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January 31, 2008

Mr. Ivan Pour
Team Leader
Moving to Work Demonstration Program
U.S. Department of Housing and Urban Development
451 Seventh St., SW, Rm. 4130
Washington, DC 20410-5000

Dear Mr. Pour:

Enclosed for your review is a copy of Cambridge Housing Authority's (CHA) fiscal year 2009 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 FY09 MTW Annual Plan provides information on CHA's planned programs, policies and initiatives for the coming year. In FY09, CHA plans to build on the successful policy and administrative reforms implemented in FY07 and FY08. We are especially looking forward to developing a pilot voucher program designed to provide participants with the education and training they need to see their long-term need for subsidy decline. In addition to our policy reforms, we look forward to fine-tuning and expanding the quality control systems established in FY08 and completing the new Admissions and Occupancy Policy.

Also of note in this year's Plan is CHA's commitment to expanding the degree to which we communicate with, and include the community in our policy and administrative decision making process. With MTW's flexibility comes a greater responsibility to our community, as choices we make can profoundly affect the families we serve. Our increasing communications efforts recognize and embrace this responsibility.

CHA's MTW designation allows us to think differently about our role in the community and nation. We do not take lightly our responsibility to use the demonstration's flexibility to think carefully and critically about how, through administrative reforms, careful programmatic reform and meaningful public dialogue we can positively impact the quality of life for all of our citizens. We hope this year's Plan reflects our ongoing efforts to be a force for positive change in our community, and the nation.

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,

A handwritten signature in black ink, appearing to read "Gregory P. Russ". The signature is fluid and cursive, with a large initial "G" and a long, sweeping underline.

Gregory P. Russ
Executive Director
Cambridge Housing Authority

Cambridge Housing Authority

Moving to Work
Annual Plan
Fiscal Year 2009

January 2008

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Introduction

The Cambridge Housing Authority (CHA) is currently one of twenty-eight Public Housing Authorities participating in the Department of Housing and Urban Development's (HUD) Moving to Work Deregulation Demonstration Program (MTW). CHA's MTW participation provides the Agency with unprecedented budgetary and regulatory flexibility. Since being accepted into the program in 1999, CHA increasingly uses the freedom MTW provides to increase affordable housing opportunities for low-income Cambridge households. MTW permits CHA to customize almost every aspect of its business in order to meet the community's specific affordable housing needs. The MTW Demonstration encourages CHA to imagine and deliver local solutions to local problems.

The central goals for CHA's participation in the MTW Demonstration were identified in the initial participation agreement executed by CHA and HUD in 1999:

- ⊕ 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, CHA has pursued these goals in a number of ways, each one specifically designed to meet the community's unique characteristics. CHA's MTW status allows the Agency to use its funds and regulatory flexibility to protect its existing affordable units and expand the housing stock, even as the cost of doing so continues to rise. A Matrix cataloguing all of CHA's major policy initiatives (active and inactive) to date is available in Appendix 1 of this Plan.

By streamlining and refining program delivery and funding mechanisms, CHA is not only surviving today's difficult funding environment, it is able to continue exploring new policy and development ideas. As described in the Major Initiatives section of this Plan, CHA's broad goals for fiscal year 2009 (FY 09) include:

- ⊕ Preserving the current state and federal public housing inventory through substantial capital investments;
- ⊕ Modest expansion of the Housing Choice Voucher Program;
- ⊕ Exploring ways to provide incentives and opportunities for voucher participants to increase their economic independence;
- ⊕ Continue streamlining administrative practices to reduce costs and increase efficiency; and
- ⊕ Securing additional permanent affordable housing in Cambridge.

Coming on the heels of consecutive years of deep policy and administrative reforms, CHA plans on spending a great deal of FY 09 refining and measuring the results of recent initiatives. As discussed later, the completion of a plain language "MTW Admissions and Occupancy Policy," ongoing implementation and expansion of Quality Control Protocols and the creation of a new Opportunity Voucher Program are some noteworthy initiatives planned for the coming year.

In addition to the ongoing policy reforms mentioned above, in FY 09 CHA is taking the first significant steps in the Agency's portfolio-wide redevelopment campaign, which is expected to continue well into the next decade. CHA's capital plan requires the Agency to raise almost a quarter of a billion dollars in the coming decade. CHA's redevelopment goals and requisite fundraising will undoubtedly result in a significant repositioning of the Agency's assets.

The successful execution of CHA's ambitious capital campaign is reliant upon MTW's flexibility. Without the fungibility MTW permits, CHA's long-term capital strategies could not move forward. More than ever, CHA will be relying on MTW to realize its goals for improving the quality of life for current and future low-income Cambridge residents.

Executive Summary: MTW Major Initiatives

1 Continued examination of rent simplification program outcomes

CHA began implementing its Rent Simplification Program (RSP) in early 2006. Rent Simplification was implemented in the Housing Choice Voucher and Federal Public Housing programs by March 2007. CHA's RSP is fully described in prior year Plans and Reports.

A major initiative in FY 2007 was the completion of the RSP Benchmarking Study. As described at length in CHA's FY 2007 Report, the research showed that as hoped, Rent Simplification dramatically reduced the number and length of transactions between CHA staff and participating households. This was particularly true in federal public housing, where Rent Simplification's reforms were the deepest and most ambitious.

While the benchmarking study's results were informative and encouraging, the analysis focused exclusively on the effect RSP is having on CHA's business systems; transaction times and frequency, staff productivity, etc. The benchmarking study did not explore the impact RSP is having on participating households' economic choices. Nor did it examine whether or not RSP impacted some household types more significantly than others (elderly vs. family, for example). RSP was also designed as a means to foster work as much as it was designed to simplify the programs' administration. Therefore CHA believes that it is critical to take a close look at whether or not the policy is positively impacting participants' incomes, as intended.

In FY 09, with assistance from the consulting firm that completed the initial benchmarking study, CHA will look more closely at how RSP is impacting program participants.

Using historical and current data CHA intends to examine:

- ⊕ The impact RSP's earnings incentives are having on household incomes, particularly wage income; and
- ⊕ The impact RSP is having on specific household types – how household type predicts reaction to earning incentives, changes to the recertification schedule, deductions, rent determination, etc.

CHA will also use this opportunity to continue analyzing the impact RSP is having on transaction times and frequency, and workload.

2 Housing choice voucher program reforms

CHA continues exploring ways to better serve current and prospective voucher holders. In FY 09 CHA plans to use its MTW flexibility to focus on reforms in two areas: administrative/procedural reforms and the design of a new voucher program.

1: Administrative/Procedural Reforms

CHA implemented a host of administrative and procedural reforms in the local leased housing program in Fiscal Years 06, 07 and 08. The implementation of Rent Simplification in FY 06 and 07 made significant changes to the frequency with which voucher holders come into CHA offices for interim rent determinations. Rent Simplification created new incentives for voucher holders to increase their incomes and reduced disincentives to accumulate assets.

In FY 08 CHA implemented a number of changes to the inspection process that are greatly reducing the number of inspections CHA staff conduct each year without negatively impacting the quality or rent reasonableness of leased units.

As detailed in the Local Leased Housing Program section of this Plan, in FY 09 CHA will continue making changes to the program designed to reduce the frequency of

transactions between participants and CHA staff; simplify deduction and income calculations; and simplify the administration of the Project Based voucher program. CHA will use a data set that includes comprehensive information about households currently served to evaluate any additional program reforms.

As always, CHA will act carefully in policy areas that may potentially impact participants' rents. A thorough public process, including informal meetings with local stakeholders will be an integral part of any effort to improve the deduction or income determination processes.

2: The Opportunity Voucher Program (OVP)

As described in CHA's FY 08 Plan, CHA is exploring a pilot voucher program that unlike the housing choice voucher program would include a strong jobs training, educational, and/or economic literacy component. The OVP may provide participating households a subsidy for education, savings and/or job training in addition to a housing subsidy. The intent of the OVP is to explore the hypothesis that a larger initial investment in participating households, as a result of employment income, may result in smaller housing assistance payments (HAPs) in future years. The ultimate goal for the OVP is for participating households to "graduate" (no longer need a housing subsidy) more quickly than families not participating in the pilot program; thereby allowing CHA to address horizontal inequity by reaching waitlisted households more quickly.

3 State and federal redevelopment strategies - New development initiatives

September 2007 marked the beginning of CHA's nearly yearlong effort to develop a capital plan for its federal and state public housing properties. A capital assessment completed in 2006 identified the capital needs for each of CHA's properties. In all, the capital needs assessment found that nearly \$228 million in capital improvements are needed over the next fifteen years to keep CHA's properties in excellent repair and available as affordable housing for low-income households.

Even with the fungibility MTW provides, the \$228 million needed to repair the portfolio far exceeds the Agency's annual funding for capital work by a factor of forty six. At current funding levels of approximately \$5 million per year, it would take the CHA over forty-five years to address all of its current capital needs even without considering inflation factors. If CHA's housing is going to be available for future low-income households, the Agency cannot wait that long. Since the need is substantial and current funding levels so inadequate, CHA must explore alternative options for raising the capital needed to complete the work at the properties.

In order to raise the necessary capital to revitalize the properties it is clear that the Agency and its residents will face some difficult trade-offs. Some of these trade-offs are likely to impact the size, layout, density and resident composition of some CHA properties. Some will involve the number of MTW Project Based units necessary to provide the capital lift the portfolio needs. The evaluation and discussion of these trade-offs are central to the capital planning process, and will help guide the decisions and actions required to proceed with the needed capital improvements.

Once the capital planning process is finalized, CHA will begin a multi-year mixed financed planning process to identify and raise capital for comprehensive modernization and redevelopment required to implement the plan. It is a certainty that significant number of project based vouchers will be needed to support this capital effort.

4 Explore a framework for public housing accreditation

Continuing work began in previous years, CHA will explore accreditation as an attractive enhancement to, or replacement of existing evaluative methods used to measure PHA performance. CHA strongly believes that accreditation is a significantly better approach to PHA evaluation than the current HUD systems, which rely heavily on narrow criteria for evaluating PHA performance.

Accreditation evaluations are far more useful in evaluating organizations whose missions require them to do much more than simply provide housing. This is particularly

true of MTW Agencies, who typically provide participants a robust set of programs and resources to improve their lives and communities. Performance measurements common in accreditation reviews are much better suited to accurately evaluating PHAs' entire suite of services, whereas PHAS and SEMAP do not. The existing evaluation methods are incapable of evaluating MTW agencies' non-traditional programs and reforms.

CHA strongly believes that accreditation offers a more accurate, and appropriately rigorous evaluation system for MTW agencies. CHA will continue working with interested parties in FY 09 to develop a framework that suggests an approach to accreditation for public housing authorities.

5 Continued implementation of asset-based management

In FY 08 CHA completed the transition to HUD's Asset Management system. CHA fully implemented property-based budgets and accounting, and established an asset management framework and Central Office Cost Center (COCC). CHA implemented a fee for service approach for centrally provided services.

However, CHA maintains that current guidance on the use of funds in the asset management system significantly compromises the fungibility provided in CHA's MTW Agreement. This issue remains a paramount concern. The Agency's ability to survive continued pro rations is directly tied to its ability to move funds across traditional program lines. Loss of this flexibility is unacceptable.

6 Energy plan

In FY 09 CHA will continue implementing the energy related goals first described in the FY 08 MTW Plan. CHA's focus is threefold: implementation of energy conservation programs and technology; including, where feasible the incorporation of renewable energy sources; exploration of the potential financial benefits of emerging energy markets, such as carbon trade credits and forward capacity payments; as well as the development of more effective end-user conservation education and outreach. This

combined approach allows CHA to increase energy efficiency while maximizing cost savings.

During FY 08 CHA significantly broadened its base of energy "partners" by establishing membership with the Boston University Institute for Leading in a Dynamic Economy (BUILDE). BUILDE serves as a think tank for energy related issues for a range of corporate, academic and governmental/nonprofit members. CHA is currently working with a team of Boston University Professors and graduate students to evaluate various energy opportunities. Through BUILDE membership CHA seeks to gain additional expertise regarding energy engineering and financing alternatives, as well as research and exploration of effective incentives to support end-user behavioral change relative to energy consumption.

CHA looks forward to working with the Cambridge Energy Alliance (CEA). The CEA is a private/public partnership sponsored by the City of Cambridge with the goal of aggregating the implementation of energy efficiency improvements throughout the City's built environment, from single-family homes and small businesses to large corporations and municipal buildings. CHA supports CEA's goals and in FY 09 will continue evaluating CEA's program offerings, taking advantage of any opportunities that fit CHA's long-term energy interests.

As stated in the FY 08 Plan, CHA plans to issue a request for proposal (RFP) for a comprehensive energy audit in FY 09. The audit results will in turn provide a basis for CHA to prioritize energy related conservation and improvement efforts. CHA will use the expertise provided by both BUILDE and CEA to evaluate the audit findings and strategize how to best incorporate energy improvements with CHA's long-term capital plans.

CHA continues to use energy conservation subsidy and grant programs to accomplish lighting upgrades, and augment the funding of capital projects such as window replacement and heating plant improvements. CHA will continue accessing these subsidy programs through FY 09 and beyond.

7 Further development & implementation of quality control protocols

In an effort to reduce errors and improve overall efficiency, CHA will continue developing strict quality control protocols for many of CHA's core business functions.

