHA's use of MTW fungibility. If CHA income projections prove conservative and there are additional available funds, new projects may also be funded by the Block Grant Fund.

Block Grant Fund Proposed Uses in FY 08

Interfund Transfers	Projected Cost	Notes
Fed LIPH	\$1,205,387	In support of small capital projects/ non-routine
Transfers to State LIPH	860,424	If necessary due to lack of adequate State Funding
Non-MTW HCV	16,182	
Special Population Vouchers	24,031	
State MRVP	91,701	
COCC	632,890	If necessary
Subtotal	2,830,615	
Capital & MOD Projects		
Federal Capital Expenditures	2,000,000	
Reoccupancy-LBJ & MR	835,000	
State Mod Program	554,388	
Subtotal	3,389,388	
Block Grant Projects		
Adult Vocational Training Fund	50,000	
Voucher Simplification	50,000	Carry forward from FY 2007
Miscellaneous Projects	600,000	Includes other FY 2007 carry forward projects such as Software, Benchmarking study, capital planning support etc.
Subtotal	700,000	
3/31/08 Estimated Balance	\$1,018,378	

MTW Estimated Operating Reserves

The anticipated consolidated available reserve as of 3/31/07 is projected to be \$5,228,900. This is the reserve from both the MTW Housing Choice Voucher and Federal Public Housing programs. This represents a reasonable and prudent level of operating reserve for these programs, especially given uncertainty over available funding. At the end of FY 07, the public housing operating reserves will be assigned to the properties. Listed below are the estimated reserves assigned to the properties. The reserve distributions are based on the new grouping established by CHA under the Operating Fund Rule provision.

PROPERTY	RESERVES
Washington Elms	\$319,183
Corcoran Park	256,723
Putnam Gardens	260,052
Newtowne Court	423,052
Truman Apts.	89,727
Burns Apts.	272,992
Millers River	356,115
L.B. Johnson	237,067
Jefferson Park	294,220
Garfield	22,137
Roosevelt Towers	196,127
Windsor Court (Non-dwelling)	11,822
Unassigned	519,683
MTW Housing Choice Vouchers	1,970,000
Total Reserves	\$5,228,900

can adopt the plan and submit it to HUD. The agreement states that the plan should be submitted to HUD no later than 60 days prior to the start of CHA's fiscal year, January 31 of the calendar year.

CHA also provides an MTW Annual Report that summarizes the activities of the prior fiscal year, and discusses its efforts in relation to the goals and policies set forth in the Annual Plan. The MTW Annual Report takes the place of all other conventional HUD performance measures, and it is submitted to HUD within 60 days of the completion of CHA's fiscal year, by June 30th.



Appendix Two

Applicant Demographic Information

2-1a Waiting List - Federal PH and HCV - Unit Size Profile: November 2006*

HOUSING TYPE	TOTAL	UNIT SIZE									
		Studio		1BR		2BR		3BR		4+BR	
Federal Public Housing											
Federal Family	1422	0	0%	711	50%	554	39%	84	6%	73	5%
Federal Elderly	1146	970	86%	129	11%	47	4%	0	0%	0	0%
Federal P.H. Subtotal	2568	970	38%	840	33%	601	23%	84	3%	73	3%
Housing Choice Voucher	1017	HCV waitlist does not contain bedroom size data.									
TOTAL	3585										

* The totals don't match the below chart because an individual may be on more than one list of different sizes, whereas they can only be one race.

2-2 Waiting List - Federal PH and HCV- Race/Ethnicity: November 2006

HOUSING TYPE	TOTAL	RACE/ETHNICITY											
		Am Indian		Asian		Black		Hispanic		White		Other	
Family	1422	18	1%	83	6%	775	55%	223	16%	323	23%	0	0%
Elderly	1146	23	2%	34	3%	313	27%	106	9%	668	58%	2	0%
Housing Choice	1017	8	1%	26	3%	479	47%	158	16%	337	33%	9	1%
TOTAL	3585	49	1%	143	4%	1,567	44%	487	14%	1328	37%	11	0%

The Section 8 Waiting List contains partially entered statistics for non-residents. Some were not coded for race and ethnicity and are listed as other.

2-3 Waiting List - Federal PH and HCV - Income Profile: November 2006*

PROGRAM	TOTAL	INCOME RANGES							
		< 30% of AMI		30-50% of AMI		50-80% of AMI		> 80% of AMI	
Public Housing									
Family	1422	1130	79%	230	16%	43	3%	19	1%
Elderly	1146	1042	91%	72	6%	18	2%	14	1%
P. H. Subtotal	2568	2172	85%	302	12%	61	2%	33	1%
Housing Choice									
Family	886	754	85%	113	13%	14	2%	5	1%
Disabled	94	87	93%	5	5%	1	1%	1	1%
Elderly	34	24	71%	7	21%	1	3%	2	6%
H.C.V. Subtotal	1014	865	85%	125	12%	16	2%	8	1%
TOTAL	3582	3037	85%	427	12%	77	2%	41	1%

*Experience shows that household income usually increases after being screened.

2-4 Waiting List - Federal PH and HCV -Cambridge Resident Race/Ethnicity: November 2006

HOUSING TYPE	TOTAL	RACE/ETHNICITY											
		Am Indian		Asian		Black		Hispanic		White		Other	
Family	838	9	1%	52	6%	469	56%	104	12%	204	24%	0	0%
Elderly	607	11	2%	20	3%	174	29%	52	9%	350	58%	0	0%
Housing Choice	249	3	1%	9	4%	130	52%	34	14%	73	29%	0	0%
TOTAL	1694	23	1%	81	5%	773	46%	190	11%	627	37%	0	0%

2-4a Waiting List - State PH- Unit Size Profile: November 2006

HOUSING TYPE	TOTAL	UNIT SIZE											
		Studio		1BR		2BR		3BR		4+BR			
State Public Housing													
State Family	1282	0	0%	633	49%	507	39%	78	6%	64	5%		
State Elderly	1127	956	85%	126	11%	45	4%	0	0%	0	0%		
State P.H. Subtotal	2409	956	40%	759	31%	552	23%	78	3%	64	3%		
State Voucher Program	N/a	CHA no longer maintains a separate state voucher waitlist.											
TOTAL	2409												

2-5 Waiting List by Site - Federal and State PH - Race/Ethnicity: November 2006

SITE-BASED WAITING LIST	TOTAL	RACE/ETHNICITY									
		AmIndian		Asian		Black		Hispanic		White	
Federal Sites											
Burns Apartments	40	1	3%	3	8%	7	18%	3	8%	26	65%
Corcoran Park	158	1	1%	9	6%	94	59%	26	16%	28	18%
H.S. Truman Apartments	47	0	0%	3	6%	9	19%	4	9%	31	66%
Jefferson Park	244	5	2%	31	13%	136	56%	35	14%	37	15%
L.B. Johnson	50	1	2%	0	0%	15	30%	1	2%	33	66%
Miller's River	81	1	1%	4	5%	17	21%	5	6%	54	67%
Newtowne Court	335	2	1%	31	9%	193	58%	49	15%	60	18%
Putnam Gardens	245	3	1%	16	7%	148	60%	33	13%	45	18%
River Howard Homes	137	3	2%	9	7%	77	56%	19	14%	29	21%
Roosevelt Towers	351	4	1%	29	8%	192	55%	53	15%	73	21%
Scattered Sites*	291	5	2%	18	6%	169	58%	45	15%	54	19%
Washington Elms	315	1	0%	31	10%	178	57%	54	17%	51	16%
Weaver Apartments	22	0	0%	0	0%	5	23%	3	14%	14	64%
Fed Family First Available	898	12	1%	38	4%	480	53%	144	16%	224	25%
Fed Eld/Dis First Available	685	13	2%	18	3%	190	28%	63	9%	401	59%
Federal Subtotal	3899	52	1%	240	6%	1910	49%	537	14%	1160	30%
State Sites											
Jackson Gardens	207	2	1%	20	10%	112	54%	44	21%	29	14%
Lincoln Way	66	1	2%	2	3%	40	61%	10	15%	13	20%
Linnaen Street	80	6	8%	0	0%	12	15%	4	5%	58	73%
Manning	143	0	0%	13	9%	38	27%	14	10%	78	55%
Putnam School	67	0	0%	4	6%	17	25%	7	10%	39	58%
Putnam Square Apartments	92	1	1%	7	8%	19	21%	5	5%	60	65%
Russell Apartments	110	2	2%	5	5%	27	25%	8	7%	68	62%
Willow Street	77	3	4%	8	10%	32	42%	11	14%	23	30%
Woodrow Wilson	140	4	3%	6	4%	72	51%	15	11%	43	31%
State Subtotal	982	19	2%	65	7%	369	38%	118	12%	411	42%
TOTAL**	4881	71	1%	305	6%	2279	47%	655	13%	1571	32%

*Scattered sites include Jackson Street, Fairmont Street, Valentine Street and Garfield Street.

**This total number on all site-based waiting lists differs from the total number of applicants on the Federal Waiting List (Table 2 – 7) because applicants may choose to be placed on up to three site-based waiting lists and because this table (2 – 12) includes site-based waiting lists for state developments.

2-6 Waiting Lists by site - Federal and State PH -Cambridge Residents - Race/Ethnicity: November 2006

SITE-BASED WAITING LIST	TOTAL	RACE/ETHNICITY									
		AmIndian		Asian		Black		Hispanic		White	
Federal Sites											
Burns Apartments	26	1	4%	3	12%	5	19%	1	4%	16	62%
Corcoran Park	104	1	1%	6	6%	64	62%	12	12%	21	20%
H.S. Truman Apartments	36	0	0%	3	8%	8	22%	1	3%	24	67%
Jefferson Park	156	5	3%	19	12%	95	61%	14	9%	23	15%
L.B. Johnson	35	1	3%	0	0%	9	26%	1	3%	21	60%
Miller's River	59	1	2%	3	5%	15	25%	2	3%	38	64%
Newtowne Court	222	2	1%	18	8%	139	63%	27	12%	36	16%
Putnam Gardens	171	2	1%	11	6%	98	57%	22	13%	38	22%
River Howard Homes	104	2	2%	7	7%	55	53%	15	14%	25	24%
Roosevelt Towers	237	4	2%	18	8%	136	57%	26	11%	53	22%
Scattered Sites*	37	2	5%	11	30%	107	289%	27	73%	37	100%
Washington Elms	201	1	0%	18	9%	120	60%	27	13%	35	17%
Weaver Apartments	19	0	0%	0	0%	3	16%	3	16%	13	68%
Fed Family First Available	455	4	1%	22	5%	248	55%	56	12%	125	27%
Fed Eld/Dis First Available	257	4	2%	6	2%	79	31%	25	10%	143	56%
Federal Subtotal	2119	30	1%	145	7%	1181	56%	259	12%	648	31%
State Sites											
Jackson Gardens	131	0	0%	13	10%	72	55%	25	19%	21	16%
Lincoln Way	55	1	2%	2	4%	34	62%	8	15%	10	18%
Linnaean Street	60	0	0%	4	7%	10	17%	4	7%	42	70%
Manning	97	0	0%	3	3%	27	28%	10	10%	57	59%
Putnam School	53	0	0%	4	8%	15	28%	6	11%	28	53%
Putnam Square Apartments	72	1	1%	6	8%	11	15%	5	7%	49	68%
Russell Apartments	79	2	3%	3	4%	18	23%	7	9%	49	62%
Willow Street	57	1	2%	7	12%	22	39%	7	12%	20	35%
Woodrow Wilson	107	2	2%	5	5%	54	50%	10	9%	36	34%
State Subtotal	711	7	1%	47	6%	263	37%	82	12%	312	44%
TOTAL**	2974	37	1%	192	6%	1444	49%	341	11%	960	32%

*Scattered sites include Jackson Street, Fairmont Street, Valentine Street and Garfield Street.

**This total number on all site-based waiting lists differs from the total number of applicants on the Cambridge Resident Federal Waiting List (Table 2 – 8) because applicants may choose to be placed on up to three site-based waiting lists and because this table (2 – 13) includes site-based waiting lists for state developments.

Households Served Demographic Information

2-7a Households Served - Federal PH and HCV - Unit Size Profile: November 2006

PROGRAM	TOTAL UNITS	BEDROOM SIZE									
		Studio		1BR		2BR		3BR		4+BR	
Federal Public Housing											
Federal Family	1,063	0	0%	147	14%	449	42%	373	35%	94	9%
Federal Elderly*	561	345	61%	213	38%	3	1%	0	0%	0	0%
Federal P.H. Subtotal	1,624	345	21%	360	22%	452	28%	373	23%	94	6%
Housing Choice**											
H.C.V. Family	1,251	47	4%	303	24%	515	41%	324	26%	52	4%
H.C.V. Elderly	465	39	8%	279	60%	112	24%	29	6%	6	1%
H.C.V. Subtotal	1,706	86	5%	582	34%	627	37%	353	21%	58	3%
TOTAL	3,330	431	13%	942	28%	1079	32%	726	22%	152	5%

*Excludes J.F. Kennedy Apts., CHA's HOPE VI program.