- ⊕ Quality Control measures include:
- ⊕ Analyzing the impact of RSP on household rent payments;
- ⊕ Customer satisfaction with respect to Work Orders;
- ⊕ Expand resident survey opportunities; and
- ⊕ Auditing resident files for staff compliance with RSP rules.

This process began in FY 08, and will be expanded in FY 09. More information about CHA's quality control initiatives is available for review in the Management and Operations section of this Plan.

8 Mixed family rent formula

As CHA moves ahead with its redevelopment plans for the State portfolio (described in Major Initiative Three and the Capital Planning section of this Plan) the community faces the possibility that rent formulas used to determine rent for families with mixed immigration status may change. Currently, Massachusetts, unlike its federal counterpart, permits CHA to fully subsidize apartments occupied by residents with immigration status not recognized by HUD.

CHA recognizes the potential difficulties families with mixed immigration status might face should their state regulated apartments receive Project Based Assistance. CHA proposes an alternative rent formula for mixed immigrant families living in apartments that might transition from state to federal assistance whereby households would pay up to 40% of their adjusted incomes towards rent. The new formula approach

is proposed in order to mitigate the impact the transition would otherwise have on those families.

9 Implementation of the new MTW AOP

As described in the FY 08 Plan, CHA began rewriting the Agency's Admissions and Continued Occupancy Policy (renamed Admissions and Occupancy Policy, or "AOP") in FY 08. CHA expects to take the AOP to the public for comment by March 2008. In tone, layout and content the new AOP is a departure from industry standards. The AOP embraces CHA's MTW status and consolidates in one document the myriad amendments CHA had made to the document over the past nine years.

The MTW AOP both refines existing policies and institutionalizes some new ideas. Throughout the AOP, and particularly in the areas of eligibility and continued occupancy, concepts from the Section Eight Voucher Reform Act of 2007 are incorporated and tailored to fit CHA's program and resident profiles.

In addition to the policy reforms it contains, the new AOP presents CHA's policies in a new way. As much as a policy document can, the new AOP replaces the technical, bureaucratic language that pervades industry documents with more approachable language. The new AOP is in a simple voice, designed to be comprehensible to persons not immersed in the technical details of the policy.

In FY 09 CHA intends to complete institutionalizing the policy and the commensurate procedural changes the new AOP will require. In compliance with Limited English Proficiency guidance, CHA intends to make translated versions of the AOP available for residents who prefer to read in Haitian Creole, Portuguese or Spanish.

10 Continued Community Outreach

In past years CHA strove to engage voucher holders, residents, advocate groups, Section 8 owners and the greater Cambridge community in discourses around proposed policy and administrative changes. While the Agency's various publications, press releases and website help keep stakeholders informed, CHA recognizes that it can do more to keep interested parties informed about, and engaged in discussions around CHA's proposed initiatives.

Continuing a tradition begun in FY 08, and in response to comments received on this year's Plan, CHA will offer an enhanced public process for all of the major policy, program and administrative initiatives being undertaken in FY 09. While CHA's MTW Agreement does not require working group sessions with advocates, comment periods longer than thirty days or public hearings for most policy initiatives, CHA received several comments that longer and more thorough public process would be appreciated. To further CHA's commitment to meaningful public process, the Agency is proposing the following schedule for the coming year's program and policy initiatives:

Topic	Working Group Session	Thirty Day Comment Period	Public Hearing
Opportunity Voucher Program	2	yes	yes
MTW Annual Report	1	yes	yes
Federal Public Housing Admissions & Occupancy Policy	1	yes	Property meetings with residents and others
Forms Review	1 (complete)	n/a	n/a
Federal Public Housing Lease	1	yes	Property meetings with residents and others
Leased Housing Administrative Plan	1	n/a	n/a

In addition to the enhanced public process described above, CHA is taking aggressive steps to meet the requirements of its Voluntary Compliance Agreement with HUD with respect to the needs of households with limited English proficiency. CHA expects that its efforts in this area will improve communications not only with households with limited English proficiency, but with all of the households it serves. To that end, CHA proposes the following communications initiatives in FY 09:

- ⊕ **New Forms:** CHA will introduce new, easier to read forms for all programs. The new forms will be available in English, Haitian Creole, Spanish and Portuguese.
- ⊕ **New Website:** The new web site will be available in English, Haitian Creole, Spanish and Portuguese. All CHA forms, including applications, will be available for download from the website.
- ⊕ **The *Neighborhood News*,** CHA's biannual newsletter for Leased Housing participants (currently printed in English, Haitian Creole and Spanish) will be made available in Portuguese.
- ⊕ **Multi-Lingual Policy Documents:** The Federal Public Housing Admissions and Occupancy Policy and Leased Housing Administrative Plan will be made available in English, Haitian Creole, Spanish and Portuguese.
- ⊕ **Public Notices and Announcements:** In response to comments received on this Plan, CHA will explore alternative ways of notifying residents and voucher holders about public hearings and other events potentially affecting their housing. Making any announcements available in multiple languages will be an important part of the new communications strategy.

With the flexibility and relaxed regulation MTW provides, comes an increased responsibility for the CHA to engage the public whenever significant policy changes are being considered or new programs designed. CHA takes this responsibility very seriously and is committed in FY 09 to improving communications with the families it serves and the community at large.

Inventory

FEDERAL PROGRAM	TOTAL UNITS ESTIMATED 4/1/08	TOTAL UNITS PROJECTED 4/1/09	TOTAL UNITS BASE YEAR 1999
Public Housing Total	1,856	1,865***	1,958**
Elderly/Special Needs	758	766	851
Family	1,095	1,096	1,104
Non-Dwelling	3	3	3
John F. Kennedy Apts. Total	69	69	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	2,050	1,304
Tenant Based	1,435	1,589	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	4,298	4,514	4,151
STATE PROGRAM	TOTAL UNITS ESTIMATED 4/1/08	TOTAL UNITS PROJECTED 4/1/09	TOTAL UNITS BASE YEAR 1999
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	5,259	5,477	5,100

*Several increments expired and were transferred into the MTW increment

**Includes JFK Apartments

*** Does not include JFK Apts. Whend adding JFK total PH units is 1,909

Management and Operations

At the core of CHA's mission lies the Agency's responsibility to maintain and manage its public housing developments. The day-to-day operation of the properties is among the Agency's highest priorities. The following section of the plan describes CHA's goals for the coming year. In addition to information on future MTW initiatives, this section provides qualitative and quantitative evidence of CHA's ongoing successful management of its bricks and mortar legacy – its public housing portfolio.

Public Housing Management

As in the previous fiscal year, some proposed initiatives for FY 09 are driven by the conversion from a centrally based budgeting system to HUD's Asset Based Management (ABM) method. While CHA is already in regulatory compliance with ABM, there are still areas where the Agency plans to adjust procedures and policies to better conform to the new business model.

In addition to the changes precipitated by the conversion to ABM, CHA will use its MTW authority to further reevaluate and strengthen its operations, internal controls and procedures.

In FY 09, CHA management intends to achieve the following:

- ⊕ **Implement new decentralized site supply rooms** that will contain emergency and immediate-consumption items and a quality control system to monitor ordering, supplies on-hand and usage. This will also require the establishment of new procurement procedures to allow greater flexibility in purchasing for operations staff so that materials and services can be procured in a timely manner;
- ⊕ **Develop a new orientation package** for residents that will consist of a resident handbook outlining Authority policy and procedures as well as information specific to each site;

- ⊕ **Update and revise the Operations Manual** in order to standardize management practices and incorporate the changes reflected in the new AOP. This project is pending the public review and Board of Commissioners approval of the AOP;
- ⊕ **Further refine Quality Control measures:** As described in the Executive Summary, in FY 09 CHA will continue conducting regular quality control audits of public housing household files. The quality control reports generated after each audit include quarterly profiles containing key indices for each development to measure performance practices and maintain performance standards. These profiles will provide summary information regarding various aspects of property management. Additionally, quarterly audits of resident recertification files will help improve staff efficiency and accuracy;
- ⊕ **Reorganize the Operations Department:** This effort will entail absorbing the public housing applicant screening and leasing functions from the Leasing and Occupancy Department as well as part of the Legal Department. By adding these functions to the Operations Department, the Department will streamline workflows and create new standards, thereby increasing efficiency and improving processes such as turnaround time and wait list management;
- ⊕ **Implement a ceiling rent increase** equal to HUD's most recent OCAF adjustment (4.7%);
- ⊕ **Create new lease** based on the state public housing program's model;
- ⊕ **Create a monthly reporting system** that includes individual performance reports from the properties, as well as overall departmental performance reporting, with trend analysis and key indicators; and
- ⊕ **Create a formalized lead-based paint database and training system for staff:** By centralizing the entire Authority's lead based paint documentation and information, we can maintain accurate and up-to-date data. Training will be provided to staff to assist them in the event that they encounter lead-based paint hazards.

The MTW AOP

The completion and institutionalization of the MTW Admissions and Occupancy Policy (AOP) will be a watershed moment in CHA's MTW participation. The MTW AOP will reflect, in every way, the Agency's commitment to innovation, transparency and equity.

The MTW AOP marks a significant break from the standard industry AOP model in two important ways. First, the MTW AOP truly captures the degree to which CHA uses its MTW designation to implement policies designed to meet the unique characteristics and demands of the Cambridge community. Second, the MTW AOP is written in an approachable voice and in particularly complex policy areas (such as waitlist preferences) includes examples that will enable readers unfamiliar with reading legal or public policy documents to more easily understand CHA's policies.

As outlined in the Executive Summary, the MTW AOP makes significant policy changes (and tweaks) in several program areas. Throughout the AOP CHA updated policies to better reflect the Agency's resident and waiting list demographics. In addition, using its MTW flexibility, CHA integrated ideas from the Section Eight Voucher Reform Act of 2007 (SEVRA) into the AOP. SEVRA ideas are particularly prevalent in the sections of the AOP establishing CHA's admissions, rent determination and rent calculation policies.

Some of the proposed reforms in the MTW AOP include, but are not limited to:

- ⊕ Changes to the Emergency criteria;
- ⊕ Changes in minimum rent policy – the current \$50.00 per month minimum rent is replaced by a stepped minimum rent, beginning at \$75.00;
- ⊕ Transfer policy – transfer policy between associated and non-associated developments as well as cross-programs are revised;
- ⊕ The waiting lists – "first available" option is eliminated from pre-applications;
- ⊕ \$100,000 asset limit for admissions (excluding elderly applicants);
- ⊕ Disabled and elderly households on fixed incomes go from biennial to triennial rent recertifications; and

- ⊕ Zero income households pay stepped minimum rent, but maintain limited access to Hardship Review.

In addition to the changes listed above, CHA will explore standardizing deductions for family, disabled and elderly households. As always, CHA will engage the community in a thorough public process concerning the AOP and the changes it proposes.

Safety and Security

In FY 09 CHA will strengthen its working relationship with the Cambridge Police Department. CHA will continue analyzing crime and security trends throughout the portfolio. Security and Safety surveys will be completed at all sites. Analysis of the survey results will be used to determine and address areas of particular concern to residents.

Households Served

CHA continues to serve the same number and mix of public housing households as it would have absent the Demonstration. The table below shows the number of households served by unit size, income, race and ethnicity based on actual occupancy. CHA will not, as a result of MTW, decrease the number or composition of families receiving housing assistance.

Public Housing Households Currently Served - Bedroom, Race, Ethnicity and Income Profile, November 2007

UNIT INFORMATION	TOTAL		FAMILY		ELDERLY	
	#	%	#	%	#	%
# of Bedrooms						
Total Units	1,642	100%	1,057	64%	585	36%
Studio	348	21%	5		343	
1 Bedroom	382	23%	143		239	
2 Bedroom	455	28%	452		3	
3 Bedroom	362	22%	362		0	
4+ Bedroom	95	6%	95		0	
Race						
Total Units	1,642	100%	1,057	64%	585	36%
Black	814	50%	682		132	
Asian	47	3%	35		12	
White	766	47%	329		437	
American Indian	15	1%	11		4	
Ethnicity						
Total Units	1,642	100%	1,057	64%	585	36%
Hispanic	134	8%	114		20	
Non-Hispanic	1,508	92%	943		565	
Income						
Total Units	1,642	100%	1,057	64%	585	36%
< 30% AMI	1,071	65%	589		482	
30%-50% AMI	370	23%	286		84	
50%-80% AMI	158	10%	141		17	
> 80% AMI	43	3%	41		2	

The income changes in the previous table can be compared to the Area Median Incomes (AMI) in the table below. The FY 09 income limits have not yet been published, therefore the most recent AMI thresholds available are given in the table below.

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

Affiliate Housing Management

The asset management team, composed of members of CHA's Operations, Planning and Development, and Fiscal Departments work diligently together to manage CHA's growing affiliate housing portfolio. As in past years, the asset management team will coordinate their efforts to ensure that CHA's affiliate properties meet the Agency's high standards for property management and resident satisfaction, while simultaneously ensuring full compliance with all funding and regulatory partners.

These responsibilities include meeting the regulatory and fiduciary requirements of the affiliates, including Low Income Housing Tax Credits, HOME, assorted government and nonprofit funding programs, as well as conventional financing.

As part of these ongoing efforts, in FY 09 CHA will:

- ⊕ Complete a capital needs assessment of the CHA Condominium Portfolio;
- ⊕ Review the Deed Restrictions for all properties in the affiliate portfolio to examine the eligibility for Real Estate tax exemptions and deductions;
- ⊕ Continue to review all third party management contracts to ensure high performance standards;
- ⊕ Secure long term financing for 195 Prospect Street; and
- ⊕ Review architectural characteristics of 195 Prospect Street, and explore possible changes in the building's exterior appearance.