**This includes only the Section 8 certificates and vouchers eligible for inclusion in the Demonstration program.

2-7b Households Served - State PH and Voucher - Unit Size Profile: November 2006

PROGRAM	TOTAL UNITS	BEDROOM SIZE									
		Studio		1BR		2BR		3BR		4+BR	
State Public Housing											
State Family	325	0	0%	73	22%	147	45%	95	29%	10	3%
State Elderly	312	43	14%	259	83%	10	3%	0	0%	0	0%
State P.H. Subtotal	637	43	7%	332	52%	157	25%	95	15%	10	2%
State Voucher	175	70	40%	52	30%	22	13%	24	14%	7	4%
TOTAL	812	113	14%	384	47%	179	22%	119	15%	17	2%

2-7c Total Households Served - Federal and State PH - Unit Size Profile: November 2006

PROGRAM	TOTAL UNITS	BEDROOM SIZE									
		Studio		1BR		2BR		3BR		4+BR	
Federal Subtotal	1,624	345	21%	360	22%	452	28%	373	23%	94	6%
State Subtotal	637	43	7%	332	52%	157	25%	95	15%	10	2%
TOTAL	2,261	388	17%	692	31%	609	27%	468	21%	104	5%

*Excludes J.F. Kennedy Apts., CHA's HOPE VI program.

**This includes only the Section 8 certificates and vouchers eligible for inclusion in the Demonstration program.

2-8 Households Served -Federal PH and HCV - Income Profile (by AMI): November 2006

PROGRAM	TOTAL	INCOME RANGES							
		< 30% of AMI		30-50% of AMI		50-80% of AMI		> 80% of AMI	
Public Housing									
Family	1063	626	59%	273	26%	130	12%	34	3%
Elderly*	561	460	82%	89	16%	11	2%	1	0%
P. H. Subtotal**	1624	1086	67%	362	22%	141	9%	35	2%
Housing Choice									
H.C.V. Subtotal	1717	1204	70%	379	22%	127	7%	7	0%
TOTAL	3341	2290	69%	741	22%	268	8%	42	1%

*Excludes J.F. Kennedy Apts., CHA's HOPE VI program.

**Any discrepancy between the number of units in Tables 3-1, 3-2 and 3-3 are due to vacancies, mostly units off-line for modernization.

2-9 Households Served - Federal PH and HCV - Race/Ethnicity: November 2006

PROGRAM	TOTAL	RACE/ETHNICITY							
		White		Black		Hispanic		Other	
Public Housing									
Family	1063	163	15%	633	60%	165	16%	102	10%
Elderly*	561	379	68%	118	21%	35	6%	29	5%
P. H. Subtotal	1624	542	33%	751	46%	200	12%	131	8%
Housing Choice									
H.C.V. Subtotal	1718	773	45%	744	43%	159	9%	42	2%
TOTAL	3342	1315	39%	1495	45%	359	11%	173	5%

*Excludes J.F. Kennedy Apts., CHA's HOPE VI program.

2-10 Households Served by Development - Federal PH - Race/Ethnicity: November 2006*

PROGRAM	TOTAL	RACE/ETHNICITY							
		White		Black		Hispanic		Other	
Family Developments									
Washington Elms	175	26	15%	93	53%	43	25%	13	7%
Corcoran Park	150	36	24%	91	61%	16	11%	7	5%
Putnam Gardens	119	21	18%	76	64%	10	8%	12	10%
Newtowne Court	267	30	11%	159	60%	57	21%	21	8%
River Howard***	13	4	31%	8	62%	1	8%	0	0%
Jefferson Park	173	23	13%	111	64%	12	7%	27	16%
Scattered Sites**	43	7	16%	23	53%	7	16%	6	14%
Roosevelt Towers	124	16	13%	72	58%	19	15%	17	14%
Family Total	1064	163	15%	633	59%	165	16%	103	10%
Elderly/Disabled Developments									
H. S Truman Apts.	59	42	71%	9	15%	3	5%	5	8%
Daniel F. Burns	196	132	67%	43	22%	10	5%	11	6%
Millers River	193	148	77%	29	15%	10	5%	6	3%
Lyndon B. Johnson	92	45	49%	30	33%	11	12%	6	7%
Robert S. Weaver	20	12	60%	7	35%	1	5%	0	0%
Elderly/Disabled Total	560	379	68%	118	21%	35	6%	28	5%
TOTAL	1624	542	33%	751	46%	200	12%	131	8%

*Excludes J.F. Kennedy Apts., CHA's HOPE VI program.

**Scattered sites include Jackson Street, Fairmont Street, Valentine Street and Garfield Street.

***18 units off line pending comprehensive modernization.

2-11 Households Served - Federal Family Developments - Income Profile (by AMI): November 2006

DEVELOPMENT	TOTAL	INCOME RANGES							
		0-30% of AMI		30-50% of AMI		50-80% of AMI		> 80% of AMI*	
Washington Elms	175	106	61%	42	24%	22	13%	5	3%
Corcoran Park	149	83	56%	39	26%	18	12%	9	6%
Putnam Gardens	119	77	65%	29	24%	11	9%	2	2%
Newtowne Court	266	165	62%	67	25%	28	11%	6	2%
River Howard	13	10	77%	1	8%	2	15%	0	0%
Jefferson Park	173	111	64%	32	18%	25	14%	5	3%
Scattered Sites**	43	20	47%	14	33%	8	19%	1	2%
Roosevelt Towers	124	54	44%	48	39%	16	13%	6	5%
TOTAL	1062	626	59%	272	26%	130	12%	34	3%

*The households listed as over 80% of AMI were below 80% at the time they received assistance, and thus were eligible for public housing.

**Scattered sites include Jackson Street, Fairmont Street, Valentine Street and Garfield Street.

2-12 Households Served - Federal Elderly Developments - Income Profile (by AMI): November 2006*

DEVELOPMENT	TOTAL	INCOME RANGES							
		0-30% of AMI		30-50% of AMI		50-80% of AMI		> 80% of AMI	
H. S Truman Apts.	59	45	76%	12	20%	2	3%	0	0%
Daniel F. Burns	196	151	77%	38	19%	6	3%	1	1%
Millers River	194	170	88%	23	12%	1	1%	0	0%
Lyndon B. Johnson	92	79	86%	11	12%	2	2%	0	0%
Robert S. Weaver	20	15	75%	5	25%	0	0%	0	0%
TOTAL	561	460	82%	89	16%	11	2%	1	0%

*Excludes J.F. Kennedy Apts., CHA's HOPE VI program.

2-13 FY 2006 Area Median Income (AMI) Limits by Household Size: 2/2006

HOUSEHOLD SIZE	30% of AMI	40% of AMI	50% of AMI Very -Low	80% of AMI Low- Income
1	17,700	23,545	29,450	46,300
2	20,200	26,901	33,650	52,950
3	22,750	30,284	37,850	59,550
4	25,250	33,640	42,050	66,150
5	27,250	36,325	45,400	71,450
6	29,300	39,010	48,800	76,750
7	31,300	41,694	52,150	82,050
8	33,350	44,406	55,500	87,350

Appendix Three

CHA MTW Housing Inventory Information

3-1 Number of MTW units in Inventory from Start of Demonstration (4/1/99) thru beginning of FY 08 (4/1/07)

PROGRAM	TOTAL UNITS		BEDROOM SIZE									
			Studio		1BR		2BR		3BR		4+BR	
	4/1/1999	4/1/2007	4/99	4/07	4/99	4/07	4/99	4/07	4/99	4/07	4/99	4/07
Public Housing												
Family	1095	1095	-	-	151	151	460	467	383	379	101	98
Elderly*	766	758	546	501	217	254	3	3	-	-	-	-
J.F. Kennedy	83	*	20	*	63	*	-	-	-	-	-	-
P.H. Subtotal	1944	1853	566	501	431	405	463	470	383	379	101	98
Housing Choice**												
H.C.V. Units	1382	1900	72	85	449	640	591	711	231	404	39	60
TOTAL	3326	3753	638	586	880	1045	1054	1181	614	783	140	158

*Excludes J.F. Kennedy Apts., the CHA's HOPE VI program; currently 44 public housing units owned by JFK Apartments LLC.

**The chart reflects only MTW units at the beginning of the Demonstration. Not included in MTW are: Section 8 Moderate Rehabilitation Units; the Shelter Plus Care Program; developments with funding sources outside the Demonstration's scope, including Roosevelt Towers Mid-Rise building (mid-rise only) and Putnam Square; "sticky voucher" Section 8 subsidies at 929 House; two hundred Section 8 Vouchers for persons with disabilities (which may be rolled into the Demonstration at a future date) that are related to the CHA's elderly allocation plan; and the CHA's HOPE VI elderly redevelopment grant for Kennedy Apartments.

3 – 2 Projected Number of Units in Inventory (MTW Units) as of 3/31/08

PROGRAM	TOTAL UNITS	BEDROOM SIZE				
		Studio	1BR	2BR	3BR	4+BR
Public Housing						
Family	1,095	0	151	467	379	98
Elderly	758	501	254	3	0	0
P.H. Subtotal	1,853	501	405	470	379	98
Housing Choice						
H.C.V. Units	1,842	93	602	684	397	66
TOTAL	3,695	594	1007	1154	776	164

3-3 Occupancy Levels, Federal PH : November 2006*

PROPERTY	CALENDAR 2006 YTD		FY08 EXPECTED	
	Gross %	Adjusted %**	Gross %	Adjusted %
Washington Elms	100.0%	100.0%	100.0%	100.0%
Corcoran Park	98.0%	98.0%	100.0%	100.0%
Putnam Gardens	96.8%	96.8%	98.0%	98.0%
Newtowne Court	94.0%	94.0%	98.0%	98.0%
Jackson Street	90.0%	90.0%	100.0%	100.0%
Fairmont Street	100.0%	100.0%	100.0%	100.0%
Valentine Street	100.0%	100.0%	100.0%	100.0%
River Howard **	40.6%	100.0%	98.0%	100.0%
Jefferson Park	96.7%	98.3%	98.0%	98.0%
Scattered Sites	92.3%	92.3%	100.0%	100.0%
Garfield Street	75.0%	85.7%	100.0%	100.0%
Roosevelt Towers	99.2%	99.2%	100.0%	100.0%
Truman Apartments	88.1%	98.3%	97.0%	98.0%
Burns Apartments	98.5%	98.5%	98.0%	98.0%
Millers River **	63.7%	98.5%	85.0%	100.0%
L. B. Johnson **	50.8%	95.8%	85.0%	100.0%
Weaver	100.0%	100.0%	100.0%	100.0%
TOTAL	86.0%	97.5%	90.0%	99.0%

* Excludes J.F. Kennedy Apts., CHA's HOPE VI program

** Adjusted for modernization activities

3-4 Rent Collection Levels, Federal PH : November 2006*

PROPERTY	2007 YTD ACTUAL	FY08 EXPECTED
Washington Elms	99.16%	99%
Corcoran Park	98.85%	98%
Putnam Gardens	98.37%	98%
Newtowne Court	99.09%	99%
Jackson St.	99.26%	98%
Fairmont St.	99.26%	98%
Valentine St.	99.26%	98%
River Howard	99.98%	98%
Jefferson Park	98.83%	98%
Scattered Sites	99.26%	99%
Garfield St.	99.79%	99%
Roosevelt Towers	99.26%	99%
Truman Apts	99.52%	99%
Burns Apts	97.69%	99%
Millers River	96.81%	98%
L. B. Johnson	96.03%	98%
Weaver	99.93%	99%
TOTAL	99.00%	99%

** This chart calculates the total rent billed for 2006 divided by the current balance not including prepaids or other credits. Excludes J.F. Kennedy Apts., CHA's HOPE VI program.*

3-5 Work Order Response, Federal PH : November 2006

PROPERTY	FY2007 YTD		FY08 EXPECTED	
	Emergency	Non-Emergency	Emergency	Non-Emergency
	% Completed Under 24 Hrs	Avg. Days to Complete	% Completed Under 24 Hrs	Avg. Days to Complete
Washington Elms	100%	13.71	100%	< 7
Corcoran Park	100%	4.93	100%	< 7
Putnam Gardens	100%	3.91	100%	< 7
Newtowne Court	100%	8.51	100%	< 10
River Howard	100%	17.46	100%	< 10
Jefferson Park	100%	6.33	100%	< 10
Roosevelt Towers	100%	4.52	100%	< 7
Scattered Sites**	100%	2.28	100%	< 10
Truman Apts.	100%	6.49	100%	< 7
Burns Apts.	100%	1.49	100%	< 7
Millers River	100%	8.34	100%	< 7
L. B. Johnson	100%	6.54	100%	< 7
Weaver	100%	3.62	100%	< 7

* Excludes J.F. Kennedy Apts., the CHA's HOPE VI program.