The chart below shows the current and projected number of units in the affiliate portfolio.

CHA AFFILIATES	TOTAL	TOTAL	TOTAL UNITS
	CURRENT UNITS 11/07	PROJECTED UNITS 4/1/09	BASE YEAR 4/1/99
Cambridge Affordable Housing Corp.	59	68	3
Essex Street Management Inc.	22	22	0
Lancaster Street LLC	65	65	0
JFK LLC	69	69	0
TOTAL	215	224	3

Waiting Lists

The following table shows the number of households on the waiting lists by bedroom size, income, race and ethnicity. For more detailed information, please refer to Appendix Three, Tables 2-1 through 2-7b.

FY08 Federal Public Housing Waiting List – Bedroom, Race and Income Profile, November 2007*

UNIT INFORMATION	FAMILY		ELDERLY		TOTAL	
	#	%	#	%	#	%
Bedroom Size						
# of Applicants	4,320	77%	1,285	23%	5,605	100%
Studio	10	1%	1,125	99%	1,135	20%
1 Bedroom	1,964	95%	110	5%	2,074	37%
2 Bedroom	1,674	97%	49	3%	1,723	31%
3 Bedroom	549	100%	1	0%	550	10%
4+ Bedroom	123	100%	0	0%	123	2%
Race						
# of Applicants	4,322	77%	1,287	23%	5,609	100%
American Indian	42	67%	21	33%	63	1%
Black	2,185	85%	392	15%	2,577	46%
Asian	202	86%	33	14%	235	4%
White	1,888	69%	837	31%	2,725	49%
Other	5	56%	4	44%	9	0%
Ethnicity						
# of Applicants	4,322	77%	1,287	23%	5,609	100%
Hispanic	969	88%	129	12%	1,098	20%
Non- Hispanic	3,353	74%	1,158	26%	4,511	80%
Income						
# of Applicants	4,322	77%	1,287	23%	5,609	100%
< 30% AMI	3,514	75%	1,170	25%	4,684	84%
30%-50% AMI	643	89%	81	11%	724	13%
50%-80% AMI	129	84%	25	16%	154	3%
> 80% AMI	36	77%	11	23%	47	1%

*Data were collected in different days resulting in minor variances.

Capital Program

Modernization, Development & Redevelopment

In an effort to stabilize CHA's Federal and State Public Housing portfolios, CHA will continue to work on an integrated capital strategy to preserve or reposition these valuable capital assets. As described in Major Initiative Three, estimates from the 2006 Capital Improvement Plan indicate that there are \$228 million dollars (both hard and soft costs) in backlogged needs to fix problems at CHA developments. This averages \$86,789 on a per unit basis and presents a significant challenge as funding for operations and capital improvements continues to decline.

As work proceeds to develop and finalize an agency-wide capital plan to address the massive backlog, CHA will use its 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.

In terms of new development activities, FY 09 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, though, CHA will use limited MTW funding and its regulatory flexibility to support the new development initiatives through the use of bridge loans and planning grants. 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 09.

CHA will use available capital dollars to proceed with the following modernization activities:

- ⊕ **Building Integrity and Safety:** CHA's 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:** CHA's second priority is 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.

As the result of the compelling need to modernize and redevelop the existing public housing stock, CHA is forced to pursue new development opportunities in FY 09 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 Public Housing 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 2009 are detailed below:

- ⊕ Complete the agency-wide capital planning process to identify a financing plan and schedule for completing the needed capital improvement work at CHA's properties. A critical element of this work will be to evaluate various mixed finance approaches and options, and to assess the inherent trade-offs, which come with such opportunities.

- ⊕ Continue to stabilize the physical condition of state public housing, while a long term strategy can be developed and implemented. The design work for the first phase of stabilization work was initiated in FY 08, and CHA expects the work to be in construction in FY 09.
- ⊕ Continue implementing the modernization projects in the federal pipeline, with the goal of completing roughly \$10 million in capital improvements in FY 09 and establish a pipeline for state developments.
- ⊕ While greatly encouraged by recent initiatives at the state level, CHA will continue to assess the feasibility of using a mixed finance approach to remove all seven hundred and ninety four 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 all clear that keeping the stock in the state program will provide the financing opportunities needed to raise the required capital. Depending upon what financing options may be available, CHA anticipates that it may need to assign anywhere from two hundred and twenty to six hundred and fifty project-based vouchers to preserve its state public housing units.
- ⊕ Proceed with development plans to use the remaining Public Housing operating subsidies from Washington Elms and JFK Apartments (as specified through the MTW Agreement). CHA anticipates identifying a project or projects to use this valuable resource either late in FY 08 or during FY 09.

State Public Housing

A critical component of our capital planning effort is the modernization and/or redevelopment of CHA's state portfolio. As described above, the 2006 Capital Improvement Plan identified \$108 million for its state-assisted portfolio. CHA's state-assisted portfolio of seven hundred and ninety four units require on a per unit basis substantially more capital dollars than its federal portfolio.

During FY 09, CHA will continue working with the State on both short-term stabilization strategies as well as long term plans to address funding levels for operations and capital improvements. Major efforts within the state portfolio include:

Master Plan for Jefferson Park: A comprehensive investigation and master study evaluation of Jefferson Park. This work formally started in late September 2007, and should be completed in early FY 09.

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 one to five years) at three of the state family developments. The design phase began in September 2007. CHA expects to be in construction in FY 09.

Small Property Comprehensive Modernization: State funds are available to undertake the comprehensive modernization of Willow Street Homes, a fifteen-unit development located in East Cambridge. These units, constructed in 1976, require substantial upgrades to address building and system deficiencies.

Previously Funded Capital Needs at Elderly Developments: The State funded work items from CHA's 1999 and 2002 funding awards for two elderly developments – Manning Apartments and 116 Norfolk Street. The design phase of the project began in September 2007. CHA expects to be in construction in FY 09.

Jackson Gardens and Lincoln Way Modernization: A potential state pilot program and other resources require that CHA proceeds with mixed finance plans for Jackson Gardens and Lincoln Way while the capital planning process is on-going. CHA hopes to make sufficient progress in the remainder of FY 08 and into FY 09 to allow for the design phase to begin.

While these efforts are underway in FY 09, CHA will finalize a funding plan to complete the modernization work needed in 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 as CHA moves 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 Agency 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.

FY 09 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, CHA projects that \$10.5 million in construction expenditures will occur during FY 09, including \$2.0 million at state properties. These work items, plus those scheduled to be funded in later years are identified in the Five-Year Capital Plan on page 30.

The major improvements and construction expenditures proposed in FY 09 are described below:

- ⊕ **Burns/Johnson Elevator Repairs:** Elevator work on four of the five elevators is ongoing, and should be completed by June 2008. Work on the fifth elevator, which is the only elevator servicing that portion of Burns Apartments, will be completed once a new elevator is installed nearby. This later work is currently in the pre-design stage with a schedule to bid the work in Fall 2008.
- ⊕ **Washington Elms Window Replacement:** CHA executed a construction contract to replace the outdated, inefficient windows with new fiberglass units. The new windows are currently being fabricated. The current schedule anticipates a late Winter 2008 construction start, as winter weather breaks.

- ⊕ **Emergency Generator Upgrades:** Emergency generators need to be upgraded or installed at five developments. Work on this project began in August 2007, but given the time requirements associated with manufacturing the generators, work will not be completed until Fall 2008.

- ⊕ **Corcoran Park Window Replacement:** Windows at Corcoran Park are nearing the end of their useful life, 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. The A/E firm is currently finalizing the plans and specifications in anticipation of an early 2008 bid opening.

- ⊕ **Masonry Refurbishment at Various Locations:** Extensive masonry and/or lintel deterioration exist at numerous CHA properties including Jefferson Park, Washington Elms, and Truman Apartments among others. During FY 09, CHA anticipates completing additional refurbishment work at Jefferson Park and other sites as needed. The scope of work will include: repairing and re-pointing masonry, completing lintels replacement and applying a water-repellent sealant to address these conditions. The needed repair scope for additional work is presently being identified, and an early Spring 2008 bid opening anticipated.

- ⊕ **Washington Elms Bathroom Modernization:** Bathrooms at Washington Elms require comprehensive modernization. Many of the bathrooms have ventilation problems, and evident deterioration due to moisture accumulation. Many bathrooms also have missing or broken toilet accessories, damaged or rusting fin tube, some rusting door frames, damaged wall finishes at bathroom wet walls, signs of mildew, and other symptoms of excessive moisture. Plumbing fixtures and fittings are over twenty years old, and nearing the end of their useful life as evidenced by many fixture stops being corroded and the valve stems breaking when repaired. This work is currently in pre-design.

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

N.B.: The on-going capital planning initiative, including the likely increased use of mixed financing options, will likely impact the later years of CHA's five year plan.

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

Property	Scope of Work	Total Construction	Estimated Completion Date	FY09	FY10	FY11	FY12	FY13
Burns/Johnson	Elevator Repairs - Phase 1	\$824,432*	Jun-08	\$125,000				
Washington Elms	Window Replacement	\$2,600,000	Sep-08	\$1,892,250				
Corcoran Park	Window Replacement	\$1,787,500	Sep-08	\$1,787,500				
Burns/Johnson	Emergency Generators	\$450,000*	Dec-08	\$316,400				
Various	Emergency Generators	\$700,000**	Dec-08	\$490,000				
Burns	New Elevator and Elevator Repairs - Phase 2	\$1,000,000	Dec-09	\$250,000	\$750,000			
Various	Masonry Refurbishment	\$1,000,000	On-going	\$1,000,000	\$500,000	\$500,000	\$500,000	\$500,000
Various	Energy Upgrades	\$1,250,000	On-going	\$500,000	\$250,000	\$250,000	\$250,000	
Washington Elms	Bathroom Mod	\$4,004,000	Sep-10	\$2,128,850	\$1,875,150			
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		\$64,855,365		\$8,490,000	\$7,791,186	\$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.

Capital Program

New Development Opportunities

Through the fungibility MTW provides, CHA has an opportunity to conduct new housing development activities in new and creative ways. 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. MTW flexibility has allowed CHA to raise over \$75.8 million to acquire and rehabilitate three hundred and twenty six (this number is inclusive of the one hundred and eighty three units at Neville Place and Neville Center) units of affordable housing.

Another significant factor that makes this level of 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 the high cost Cambridge market. In FY 09 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 09 are detailed in the following section.

Multi-Family Acquisition Program

Through the multi-family acquisition program (MAP), 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 MTW block grant as well as conventional debt financing from private banks, grants from the Commonwealth of Massachusetts, the Federal Home Loan Bank, Lead-Safe 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 09, 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 activities planned for FY 09 are summarized below:

- ⊕ **195-203 Prospect Street:** We anticipate closing on the permanent financing for the twenty-unit building, and exploring the feasibility of converting the single-family home on an adjacent lot into an affordable homeownership opportunity.
- ⊕ **YWCA Pool Site:** CAHC is negotiating a ground lease for the YWCA Pool Site located in Central Square to redevelop the site into up to forty-two units of affordable housing. Preliminary design and financial analysis work has been initiated with the hopes of submitting a successful One Stop Application to the Commonwealth of Massachusetts during FY 09 which would seek tax credits as well as other soft loans to support this new affordable housing development.

Development opportunities are unpredictable, with opportunities to purchase or develop units becoming scarcer every year. 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 pursuing 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 fifty percent 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.

In FY 09, 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 09 and FY 10.

Local Leased Housing

Through the authority granted by its MTW Agreement, CHA continues to administer its housing vouchers in locally determined ways. Through this flexibility, CHA's Leased Housing program has survived the demise of a stringent rent control system as well as the ups and downs of one of the nation's most expensive real estate markets.

Ongoing Voucher Reform

All real estate markets, even expensive markets like Cambridge, run in cycles. Since the end of rent control in the late 90's, the market has seen several significant swings. Fortunately price fluctuations have grown less dramatic in recent years, but without a doubt, Cambridge remains an expensive and highly competitive housing market. Low-income families without subsidies have been and continue to be priced out of the market, forcing many that had lived in Cambridge for all of their lives, and those that work here to leave Cambridge in search of cheaper places to live.

Unfortunately, the Cambridge market has now started another upturn and even families receiving subsidies are finding themselves priced out of the market. Today more than fifty percent of the newly issued vouchers wind up being used in surrounding, less expensive, communities. In fact, a recent survey by CHA staff showed that while there was an ample supply of available apartments in Cambridge, only two percent were available to families holding subsidies, a fact that resulted in CHA's decision to increase payment standards above HUD's Fair Market Rents.

Still concerned with the costs associated with running the program, and with an eye towards providing affordable housing opportunities to more eligible families, the CHA is continuing its multi-year, multi-phased approach to reforming the voucher program that was initiated in FY 07.

As described in the Executive Summary, CHA will use its MTW authority in FY 09 in two areas. First, CHA will continue finding innovative ways to reduce costs and improve services through administrative and procedural reforms (Phase 1). Simultaneously, CHA will continue developing an alternative voucher program, the Opportunity Voucher

Program (OVP), that will provide significant support for families interested in participating in educational and economic empowerment programs.

Phase 1 – Administrative and Procedural Reform:

In FY 08 CHA made significant changes to its HQS inspection protocols in an effort to reduce workloads without negatively impacting the quality of leased units or CHA's ability to ensure rent reasonableness. These changes will be described in CHA's FY 08 MTW Annual Report. In FY 09, CHA plans to move ahead with additional reforms in several program areas.

Administrative reforms that the CHA will consider in FY 09 include:

- ⊕ Relying on third party inspection results in lieu of the traditional HQS inspection;
- ⊕ Permitting owners to maintain separate Project Based Assistance property waitlists;
- ⊕ Changing the review period for recertifications from one year to two, or even three years for elderly and disabled participants;
- ⊕ Changing the review period for recertifications from one to two years for households living in Project Based units;
- ⊕ Simplifying the medical and childcare deduction policies, including possibly aligning the deductions from income with the Federal PH Rent Simplification deductions;
- ⊕ Creating simplified procedures for accessing assistance and establishing subsidy levels;
- ⊕ Update the Housing Choice Voucher administrative plan, modifications will incorporate the MTW transfer proposed in the MTW AOP, which allows for a limited number of individuals to be considered as inter-program (leased and public housing) transfers rather than new applicants;

- ⊕ Establishing equitable methods for allowing participating households to exit the program. Some concepts include:
 - Earned income incentives;
 - Capitalized Individual Development Accounts; or
 - Cash awards for exiting households.

- ⊕ The ongoing assessment of internal operations as necessary to improve administrative practices and services for program participants;

- ⊕ Exploring the idea of depositing Housing Assistance Payments (HAPs) directly into participating households' bank accounts;

- ⊕ Providing a \$2000.00 moving incentive to elders willing to transfer from the local leased housing program to elderly public housing; and

- ⊕ Changing the income calculation to allow for the use of prior year income adjusted for inflation.

Phase 2 – The Opportunity Voucher program (OVP)

In FY 09 CHA will continue the effort, begun in FY 08, of creating a new, pilot voucher program designed specifically to provide households opportunities to increase their economic independence.

CHA imagines the OVP will be a volunteer program involving up to thirty families. The OVP will provide participating households an education, savings or training subsidy in addition to their housing subsidy, in exchange for reduced subsidy in future years. As with all CHA reforms with the potential to impact participants' ability to pay rent, a thoughtful Hardship Policy will be an integral design component of the OVP.

Additionally, as with Rent Simplification, CHA will carefully measure the impacts and outcomes of the OVP. The data CHA collects will be used to determine how the program is working and where it can be improved upon. The data and outcomes will

also be made public so that academics, HUD and other professionals can learn from CHA's experience.

As always, prior to any further program changes, the CHA is committed to an appropriate public process. Community participation was an important factor in the successful development and implementation of Rent Simplification in FY 06 and 07. CHA expects stakeholder participation to play a similarly substantive role in the development and implementation of reforms in FY 09.

Sponsor-Based Leased Housing Program

In FY 09 the CHA will continue to administer the Sponsor-Based Leased Housing Program (described in the FY 08 MTW Annual Report). This experimental program offered 40 subsidies in FY 08. Sponsor based vouchers are provided to "partner" service providers who use the vouchers to rent units throughout the City.

By entering into these partnerships with various service providers CHA is able to assist "high need" individuals by enabling them to receive affordable shelter while receiving supportive services. Currently the CHA has seventeen sponsor-based units with four separate service providers. As of this writing, there are requests in for eighteen additional units with four additional service providers for FY 09.

Waiting List

At this time, the CHA has 766 applicants qualifying for a local preference and 4,488 that do not, for a total of 5,254. Detailed information on waiting list demographics is available for review in Appendix 2 of this Plan.

Project-Based Leased Housing Program

CHA will continue using its MTW Authority to implement modifications to the Project Based (PBA) program approved in previous Plan years. CHA's MTW PBA modifications include:

- ⊕ 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 leased in a building or project; providing that eliminating the restriction would not adversely affect the neighborhood and is consistent with CHA's affordable housing strategies;
- ⊕ Tenant based program participants living in units converting to PBAs are given the option to move from the unit and be issued a replacement tenant-based voucher, when a tenant-based voucher becomes available;
- ⊕ Simplification of program paperwork and qualification requirements;
- ⊕ CHA suspended the requirement that applicants submit a previous participation certificate;
- ⊕ The establishment of separate waiting lists for PBA units;
- ⊕ Locally determined eligibility criteria, including in some cases, unit types otherwise prohibited by HUD guidelines (but in accordance with the MTW Agreement); and
- ⊕ Locally determined placement eligibility, including permitting current public housing residents' tenancy in PBAs.

City Partner, Project-Based Program

As described in the FY 07 report, CHA, with the City of Cambridge and several local nonprofit organizations, developed a new request for proposals (RFP) for the award of forty project-based vouchers. Under the RFP, project-based vouchers were made available to developers receiving funding from the City of Cambridge's Affordable Housing Trust.

CHA set aside \$1.4 million for a three-year period for the City Partner Program. Currently, there are two projects that have benefited from this initiative. The two projects will contribute twelve units of long term affordable housing at an average of only 96.5% of fair market rent (FMR). Given that the current payment standards for the CHA are set at 119% of FMR, the City Partner Project-Based Program is a cost effective way for the CHA to help produce additional affordable housing stock for the City. CHA will continue to participate in the City Partner program in FY 09.

Preservation/Conversion of State MRVP Program

Once again for FY 09, CHA has received state approval to implement changes to the Commonwealth of Massachusetts's Rental Voucher Program (MRVP) as described in prior year Plans. CHA uses MTW funds to augment the state subsidy program, which is otherwise insufficiently funded. The MRVP Preservation/Conservation program allows CHA to raise the payment standards in the state program to those in the federal program. Absent this stabilization it would be nearly impossible for participants in the state program to find safe, affordable housing in Cambridge. The estimated cost to CHA in FY 09 will be \$98,000.

Once again in FY 09 CHA will consider options to address the long-term challenges facing this consistently under-funded program. Options CHA may consider include combining subsidies on turnover, and waiver requests to current program rules to enhance participant success.

Property Owner Marketing and Incentives

In a rental market as competitive as Cambridge's, it is important that CHA work hard to make participating in the leased housing program an attractive option for local property owners. CHA accomplishes this through a combination of communications strategies and creative incentives. CHA uses its MTW flexibility to offer a number of benefits designed to retain and attract owners to the program.

Ongoing MTW HCV Initiatives

In FY 09 CHA will use its MTW authority in the following ways to retain participating owners:

- ⊕ Provide damage payments (up to one month's rent) to owners who agree to continue renting to Leased Housing participants after a prior participant has caused verifiable damages (exceeding the security deposit);
- ⊕ Provide vacancy payments (up to one month's rent) to property owners who agree to rent to a Leased Housing participant after an existing participant moves out of the unit; and
- ⊕ Make payments to owners for the period of time a unit remains vacant while the inspection and leasing process is completed.

Other HCV Initiatives

- ⊕ Property Owner Outreach Efforts: Direct CHA staff contact with owners to encourage first-time or continued participation in the program;
- ⊕ Due to the workload reduction with respect to inspections, the CHA will use more employee time in FY 09 to assist participants with housing search;

- ⊕ Informational Newsletters: CHA will continue printing the *Owner Update*, an informational newsletter sent regularly to all participating owners;
- ⊕ Redesign the CHA website, including increased resources for current and potential participating owners;
- ⊕ CHA will continue offering voluntary tenant/property owner mediation services to owners through a partnership with Mediations for Results, a local non-profit conflict resolution organization.

HCV Rent and Occupancy Policies

In FY 09, CHA will continue with its previously approved rent and occupancy policies:

- ⊕ Rent Simplification rules instituted in FY 06, will remain in place, with some modifications as described in this section;
- ⊕ 40% Income Exemption: If they can demonstrate the ability to meet their obligations, CHA will continue to allow participants to pay more than 40% of their income for rent;
- ⊕ Voucher Expiration: CHA will continue to allow a one-hundred and twenty day search period (sixty days initially with a sixty day extension at the participant's request); and
- ⊕ Modified Income Limits: A small number of applicants with incomes between 50 and 80% of Area Median Income will be permitted to participate in the Leased Housing program. This ongoing policy has helped in the acquisition of new, permanently affordable properties as it allows CHA to offer temporary assistance to households who ultimately relocate before a development project is complete.

CHA will continue to use its MTW flexibility to adapt both the Tenant-based and Project-based programs to local needs in the following program areas:

- ⊕ Determining FMRs, rent reasonableness and rent adjustment factors;
- ⊕ 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. As a result CHA took immediate steps to boost utilization. In early 2008, there are almost two hundred voucher holders looking for housing. While the success rate has been fairly good, as discussed earlier in this section, more than half of the successful voucher holders are expected to substantially improve the ability of voucher holders to locate units in Cambridge.

Leased Housing Households Served FY 08 – Income Profile, November 2007

TOTAL LEASED HOUSING PROGRAM	INCOME RANGES			
	0-30% of AMI	30-50% of AMI	50-80% of AMI	> 80% of AMI
1,846	1,225 66%	443 24%	167 9%	11 1%

The CHA's target for FY 08 was 1900 vouchers in use. As of this writing, the current utilization is pegged at 1828. After reviewing available funding, CHA decided to increase this target to 2050 by March 31, 2008, at which time CHA will re-examine this proposed target for the remainder of FY 09.

Inspections

At the November 14, 2007 CHA Board of Commissioners meeting, the Commissioners approved a new inspection protocol that went into effect December 1, 2007. Unlike the previous protocol, which required CHA to inspect 100% of its leased housing units annually, the new protocol sets different inspection schedules. The new inspection protocols are designed to insure HQS compliance, while significantly reducing the number of annual inspections. Although the number of regular inspections decreased, participants maintain the right to request special inspections anytime they believe their unit does not meet HQS or rent reasonableness.

The new inspection schedule is:

Project Based Vouchers:

The CHA randomly selects 10% of each owner's units for a yearly inspection. If any of the selected units fail, the owner is subjected to a special audit that requires inspection of an additional 20% of the units. This audit is scheduled and completed within four months. If additional units fail the special audit, the CHA may reduce the rent adjustment factor used to calculate the next requested increase for all units located within the same property as the failed inspection(s). The CHA abates the full Housing Assistance Payment of any unit that fails its annual inspection and remains in failed status for one full calendar month or more.

Tenant Based Vouchers (Group I):

Owners with ten or more CHA vouchers and/or more than five CHA vouchers located in a single property are categorized as "GROUP I." For these units, CHA randomly selects 10% of each owner's units for a yearly inspection. If any of the selected units fail, the owner is subjected to a special audit that requires inspection of an additional 20% of the units. This audit is scheduled and completed within four months. If additional units are found to fail the special audit, the CHA may not grant a rent increase for units that failed, as well as any other units located within the same property as the failed inspection(s) for that year.

Owners that are found to have failed units during the special audit are put on a two-year probationary status whereby all units are inspected on a biennial cycle as

noted below for GROUP II. At the end of the two-year cycle, the Director of Leasing and Occupancy reevaluates the owner's performance vis-à-vis HQS and restores the owner to the Group I scheduling. CHA abates the full Housing Assistance Payment of any unit that fails its annual inspection and remains in failed status for one full calendar month or more.

All other Tenant Based Vouchers (Group II):

The CHA categorizes all other tenant-based vouchers as GROUP II. For these units, the CHA inspects 100% of the units at least once within a 24-month period. The CHA abates the full Housing Assistance Payment of any unit that fails its annual inspection and remains in failed status for one full calendar month or more.

Deconcentration

CHA's program participants continue leasing units throughout Cambridge. CHA monitors the number of units leased by census tract, to ensure that balanced housing patterns are sustained. CHA will maintain this practice in FY 09.

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Resident Services and Economic Development

Beyond providing safe, affordable housing, CHA offers a wide array of supportive services and economic development resources targeting both family and elderly residents. CHA often relies upon partnerships with local service organizations in developing and delivering resident services programs. These partnerships minimize costs, enhance leveraging, avoid duplication of services, and create successful outcomes.

CHA carefully crafts its resident services to address the specific needs of household members of all ages and abilities. In response to the rapid increase of its elderly resident population, CHA created a separate administrative arm designed specifically to provide services to CHA's elder population. This two-pronged approach to resident services – family and elderly - enables CHA to plan and implement services tailored to each different population's needs.

Exploring New Resident Service Options

During FY 09 CHA will pursue the following initiatives:

- ⊕ **A resident services line item in the state budget:** In January, 2007, CHA organized fourteen of the state's largest Public Housing Authorities (PHAs) to undertake a campaign to establish a line item in the state budget. The line item would appropriate \$6.5M to the state's largest PHAs for education and employment services designed to increase residents' capacity for economic self-sufficiency. While not ultimately included in the FY 08 state budget, amendments supporting the requested appropriation were co-sponsored by twenty-three legislators and received warmly in both the House and Senate. Encouraged by this first effort, CHA and its PHA allies will continue efforts to establish this statewide program in FY 09.
- ⊕ **Resident Advisory Board:** CHA is working with its public housing Tenant Councils to increase their organizational capacity with the ultimate goal of forming a

citywide Resident Advisory Board (RAB), which would include representatives from the leased housing program. The RAB would represent the interests CHA residents in policy matters. Once fully operational, the RAB would work with CHA staff to broaden its funding base, particularly in the area of resident services.

In FY 09 CHA will enter into a contract with the MA Union of Public Housing Tenants to provide intensive training of resident leadership and Tenant Council members, with the ultimate goal of establishing a formal Resident Advisory Board by the end of FY 09.