**Scattered sites includes Jackson Street, Fairmont Street, Valentine Street and Garfield Street.

3 – 6 Inspections, Federal PH

PROPERTY	FY07 YTD		FY08 Expected	
	% Inspected	% Passing UPCS	% Inspected	% Passing UPCS
Washington Elms	100%	100%	100%	100%
Corcoran Park	100%	100%	100%	100%
Putnam Gardens	100%	100%	100%	100%
Newtowne Ct.	100%	100%	100%	100%
Jackson St.	100%	100%	100%	100%
Fairmont St.	100%	100%	100%	100%
Valentine St.	100%	100%	100%	100%
River Howard	100%	100%	100%	100%
Jefferson Park	100%	100%	100%	100%
Scattered Sites	100%	100%	100%	100%
Garfield St.	100%	100%	100%	100%
Roosevelt Towers	100%	100%	100%	100%
Truman Apartments	100%	100%	100%	100%
Burns Apts.	100%	100%	100%	100%
Millers River	100%	100%	100%	100%
L. B. Johnson	100%	100%	100%	100%
Weaver	100%	100%	100%	100%
TOTAL	100%	100%	100%	100%

**Excludes J.F. Kennedy Apts., CHA's HOPE VI program.*

3-7 FY 2008 Ceiling Rent Under Rent Simplification

DEVELOPMENT TYPE	CEILING RENTS						
	Studio	1BR	2BR	3BR	4BR	5BR	6BR
Family*	N/A	\$810	\$962	\$1,119	\$1,181	\$1,249	\$1,249
Elderly	\$938	\$1,000	\$1,063	N/A	N/A	N/A	N/A

**These rents do not include utility allowances, which may differ by development.*

3-9 Extraordinary Maintenance/ Small Capital Schedule

FEDERAL DEVELOPMENTS		
Development/Extraordinary Maintenance	EM Amount	Small Cap Amount
Windsor Street - 135		
Install camera in common area	10,000	
Replace fire door in common area	3,000	
Subtotal	13,000	\$0
Washington Elms - 301		
Playground re-surface, spray replacement	20,000	
Heater cover replacement		120,000
Electric conduit in 110 and 101	10,000	
Boiler replacement	7,000	
Underground heat lines at 101	13,000	
Bath tub replacement	15,000	
Interior stair tread replacement		35,000
Security cameras	10,000	
Subtotal	\$75,000	\$155,000
Putnam Gardens - 303; includes Fairmont, River Howard, Centre		
Compactor - replace power packs	5,000	
HP rails doors 4,13	50,000	
Sump pump replacement boiler	3,000	
Boiler Replacement	2,000	
Underground heat line	15,000	
Boiler controls	6,000	
Subtotal	\$81,000	\$0
Newtowne Court -305		
Install hallway stair treads		100,000
Clean dryer stacks	30,000	
Mason repairs in courtyards	15,000	
Boiler replacement contingency	5,000	
Heat pump contingent	2,500	
Domestic water heater	4,000	
Subtotal	\$56,500	\$100,000
Harry S. Truman Apartments - 306		
Replace community room tile floor	7,500	
Epoxy finish compactor room floor	2,000	
Auger waste stacks	1,300	
2 Elevator staters	6,700	
modernization of 2 kitchens	6,000	
Replace 8 hot water heaters	2,500	
Sump pump replacement	2,400	
AC supports for BR and lvrms	13,000	
Subtotal	41,400	\$0

Development/Extraordinary Maintenance	EM Amount	Small Cap Amount
Daniel Burns Apartment - 307, includes Weaver		
Replace common area carpets	45,000	
Clean vents all units	16,800	
Replace stops, kitchen and bath	30,000	
Replace kitchen cabinets - 12 units	30,000	
ESCO savings due to Ameresco		50,000
Heating system - non routine mnt & emergency		21,000
Subtotal	\$121,800	\$71,000
Miller River Apartments - 310		
Cycle paint occupied units	3,000	
Roof repairs	3,000	
Excavate and seal portion of foundation	10,000	
Kitchen cabinet replacement	35,000	
Caulk seal 3rd floor windows	10,000	
Paint first floor	6,000	
Subtotal	\$67,000	\$0
L. B. Johnson Apartments - 311; includes Valentine Street		
Baseboard heaters in common areas	2,000	
Reseal parking lots	4,170	
Roof fans	8,000	
Clean drains	3,500	
Fire alarm replacement		75,000
Paint fence	2,000	
Paint common areas	3,500	
Paint 2 apartments	1,000	
Resurface 2 bathtubs	700	
Repair dry system in mechanical room	2,600	
Roof repair	8,000	
Boiler	2,000	
Boiler contingent	5,000	
Subtotal	\$42,470	\$75,000

Development/Extraordinary Maintenance	EM Amount	Small Cap Amount
Jefferson Park - 321; includes Jackson, Whittemore Str		
Heat Exchangers contingency	2,500	
Heater Covers		66,667
Exterior porch painting	10,000	
Boiler Replacement	2,000	
Heat limiting thermostats for midrise	6,000	
Heat pump repair	5,000	
Install security cameras	9,000	
Burner repairs	1,500	
DHW pumps, contingency	1,500	
Subtotal	\$37,500	\$66,667
Garfield Street - 339; includes Seagrave, Columbus		
Replace back porches	30,000	
DHW repair	4,000	
Replace kitchen floors - 4 units	3,000	
Subtotal	\$37,000	\$0
Roosevelt Towers - 342; includes 226 Norfolk, Roberts Rd		
Boiler Replacement	26,000	
Counter top replacements	10,000	
Dryer vent cleaning	10,000	
Cabinet replacement	3,000	
Subtotal	\$49,000	\$0
Corcoran Park - 343; includes Richdale		
Exterior Cycle Painting	57,000	
Replace roof one building	24,300	
Boiler replacement	5000	
Subtotal	\$86,300	\$0
TOTAL FEDERAL	\$707,970	\$467,667

Development/Extraordinary Maintenance	EM Amount	Small Cap Amount
45 Linnean Street - 673		
Cycle painting occupied	1,000	
Replace flooring 3 units	1,000	
DHW contingent	3,500	
Plumbing issues	2,000	
Subtotal	\$7,500	\$0
Russell Apartments - 674		
Replace stops kitchens and baths	10,000	
Boiler contingent	3,000	
Subtotal	\$13,000	\$0
Condos - 675		
Flooring in one unit	2,500	
Subtotal	\$2,500	
St Pauls - 676		
Security camera software	\$2,500	
Vct flooring in common areas	\$4,000	
Bathroom counter tops	\$2,000	
Subtotal	\$8,500	
Willow Street Homes - 751		
Boiler contingency	3,500	
Replace kitchen cabinets	4,000	
Subtotal	\$7,500	\$0
State Condos - 752		
Paint 2 occupieds	1,000	
Carpet 2 occupieds	2,000	
Subtotal	\$3,000	\$0
Cambridge Commons Condos - 753		
Replace one bathtub	4,000	
Subtotal	\$4,000	\$0
Inman Street - 754		
Boiler repairs	3,000	
Subtotal	\$3,000	\$0
Hingham Street - 754		
Storm door replacement	1,500	
Boiler replacement	7,000	
Subtotal	\$8,500	\$0
TOTAL STATE	\$234,100	\$0

▪ **Appendix Four**

CHA Rent & Occupancy Policies

- Preference Policy
- Rent Simplification Program
- Rent Simplification Summary Chart
- Statement of Income Deconcentration



**Cambridge Housing Authority
Preference Policy
As Adopted by the
CHA Board of Commissioners
in Public Session on August 21, 2006**



Preferences and the Waiting Lists–

1. Preferences are ranking criteria applied to qualified applicants on the waiting list. The preferences are a way of acknowledging local housing issues and organizing the waiting lists. Without preferences applicants on a waiting list would be “organized” only by the date and time they applied. When preferences are utilized, applicants are placed on the list by preference group and within the preference group by date and time of application.

A preference is an agency policy decision about placement on the waiting list. It does not guarantee admission. Every applicant must still meet the CHA’s selection criteria before being offered assistance.

Preferences will be granted to applicants who are otherwise qualified and who, at the time of the offer (immediately prior to execution of a lease) are verified to meet the definitions of the preferences as described below.

2. Federal Programs – There are two preferences for Federal Programs, emergencies and a local preference.
 - a. Emergencies – a preference will be granted to applicants based on a determination of Emergency Status as defined by the CHA.
 - b. Local Preference – A local preference will be granted to applicants who can meet any one of the following criteria:
 - i. Any resident of Cambridge with excessive shelter costs, defined as an applicant paying more than 50% of their gross income for rent and utilities. (See below.)
 - ii. A resident of Cambridge not receiving permanent housing assistance. (Resident and housing assistance are defined below.)
 - iii. Any non-resident applicant employed or about to be employed in Cambridge on the date of application and the date of final certification.
 - iv. Any non-resident applicant who can demonstrate significant ties to Cambridge as defined below.
 - c. The local preference categories described above in (b) carry equal weight and shall not be ranked or combined in any way to grant a “higher” preference.
3. State Programs – There are three preferences for State Programs, emergencies, residency and veteran’s preference.
 - a. Emergencies – a preference will be granted to applicants based on a determination of Emergency Status as defined by the CHA.
 - b. Residency Preference – A residency preference will be granted to applicants who can one of the following criteria:
 - i. Resident of Cambridge;



- ii. Employed or about to be employed in Cambridge.
- c. Veteran’s Preference – (Defined below)

4. Definitions

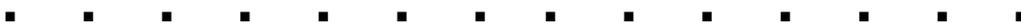
- a. Emergency status is defined in the CHA policy on emergencies but generally means an application without or about to be without housing due to no fault of his/her own or any family, friend or other occupant with whom the applicant is or was living with at the time of the displacement.
- b. Resident – means an applicant domiciled in Cambridge on the date of application, the date of screening, and the date of final application. (Except as noted below for shelter residents.) Domiciled shall mean that the applicant’s permanent address at the time of application, screening and final certification is in Cambridge. This definition excludes temporary residence with relatives or friends at the time of application. There is no durational requirement for permanent residence.
- c. Residency & transitional facilities – Families housed in a Cambridge shelter or transitional facility and are later relocated by the Department of Transitional Assistance to a facility outside of Cambridge will not lose their residency status provided they were domiciled in Cambridge at the time of application and have not yet been placed in permanent housing.
- d. Residency & housing assistance -- Applicants who are living in Federal or State public housing, receiving Federal or State voucher assistance or receiving permanent housing assistance through any other program not designated as “transitional” in nature are not eligible for the residency category of the local preference. Applicants already assisted may be eligible for the local preference under the rent burden category as defined below.
- e. Residency & shelter burden –A shelter burden exists when a Cambridge applicant can document payments for rent and utilities that exceed 50% of the household’s gross income. There is an adjustment for reasonable utility costs based on the current utility allowance chart for the Federal voucher program. The reasonable cost of utilities, based on the allowance chart, is added to the shelter costs prior to determining the 50% threshold.
- f. Shelter burden & assisted applicants -- If a shelter burden is demonstrated it does not matter if the resident family receives housing assisted per paragraph (d) above, the local preference may be granted based only on the demonstration that the shelter burden exists.
- g. Employed or about to be employed -- Any non-resident applicant employed or about to be employed in Cambridge on the date of application and the date of final certification. This includes self-employed persons who can demonstrate specific arrangements to carry out their employment activity in Cambridge. The local preference for employment is not limited to permanent, continuous or full-time employment.



- h. Significant ties to Cambridge – non-resident applicants who meet one of the following criteria:
 - i. Former residents of Cambridge that lived in the City for five (5) or more years;
 - ii. Elders and individuals with disabilities which have regular and continuing health care needs provided in Cambridge by their primary care physician or two or more health care providers;
 - iii. Elders and individuals with disabilities that do or have volunteered in Cambridge on a regular and continuing basis for at least one year.
- i. Veteran’s Preference – A veteran is defined in M.G.L. c. 4, sec. 7, cl. 43rd as amended by the Acts of 2004.

5. Prioritization of Local Preferences:

- a. In Federal Programs, those applicants that receive a preference will be grouped and placed on the waiting list in the following hierarchy:
 - 1. Emergencies
 - 2. Local Preferences
 - 3. Others
- b. In State Programs, those applicants that receive a preference will be grouped and placed on the waiting list in the following hierarchy:
 - 1. Emergencies
 - 2. Veterans that are Cambridge Residents
 - 3. Veterans
 - 4. Cambridge Residents
 - 5. Others



**Cambridge Housing Authority
Rent Simplification Program
As Adopted by the
CHA Board of Commissioners
in Public Session on November 21, 2005**



RENT SIMPLIFICATION – GUIDING PRINCIPLES

CHA believes there is a better way to administer these essential housing programs, one that encourages employment advancement and growth, and can be simply, efficiently and fairly administered.

Rent Simplification: Equity & Efficiency

The proposed system rewards families who increase their incomes, and provides them with more opportunities to save while easing the burden of administering these housing programs.

Everyone Should Contribute

CHA believes that every family should contribute towards their housing. Under Rent Simplification, the criteria under which a family can claim zero income and not pay any rent are not changed. What will change is the amount of time families will be permitted to remain on zero rent. Additionally, Rent Simplification proposes increasing minimum rents in Public Housing to \$50 per month.

Fiscal Equity for CHA

Rent Simplification is forecast to be revenue-neutral. In other words, the implementation of Rent Simplification will not increase the amount of rental revenue to the CHA.

Approachable Method

Rent Simplification allows all stakeholders to easily understand how tenant rents are determined, and armed with some basic income data, anticipate what future rents will be. This will allow families to easily plan for future expenses and savings.

Measurable Reduction in Administrative Time

By simplifying the rent determination and deduction procedures in Federal Public Housing, Rent Simplification makes the job of recertifying tenants significantly easier.

Transition to Avoid Hardships

A percentage of participants may see rent increases due to the transition to Rent Simplification. CHA has developed hardships provisions that will ease the transfer.



retroactive rent changes and depending on the severity of the circumstances, lease termination. This increase in rent does not count as an interim recertification.

Seniors above the age of sixty-two (62) years old and/or disabled households are exempted from two-interim limit on recertifications.

Interim recertifications are only processed if the effect of the loss of income is expected to be longer than sixty (60) days. Permanent loss of income (i.e., death of an income earner) results in a permanent, rather than interim, rent reduction. This increase in rent does not count as an interim recertification.

Residents are still required to get permission from Management to add anyone to a household and to report changes in family composition. A family's rent is recalculated if the addition or subtraction of a household member results in an income change. This increase in rent does not count as an interim recertification.

Rent Calculated within \$2,500 Bands

Rents are based on \$2,500 income bands (See attached schedule). Using a band-based rent schedule allows the CHA and resident to move away from verifying every last dollar earned and deducted.

New Minimum & Ceiling Rents

Minimum rents are set at \$50 per month.

Ceiling rents vary depending upon unit size and, in the case of minimum rents, family income. Ceiling rents are identified on the Rent Schedule (See attached).

All residents on minimum rent (\$50) are referred to Social Services for job or benefit counseling.

Zero Income Households

Rents based on a claim of zero income are limited to ninety (90) days. After ninety days, zero income rents expire and household rents revert to the \$50 minimum rent. Only one request for an interim rent based on zero income may be processed between biannual certifications. Households requesting a second interim rent based on zero income between biannual recertifications pay the \$50 minimum rent.

Households are required to provide sufficient documentation in support of zero rent including completion of a family budget sheet.

Mixed Families

For mixed families, where some households include members with citizenship or eligible immigration status as well as those without, rents are calculated using the simplification model; subsidy is then prorated using current methods.



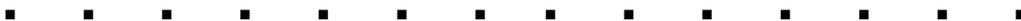
No increases resulting from the implementation of Rent Simplification can exceed \$100 per month in the first year. Unless extended by the Hardship Review Committee, the cap ends after the first year.

Rent Simplification Implementation – Public Housing

Residents received notice of the new policy in late December 2005. New policy takes effect January 1, 2006 for all new lease-ups and residents requesting interim recertifications.

A staggered approach is used to integrate the two-year recertification cycle. Initially approximately half of the residents are certified after one year; with the remaining residents certified in year two. The two-year cycle will be fully implemented for all residents by year three.

Rent Simplification is expected to be fully implemented by March 2007. Sample rent schedules are found on the following pages.



FAMILY PUBLIC HOUSING - SAMPLE RENT SCHEDULE* (with Utility Allowance already subtracted)**

Utility Allowances		\$0	-\$38	-\$46	-\$54	-\$64	-\$64	-\$64
Income Range		Bedroom size						
		0	1	2	3	4	5	6
\$0	\$2,499	-	\$50	\$50	\$50	\$50	\$50	\$50
\$2,500	\$4,999	-	\$50	\$50	\$50	\$50	\$50	\$50
\$5,000	\$7,499	-	\$87	\$79	\$71	\$61	\$61	\$61
\$7,500	\$9,999	-	\$150	\$142	\$134	\$124	\$124	\$124
\$10,000	\$12,499	-	\$212	\$204	\$196	\$186	\$186	\$186
\$12,500	\$14,999	-	\$275	\$267	\$259	\$249	\$249	\$249
\$15,000	\$17,499	-	\$337	\$329	\$321	\$311	\$311	\$311
\$17,500	\$19,999	-	\$400	\$392	\$384	\$374	\$374	\$374
\$20,000	\$22,499	-	\$462	\$454	\$446	\$436	\$436	\$436
\$22,500	\$24,999	-	\$525	\$517	\$509	\$499	\$499	\$499
\$25,000	\$27,499	-	\$587	\$579	\$571	\$561	\$561	\$561
\$27,500	\$29,999	-	\$650	\$642	\$634	\$624	\$624	\$624
\$30,000	\$32,499	-	\$712	\$704	\$696	\$686	\$686	\$686
\$32,500	\$34,999	-	\$775	\$767	\$759	\$749	\$749	\$749
\$35,000	\$37,499	-	\$810	\$829	\$821	\$811	\$811	\$811
\$37,500	\$39,999	-	\$810	\$892	\$884	\$874	\$874	\$874
\$40,000	\$42,499	-	\$810	\$954	\$946	\$936	\$936	\$936
\$42,500	\$44,999	-	\$810	\$962	\$1,009	\$999	\$999	\$999
\$45,000	\$47,499	-	\$810	\$962	\$1,071	\$1,061	\$1,061	\$1,061
\$47,500	\$49,999	-	\$810	\$962	\$1,119	\$1,124	\$1,124	\$1,124
\$50,000	\$52,499	-	\$810	\$962	\$1,119	\$1,181	\$1,186	\$1,186
\$52,500	\$54,999	-	\$810	\$962	\$1,119	\$1,181	\$1,249	\$1,249
\$55,000	\$57,499	-	\$810	\$962	\$1,119	\$1,181	\$1,306	\$1,311

*FINAL RENT SCHEDULES FOR ALL PROPERTIES WERE AMENDED SLIGHTLY FROM THOSE INITIALLY PROPOSED.

**NOT APPLICABLE TO WASHINGTON ELMS, WHICH HAS A SITE-SPECIFIC UTILITY CHART. NEW UTILITY ALLOWANCES EFFECTIVE 3/1/06.



WASHINGTON ELMS – SAMPLE RENT SCHEDULE* (with UTILITY ALLOWANCE already subtracted)**

Utility Allowances		NA	-\$45	-\$54	-\$63	-\$74	-\$75	NA
Income Range		Bedroom size						
		0	1	2	3	4	5	6
\$0	\$2,499	-	\$50	\$50	\$50	\$50	\$50	-
\$2,500	\$4,999	-	\$50	\$50	\$50	\$50	\$50	-
\$5,000	\$7,499	-	\$80	\$71	\$62	\$51	\$50	-
\$7,500	\$9,999	-	\$143	\$134	\$125	\$114	\$113	-
\$10,000	\$12,499	-	\$205	\$196	\$187	\$176	\$175	-
\$12,500	\$14,999	-	\$268	\$259	\$250	\$239	\$238	-
\$15,000	\$17,499	-	\$330	\$321	\$312	\$301	\$300	-
\$17,500	\$19,999	-	\$393	\$384	\$375	\$364	\$363	-
\$20,000	\$22,499	-	\$455	\$446	\$437	\$426	\$425	-
\$22,500	\$24,999	-	\$518	\$509	\$500	\$489	\$488	-
\$25,000	\$27,499	-	\$580	\$571	\$562	\$551	\$550	-
\$27,500	\$29,999	-	\$643	\$634	\$625	\$614	\$613	-
\$30,000	\$32,499	-	\$705	\$696	\$687	\$676	\$675	-
\$32,500	\$34,999	-	\$768	\$759	\$750	\$739	\$738	-
\$35,000	\$37,499	-	\$803	\$821	\$812	\$801	\$800	-
\$37,500	\$39,999	-	\$803	\$884	\$875	\$864	\$863	-
\$40,000	\$42,499	-	\$803	\$946	\$937	\$926	\$925	-
\$42,500	\$44,999	-	\$803	\$954	\$1,000	\$989	\$988	-
\$45,000	\$47,499	-	\$803	\$954	\$1,062	\$1,051	\$1,050	-
\$47,500	\$49,999	-	\$803	\$954	\$1,110	\$1,114	\$1,113	-
\$50,000	\$52,499	-	\$803	\$954	\$1,110	\$1,171	\$1,175	-
\$52,500	\$54,999	-	\$803	\$954	\$1,110	\$1,171	\$1,238	-
\$55,000	\$57,499	-	\$803	\$954	\$1,110	\$1,171	\$1,295	-

*FINAL RENT SCHEDULES FOR ALL PROPERTIES WERE AMENDED SLIGHTLY FROM THOSE INITIALLY PROPOSED.

**NEW UTILITY ALLOWANCES EFFECTIVE 3/1/06



ELDERLY PUBLIC HOUSING – SAMPLE RENT SCHEDULE*

Income Range		Bedroom size						
		0	1	2	3	4	5	6
\$0	\$2,499	\$50	\$50	\$50	\$50	\$50	\$50	\$50
\$2,500	\$4,999	\$63	\$50	\$50	\$50	\$50	\$50	\$50
\$5,000	\$7,499	\$125	\$125	\$125	\$125	\$125	\$125	\$125
\$7,500	\$9,999	\$188	\$188	\$188	\$188	\$188	\$188	\$188
\$10,000	\$12,499	\$250	\$250	\$250	\$250	\$250	\$250	\$250
\$12,500	\$14,999	\$313	\$313	\$313	\$313	\$313	\$313	\$313
\$15,000	\$17,499	\$375	\$375	\$375	\$375	\$375	\$375	\$375
\$17,500	\$19,999	\$438	\$438	\$438	\$438	\$438	\$438	\$438
\$20,000	\$22,499	\$500	\$500	\$500	\$500	\$500	\$500	\$500
\$22,500	\$24,999	\$563	\$563	\$563	\$563	\$563	\$563	\$563
\$25,000	\$27,499	\$625	\$625	\$625	\$625	\$625	\$625	\$625
\$27,500	\$29,999	\$688	\$688	\$688	\$688	\$688	\$688	\$688
\$30,000	\$32,499	\$750	\$750	\$750	\$750	\$750	\$750	\$750
\$32,500	\$34,999	\$813	\$813	\$813	\$813	\$813	\$813	\$813
\$35,000	\$37,499	\$875	\$848	\$875	\$875	\$875	\$875	\$875
\$37,500	\$39,999	\$938	\$848	\$938	\$938	\$938	\$938	\$938
\$40,000	\$42,499	\$938	\$848	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
\$42,500	\$44,999	\$938	\$848	\$1,008	\$1,063	\$1,063	\$1,063	\$1,063
\$45,000	\$47,499	\$938	\$848	\$1,008	\$1,125	\$1,125	\$1,125	\$1,125
\$47,500	\$49,999	\$938	\$848	\$1,008	\$1,173	\$1,188	\$1,188	\$1,188
\$50,000	\$52,499	\$938	\$848	\$1,008	\$1,173	\$1,245	\$1,250	\$1,250
\$52,500	\$54,999	\$938	\$848	\$1,008	\$1,173	\$1,245	\$1,313	\$1,313
\$55,000	\$57,499	\$938	\$848	\$1,008	\$1,173	\$1,245	\$1,370	\$1,375

*FINAL RENT SCHEDULES FOR ALL PROPERTIES WERE AMENDED SLIGHTLY FROM THOSE INITIALLY PROPOSED.

Utility Assistance Payments based on zero income will terminate after ninety (90) days.

Project-Based Voucher and MRVP Participants

The proposed system does not affect either the Project-Based Voucher program or the MRVP program. Because the Project-Based Voucher program operates under outside agreements, payments and procedures remain the same as currently administered. The MRVP program is a state program and is not being changed under rent simplification.

Fraud Prevention

If after two or more instances of job loss or income drop within ninety (90) days of a scheduled recertification (based on current and prior recertification history) CHA will set a rent based on the past year’s W-2 or other information available to verify income. Families are advised that this is a potential fraud issue and that they have the right to go the Conference Panel to more fully explain the reasons for the pattern of income loss.

Households with two or more instances of job loss or income drop within ninety (90) days of a scheduled certification do not have access to the Hardship Review Committee.

Hardship Review

The Hardship Review Committee is created to review individual cases of significant increases in shelter costs. At the applicant’s request, the Hardship Review Committee may include one Public Housing resident or one voucher holder.

Voucher holders with shelter costs (shelter costs are defined as the cost of rent and utilities) greater than 50% of adjusted monthly household income (monthly income is defined as annual income divided by twelve) can apply to the Hardship Review Committee for hardship rent.

The Hardship Committee will examine each family’s circumstances on a case-by-case basis. The Hardship Committee has a choice of two remedies it can recommend (including permanent, family-specific rent caps) as it deems appropriate, to reduce a qualifying household’s rent burden:

- Set rent at minimum rent of \$50 per month for a specific period of time or set a minimum rent as described in the zero income policy
- Set rent calculated using prevailing HCVP rent determination policies

Phased Simplification Implementation – Housing Choice Voucher Program

Participants received notice of the new policy in early December 2005.

The new policy took effect January 1, 2006. CHA anticipates all proposed changes to the voucher program being fully implemented by Spring 2006.



housing manager/leasing officer receives the required documentation, the information shall be forwarded to the Deputy Director of Leasing and Occupancy.

At the applicant's option, the Hardship Review Committee shall be made up of the members of the Emergency Housing Committee plus a public housing resident or voucher holder.

In cases of Hardship based on income loss, the Hardship Review Committee shall consider whether or not the applicant has made a good faith effort to secure alternative income sources. In addition the Committee shall consider whether or not the loss of income is due to circumstances beyond the applicant's control.

The Hardship Review Committee shall render a decision on the request and a written decision shall be forwarded back to the Executive Director for signature. The Executive Director may sustain or decline the recommendation of the Committee. After signature by the Executive Director the Deputy Director of Leasing and Occupancy will inform the parties of the decision. The written decision shall inform the parties as to the relief granted as well as the term of the relief. Households that disagree with the decision may request a grievance through the Legal Department. CHA's Conference Panel will hear hardship claims. In cases where an appeal is sought, no action shall be taken by the CHA until the Conference Panel has rendered a written decision. The Conference Panel's decision will be forwarded to the parties.

4. Hardship Committee Remedies (Public Housing):

Depending on income, deductions and family circumstances action the Committee may take include, but are not limited to:

- a. Set rent at minimum rent of \$50 per month for a specific period of time or set a minimum rent as described in the zero income policy
- b. Give a deduction of \$7,500 or more
- c. Set interim rent at Rent Simplification schedule rent closest to pre-Rent Simplification rent for a specified period of time
- d. Extend \$100 per month rent increase cap for up to one year (not to exceed two years total)
- e. Phase \$100 per month rent increase cap out over specified period of time beyond the 2 years in d. above
- f. Appropriate combination of remedies listed above

5. Hardship Committee Remedies (Voucher Program):

Depending on income, deductions and family circumstances action the Committee may take include, but are not limited to:

- a. Set rent at minimum rent of \$50 per month for a specific period of time or set a minimum rent as described in the zero income policy
- b. Set rent calculated using prevailing HCVP rent determination policies



Summary Chart

The table below summarizes current MTW and rent simplification CHA rent and occupancy policies and how they align with QHWRA and State regulations. While Federal Public Housing policies have changed dramatically due to rent simplification, most MTW policies remain in place for the Housing Choice Voucher program. We anticipate that rent simplification will make it easier for CHA staff to administer rent and occupancy policies and for tenants to understand how their rent is determined.