- ⊕ **Opportunity Voucher Program:** See the Executive Summary and Leased Housing sections of this plan for details on the Opportunity Voucher Program.

- ⊕ **Expansion of The Work Force Program:** For twenty-three years, CHA has operated a youth development program serving more than one hundred and twenty 8th – 12th grade students each year. Over the past decade, 99% of Work Force graduates have successfully completed high school and over 85% have matriculated in 2- or 4-year colleges. During FY 09, CHA will explore the potential of expanding this award-winning program in one or more of three potential directions.

The first, which is already in the planning stages, is to expand CHA's support for Work Force alumni to help them succeed in college. During FY 09, CHA will continue to plan and begin to implement that program of supports for Work Force alumni.

The second mode of expansion would be to open a fourth program site (there are three currently, located in CHA's largest family developments) to serve approximately forty additional students, many or most of whom could be leased housing tenants. CHA has already entered into discussions with Cambridge Public Schools officials about the possibility of locating a fourth site within the local public high school, and during FY 09 CHA will make a decision regarding the feasibility of expansion to a fourth site; if that decision is in the affirmative, CHA would plan for that expansion during FY 09 with the goal of opening the site in FY 10.

The third potential expansion would entail development of a pre-Work Force program for 5th – 7th grade students, as this is an underserved population which is generally too old for after-school childcare, too young for The Work Force and, with most living in households with working parents, are too often unsupervised during after-school hours. This is the most ambitious expansion option, one CHA would most likely undertake if the Agency elects not to open a fourth program site. CHA will explore the programming and funding potential of developing a pre-Work Force program during FY 09 and make a decision about the idea's feasibility by the end of the year.

Ongoing Resident Services

Childcare and Healthcare Services for Families

CHA's youth programs address the specific needs of each segment of the youth population, from infants through the start of young adulthood at college. The following is a list of existing programs that will be continued during the FY 09, subject to sustainable funding:

- ⊕ WIC (Women, Infants & Children) Nutrition Programs;
- ⊕ Head Start programs at Jefferson Park, Roosevelt Towers, and Washington Elms/Newtowne Court;
- ⊕ The 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.

CHA is committed to maintaining the health of its residents, and works to ensure the availability of healthcare as a foundation of its holistic service approach. Funding limitations remain a critical issue with respect to healthcare for public housing residents

and other low-income households; therefore, CHA continues building partnerships with local healthcare organizations that provide low or no-cost services to CHA residents. Once again in FY 09, on-site outpatient healthcare services will be 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 in FY 09. Services include:

- ⊕ After-school life skills classes;
- ⊕ "Try-out" jobs with area employers who serve as worksite mentor/supervisors;
- ⊕ Tracking 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 Work Force scholarship; and
- ⊕ Youth Literacy Initiative—developed in collaboration with, and partially funded by the local school district, it includes: literacy-building activities embedded in the five-year curriculum, a summer literacy camp, MCAS (Massachusetts Comprehensive Assessment System) English and Math preparation courses, and creation of onsite reading libraries and reading program.

The Work Force will serve one hundred and thirty-five students in the coming year and each one will participate in the Literacy Initiative. CHA anticipates 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.

Economic Development and Related Educational Services for Families

CHA will continue to provide a suite of creative programs to assist residents in their efforts to attain upward mobility, economic stability, and self-sufficiency. Continuing reductions in ROSS funding however, once again threaten CHA's ability to provide economic development services to adults and adolescents.

While CHA fully intends to maintain its current level of services throughout FY 09 and to seek state and private philanthropic funding in order to do so, the success of fundraising efforts will determine whether CHA is able to meet its fiscal, programmatic, and outcome goals for FY 09.

Adult Employment and Education Initiatives

In addition to the programs listed above, CHA administers several other successful initiatives that help adults gain the educational and vocational skills they need to advance economically. In FY 09 CHA will continue to operate the following programs:

- ⊕ **The Cambridge Housing Authority Resident Training (CHART) Program:** Outlined in the FY 08 plan, and implemented in January, 2007, with \$25,000 from the City of Cambridge Community Development Department, \$15,000 from the Jacobs Foundation, \$10,000 from the Whittaker Foundation and \$50,000 in MTW Block Grant funds, the CHART program provides scholarships of up to \$5,000 to adults to support their participation in job training in high-demand industries. The program is operated in collaboration with the Cambridge Employment Program and the Metro North Regional Employment Board. To date, five scholarships have been awarded.

- ⊕ **Gateways Adult Literacy:** This CHA program provides English proficiency (ESOL) and language-enhanced computer literacy classes, with a goal of serving sixty-five adults in FY 09.

- ⊕ **Community Computer Centers:** These two resource/training centers serve over two hundred 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.

- ⊕ **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 developed a scholarship program to assist (mostly working) adults who graduate from the BTC program to complete their college education despite the financial and logistical difficulties inherent in doing so. Scholarships in the amount of \$1,000 per year for up to four years are awarded annually to all BTC graduates who matriculate at and remain enrolled in two- or four-year colleges.

Elder Resident Services

CHA's approach to elder services emphasizes partnerships with the region's extensive network of highly 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 09 include:

- ⊕ The Supportive Living Program offered to two hundred low-income elders at Manning Apartments, a state-assisted senior development. The Supportive Living Program 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;

- ⊕ In FY 08, a new Supportive Living Program was established at Millers River Apartments in collaboration with Somerville Cambridge Elder Services. Case management services and activities are offered to all residents of the building and are comparable in scope with the Supportive Living Program at Manning Apartments;

- ⊕ CHA maintains a partnership 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, which is comprised of three, 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 the program is being expanded to two additional elderly developments, Millers River Apartments and Lyndon B. Johnson Apartments (LBJ). The program at Millers River is coming online at the end of FY 08 with sixteen Elderly Services Program clients and by early FY 09 at LBJ with twenty clients.

- ⊕ Four full-time and one part-time Service Coordinator, through a contract with local non-profit service provider CASCAP, conduct needs assessments, providing case management, and making medical and social service referrals for nearly six hundred elders in four of CHA's federal developments.

- ⊕ CHA intends to hire a part-time service coordinator in FY 09 who will focus on activities and case management at a large family complex with over seventy elderly and disabled residents who need supportive services and increased socialization opportunities.

- ⊕ 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 serves the recreational needs of its elderly residents 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 provides translation services 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 collaborates 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 FY09 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. The development staff was trained on property based budgeting and empowered to prepare and manage their budgets. CHA believes that it is well positioned for the changes that are occurring nationwide in the way the public housing program is operated. MTW's flexibility provides CHA the administrative freedom to make these changes very rapidly.

Moving To Work

Moving To Work Funding	Federal Public Housing*	MTW Housing Choice Vouchers**	Capital Fund***	Total MTW Funds
Sources				
Operating Receipts	8,270,302	228,734	0	8,499,036
Subsidy Earned	7,522,831	28,448,171	4,569,224	40,540,226
Total Sources	15,793,133	28,676,905	4,569,224	49,039,262
Uses				
Administrative	3,591,562	1,752,391	564,517	5,908,470
Tenant Services	375,138	47,478	-	422,616
Maintenance Labor	2,111,440	-	-	2,111,440
Materials/Supplies, Contract Costs	3,156,851	-	-	3,156,851
Protective Services	94,438	-	-	94,438
General Expenses	2,261,743	248,104	214,516	2,724,363
Rent Payments	-	23,862,000	-	23,862,000
Utilities	5,071,743	-	-	5,071,743
Extraordinary Maintenance/Non-Routine	0	-	-	0
Capital Improvements	101,300	-	7,500,000	7,601,300
Development Activities	-	-	-	0
Total Expenses	16,764,215	25,909,973	8,279,033	50,953,221
Net Income (Deficit)	-971,082	2,766,932	-3,709,809	-1,913,959

*Subsidy prorated at 83%, pending receipt of final funding notice

** Subsidy prorated at 97%

***Multiple years of CFP funds are used in FY09

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 Massachusetts Rental Voucher Program 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, rather than CHA's budget authority.

In order to address ongoing capital improvement needs, CHA made a significant commitment in FY08 to Special Maintenance Projects and was able to take care of a significant amount of the maintenance needs. In FY09, CHA is not planning on funding any of the Special Maintenance Projects through the Block Grant. If needed, the Asset Management Projects (AMPs) are given the freedom to use their own reserves to fund these projects in FY09.

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; therefore the total amount of funding used in a given year can exceed that year's grant award amount. The Capital Planning section describes the capital spending planned for the FY09.

Other Federal Funds	Non-MTW Vouchers*	Tenant Services**	Total Other Federal Funds
Sources			
Operating Receipts	474,116	-	474,116
Subsidy Earned/Grants	5,824,139	1,084,710	6,908,849
Total Sources	6,298,255	1,084,710	7,382,965
Uses			
Administrative	438,473	448,835	887,308
Tenant Services	12,087	377,115	389,202
General	65,322	155,270	220,592
Rent Payments	6,014,600	-	6,014,600
Total Expenses	6,530,482	981,220	7,511,702
Net Income (Deficit)	-232,227	103,490	-128,737

*Certain Non-MTW vouchers are prorated at 95%

**ROSS Grants plus local and foundation monies

State Funds	State Public Housing	MRVP	State Capital Fund	Other	Total State Funds
Sources					
Operating Receipts	2,896,953	1,650	0	1,347,576	4,246,179
Subsidy Earned	1,751,747	1,322,000	2,121,325	-	5,195,072
Total Sources	4,648,700	1,323,650	2,121,325	1,347,576	9,441,251
Uses					
Administrative	1,375,944	168,293	170,943	212,777	1,927,957
Tenant Services	32,411	4,560	-	6,284	43,255
Maintenance Labor	438,748	-	-	119,026	557,774
Materials/Supplies, Contract Costs	1,282,099	-	-	282,636	1,564,735
Protective Services	23,564	-	-	6,290	29,854
General Expenses	382,430	23,827	64,958	274,800	746,015
Rent Payments	-	1,250,000	-	-	1,250,000
Utilities	1,730,925	-	-	333,543	2,064,468
Extraordinary Maintenance /Non-Routine	0	-	-	0	0
Capital Improvements	37,300	-	2,000,000	12,220	2,049,520
Total Expenses	5,303,421	1,446,680	2,235,901	1,247,576	10,233,578
Net Income (Deficit)	(654,721)	(123,030)	(114,576)	100,000	(792,327)

This is the fourth year CHA has included financial information for its State programs in the MTW Annual Plan. There are significant budget deficits in State programs, largely because the State Public Housing Program continues to recover from chronic underfunding. In FY09, state funding for operating public housing may increase by as much as twenty two percent. However, even an increase of this size is still not sufficient to cover the increased costs of maintaining the state program. The fixed costs (especially contractor and labor costs) have increased at a much greater rate, leading to the 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 over a prolonged period of 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. However, it is CHA's intention to once again submit a deficit budget and ask the State to fund the properties at an acceptable level.

Central Office Cost Center

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

Central Office Cost Center	
Sources	
Total Management Fees	\$2,916,838
Fee-for-Service	\$2,643,796
Total Sources	\$5,560,635
Uses	
Salaries	\$2,457,496
Benefits	\$924,348
Central Maintenance Labor	\$1,315,136
Administrative Contracts	\$498,202
Office Rent	\$212,515
Other Admin. OH	\$499,297
Total Expenses	\$5,906,993
Allocations	
Affiliates	\$213,007
Front Line - to sites	\$133,730
Total Allocations	\$346,737
Net Income (Deficit)	\$378

In FY09, the COCC will include a Central Maintenance crew that will provide services to the properties for a fee. The Central Maintenance crew consists of a small number of skilled trades, and overnight and weekend response staff who are utilized through out the portfolio. Legal and waitlist services will also be provided on a fee basis. The CHA has managed to create a balanced budget in FY09 despite the increases in salaries and other expenses without any reduction in the workforce.

Block Grant Fund

This is the fourth year that the Block Grant Fund has been active. CHA has found the Block Grant Fund is a useful tool for showing and accounting 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 FY09	FY09
ESTIMATED BEGINNING CASH--4/1/2008	\$1,270,120
Sources of Cash	
191/203 Prospect	\$1,200,000
Trans-MTW HCV	\$2,766,931
Loan Repayment-Lopez	\$525,000
Interest Income	\$180,000
Total FY09 Sources	\$4,671,931
TOTAL CASH	\$5,942,051
Uses of Cash	
Operating Transfers	
Transfers to FED LIPH(+ Windsor)	\$971,083
Transfers to State LIPH	\$654,721
Transfers to Non-MTW HCV	\$21,119
Transfers to Mainstream HCV	\$25,808
Transfers to MR 4-6	\$11,484
Transfers to MRVP	\$123,030
Transfers to P&D	\$207,380
Transfers to P&D - Salaries & Benefits	\$324,386
Subtotal	\$2,339,011
Capital Expenditures	
Operations	-
P & D Federal	\$3,500,000
P & D State	-
Subtotal	\$3,500,000
TOTAL USES	\$5,839,011
3/31/09 Estimated Balance	\$103,040

MTW Estimated Operating Reserves

At the end of FY07 reserves were distributed to the relevant AMPs. These reserves would continue to be the basis for future years. Nonetheless, CHA plans to reevaluate the reserves at the end of FY08. The amounts initially distributed are shown in the table below, which also includes the Housing Choice Voucher reserves. They represent a reasonable and prudent level of operating reserve for these programs, especially given uncertainty over available future funding. They are based on the new grouping established by CHA under the Operating Rule provision.