		PH	HCV	24CFR / QHWRA
1	Asset exclusions: (1) Net family assets < \$50,000 are not counted as income (2) Net Family assets > \$50,000 annual income will include the greater of the net asset multiplied by 1% or the actual income derived from the asset.	Yes	Yes	Modifies CFR income calculation that counts interest, dividends, and net income from assets. (In excess of \$5,000 use the greater of actual income or current passbook rate.)
2	All fulltime student income is excluded from income calculations.	Yes	N	Expands CFR exclusion of earnings in excess of \$480 for full time students over 18.
3	Disability to work income exclusion	No	Yes	QHWRA includes income exclusion but it is not tied to disability transfer payment
4	Welfare to Work Income Exclusion	No	Yes	Similar to QHWRA but limited to HH member on TANF who goes to work
5	Childcare deduction - modified	Yes	No	Modifies CFR childcare deduction. Expenses fall into deduction bands of \$0, \$2500 or \$5000.
6	Childcare deduction (expanded age range)	No	Yes	Same as QHWRA but extends age to 14 years with agency based programs
7	Medical deduction – modified	Yes	No	Modifies CFR medical deduction. Expenses fall into deduction bands of \$0, \$2500 or \$5000.
8	Expanded Tuition Deduction	No	Yes	No comparable provision
9	Minimum Rent of \$50	Yes (Fed)	Yes	QHWRA comparable
10	Minimum Rent Range based on unit Size \$20-\$50	No	No	QHWRA comparable
11	Zero Rent – Households that can provide verification of zero income are eligible to receive zero rent for 90 days.	Yes (Fed)	Yes	
12	No Flat rents	No	N/A	No comparable provision, no



				choice between rents, ceiling rent on rent schedule
13	Utility allowance (size appropriate for household)	Yes (Fed)	Yes	Modifies QHWRA
14	Transfer surcharge /voucher size surcharge (\$100 PH/10% 2 nd HCV)	Yes (Fed)	Yes	QHWRA gives flexibility to PHAs
15	Recertification for households is conducted once every two years.	Yes (Fed)	No	Modifies CFR
16	Recertification for households is conducted once every year.	Yes (State)	Yes	Same as CFR
17	Interim Recertifications – (1) Households are not required to obtain an interim rent due to increases in income. (2) Households receiving an interim rent reduction must report any subsequent income increase within 30 days of occurrence. (3) Federal public housing households are limited to 2 interim recertifications between scheduled biannual recertification. Seniors and Disabled are exempted from this limit. (4) HCV households are limited to 1 interim recertification between scheduled annual recertification. Seniors and Disabled are exempted from this limit.	Yes (Fed)	Yes	Modifies CFR
18	Interim reporting requirements	Yes	N/A	Public housing requirements are modified by rent simplification

Statement of Income Deconcentration Policy – Public Housing

CHA developments currently represent a broad mix of incomes. CHA’s deconcentration policy is to monitor changes in income distribution at each development as rent policies, income diversification, and development choice impact the mix of households.

As illustrated in the table below, CHA would be in compliance with the Deconcentration Final Rule published in December 2000, if the rule applied to the Housing Authority. Currently the only development outside the 15 percent compliance range is Roosevelt Towers. However, Roosevelt Towers is the development at which income diversification was first deployed in a full-scale effort to diversify income in that development. This effort was a success and raised the average income of tenants, as reflected below. The current average AMI percent of all CHA family households is 31.1%. CHA fully expects that, as income diversification continues, the incomes at other CHA developments will rise, albeit at a slower rate.

Income Deconcentration of CHA Family Developments: November 2006

DEVELOPMENT	HOUSEHOLDS	AVERAGE INCOME	DEVELOPMENT % of AVERAGE
Washington Elms	175	\$22,652	99%
Corcoran Park	149	\$24,121	106%
Putnam Gardens	119	\$20,181	89%
Newtowne Court	266	\$21,204	93%
River Howard	13	\$19,704	87%
Jefferson Park	173	\$23,389	103 %
Scattered Sites*	43	\$22,839	99%
Roosevelt Towers	124	\$26,744	117%
TOTAL	1062	\$22,788	100%

**Scattered sites include Fairmont Street, Garfield Street, Jackson Street and Valentine Street.*

Statement of Deconcentration Policy – Leased Housing

CHA’s program participants lease units throughout Cambridge. A number of the Local Leased Housing Program initiatives are focused on maintaining and expanding this diversity. At this point there is no concentration issue; however, CHA’s deconcentration policy will be to monitor the number of apartments leased by census tract, to ensure that no negative patterns begin to develop.

■ **Appendix Five**

CHA Resident Survey – The Survey is Unchanged From the 2007 Plan Year. Please contact CHA or visit our website for a copy.

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■ Appendix Six

Public Comments

CHA held a public hearing on January 18, 2007, at the Frank J. Manning Apartments in Central Square. Fifty people attended the public meeting including Housing Choice Voucher program participants, public housing residents, representatives from local advocacy groups (including CASLS, CEOC and Cambridge Eviction Free Zone), local elected officials and CHA staff.

Public notice was given in the Cambridge Chronicle. Hard copies of the plan were delivered to Tenant Councilors and each CHA development. An electronic version of the plan was made available from CHA's website and additional hard copies were available at CHA's Central Office at 675 Massachusetts Ave. in Central Square, Cambridge. In addition to the public meeting, a meeting for tenant councilors was held at the John F. Kennedy Apartments on January 11, 2007. Thirty people attended the meeting for tenant councilors including council members and CHA staff.

Responses to Public Comments

CHA received many helpful comments on this year's plan. In many cases CHA received similar comments from multiple commenters on similar issues. Where appropriate, the following responses address multiple comments on single issues. Unique comments are addressed individually.

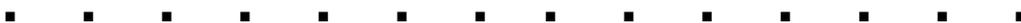
Public process for MTW plan review and adoption:

Comment: One commenter declared that CHA does not provide enough time for the public to review and comment on the annual plan. The commenter recommends a thirty-day review period between the release of the draft plan and the public meeting.

Response: CHA has traditionally waited on issuing its MTW Plan until our budget numbers are in place. The budget is usually adopted between the middle and end of December. CHA is willing to release a draft of the plan narrative earlier, without the budget. CHA could release an initial draft for comment around December 15th with a full 30-day or more comment period including the public hearing in January.

Comment: One commenter requested a two-week period for written responses after the public meeting.

Response: CHA cannot commit to a longer post-hearing comment period. This year CHA achieved a seven-day period after the public meeting. The additional pre-hearing period (discussed above) would provide interested parties with a total up to five weeks to review and comment on the plan. This is longer than required by CHA's MTW Agreement.



Comment: One commenter requested that elected officials receive copies and executive summaries of the plan.

Response: In future years CHA will send email notification to elected officials (elected city officials and state legislators from the district) when copies of the plan are available on CHA’s website for downloading. The plan includes an introduction that serves as an executive summary.

Comment: One commenter requested that notification be sent to tenant leaders (both elected and unofficial) of hearing, process and plan adoption timeline.

Response: In future years, CHA will include the comment and public hearing timeline with copies of the plan delivered to recognized tenant leaders and each CHA site office. Additionally, CHA will continue to make copies of the plan available to residents and other interested parties in the reception area of our Central Office and our website.

Comment: One commenter asked CHA to send copies of the plan to site managers with multi-lingual posting of key components and hearing dates.

Response: CHA will continue its policy of distributing the plan to each site office, in addition to making copies available online and at our Central Office. CHA will explore making translated copies of the plan available in future years.

Comment: One commenter asked CHA to post notifications about the plan in city newspapers and local cable access television beyond the current legal notification in the Cambridge Chronicle.

Response: CHA will explore these options.

Public process regarding proposed policy/ administrative reforms:

Comment: Five commenters requested that CHA develop mechanisms for greater opportunities for local advocacy groups and other interested parties to discuss proposed reforms with CHA before draft policies are released for public comment. Two commenters referenced the working groups CHA held in 2005, prior to the release of its draft Rent Simplification Program for public comment, as an example of how this goal may be achieved.

Response: CHA has held working group sessions in the past including discussion and focus groups of various stakeholders. However, it is useful to remember that simply because CHA places a proposed policy choice in the plan – it is not yet “cast in stone”. Last year’s implementation of rent simplification is an indicator of how CHA seeks comment.

However, in response to the comments received, CHA is committing to a more aggressive public process as detailed on the next page:



CHA Public Process Schedule:

Topic	Working Group Sessions	Thirty Day Comment Period	Public Hearing
Housing Choice Voucher Reform	2	yes	1
MTW Annual Report	1	yes	no
Admission & Continued Occupancy Policy	1	yes	yes
Forms Review	1	n/a	n/a
Public Housing Lease	1	yes	yes
Housing Choice Voucher Admin Plan	1	n/a	n/a

Comment: One commenter requested that their organization be granted opportunities for meetings with CHA upon request.

Response: CHA believes the expanded public process for planned policy reforms, as detailed on page 8 of the plan and this appendix, in addition to existing public comment and hearing schedules, will provide the organization appropriate opportunity to participate in policy development and review.

Comment: Three commenters expressed a need for more opportunities for Housing Choice Voucher holders to participate in the public process before CHA implements any significant administrative or policy reforms.

Response: In addition to the expanded public process referenced above, CHA is looking to develop a more formal Resident Advisory Board, including three to five Housing Choice Voucher participants. CHA currently conducts informal quarterly meetings with resident leadership from State and Federal properties. CHA hopes to formalize this relationship and develop an RAB by Plan Year 2009.

Comment: Three commenters requested that CHA directly notify tenants and advocacy groups of policy changes. The commenters indicated that said notices should include a written summary of any proposed change, indicate meeting or hearing dates, times and locations.

Response: CHA agrees to modify its Board of Commissioners meeting agendas to identify the program area a proposed change may impact. CHA routinely holds site meetings and contacts resident leaders when CHA is considering policy changes. This will not change.



Response: Commenters accurately stated the difficulty in modifying the recertification process. The layered effects of payment standards, utility allowances, and landlord rent increases are difficult to balance. CHA will proceed carefully in this area and bring its ideas to the working group referenced above.

Comment: Three commenters suggested that the current HCV program search time of one hundred and twenty days for new HCV program participants is too short. Two commenters pointed to CHA's reduced voucher utilization rate as evidence that participants need more time to find suitable units.

Response: CHA will allow more search time for those applicants who have tried to find housing but are unsuccessful. CHA believes that the new housing search assistant position will effectively address this issue.

Changes in State Public Housing:

Comment: Four commenters expressed concerns over changes in the state public housing program. Unlike in the federal programs, the state public housing program permits residence by persons with immigration status that the federal programs preclude. Commenters were worried that any repositioning of the state properties may endanger immigrants' ability to remain in subsidized units at existing rent levels.

Response: CHA remains sympathetic to concerns about the state housing program. Our goal is to keep all units affordable and accessible to persons with immigration status that federal programs preclude. But CHA has few options if it wishes to redevelop these properties. Commenters know that the State operating subsidy (excluding utilities) is \$195 per unit per month vs. the Federal Program subsidy of \$395 per unit per month. Further, there is no steady or timely source of capital improvement funding in the state program. Simply put, it is not possible to do any revitalization of CHA property without (1) increasing the operating subsidy stream and (2) doing tax credits in combination with other capital funding sources.

Both options challenge CHA because it will mean that ownership of the units will likely change to accommodate one or both of these demands. (CHA can also increase the subsidy stream by attaching project-based vouchers or doing market rate units where it makes sense.) CHA would like to do deep subsidy in any tax credit units developed (e.g. Lancaster Apartments) but this adds another "money" demand to the financing picture. In trying to balance CHA's mission, to keep this asset in the community for another 40 years, against the comments on immigrants and the regulatory framework, CHA must concede that it will not be possible to satisfy all concerns. Without significant outside sources of capital for operating income to offset the federal restriction on mixed families, the community may well lose these assets. To the extent CHA can raise capital grants its need to project-base vouchers or create other income enhancements will diminish.

Comment: One commenter was concerned that converting state units to vouchers would result in a loss of vouchers.

CHA has only a limited number of vouchers available and there is a very real possibility that once CHA project-bases a voucher to support a former state unit that voucher will not be replaced, resulting in a net loss of assistance to the City. CHA does not have the money to do the capital improvements and keep all of its tenant-based vouchers.



Resident Survey:

Comment: One commenter requested that the resident survey be made available.

Response: The survey will be added to the CHA website.

Comment: One commenter recommended that Rent Simplification impact questions be added to the next resident survey.

Response: CHA will consider this suggestion.

Comment: One commenter asked that HCV participants be surveyed too.

Response: The focus of the survey is on Public Housing, but CHA will consider the suggestion in a future plan.

Comment: One commenter asked that a delivery mechanism be developed to distribute the survey results to all residents.

Response: The survey results are included in the Annual Report, which is distributed to all site offices, made available online and at CHA's Central Office.

Comment: Commenter asked that the survey include more questions about resident council and results furnished to interested parties.

Response: CHA will consider this suggestion.

Miscellaneous Comments:

Comment: One commenter alleged that staff regularly loses legal documents and makes calculation errors in the HCV program. The commenter suggested that CHA outsource the rent determination process to an accounting firm.

Response: CHA remains confident in its staff's ability to manage and administer the HCV program and has no plans to outsource this important and highly specialized function to an outside firm.

Comment: One commenter suggested that HCV participants receiving Social Security pay \$10,400 per year (\$866 per month) for rent.

Response: CHA remains committed to administrative and programmatic reforms in the HCV program that result in equitable rent burden distribution amongst participants.

Comment: One commenter requested a copy of CHA's housekeeping standards as well as a report on the composition and participation rate of the Housekeeping Standards Committee.

Response: The requested information will be furnished to the commenter.



Comment: One commenter asked for additional information relative to the structure of the focus groups for residents and managers to formulate appropriate outcome measurements for the Rent Simplification Benchmarking Study.

Response: The current Rent Simplification Benchmarking Study is a “time in motion” based quantitative analysis. The commenter would be invited to participate in any future focus groups examining outcome measurements of the type inferred by the comment.

Comment: One commenter inquired as to whether or not CHA maintains reports relative to Section 3.

Response: CHA includes language regarding the requirements of Section 3 in all its maintenance and capital improvement procurements subject to those provisions. In addition, as part of a project’s pre-construction process, CHA reviews the Section 3 requirements in detail and provides contractors with available resource information regarding agencies and organizations, which can provide assistance to a contractor in meeting Section 3 requirements. CHA’s Equal Employment Opportunity (EEO) program, a component of its Section 3 Policy, has been successful in meeting minority and female worker goals on major construction projects. Since 1992, the on-site labor employed on these larger projects have resulted in minority and female workers working approximately 28% and 9% of the total labor hours respectively.

More specific to the comment, CHA would welcome an opportunity to review its Section 3 program with the commenter, tenants and other tenant advocates. Given the substantial regulatory requirements that the Commonwealth of Massachusetts imposes on procurement, CHA would be interested if the commenter had examples of other public housing authority’s successes in implementing such a program.

Comment: One commenter urged CHA not to reduce the number of MRVP vouchers.

Response: CHA will endeavor to keep the subsidies at these levels and we will continue to work with advocates and our state delegation to secure increased funds for this beleaguered program.

Comments: Two commenters were supportive of CHA’s plan to reduce the age to 60 for admissions in elderly/disabled public housing.

Response: The change in admission qualification resulted from an analysis of the demand for elderly/disabled housing. CHA will continue using quantitative analytical methods when considering significant administrative and/or policy changes.

Comments: Two commenters supported CHA’s plan to hire a full-time housing search coordinator in the coming fiscal year.

Response: CHA hopes the housing search coordinator will help disabled households in particular, more easily find safe, affordable units. CHA also hopes the search coordinator’s efforts will help CHA increase its voucher utilization rate, as detailed in the plan.

Comments: Two commenters applauded CHA’s efforts to provide leadership training to public housing residents.



determine whether or not any additional resources should be directed towards developing a plan for state Rent Simplification.

Comments: Two commenters inquired as to why CHA's waiver request was denied by the state.

Response: The Massachusetts Department of Housing and Community Development denied CHA's request because the Department believed, if implemented, the program would result in reduced revenue for CHA.

Modified Income Diversification Policy:

Comments: Two commenters were concerned about how this policy would affect extremely low-income families, who make up the majority of CHA's waiting lists.

Response: CHA reserves the right to place one household with an income within 40 to 80% of Area Median Income for every three households below 50% of AMI. This is standing policy, which was not implemented during plan year 2007 because of the composition of the waitlists. CHA reserves the ability to use this policy to address compelling needs as they are presented. It is too early to determine if, based on the demographics of the recently reopened waiting lists, this policy will be implemented in plan year 2008.

Reasonable Accommodation Issues:

Comments: CHA received one comment regarding reasonable accommodation policies and practices.

Response: CHA staff will review these questions and comments directly with the relevant agency since the comment is outside of the purview of the MTW FY 08 Plan.



**Operating Fund
Calculation of Operating Subsidy
PHA-Owned Rental Housing**

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

OMB Approval No. 2577-0029 (exp. 10/31/2008)

Public Reporting Burden for this collection of information is estimated to average .75 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. This agency may not collect this information, and you are not required to complete this form, unless it display a currently valid OMB control number. This information is required by Section 9(a) of the U.S. Housing Act of 1937, as amended, and by 24 CFR Part 990 HUD regulations. HUD makes payments for the operation and maintenance of low-income housing projects to PHAs. The Operating Fund determines the amount of operating subsidy to be paid to PHAs. PHAs provide information on the Project Expense Level (PEL), Utilities Expense Level (UEL), Other Formula Expenses (Add-ons) and Formula Income - the major Operating Fund components. HUD reviews the information to determine each PHA's Formula Amount and the funds to be obligated for the Funding Period to each PHA based on the appropriation by Congress. HUD also uses the information as the basis for requesting annual appropriations from Congress. Responses to the collection of information are required to obtain a benefit. The information requested does not lend itself to confidentiality.

Section 1

1. Name and Address of Public Housing Agency: Cambridge Housing Authority 675 Massachusetts Avenue Cambridge, MA 02139		2. Funding Period: 01/01/2007 to 12/31/2007
4. ACC Number: NY-422		3. Type of Submission: <input checked="" type="checkbox"/> Original <input type="checkbox"/> Revision No.
5. Fiscal Year End: <input type="checkbox"/> 12/31 <input checked="" type="checkbox"/> 03/31 <input type="checkbox"/> 06/30 <input type="checkbox"/> 09/30		6. Operating Fund Project Number: MA00300107D
7. DUNS Number: 073799215	HUD Use Only	
8. ROFO Code: 0101		

Section 2

Calculation of ACC Units for 12-month period from July 1 to June 30 that is prior to the first day of the Funding Period:

	ACC Units on 7/1/2005	Units Added to ACC (+)	Units Deleted from ACC (-)	ACC Units on 6/30/2006 (=)
Requested by PHA	1,905	0	0	1,905
HUD Modifications				

Line No.	Category	Column A Unit Months		Column B Eligible Unit Months (EUMs)		Column C Resident Participation Unit Months	
		Req'd by PHA	HUD Mod.	Req'd by PHA	HUD Mod.	Req'd by PHA	HUD Mod.

Categorization of Unit Months:

Occupied Unit Months

01	Occupied dwelling units – by public housing eligible family under lease	0		0		0	
02	Occupied dwelling units – by PHA employee, police officer, or other security personnel who is not otherwise eligible for public housing	0				0	
03	New units -- eligible to receive subsidy during the Funding Period but not included on Lines 01, 02, or 05-13 of this section	0		0		0	
04	New units – eligible to receive subsidy from 10/1 to 12/31 of previous funding period but not included on previous Calculation of Operating Subsidy	0		0		0	

Vacant Unit Months

05	Units undergoing modernization	0		0			
06	Special use units	0		0			
06a	Units on Line 02 that are occupied by police officers and that also qualify as special use units			0			
07	Units vacant due to litigation	0		0			
08	Units vacant due to disasters	0		0			
09	Units vacant due to casualty losses	0		0			
10	Units vacant due to changing market conditions	0		0			
11	Units vacant and not categorized above	0					

Other ACC Unit Months

12	Units eligible for asset repositioning fee and still on ACC (occupied or vacant)	0					
13	All other ACC units not categorized above	0					

Calculations Based on Unit Months:			
14	Limited vacancies		0
15	Total Unit Months	0	0
16	Units eligible for funding for resident participation activities (Line 15C divided by 12)		0
Special Provision for Calculation of Utilities Expense Level:			
17	Unit months for which actual consumption is included on Line 01 of form HUD-52722 and that were removed from Lines 01 through 11, above, because of removal from inventory, including eligibility for the asset repositioning fee		0
Section 3			
Line No.	Description	Requested by PHA	HUD Modifications
Part A. Formula Expenses			
Project Expense Level (PEL)			
01	PUM project expense level (PEL)	\$420.16	
02	Inflation factor	1.03100	
03	PUM inflated PEL (Part A, Line 01 times Line 02)	\$433.18	
04	PEL (Part A, Line 03 times Section 2, Line 15, Column B)	\$0	
Utilities Expense Level (UEL)			
05	PUM utilities expense level (UEL) (from Line 26 of form HUD-52722)	\$0.00	
06	UEL (Part A, Line 05 times Section 2, Line 15, Column B)	\$0	
Add-Ons			
07	Self-sufficiency	\$0	
08	Energy loan amortization	\$0	
09	Payment in lieu of taxes (PILOT)	\$0	
10	Cost of independent audit	\$0	
11	Funding for resident participation activities	\$0	
12	Asset management fee <input type="checkbox"/> Eligible for an Asset Management Fee	\$0	
13	Information technology fee	\$0	
14	Asset repositioning fee	\$0	
15	Costs attributable to changes in federal law, regulation, or economy	\$0	
16	Total Add-Ons (Sum of Part A, Lines 07 through 15)	\$0	
17	Total Formula Expenses (Part A, Line 04 plus Line 06 plus Line 16)	\$0	
Part B. Formula Income			
01	PUM formula income	\$0.00	
02	PUM change in utility allowances	\$0.00	
03	PUM adjusted formula income (Sum of Part B, Lines 01 and 02)	\$0.00	
04	Total Formula Income (Part B, Line 03 times Section 2, Line 15, Column B)	\$0	
Part C. Other Formula Provisions			
01	Moving-to-Work (MTW)	\$9,729,745	
02	Transition funding	\$0	
03	Other	\$0	
04	Total Other Formula Provisions (Sum of Part C, Lines 01 through 03)	\$9,729,745	
Part D. Calculation of Formula Amount			
01	Formula calculation (Part A, Line 17 minus Part B, Line 04 plus Part C, Line 04)	\$9,729,745	
02	Cost of independent audit (Same as Part A, Line 10)	\$0	
03	Formula amount (Greater of Part D, Lines 01 or 02)	\$9,729,745	
Part E. Calculation of Operating Subsidy (HUD Use Only)			
01	Formula amount (Same as Part D, Line 03)		
02	Adjustment due to availability of funds		
03	HUD discretionary adjustments		
04	Funds Obligated for Period (Part E, Line 01 minus Line 02 minus Line 03) Appropriation symbol(s):		

Section 4

Remarks (provide section, part and line numbers):

Note: Subsidy was calculated per CHA's MTW Agreement, back-up calculation is enclosed. Total amount of \$9,729,745 inputted in Part C. Line 01

Section 5

Certifications

- In accordance with 24 CFR 990.215, I hereby certify that Cambridge Housing Authority is in compliance with the annual income reexamination requirements and that rents and utility allowance calculations have been or will be adjusted in accordance with current HUD requirements and regulations.
- In accordance with 24 CFR 990.190(f), I hereby certify that Cambridge Housing Authority has fewer than 250 units and has elected to transition to asset management and therefore is eligible to receive an asset management fee.
- I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.

Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Signature of Authorized PHA Representative & Date:

Signature of Authorized HUD Representative & Date:

X  9/15/06

X

PHA Board Resolution
Approving Operating Budget

U.S. Department of Housing
and Urban Development
Office of Public and Indian Housing -
Real Estate Assessment Center (PIH-REAC)

OMB No. 2577-0026
(exp. 10/31/2009)

Public reporting burden for this collection of information is estimated to average 10 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. This agency may not collect this information, and you are not required to complete this form, unless it displays a currently valid OMB control number.

This information is required by Section 6(c)(4) of the U.S. Housing Act of 1937. The information is the operating budget for the low-income public housing program and provides a summary of the proposed/budgeted receipts and expenditures, approval of budgeted receipts and expenditures, and justification of certain specified amounts. HUD reviews the information to determine if the operating plan adopted by the public housing agency (PHA) and the amounts are reasonable, and that the PHA is in compliance with procedures prescribed by HUD. Responses are required to obtain benefits. This information does not lend itself to confidentiality.

PHA Name: Cambridge Housing Authority PHA Code: MA00300107

PHA Fiscal Year Beginning: 4/1/2007 Board Resolution Number: Agenda item #4, Motion A

Acting on behalf of the Board of Commissioners of the above-named PHA as its Chairperson, I make the following certifications and agreement to the Department of Housing and Urban Development (HUD) regarding the Board's approval of (check one or more as applicable):

DATE

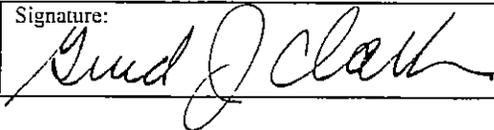
- Operating Budget approved by Board resolution on: 12/18/06
- Operating Budget submitted to HUD, if applicable, on: _____
- Operating Budget revision approved by Board resolution on: _____
- Operating Budget revision submitted to HUD, if applicable, on: _____

I certify on behalf of the above-named PHA that:

1. All statutory and regulatory requirements have been met;
2. The PHA has sufficient operating reserves to meet the working capital needs of its developments;
3. Proposed budget expenditure are necessary in the efficient and economical operation of the housing for the purpose of serving low-income residents;
4. The budget indicates a source of funds adequate to cover all proposed expenditures;
5. The PHA will comply with the wage rate requirement under 24 CFR 968.110(c) and (f); and
6. The PHA will comply with the requirements for access to records and audits under 24 CFR 968.110(i).

I hereby certify that all the information stated within, as well as any information provided in the accompaniment herewith, if applicable, is true and accurate.

Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012.31, U.S.C. 3729 and 3802)

Print Board Chairperson's Name: Gerard J. Clark	Signature: 	Date: 12/18/06
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**Operating Fund
Calculation of Utilities Expense Level
PHA-Owned Rental Housing**

CONSOLIDATED

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

OMB Approval No. 2577-0029 (exp. 10/31/2008)

Public Reporting Burden for this collection of information is estimated to average .75 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. This agency may not collect this information, and you are not required to complete this form, unless it displays a currently valid OMB control number. This information is required by Section 9(a) of the U.S. Housing Act of 1937, as amended, and by 24 CFR Part 990 HUD regulations. HUD makes payments for the operation and maintenance of low-income housing projects to PHAs. The Operating Fund determines the amount of operating subsidy to be paid to PHAs. PHAs provide information on the Project Expense Level (PEL), Utilities Expense Level (UEL), Other Formula Expenses (Add-ons) and Formula Income - the major Operating Fund components. HUD reviews the information to determine each PHA's Formula Amount and the funds to be obligated for the period to each PHA based on the appropriation by Congress. HUD also uses the information as the basis for requesting annual appropriations from Congress. Responses to the collection of information are required to obtain a benefit. The information requested does not lend itself to confidentiality.