MTW Estimated Operating Reserves	Reserves
Properties	
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
Subtotal	\$2,739,217
Undistributed	\$519,683
MTW Housing Choice Vouchers	\$1,970,000
Subtotal	\$2,489,683
Total Reserves	\$5,228,900

APPENDICES

CHA 2009 MTW Annual Plan

- ONE:** MTW Matrix
- TWO:** Waiting List –
Demographic Information
- THREE:** CHA MTW Housing Inventory
- FOUR:** Public Comments
- FIVE:** Board Authorizations

Appendix One – 2009 Annual Plan

CHA MTW Matrix

Cambridge Housing Authority
 Moving To Work Program
 Major Initiatives Summary – October 15, 2007 –
 Key: (PH = Public Housing, LLH = Local Leased Housing Program (HCV))

Number	MTW Year Proposed	Program	Initiative	Uses MTW Authority	Metric(s)	Baseline (Plan Year)	Outcome (Through FY 2007)	Status
1.	All	PH and LLH	Increase number of households served	Yes	# occupied households	3,052	3,389	Active
2.	All	PH and LLH	Expand supply of permanently affordable housing	Yes	a. # new affordable units acquired or built b. Non-HUD funds leveraged c. MTW funds used	a. 0 b. 0 c. 0	a. 326 b. \$63.8m c. \$11.9m	Active – covers all development initiatives presented in this chart.
3.	All	Development	Expand supply of affordable housing through acquisition of condominiums	Yes	a. # of new condo units acquired or built b. Non-HUD funds leveraged c. MTW funds used	a. 0 b. 0 c. 0	a. 65 b. \$13.2m c. \$6m	Active, the funds associated with this initiative are included in the total for # 2 above.
4.	All	All areas	Use fungibility to create single block grant	Yes	Projects/initiatives funded through block grant	See this matrix	See this matrix	Active
5.	FY 2000	Development	Create senior assisted living/skilled nursing and nursing home facilities at Neville Manor	Yes	a. # of new units/beds built or rehabbed b. Total dollars leveraged: TDC	a. 0 b. 0	a. 183 b. \$102m c. \$1.2 M annually for assisted living program	CHA served as the developer for the assisted living facility. Development activity completed and fully occupied

Appendix One

Number	MTW Year Proposed	Program	Initiative	Uses MTW Authority	Metric(s)	Baseline (Plan Year)	Outcome (Through FY 2007)	Status
6.	FY 2000	Development	Revitalize JFK Apartments	No	c. Non-HUD dollars leveraged: services a. # of units rehabilitated b. Non-HUD dollars leveraged c. HUD funds used	a. 0 b. 0 c. 0	a. 83 b. \$15.9m c. \$8.59m	HOPE VI - Development activity completed and building is fully occupied and all replacement condos purchased and occupied
7.	All	Development	Develop and implement locally determined Total Development Cost policies	Yes	Not applicable. Other than the HOPE VI at JFK, no public housing development activity has occurred that has required TDC.	NA	NA	Pending, possible application of MTW authority as CHA engages in 10-year capital planning effort.
8.	FY 2000	PH	Focus modernization efforts on senior housing stock	No	# of senior units rehabilitated	0	140, however much of the rehab work was done to bring declining units back online, rather than truly "modernize".	Active. Is a focus in our ongoing 10 year capital planning process. Modernization needs require substantial additional resources above CFP.
9.	FY 2000	PH	Allow development choice for applicants	No	#/HH on waitlists by site	Not tracked - did not have site based waiting lists.	4,800 site choices made as of Q3 FY 2008 (includes multiple sites selected by individual households)	Active
10.	FY 2000	PH	Profile targeting to increase working households at family sites	No	% of households at each family site earning >50% of AMI	12% of all family household incomes exceed 50% of AMI	16% as of Q3 FY 2008	Active/ Modified in 2002 to change placement ratios; suspended in 2006 & 2007
11.	FY 2000	PH	Rent Policy: Continue pre-MTW rent policy revisions: -Exclude 25% of wage income for household	No	a. # of households receiving 25% exclusion b. # of households	NA	a. - c. 52 households had some type of wage exclusion. Data only available for FY 05 and not tracked specifically by	Replaced with Rent Simplification in FY 2006. Also see related initiatives, # 14 and # 15.

Number	MTW Year Proposed	Program	Initiative	Uses MTW Authority	Metric(s)	Baseline (Plan Year)	Outcome (Through FY 2007)	Status
12.	FY 2000	PH	Rent Policy: Implement ceiling rents indexed to HUD AAF	Yes	a. # of households on ceiling rent b. Ceiling rent income as % of all rental income	a. NA b. NA	a. 123 households at ceiling rent in as of Q3 FY 08 b. 19% of monthly rental income comes from ceiling rent households	Active
13.	FY 2000	PH	Rent Policy: Expand eligibility for tuition deduction for post-secondary education	Yes	# of household members enrolled in post-secondary education courses	No data available	NA (see status)	Replaced with Rent Simplification in FY 2006
14.	FY 2000	PH and LLH	Rent Policy: Exclude 100% of first year wage income for SSI, SSDI, EAEDC and Veteran's Disability recipients	Yes	# of household members that transitioned from SSI, SSDI, EAEDC and/or Veteran's Disability to wage income in PH program	NA	305 in FY 05 in PH Not tracked in LLH	Active in LLH Replaced by Rent Simplification in Federal PH
15.	FY 2000	PH	Rent Policy: Exclude 25% of wage income for seniors	Yes	a. # of senior households with wage income b. Total wage income from seniors	a. NA b. NA	a. 23 in FY 05 b. \$259,303 in FY 05	Replaced with Rent Simplification in FY 2006
16.	FY 2000	PH	Implement 2 year recertifications for	Yes	# HHs with biennial recerts	NA	NA	Not implemented as originally

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Number	MTW Year Proposed	Program	Initiative	Uses MTW Authority	Metric(s)	Baseline (Plan Year)	Outcome (Through FY 2007)	Status
17.	FY 2000	LLH	Rent Policy: Exclude 100% of first year wage income for W1W residents; 2 nd year, reduce rent increase by 50%	Yes	a. # of households with working members b. # of households receiving W1W income exclusions	NA	a. 1129 b. Computer system unable to track	conceived. Replaced in FY 06 under Rent Simplification Active in LLH Replaced by Rent Simplification. in Federal PH
18.	FY 2000	LLH	Implement vacancy and damage payments	Yes	Amount paid	0	\$29,477 since FY02	Active
19.	FY 2001	PH	Eligibility: Lower eligible senior age from 62 to 60	No	# of families on waiting list in this category	NA	43 in FY 08	Approved and active in FY 2008
20.	FY 2001	LLH	Use MTW resources to augment State MRVP leasing program	Yes	MTW funds used to augment State program	NA	\$494,196 from FY 01 through Q3 FY 08	Active
21.	FY 2001	LLH	Implement local Project Based leasing program	Yes	a. # of PB units leases b. % of PBAs as % of total MTW vouchers	NA	a. 470 b. 24%	Active
22.	FY 2001	Development	Request for regulatory relief for Mixed Finance	Yes	HUD approval received	NA	NA	Has not yet been required. CHA is completing a 10 Year Capital Planning Process, which will likely result in a number of mixed financed projects.
23.	FY 2001	Development	Request for regulatory relief for Procurement regulations (filed sub-bids)	Yes	Pre exemption required	NA	NA	Not approved by HUD, CHA could really use this regulatory relief.
24.	FY 2001	PH	Implement Project	No	Project based	NA	Managers are developing	Active, and further

Number	MTW Year Proposed	Program	Initiative	Uses MTW Authority	Metric(s)	Baseline (Plan Year)	Outcome (Through FY 2007)	Status
25.	FY 2001	LLH	Implement new Tenant Preservation Program to preserve in-place tenancies	No	# of in-place leases signed	1,238	1,644	refined by Operating Fund rule requirements. Program ended in FY03
26.	FY 2001	LLH	Implement special purpose set asides for LLH	No	# of special purpose units leased	NA	10	TBD, but see # 55 below, sponsor-based vouchers.
27.	FY 2001	Development	Acquisition and rehabilitation of 65-unit Lancaster	Yes	a. # of new units built or rehabbed b. Non-HUD dollars leveraged: c. MTW funds used	a. NA b. NA c. NA	a. 65 b. \$17.43m c. \$4.12m	Active Project Development completed and now under management. Fully occupied and included in #2 above.
28.	FY 2001	Development	Acquisition and rehabilitation of 6-unit Ashton Place	Yes	a. # of new units built or rehabbed b. Non-HUD dollars leveraged c. MTW funds used	a. NA b. NA c. NA	a. 6 b. \$986,728 c. \$1,290,345	Active Project Development completed and now under management. Fully occupied and included in #2 above.
29.	FY 2001	Development	Acquisition, demolition and new construction of 6 unit property (through CAHC)	Yes	a. # of new units built or rehabbed b. Non-HUD dollars leveraged c. MTW funds used	NA	a. 6 b. \$1.07m c. \$1.05m	Active Project Development completed and now under management. Fully occupied and included in #2 above.
30.	FY 2002	PH and LLH	Develop Accreditation Pilot Program	No	c. MTW funds used	NA	NA	Included as major initiative in FY 08 Plan
31.	FY 2002	LLH	Bonus payments for new leases and multi-year leases	Yes	# of multi-year leases executed	1	0	Terminated due to lack of owner interest
32.	FY 2002	PH	Implement ESCo at Millers River, MTW allows us to be our	Yes (Savings	NA	70% reduction in electricity consumption	Completed

Number	MTW Year Proposed	Program	Initiative	Uses MTW Authority	Metric(s)	Baseline (Plan Year)	Outcome (Through FY 2007)	Status
33.	FY 2002	PH/TTS	own ESCO Redesign and integration of FSS and EDSS programs	Yes				Completed
34.	FY 2002	PH	Request for exemption from Community Service requirements	Yes	Policy in place.	NA	Request for exemption declined by HUD	No change in policy. Residents self-certify.
35.	FY 2002	PH	Request for exemption from Per Policy requirements	Yes	Policy in place.	NA	Request granted	Active/policy in-place
36.	FY 2002	LLH	Preserve leased housing units through implementation of locally determined AAFs and 120% exception rents	Yes	a. % of units remaining in LLH program b. # of leases at 120%	a. NA b. Close to 100% new lease-ups at 120% in base year. Exception rents at or exceeding 120% were necessary to preserve tenancies at the end of Rent Control.	a. NA b. Statistically negligible number of rents at or exceeding 120% of FMR. Rental market has softened in recent years making 120% exception rents unnecessary. CHA retains the right to use higher payment standards, but current rental market does not typically necessitate use of payment standards greater than 100% of FMR for new lease-ups.	
37.	FY 2003	Development	Acquisition and rehabilitation of Woodbridge Street into transitional housing	Yes	a. project completed b. # of new units/beds c. # HH TTP > 30%	a. Yes b. 9 c. Data not available for base year.	68% of households paying more than 30% of monthly income towards rent are in the MTW program, 32% have non-MTW vouchers.	
38.	FY 2005	Development	Acquisition and preservation of 6-unit condo at 866 Massachusetts Avenue (through CAHC)	Yes	a. # of affordable units preserved b. Non-HUD dollars leveraged:	a. NA b. NA	a. 6 b. \$1.7m	Completely occupied and included in #2 above. Completed

Number	MTW Year Proposed	Program	Initiative	Uses MTW Authority	Metric(s)	Baseline (Plan Year)	Outcome (Through FY 2007)	Status
39.	FY 2005	Development	Acquisition of 21 units at 195 and 203 Prospect (through CAHC)	Yes	a. # of affordable units preserved b. Non-HUD dollars leveraged c. MTW funds used	a. NA b. NA c. NA	a. 21 b. \$4.51m c. \$2.22m	Pending final financing
40.	FY 2006	Development	Development of 10-unit pilot homeownership program	Yes	a. # of homeownership units created b. Non-HUD dollars leveraged c. MTW funds used	a. NA b. NA c. NA	NA	Study completed. Determined unfeasible b/c of financing gap of \$113K-142K, depending on unit size, even with \$8 homeownership \$\$, also see # 45 below.
41.	FY 2006	PH and LLH	Design and implement rent simplification initiatives including 2 year recertifications	Yes	a. # of households with employment income b. Time/cost of completing recertifications	a. NA b. NA	a. PH: 41% in FY 04; 43% in FY 05 and 06; and 44% in FY 07 b. LLH: 43% in FY 04; 42% in FY 05 and 06; and 40% in FY 07. b. See benchmarking study in FY 07 Report Appendix 4	Active
42.	FY 2006	PH and LLH	Design and implement Benchmarking Study	No	Recertification time and # of recerts in Rent Simplified program vs. non-Rent Simplified	Designed and implemented	See benchmarking study in FY 07 MTW Report Appendix 4 for data/results	Active
43.	FY 2006	PH	Establish service trust fund or endowment	Yes	Non-HUD dollars leveraged: social services	NA	NA	Not feasible at this time, initiative dropped.

Number	MTW Year Proposed	Program	Initiative	Uses MTW Authority	Metric(s)	Baseline (Plan Year)	Outcome (Through FY 2007)	Status
44.	FY 2006	Development	Continue enhanced capital programs on existing Public Housing sites New development projects as detailed in 3s 2 and 3 of this chart	No	a. # of years of additional useful life for existing PH units b. # of newly acquired or built affordable units c. Non-HUD dollars leveraged	a. NA b. NA c. NA	a. CHA spent \$43m on capital improvements in PH since FY 2000. b. 326 c. \$63.8m	CHA continues to use its MTW funding and regulatory flexibility rehabilitate its PH sites and acquire and develop new units in its affiliate development program
45.	FY 2006	Development	Develop new small-scale affordable homeownership program	Yes	# of homeownership units created Non-HUD dollars leveraged	NA	Given Cambridge housing market, not financially feasible for PH residents.	Dropped from future Plans.
46.	FY 2006	Development	Implement new business ventures	Yes	Revenue generated to support CHA's core functions	NA	NA	Researching opportunities for reuse of central stockroom as commercial rental.
47.	FY 2006	Development	Implement dislocated worker housing programs	No	# of units leased, built for dislocated workers	NA	NA	Initiative dropped.
48.	FY 2006	LLH	Rent Stabilization	Yes	# of HH's receiving rent stabilization	Designed and implemented	117	Ended Sept 06
49.	FY 2007	LLH	Redesign of the LLH program including review of alternative subsidy approaches	Yes				Expanded on in 08 Plan, planning has started but program model still in design stage. Also see # 56 below.
51.	FY 2007	LLH	Implement revised project based vouchers (up to 40 vouchers) in cooperative effort with the City's Housing Trust Fund	Yes	# of PBAs issued	NA	16 PBAs requested for two projects. CHA evaluating applications.	Active
52.	FY 2007	PH	Ongoing implementation of asset management and Operating Fund rule principles	No	# AMPs	NA	12 AMPs established.	Implementation of Asset Based management continues

Number	MTW Year Proposed	Program	Initiative	Uses MTW Authority	Metric(s)	Baseline (Plan Year)	Outcome (Through FY 2007)	Status
53.	FY 2007	PH	Implement a five-year energy plan	No	Plan implemented	NA	NA	In process of designing RFP for energy grade audit. Will be developed over course of FY08.
54.	FY 2007	PH and LLH	Streamline ACOP, Lease and Admin Plan including identification of non-applicable regulations	Yes	a. ACOP b. Admin Plan c. ID non-applicable Regs	NA	a. Nearing completion b. Not started c. Ongoing	Active
55.	FY 2008	LLH	Implement sponsor based program (up to 40 vouchers)	Yes	Number of vouchers issued to date		17	Active
56.	FY 2008	Development	Complete capital needs planning process using PNA results	No	Capital Improvement Plan completed.	NA	Complete	Ten year planning/financing pending, public process starting in October 2007 at community and site levels.
57.	FY 2008	All areas	Enhance focus on outcome measurements	No	a. Identify measurement areas/metrics b. Initiate measurements	a. Error rate in Rent Determination is one area identified in Plan Year. Data collected for the initial Benchmarking Study is available to further examine impact of Rent Simplification. b. Quality Control audits began in PH. Additional/different Rent Simplification	a. QC audit methodology for PH rent determination was developed in FY 07. b. Quality control audits in PH began in FY 07. 80 PH resident files were audited in FY 07.	Funding permitting. CHA hopes to benchmark and measure quantifiable outcomes for applicable future MTW initiatives, when feasible.

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Number	MTW Year Proposed	Program	Initiative	Uses MTW Authority	Metric(s)	Baseline (Plan Year)	Outcome (Through FY 2007)	Status
58.	FY 2008	Development	Acquisition of 8-unit at 22 Lopez Avenue for permanent supportive housing for chronic homeless individuals	Yes	a. # of permanent housing units for homeless b. Non-HUD leveraged funds c. MTW funds used (Bridge Loan)	NA outcomes are being measured using existing data.	a. 7 b. \$1.74m c. \$525,000	Completed and occupied. Included in #2 above.
59.	FY 2008	PH and LLH	Implement enhanced quality control protocols	No	Quality control reviews implemented	NA	80 PH files randomly selected for QC audit.	Regular QC audits are becoming part of ongoing operations in both the PH and LLH programs.
60.	FY 2008	PH and LLH	Develop follow-up supports for continuing education among graduates of Work Force program	Yes	To be determined, but might include, @ minimum: # served # who complete 2- or 4-year college programs	NA	NA	Planning started
61.	FY 2008	PH and LLH	Begin planning of alternative voucher pilot program.	Yes	a. Program design b. Outcome measurements established	a. Planning underway. Too early to provide adequate detail. b. Designing benchmarks and outcome metrics is an integral part of new program design.		Planning started.

Appendix Two – 2009 Annual Plan

Applicant Demographic Information

2-1 Waiting List - Federal PH and HCV - Unit Size Profile: November 2007*

HOUSING TYPE	UNIT SIZE										TOTAL UNITS
	Studio		1 BR		2BR		3BR		4 + BR		
	Units	%	Units	%	Units	%	Units	%	Units	%	
Federal Public Housing											
Federal Family	10	0%	1,964	45%	1,674	39%	549	13%	123	3%	4,320
Federal Elderly	1,125	88%	110	9%	49	4%	1	0%	0	0%	1,285
Federal P.H. Subtotal	1,135	20%	2,074	37%	1,723	31%	550	10%	123	2%	5,605
Housing Choice Voucher	HCV waitlist does not contain bedroom size data.										5,305
TOTAL											10,910

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

2-2 a Waiting List - Federal PH and HCV- Race: November 2007*

PROGRAM	RACE										TOTAL
	American Indian		Black		Asian		White		Other		
	Units	%	Units	%	Units	%	Units	%	Units	%	
Public Housing											
Family	42	1%	2,185	51%	202	5%	1,888	44%	5	0%	4,322
Elderly	21	2%	392	30%	33	3%	837	65%	4	0%	1,287
P. H. Subtotal	63	1%	2,577	46%	235	4%	2,725	49%	9	0%	5,609
Housing Choice											
H.C.V. Subtotal	61	1%	2,635	50%	141	3%	2,413	45%	55	1%	5,305
TOTAL	124	1%	5,212	48%	376	3%	5,138	47%	64	1%	10,914

*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.

2-2 b Waiting List - Federal PH and HCV- Ethnicity: November 2007

PROGRAM	Ethnicity				TOTAL
	Hispanic		Non-Hispanic		
	Units	%	Units	%	
Public Housing					
Family	969	22%	3,353	78%	4,322
Elderly	129	10%	1,158	90%	1,287
P. H. Subtotal	1,098	20%	4,511	80%	5,609
Housing Choice					
H.C.V. Subtotal	1,180	22%	4,125	78%	5,305
TOTAL	2,278	21%	8,636	79%	10,914

†Data for this appendix were collected over several days resulting in minor variances.

2-3 Waiting List - Federal PH and HCV - Income Profile: November 2007*

PROGRAM	INCOME RANGES								TOTAL
	< 30% of AMI		30-50% of AMI		50-80% of AMI		> 80% of AMI		
Public Housing									
Family	3,514	81%	643	15%	129	3%	36	1%	4,322
Elderly	1,170	91%	81	6%	25	2%	11	1%	1,287
P. H. Subtotal	4,684	84%	724	13%	154	3%	47	1%	5,609
Housing Choice									
Family	4,078	83%	677	14%	118	2%	30	1%	4,903
Disabled	67	96%	3	4%	0	0%	0	0%	70
Elderly	276	81%	55	16%	7	2%	2	1%	340
H.C.V. Subtotal	4,421	83%	735	14%	125	2%	32	1%	5,313
TOTAL	9,105	83%	1,459	13%	279	3%	79	1%	10,922

*Experience shows that verified household income is usually higher than self-reported income on pre-applications.

2-4 a Waiting List by Site - Federal and State PH - Race November 2007

SITE-BASED WAITING LIST	RACE										TOTAL
	American Indian	Black	Asian	White	Other						
Federal Sites											
Burns Apartments	1	2%	12	22%	0	0%	41	76%	0	0%	54
Corcoran Park	6	2%	212	58%	15	4%	131	36%	0	0%	364
H.S. Truman Apartments	0	0%	10	17%	3	5%	44	76%	1	2%	58
Jefferson Park	7	1%	288	56%	48	9%	168	33%	0	0%	511
L.B. Johnson	1	2%	14	28%	2	4%	33	66%	0	0%	50
Miller's River	2	2%	24	23%	2	2%	76	72%	2	2%	106
Newtowne Court	4	1%	356	53%	62	9%	245	37%	1	0%	668
Putnam Gardens	6	1%	289	62%	23	5%	143	31%	2	0%	463
River Howard Homes	4	1%	159	57%	16	6%	96	35%	2	1%	277
Roosevelt Towers	8	1%	341	51%	45	7%	271	41%	0	0%	665
Scattered Sites*	4	1%	327	58%	33	6%	201	36%	1	0%	566
Washington Elms	5	1%	352	55%	46	7%	233	37%	0	0%	636
Weaver Apartments	0	0%	11	37%	1	3%	18	60%	0	0%	30
Fed Family First Available	25	1%	1,532	48%	118	4%	1,497	47%	3	0%	3,175
Fed Eld/Dis First Available	19	2%	331	32%	20	2%	667	64%	2	0%	1,039
Federal Subtotal	92	1%	4,258	49%	434	5%	3,864	45%	14	0%	8,662
State Sites											
Jackson Gardens	6	1%	285	53%	38	7%	207	39%	1	0%	537
Lincoln Way	3	2%	107	61%	6	3%	59	34%	0	0%	176
Linnaen Street	0	0%	13	18%	4	6%	54	76%	0	0%	71
Manning	0	0%	52	30%	16	9%	106	60%	2	1%	176
Putnam School	0	0%	20	22%	2	2%	68	76%	0	0%	90
Putnam Square Apartment	0	0%	33	24%	6	4%	97	71%	0	0%	136
Russell Apartments	2	2%	35	26%	7	5%	88	66%	1	1%	133
Willow Street	2	1%	97	52%	9	5%	78	42%	1	1%	187
Woodrow Wilson	4	1%	160	57%	12	4%	104	37%	0	0%	280
State Subtotal	17	1%	802	45%	100	6%	861	48%	5	0%	1,785
TOTAL**	109	1%	5,060	48%	534	5%	4,725	45%	19	0%	10,447

*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 2-1) because applicants may choose to be placed on up to three site-based waiting lists and because this table includes site-based waiting lists for state developments.

2-4 b Waiting List by Site - Federal and State PH – Ethnicity: November 2007

SITE-BASED WAITING LIST	Ethnicity				TOTAL
	Hispanic		Non-Hispanic		
Federal Sites					
Burns Apartments	8	15%	46	85%	54
Corcoran Park	62	17%	302	83%	364
H.S. Truman Apartments	10	17%	48	83%	58
Jefferson Park	95	19%	416	81%	511
L.B. Johnson	4	8%	46	92%	50
Miller's River	13	12%	93	88%	106
Newtowne Court	139	21%	529	79%	668
Putnam Gardens	78	17%	385	83%	463
River Howard Homes	46	17%	231	83%	277
Roosevelt Towers	142	21%	523	79%	665
Scattered Sites*	101	18%	465	82%	566
Washington Elms	136	21%	500	79%	636
Weaver Apartments	3	10%	27	90%	30
Fed Family First Available	767	24%	2,408	76%	3,175
Fed Eld/Dis First Available	108	10%	931	90%	1,039
Federal Subtotal	1,712	20%	6,950	80%	8,662
State Sites					
Jackson Gardens	113	21%	424	79%	537
Lincoln Way	25	14%	150	86%	175
Linnaen Street	5	7%	66	93%	71
Manning	14	8%	162	92%	176
Putnam School	12	13%	78	87%	90
Putnam Square Apartment	13	10%	123	90%	136
Russell Apartments	12	9%	121	91%	133
Willow Street	42	22%	145	78%	187
Woodrow Wilson	31	11%	249	89%	280
State Subtotal	267	15%	1,518	85%	1,785
TOTAL **	1,979	19%	8,468	81%	10,447

*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 - 1) because applicants may choose to be placed on up to three site-based waiting lists and because this table includes si

2-5 a Waiting Lists by site - Federal and State PH -Cambridge Residents - Race: November 2007

SITE-BASED WAITING LIST	RACE					TOTAL					
	American Indian	Black	Asian	White	Other						
Federal Sites											
Burns Apartments	0	0%	3	18%	0	0%	14	82%	0	0%	17
Corcoran Park	0	0%	58	64%	4	4%	28	31%	0	0%	90
H.S. Truman Apartments	0	0%	5	14%	1	3%	28	80%	1	3%	35
Jefferson Park	1	1%	76	59%	6	5%	45	35%	0	0%	128
L.B. Johnson	0	0%	7	27%	2	8%	17	65%	0	0%	26
Miller's River	2	5%	6	15%	1	3%	28	72%	2	5%	39
Newtowne Court	0	0%	118	58%	16	8%	70	34%	1	0%	205
Putnam Gardens	1	1%	95	60%	6	4%	56	35%	1	1%	159
River Howard Homes	1	1%	61	56%	7	6%	39	36%	1	1%	109
Roosevelt Towers	1	0%	118	51%	17	7%	95	41%	0	0%	231
Scattered Sites*	1	1%	91	57%	9	6%	59	37%	0	0%	160
Washington Elms	1	1%	102	57%	14	8%	62	35%	0	0%	179
Weaver Apartments	0	0%	5	38%	1	8%	7	54%	0	0%	13
Fed Family First Available	6	1%	401	45%	32	4%	454	51%	2	0%	895
Fed Eld/Dis First Availabl	4	1%	91	31%	5	2%	198	66%	0	0%	298
Federal Subtotal	18	1%	1,237	48%	121	5%	1,200	46%	8	0%	2,584
State Sites											
Jackson Gardens	2	1%	123	47%	24	9%	114	43%	1	0%	264
Lincoln Way	2	2%	72	65%	4	4%	32	29%	0	0%	110
Linnaean Street	0	0%	10	21%	2	4%	35	74%	0	0%	47
Manning	0	0%	30	29%	6	6%	66	63%	2	2%	104
Putnam School	0	0%	12	20%	1	2%	47	78%	0	0%	60
Putnam Square Apts.	0	0%	15	25%	4	7%	41	68%	0	0%	60
Russell Apartments	2	2%	19	22%	5	6%	60	69%	1	1%	87
Willow Street	1	1%	53	50%	6	6%	45	42%	1	1%	106
Woodrow Wilson	2	1%	96	55%	10	6%	68	39%	0	0%	176
State Subtotal	9	1%	430	42%	62	6%	508	50%	5	0%	1,014
TOTAL	27	1%	1,667	46%	183	5%	1,708	47%	13	0%	3,598