Section 1 - General Information										
1. Name of Public Housing Agency: Cambridge Housing Authority 675 Massachusetts Avenue Cambridge, MA 02139		2. Funding Period: 1/1/07 to 12/31/07		3. Type of Submission: <input checked="" type="checkbox"/> Original <input type="checkbox"/> Revision No. _____		4. Unit Change Indicator: <input type="checkbox"/> Yes		5. Frozen Rolling Base: <input checked="" type="checkbox"/> Yes		6. Rate Reduction Incentive: <input type="checkbox"/> Yes
7. ACC Number: NY-422		8. Operating Fund Project Number: M A 0 0 3 0 0 1 0 7 D		9. Fiscal Year End: <input type="checkbox"/> 12/31 <input checked="" type="checkbox"/> 3/31 <input type="checkbox"/> 6/30 <input type="checkbox"/> 9/30		10. ROFO Code (HUD Use Only):		11. DUNS Number: 07-379-9215		
Line No.	Description	Sewerage and Water	Electricity	Gas	Fuel (Specify Type, e.g., oil, coal, wood)	Total				
Section 2 - Current Consumption Level										
01	Actual consumption (12-month period 7/1/05 to 6/30/06)									
01a	Unit of consumption (e.g., gallons, kWh, therms)									
Section 3 - Rolling Base Consumption Level										
02	Rolling base year 1 - actual consumption (12-month period 7/1/____ to 6/30/____)									
03	Rolling base year 2 - actual consumption (12-month period 7/1/____ to 6/30/____)									
04	Rolling base year 3 - actual consumption (12-month period 7/1/____ to 6/30/____)									
05	Total consumption during 3-year rolling base period (Line 02 + Line 03 + Line 04)									

06	Average rolling base consumption (Line 05 ÷ 3)								
07	Actual consumption for new units								
08	Rolling Base Consumption (Line 06 + Line 07)								
Section 4 – Base Consumption									
09	Base Consumption (Lesser of Line 01 or Line 08)								
Section 5 – Utility Consumption Incentive									
10	Actual consumption > rolling base (If Line 01 is greater than Line 08, enter the difference as positive; if not, enter 0)								
11	Actual consumption < rolling base (If Line 01 is less than Line 08, enter the difference as positive; if not, enter 0)								
12	75%/25% Split (Line 10 x 0.25)								
13	75%/25% Split (Line 11 x 0.75)								
Section 6 – Payable Consumption									
14	Annualization of consumption for new units								
15	Payable consumption (Sum of Line 09, Line12, Line13 and Line 14)								
Section 7 – Actual Utility Costs and Average Rate									
16	Actual utility costs (12-month period 7/1/05 to 6/30/06)								
17	Actual average utility rate (Line 16 ÷ Line 01)								
Section 8 – Base Utilities and Inflation/Deflation Factor									
18	Base utilities expense level – whole dollars (Line 15 x Line 17)	1,696,479	3,004,535	1,216,597					5,917,611
19	Surcharges for excess consumption of PHA-supplied utilities (12-month period 7/1/___ to 6/30/___) – whole dollars								

20	Base utilities expense level minus surcharges (Line 18 minus Line 19)		5,917,611
21	Utilities inflation/deflation factor		1.1195
Section 9 – Calculation of Utilities Expense Level			
22	Utilities expense level adjusted for inflation/deflation – whole dollars (Line 20 x Line 21)		6,624,766
23	Energy rate incentive		
24	Utilities expense level – whole dollars (Line 22 + Line 23)		6,624,766
25	Eligible unit months (from the original form HUD-52722, Column B, Line 15 plus Line 17 minus Line 04)		22,860
26	Utilities Expense Level – PUM (Line 24 ÷ Line 25)		289.80

Section 10 – Remarks (provide section, part and line numbers)

- Consolidated form for all CHA developments and ESCO's MA 3-07 & MA 3-10
 - Line 17 – Current Utility Rates provided (per CHA's MTW Agreement)
 - Line 18 = Current rates x frozen consumption (per CHA's MTW Agreement).
 - Line 18 - Note that Frozen Consumption for CHA (excluding MA 3-07 & 3-10) is based on 20,940 EUM's to obtain PUM. When calculating actual cost, current EUM's of 16,848 is used. Thus Line 18 Base amount = Base amount from CHA excluding MA 3-07 & 3-10 HUD 52722 / 20,940 x 16,848 + MA 3-07 HUD 52722 + MA 3-10 HUD 52722

MA-003-001	4,608,890	273.56 PUM for 16,848 EUM's
MA-307	766,084	320.81 PUM for 2,388 EUM's
MA-310	1,249,792	344.87 PUM for 3,624 EUM's
Total	6,624,766	
PUM	289.80	

Certification of Payments to Influence Federal Transactions

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

Applicant Name

Cambridge Housing Authority

Program/Activity Receiving Federal Grant Funding

MA-003-001-07D

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

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, Disclosure Form to Report Lobbying, in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.

Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties.
(18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official

Bolaji Atewologun

Title

Director of Fiscal Affairs

Signature



Date (mm/dd/yyyy)

9/15/2006

MA003 - 2007		2006		2007																
PROG	FI #	UNITS	EXP DTE	END OF PROGRAM (EOP)	RENEW AS	MTW PUC	HAP PUC	ADMIN PUC	2007 AAF	MTW PUC	HAP PUC	ADMIN PUC	TERM IN MO TO 12-31-07 OR EOP	MTW BA	MTW BA PRORATED - 88.476%	HAP BA	HAP BA PRORATED - 88.476%	ADMIN FEE BA	ADMIN PRORATED - 97.188%	
MTW	W026	1,968	12/31/2006	3/31/2009	MTW	1,179.77	1,206.61	70.70	1.032	1,217.52	1,245.22	70.70	12	28,753,015	25,439,517	2,719,564	2,406,161	154,409	150,067	
VO	0084	182	12/31/2006	3/31/2009	VO				1.032				12	28,753,015	25,439,517		2,406,161		150,067	
TOTAL		2,150																		150,067
Fair Market Rent Area:		Boston-Cambridge-Quincy, MA-NH HUD Metro FMR Area																		

Certification of Payments to Influence Federal Transactions

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

Applicant Name

Cambridge Housing Authority

Program/Activity Receiving Federal Grant Funding

Mod Rehab 4, Mod Rehab 5, Mod Rehab 6 & Mainstream DV

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

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, Disclosure Form to Report Lobbying, in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.

Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties.
(18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

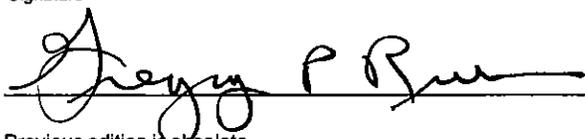
Name of Authorized Official

Gregory Russ

Title

Executive Director

Signature



Date (mm/dd/yyyy)

1/26/07

Previous edition is obsolete

form HUD 50071 (3/98)
ref. Handbooks 7417.1, 7475.13, 7485.1, & 7485.3

Annual Statement / Performance and Evaluation Report
Comprehensive Grant Program (CGP) Part I: Summary

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

OMB Approval No. 2577-0157
 (exp. 11/30/2008)

HA Name
Cambridge Housing Authority

Comprehensive Grant Number
MA06P00350107

FFY of Grant Approval
2007

Original Annual Statement and Evaluation Report for Program Year Ending _____
 Reserve for Disasters/Emergencies

Revised Annual Statement/Revision Number _____
 Final Performance and Evaluation Report

Line No.	Summary by Development Account	Original Total Estimated Cost	Revised ¹	Obligated Total Actual Cost ²	Expended
1	Total Non-CGP Funds				
2	1406 Operations (May not exceed 10% of line 20)				
3	1408 Management Improvements				
4	1410 Administration				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Non-expendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1490 Replacement Reserve		3,469,528		
16	1492 Moving to Work Demonstration				
17	1495.1 Relocation Costs				
18	1498 Mod Used for Development				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant (Sum of lines 2-19)		3,469,528		
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Compliance				
23	Amount of line 20 Related to Security				
24	Amount of line 20 Related to Energy Conservation Measures				
Signature of Executive Director		Date	Signature of Public Housing Director	Date	

¹ To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
² To be completed for the Performance and Evaluation Report.

Annual Statement / Performance and Evaluation Report
 Comprehensive Grant Program (CGP) Part II: Supporting Pages

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

Development Number/Name HA-Wide Activities	General Description of Major Work Categories	Development Account Number	Quantity	Total Estimated Cost		Total Actual Cost		Status of Proposed Work ²
				Original	Revised ¹	Funds Obligated ²	Funds Expended ²	
PHA-Wide	Moving to Work	1492		\$3,469,528				

Signature of Executive Director _____

Date _____

Signature of Public Housing Director _____

Date _____

¹ To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
² To be completed for the Performance and Evaluation Report.

Annual Statement / Performance and Evaluation Report
 Comprehensive Grant Program (CGP) Part III: Implementation Schedule

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

Development Number/Name HA-Wide Activities	All Funds Obligated (Quarter Ending Date)		All Funds Expended (Quarter Ending Date)		Reasons for Revised Target Dates ²
	Original	Revised ¹	Original	Revised ¹	
PHA-Wide 1492		TBD*		TBD*	*TBD = Pending notification of actual FFY07 Grant Amount and receipt of executed ACC amendment.
Signature of Executive Director	Date			Signature of Public Housing Director	Date

¹ To be completed for the Performance and Evaluation Report of a Revised Annual Statement.
² To be completed for the Performance and Evaluation Report.

Annual Statement / Performance and Evaluation Report
Comprehensive Grant Program (CGP) Part I: Summary

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

OMB Approval No. 2577-0157
 (exp. 11/30/2008)

HA Name
Cambridge Housing Authority

Comprehensive Grant Number
MA06R00350107

FFY of Grant Approval
2007

Original Annual Statement and Evaluation Report for Program Year Ending _____
 Reserve for Disasters/Emergencies
 Revised Annual Statement/Revision Number _____
 Final Performance and Evaluation Report

Line No.	Summary by Development Account	Original Total Estimated Cost	Revised 1	Obligated Total Actual Cost 2	Expended
1	Total Non-CGP Funds				
2	1406 Operations (May not exceed 10% of line 20)				
3	1408 Management Improvements				
4	1410 Administration				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Non-expendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1490 Replacement Reserve		38,138		
16	1492 Moving to Work Demonstration				
17	1495.1 Relocation Costs				
18	1498 Mod Used for Development				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant (Sum of lines 2-19)		38,138		
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Compliance				
23	Amount of line 20 Related to Security				
24	Amount of line 20 Related to Energy Conservation Measures				

Signature of Executive Director

Date

Signature of Public Housing Director

Date

¹ To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
² To be completed for the Performance and Evaluation Report.

Annual Statement / Performance and Evaluation Report
 Comprehensive Grant Program (CGP) Part II: Supporting Pages

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

Development Number/Name HA-Wide Activities	General Description of Major Work Categories	Development Account Number	Quantity	Total Estimated Cost		Total Actual Cost		Status of Proposed Work 2
				Original	Revised 1	Funds Obligated 2	Funds Expended 2	
PHA-Wide	Moving to Work	1492		\$38,138				
Signature of Executive Director		Date		Signature of Public Housing Director		Date		

¹ To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
² To be completed for the Performance and Evaluation Report.
 Page ____ of ____ Previous edition is obsolete form HUD-52837 (9/98) ref Handbook 7485.3

Annual Statement / Performance and Evaluation Report
 Comprehensive Grant Program (CGP) **Part III: Implementation Schedule**

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

Development Number/Name HA-Wide Activities	All Funds Obligated (Quarter Ending Date)			All Funds Expended (Quarter Ending Date)			Reasons for Revised Target Dates ²
	Original	Revised ¹	Actual ²	Original	Revised ¹	Actual ²	
PHA-Wide 1492							*TBD = Pending notification of actual FFY07 Grant Amount and receipt of executed ACC amendment.
Signature of Executive Director _____ Date _____							
Signature of Public Housing Director _____ Date _____							

¹ To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
² To be completed for the Performance and Evaluation Report.

Page ____ of ____ Previous edition is obsolete form HUD-52837 (9/98) ref Handbook 7485.3

■ **Appendix Eight**

Certifications and Board Authorizations

This section includes:

FY 2008 MTW Annual Plan Certifications

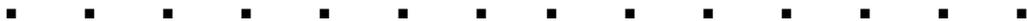
Moving To Work Program Certifications for FY 2008 Annual Plan

FY 2008 Board Authorizations

Authorization for Submission of Operating Budget

Authorization for Submission of MTW Leased Housing Budget

Authorization for Submission of FY 2008 MTW Annual Plan and Certifications



Moving To Work Deregulation Demonstration Program Certifications for FY 2008 Annual Plan

1. The PHA held a public hearing on January 18, 2007 for review of the FY08 MTW Plan.
2. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
3. In relation to Development Choice:
 - CHA regularly submits required data to HUD's MTCS in an accurate, complete and timely manner (as specified in PIH Notice 99-2)¹;
 - The system of site-based waiting lists provides for full disclosure to each applicant in the selection of the development in which to reside, including basic information about available sites; and an estimate of the period of time the applicant would likely have to wait to be admitted to units of different sizes and types at each site;
 - Adoption of site-based waiting list would not violate any court order or settlement agreement or be inconsistent with a pending complaint brought by HUD;
 - The PHA shall take reasonable measures to assure that such waiting list is consistent with affirmatively furthering fair housing;
 - The PHA provides for review of its site-based waiting list policy to determine if it is consistent with civil rights laws and certifications, as specified in 24 CFR Part 903.7.
4. In relation to rent policies, CHA certifies that:
 - The PHA Board approves of this policy and has approved the required analysis of the impact of such policies specified in Article I, Section I of the MTW Agreement and
 - The PHA is in compliance with all provisions of that section.
5. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
6. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
7. The PHA will comply with the requirements of Section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low- or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.

¹ CHA working to prepare MTW 50058 to PIC by 4/15/07 in accordance with HUD guidance as issued 11/06.



8. The PHA has submitted with the Plan a certification with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.
9. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
10. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
11. The PHA will provide HUD or the responsible entity any documentation that the Department needs to carry out its review under the National Environmental Policy Act and other related authorities. In accordance with 24 CFR Part 58.
12. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
13. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
14. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
15. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments).
16. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and the MTW Agreement executed by the PHA and HUD and will utilize funds made available under the Capital Fund, Operating Fund and Section 8 tenant-based assistance only for activities that are allowable under applicable regulations as modified by the MTW Agreement and included in its Plan.

Certified By

Jegay P. Ruv

Date

2/7/07

Executive Director



**EXTRACT OF THE MINUTES OF THE SPECIAL MEETING OF THE
BOARD OF COMMISSIONERS OF THE
CAMBRIDGE HOUSING AUTHORITY
MONDAY, DECEMBER 18, 2006 5:30 P.M.**

MEMBERS PRESENT: GERARD J. CLARK, CHAIRPERSON
 WARREN R. MCMANUS, VICE-CHAIRPERSON
 JACQUELINE F. ADAMS, TREASURER
 JOHN RAMOS, ASSISTANT TREASURER
 JAMES G. STOCKARD, JR., MEMBER

ALSO PRESENT: GREGORY RUSS, EXECUTIVE DIRECTOR
 PRANITA AMARASINGHE, EXECUTIVE DEPARTMENT
 BOLAJI ATEWOLOGUN, FISCAL AFFAIRS
 REEMA KHAN, FISCAL AFFAIRS
 SAMANTHA MARTIN, RECORDING SECRETARY

FISCAL YEAR 2008 FEDERAL BUDGET

MOTION: Mr. Stockard moved that the Board of Commissioners approve the FY2008 budget for the federally-assisted housing program MA003-006-6D, the Federal Consolidated Conventional Public Housing Program, and authorize the Executive Director to make any technical changes and submit any necessary supporting documents and certifications. Mr. McManus seconded the motion, which upon being put to vote, was passed unanimously.

Attest
Seal


Gregory Russ, Executive Director

**EXTRACT OF THE MINUTES OF THE SPECIAL MEETING OF THE
BOARD OF COMMISSIONERS OF THE
CAMBRIDGE HOUSING AUTHORITY
MONDAY, DECEMBER 18, 2006 5:30 P.M.**

MEMBERS PRESENT: GERARD J. CLARK, CHAIRPERSON
 WARREN R. MCMANUS, VICE-CHAIRPERSON
 JACQUELINE F. ADAMS, TREASURER
 JOHN RAMOS, ASSISTANT TREASURER
 JAMES G. STOCKARD, JR., MEMBER

ALSO PRESENT: GREGORY RUSS, EXECUTIVE DIRECTOR
 PRANITA AMARASINGHE, EXECUTIVE DEPARTMENT
 BOLAJI ATEWOLOGUN, FISCAL AFFAIRS
 REEMA KHAN, FISCAL AFFAIRS
 SAMANTHA MARTIN, RECORDING SECRETARY

FISCAL YEAR 2008 FEDERAL BUDGET

MOTION: Mr. Stockard moved that the Board of Commissioners approve the FY2008 budget for the federally-assisted leased housing programs (MTW Vouchers, Non-MTW Vouchers, Mainstream, MR4, MR5, MR6, MR7), and authorize the Executive Director to make any technical changes and submit any necessary supporting documents and certifications. Mr. McManus seconded the motion, which upon being put to vote, was passed unanimously.

Attest
Seal

Shirley Bonjefel

Gregory Russ
Gregory Russ, Executive Director

EXTRACT OF THE MINUTES OF THE SPECIAL MEETING OF THE
BOARD OF COMMISSIONERS OF THE
CAMBRIDGE HOUSING AUTHORITY
MONDAY, DECEMBER 18, 2006 5:30 P.M.

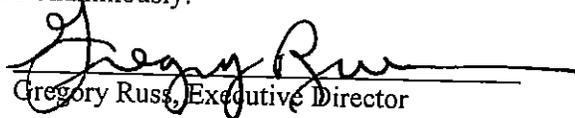
MEMBERS PRESENT: GERARD J. CLARK, CHAIRPERSON
WARREN R. MCMANUS, VICE-CHAIRPERSON
JACQUELINE F. ADAMS, TREASURER
JOHN RAMOS, ASSISTANT TREASURER
JAMES G. STOCKARD, JR., MEMBER

ALSO PRESENT: GREGORY RUSS, EXECUTIVE DIRECTOR
PRANITA AMARASINGHE, EXECUTIVE DEPARTMENT
BOLAJI ATEWOLOGUN, FISCAL AFFAIRS
REEMA KHAN, FISCAL AFFAIRS
SAMANTHA MARTIN, RECORDING SECRETARY

FISCAL YEAR 2008 BUDGET

MOTION: Mr. Stockard moved that the Board of Commissioners grant the Executive Director of the authority to make any Technical Corrections and to make other changes to the budget, pursuant to the memorandum from Reema Khan to Gregory Russ, Executive Director, dated December 14, 2006, including adjustments to the Federal Programs that reflect funding levels determined by Congress. Mr. McManus seconded the motion, which upon being put to vote, was passed unanimously.

Attest
Seal


Gregory Russ, Executive Director

GENERAL CERTIFICATE

I Gregory Russ, do hereby certify as follows:

1. I am the duly appointed, qualified and acting Secretary of the Cambridge Housing Authority (herein called the "Local Authority"). In such capacity, I am custodian of its records and am familiar with its organization, membership and activities.
2. The proper and current corporate title of the Local Agency is the Cambridge Housing Authority.
3. The Local Authority was duly created, pursuant to the authority of the Constitution and statutes of the Commonwealth of Massachusetts General Laws, Chapter 121B, and was duly organized on the ninth day of December, 1935; and since the date of its organization, the Local Agency has continued to exist without interruption in the performance of its public corporate purposes.
4. The names and dates of the election or appointment, and the dates of the beginning of the Local Agency and of its principal officer are as follows:

NAME AND OFFICERS	DATE OF APPOINTMENT OR ELECTION	DATE OF COMMENCEMENT OF TERM	DATE OF EXPIRATION OF TERM
Gerard J. Clark			
Member	03-14-1974	05-06-2004	05-06-2009
Chairperson	01-11-2006		01-10-2007
Jacqueline F. Adams			
Member	04-26-1995	01-27-2003	09-30-2007
Vice-Chairperson	01-11-2006		01-10-2007
Warren R. McManus			
Member	09-12-1982	04-24-2002	09-30-2006
Treasurer	01-11-2006		01-10-2007
John Ramos			
Member	06-08-2005	06-08-2005	01-11-2010
Assistant Treasurer	01-11-2006		01-10-2007
James G. Stockard, Jr.			
Member	01-21-1974	10-17-2003	11-11-2008

5. Each of the above-mentioned officers required to do so has duly taken and filed his/her oath of office and each of them legally required to give bond or undertaking has filed such bond or undertaking in form and amount as required to give bond and is otherwise duly qualified to act in the official capacity above designated, and each is the acting officer holding the respective office or offices stated beside his/her name.
6. None of the above-mentioned officers is ineligible to hold or be disqualified from holding under the provisions of applicable law, the respective office, specified above, which he/she holds.

7. None of the above-named Members is an officer or employee of the City of Cambridge.

8. Since June 30, 1972, there have been no changes in or amendments to the Chapter, by-laws, ordinance, resolutions, or proceedings of the Local Agency, with respect to:

(a) The time and place of and other provisions concerning regular meetings of the Local Agency and the business which may be taken up at such meetings;

(b) The provisions concerning the calling and holding of special meetings of the Local Agency and the business which may be taken up at such meetings;

(c) The requirements concerning a quorum;

(d) The manner in which the charter or by-laws of the Local Agency may be amended;

(e) The requirements regarding the introduction, passage, adoption, approval, and publication of resolutions, ordinances, or other measures, relating to the approval and execution of contracts and the authorization, award, execution, or issuance of bonds, notes or other obligations of the Local Agency;

(f) The officers required to sign, countersign, or attest contracts, bonds, notes, or other obligations of the Local Agency;

(g) The officer of the Local Agency; or

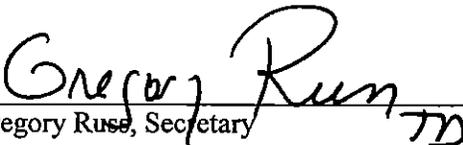
(h) The seal of the Local Agency;

except as follows:

N O N E

9. The seal impressed below, opposite my signature, is the duly adopted, proper and official corporate seal of the Local Agency.

IN WITNESS WHEREOF, I have hereunto set my hand and the duly adopted official seal of the local agency, this 19th day of December 2006.


Gregory Russ, Secretary

(Seal)

CERTIFICATE OF RECORDING OFFICER

I, Gregory Russ, the duly appointed qualified and acting Secretary of the Cambridge Housing Authority, do hereby certify that the attached extract from the Minutes of the Special Meeting of the Board of Commissioners of the Cambridge Housing Authority held on December 18, 2006, is a true and correct copy of the original on file and of record insofar as they relate to the matters set forth in the attached extract and is a true and correct copy of a motion adopted at such meeting and on file and of record.

IN TESTIMONY WHEREOF, I have hereunto set my hand and seal of said Cambridge Housing Authority, this 19th day of December 2006.


Gregory Russ, Secretary

(Seal)

**EXTRACT OF THE MINUTES OF THE SPECIAL MEETING OF THE
BOARD OF COMMISSIONERS OF THE
CAMBRIDGE HOUSING AUTHORITY
WEDNESDAY, JANUARY 30, 2007 5:30 P.M.**

MEMBERS PRESENT: JACQUELINE F. ADAMS, CHAIRPERSON
 JOHN RAMOS, VICE-CHAIRPERSON
 WARREN R. MCMANUS, TREASURER
 JAMES G. STOCKARD, JR., ASSISTANT TREASURER
 GERARD J. CLARK, MEMBER

ALSO PRESENT: GREGORY RUSS, EXECUTIVE DIRECTOR
 PRANITA AMARASINGHE, EXECUTIVE DEPARTMENT
 JOSHUA MEEHAN, ADMINISTRATION & POLICY
 TINA MILLER, ADMINISTRATION & POLICY
 SHIRLEY SANFORD, RECORDING SECRETARY

SUBMISSION OF FY08 MTW ANNUAL PLAN

MOTION: That the Executive Director is authorized to submit to the US Department of Housing and Urban Development (HUD) the FY08 MTW (Moving To Work) Annual Plan, including all certifications HUD forms, and documentation necessary for submission and for the receipt of Operating, Housing Choice Voucher and Capital Fund Program funds; further the Executive Director is: (1) authorized to make any technical corrections to the Plan including budget revisions based on the latest information available at the time of actual submission; (2) conform the plan text to public comments received and accepted by the CHA; and (3) make the following certifications, assurances, and agreements with HUD in accordance with the MTW Agreement and in connection with the submission of the Plan and implementation thereof:

1. The CHA held a meeting with resident leaders on January 11, 2007, to review the Draft 2008 Plan.
2. The CHA established a comment period from January 9, 2007 to January 25, 2007 for receipt of written comments.
3. The CHA held public hearing on January 18, 2007 for review of the FY08 MTW Plan.
4. The CHA has received and responded to both public and written comments offered during the required comment period; comments and response are included in the Plan submitted to HUD.
5. The CHA will carry out the Plan in conformity with:
 - Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990;
 - The prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975;
 - The Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped;
 - The requirements of Section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low- or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135;
 - The acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable;

- The CHA will comply (in respect to public housing) with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act;
6. In relation to Development Choice:
 - Once an MTCS MTW 50058 form in the PIC system is operational, CHA will submit the required data in a timely manner (as specified in PIH Notice 99-2); and
 - The CHA provides for review of its site-based waiting list policy to determine if it is consistent with civil rights laws and certifications, as specified in 24 CFR Part 903.7
 7. In relation to program reforms, the CHA certifies that:
 - The CHA Board approves of these policies and has approved or will approve prior to implementation the required analysis of the impact of such policies specified in Article I, Section I of the MTW Agreement; and
 - The CHA is in compliance with all provisions of that section.
 8. The CHA will submit with the Plan a certification with regard to a drug free workplace required by CFR Part 24, Subpart F.
 9. The CHA will submit with the Plan a certification with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.
 10. The CHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
 11. The CHA will provide HUD or the responsible entity any documentation that the Department needs to carry out its review under the National Environmental Policy Act and other related authorities. In accordance with 24 CFR Part 58.
 12. The CHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
 13. The CHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
 14. The CHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments).
 15. The CHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and the MTW Agreement executed by the CHA and HUD and will use funds made available under the Capital Fund, Operating Fund and HCV tenant-based assistance only for activities that are allowable under applicable regulations as modified by the MTW Agreement and included in its Plan.

Mr. Stockard seconded the motion, which upon being put to vote, was passed unanimously.

Attest
Seal




Gregory Russ, Executive Director