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

2-5 b Waiting Lists by site - Federal and State PH -Cambridge Residents - Ethnicity: November 2007

SITE-BASED WAITING LIST	Ethnicity				TOTAL
	Hispanic		Non-Hispanic		
Federal Sites					
Burns Apartments	2	12%	15	88%	17
Corcoran Park	11	12%	79	88%	90
H.S. Truman Apartments	4	11%	31	89%	35
Jefferson Park	19	15%	109	85%	128
L.B. Johnson	2	8%	24	92%	26
Miller's River	3	8%	36	92%	39
Newtowne Court	33	16%	172	84%	205
Putnam Gardens	23	14%	136	86%	159
River Howard Homes	16	15%	93	85%	109
Roosevelt Towers	41	18%	190	82%	231
Scattered Sites*	18	11%	142	89%	160
Washington Elms	29	16%	150	84%	179
Weaver Apartments	2	15%	11	85%	13
Fed Family First Available	151	17%	744	83%	895
Fed Eld/Dis First Available	32	11%	266	89%	298
Federal Subtotal	386	15%	2,198	85%	2,584
State Sites					
Jackson Gardens	44	17%	220	83%	264
Lincoln Way	12	11%	98	89%	110
Linnaen Street	4	9%	43	91%	47
Manning	10	10%	94	90%	104
Putnam School	9	15%	51	85%	60
Putnam Square Apts.	4	7%	56	93%	60
Russell Apartments	10	11%	77	89%	87
Willow Street	19	18%	87	82%	106
Woodrow Wilson	17	10%	159	90%	176
State Subtotal	129	13%	885	87%	1,014
TOTAL	515	14%	3,083	86%	3,598

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

2-6 Waiting List - State PH- Unit Size Profile: November 2007

PROGRAM	BEDROOM SIZE										TOTAL UNITS
	Studio	1BR	2BR	3BR	4+BR	Studio	1BR	2BR	3BR	4+BR	
State Public Housing											
State Family	20	0%	1,862	43%	1,754	40%	616	14%	117	3%	4,369
State Elderly	1,310	87%	135	9%	62	4%	3	0%	0	0%	1,510
State P.H. Subtotal	1,330	23%	1,997	34%	1,816	31%	619	11%	117	2%	5,879
State Voucher	CHA no longer maintains a separate state voucher waitlist.										
TOTAL											5,879

Households Served Demographic Information

2-7 Households Served - Federal PH and HCV - Unit Size Profile: November 2007

PROGRAM	BEDROOM SIZE										TOTAL UNITS
	Studio	1BR	2BR	3BR	4+BR						
Federal Public Housing											
Federal Family	5	0%	143	14%	451	43%	363	34%	95	9%	1,057
Federal Elderly*	342	59%	239	41%	3	1%	0	0%	0	0%	584
Federal P.H. Subtotal	347	21%	382	23%	454	28%	363	22%	95	6%	1,641
Housing Choice**											
H.C.V. Family	66	5%	386	28%	554	40%	323	23%	49	4%	1,378
H.C.V. Elderly	37	8%	286	61%	120	26%	23	5%	2	0%	468
H.C.V. Subtotal	103	6%	672	36%	674	37%	346	19%	51	3%	1,846
TOTAL	450	13%	1,054	30%	1,128	32%	709	20%	146	4%	3,487

*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 a Households Served - Federal PH and HCV - Race: November 2007

PROGRAM	RACE										TOTAL
	American Indian	Black	Asian	White	Other						
Public Housing											
Family	11	1%	682	65%	35	3%	329	31%	0	0%	1,057
Elderly*	4	1%	132	23%	12	2%	436	75%	0	0%	584
P. H. Subtotal	15	1%	814	50%	47	3%	765	47%	0	0%	1,641
Housing Choice											
H.C.V. Subtotal	13	1%	845	46%	34	2%	949	51%	2	0%	1,843
TOTAL	28	1%	1,659	48%	81	2%	1,714	49%	2	0%	3,484

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

2-8 b Households Served - Federal PH and HCV - Ethnicity: November 2007

PROGRAM	Ethnicity				TOTAL
	Hispanic		Non-Hispanic		
Public Housing					
Family	114	11%	943	89%	1,057
Elderly*	20	3%	564	97%	584
P. H. Subtotal	134	8%	1,507	92%	1,641
Housing Choice					
H.C.V. Subtotal	178	10%	1,665	90%	1,843
TOTAL	312	9%	3,172	91%	3,484

2-9 Households Served -Federal PH and HCV - Income Profile (by AMI): November 2007

PROGRAM	INCOME RANGES								TOTAL
	< 30% of AMI		30-50% of AMI		50-80% of AMI		> 80% of AMI		
Public Housing									
Family	586	55%	285	27%	144	14%	43	4%	1,058
Elderly*	480	82%	83	14%	18	3%	2	0%	583
P. H. Subtotal**	1,066	65%	368	22%	162	10%	45	3%	1,641
Housing Choice									
H.C.V. Subtotal	1,225	66%	456	25%	151	8%	11	1%	1,843
TOTAL	2,291	66%	824	24%	313	9%	56	2%	3,484

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

**Any discrepancy between the number of units in Tables 2-7, 2-8a and 2-8b are due to vacancies, mostly units off-line for modernization.

2-10 Households Served - State PH and Voucher - Unit Size Profile: November 2007

PROGRAM	BEDROOM SIZE										TOTAL UNITS
	Studio		1BR		2BR		3BR		4+BR		
State Public Housing											
State Family	4	1%	58	19%	145	46%	95	30%	10	3%	312
State Elderly	57	18%	255	78%	12	4%	1	0%	0	0%	325
State P.H. Subtotal	61	10%	313	49%	157	25%	96	15%	10	2%	637
State Voucher	82	42%	56	28%	29	15%	23	12%	7	4%	197
TOTAL	143	17%	369	44%	186	22%	119	14%	17	2%	834

2-11 Total Households Served - Federal and State PH - Unit Size Profile: November 2007

PROGRAM	TOTAL UNITS										TOTAL UNITS
	Studio		1BR		2BR		3BR		4 + BR		
Federal Subtotal	347	21%	382	23%	454	28%	363	22%	95	6%	1,641
State Subtotal	61	10%	313	49%	157	25%	96	15%	10	2%	637
TOTAL	408	18%	695	31%	611	27%	459	20%	105	5%	2,278

*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.

2-12 a Households Served by Development - Federal PH - Race: November 2007*

PROGRAM	RACE										TOTAL
	American Indian	Black	Asian	White	Other						
Family Developments											
Washington Elms	3	2%	106	61%	6	3%	58	34%	0	0%	173
Corcoran Park	3	2%	94	63%	3	2%	49	33%	0	0%	149
Putnam Gardens	1	1%	85	70%	4	3%	32	26%	0	0%	122
Newtowne Court	2	1%	163	62%	10	4%	88	33%	0	0%	263
River Howard***	0	0%	8	50%	0	0%	8	50%	0	0%	16
Jefferson Park	1	1%	123	74%	5	3%	38	23%	0	0%	167
Scattered Sites**	0	0%	28	62%	1	2%	16	36%	0	0%	45
Roosevelt Towers	1	1%	74	61%	6	5%	40	33%	0	0%	121
Family Total	11	1%	681	64%	35	3%	329	31%	0	0%	1,056
Elderly/Disabled Devs											
H. S Truman Apts.	0	0%	10	17%	2	3%	47	80%	0	0%	59
Daniel F. Burns	2	1%	43	22%	6	3%	143	74%	0	0%	194
Millers River	0	0%	41	19%	4	2%	172	79%	0	0%	217
Lyndon B. Johnson	2	2%	31	33%	0	0%	61	65%	0	0%	94
Robert S. Weaver	0	0%	7	35%	0	0%	13	65%	0	0%	20
Elderly/Disabled Total	4	1%	132	23%	12	2%	436	75%	0	0%	584
TOTAL	15	1%	813	50%	47	3%	765	47%	0	0%	1,640

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

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

***16 units off line pending comprehensive modernization.

2-12 b Households Served by Development - Federal PH - Ethnicity: November 2007*

PROGRAM	Ethnicity				TOTAL
	Hispanic		Non-Hispanic		
Family Developments					
Washington Elms	29	17%	144	83%	173
Corcoran Park	9	6%	140	94%	149
Putnam Gardens	6	5%	116	95%	122
Newtowne Court	35	13%	228	87%	263
River Howard***	2	13%	14	88%	16
Jefferson Park	11	7%	156	93%	167
Scattered Sites**	1	2%	44	98%	45
Roosevelt Towers	21	17%	100	83%	121
Family Total	114	11%	942	89%	1,056
Elderly/Disabled Devs					
H. S Truman Apts.	0	0%	59	100%	59
Daniel F. Burns	9	5%	185	95%	194
Millers River	9	4%	208	96%	217
Lyndon B. Johnson	2	2%	92	98%	94
Robert S. Weaver	0	0%	20	100%	20
Elderly/Disabled Total	20	3%	564	97%	584
TOTAL	134	8%	1,506	92%	1,640

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

**Scattered sites include Jackson Street, Fairmont Street, Valentine St

***16 units off line pending comprehensive modernization.

2-13 Households Served - Federal Family Developments - Income Profile (by AMI): November 2007

DEVELOPMENT	INCOME RANGES								TOTAL
	0-30% of AMI		30-50% of AMI		50-80% of AMI		> 80% of AMI*		
Washington Elms	102	59%	39	23%	29	17%	3	2%	173
Corcoran Park	76	51%	46	31%	21	14%	6	4%	149
Putnam Gardens	73	60%	33	27%	14	11%	2	2%	122
Newtowne Court	153	58%	74	28%	28	11%	8	3%	263
River Howard	11	69%	3	19%	2	13%	0	0%	16
Jefferson Park	104	62%	31	19%	23	14%	9	5%	167
Scattered Sites**	23	49%	11	23%	10	21%	3	6%	47
Roosevelt Towers	46	38%	49	40%	17	14%	9	7%	121
TOTAL	588	56%	286	27%	144	14%	40	4%	1,058

*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.

2-13 b Households Served - Federal Elderly Developments - Income Profile (by AMI): November 2007*

DEVELOPMENT	INCOME RANGES								TOTAL
	0-30% of AMI		30-50% of AMI		50-80% of AMI		> 80% of AMI		
H. S Truman Apts.	46	78%	11	19%	2	3%	0	0%	59
Daniel F. Burns	150	77%	33	17%	9	5%	2	1%	194
Millers River	190	88%	24	11%	3	1%	0	0%	217
Lyndon B. Johnson	80	86%	10	11%	3	3%	0	0%	93
Robert S. Weaver	14	70%	5	25%	1	5%	0	0%	20
TOTAL	480	82%	83	14%	18	3%	2	0%	583

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

2-14 FY 2007 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 – 2009 Annual Plan

CHA MTW Housing Inventory Information

3-1 Number of MTW units in Inventory – Comparison between units in base year FY99 to units estimated at start of FY 09

PROGRAM	BEDROOM SIZE										TOTAL UNITS	
	Studio		1BR		2BR		3BR		4+BR		Apr-99	Apr-08
	Apr-99	Apr-08	Apr-99	Apr-08	Apr-99	Apr-08	Apr-99	Apr-08	Apr-99	Apr-08		
Public Housing												
Federal Family	0	7	151	151	460	464	383	381	101	98	1,095	1,096
Federal Elderly*	546	506	217	250	3	3	0	0	0	0	766	766
J.F. Kennedy	20	0	63	44	0	0	0	0	0	0	83	44
P.H. Subtotal	566	513	431	445	463	467	383	381	101	98	1,944	1,906
Housing Choice**												
H.C.V. Units	72	554	449	448	591	520	231	419	39	108	1,382	2,050
TOTAL	638	1,067	880	893	1,054	987	614	800	140	206	3,326	3,956

*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 Roos

3-2 Projected Number of Units in Inventory (MTW Units) at the end FY 09 (3/31/09)

PROGRAM	BEDROOM SIZE					TOTAL UNITS
	Studio	1BR	2BR	3BR	4+BR	
Public Housing						
Family	0	151	467	379	98	1,095
Elderly	501	254	3	0	0	758
P.H. Subtotal	501	405	470	379	98	1,853
H.C.V. Units	554	448	520	419	108	2,050
TOTAL	1,055	853	990	798	206	3,903

3-3 Occupancy Levels, Federal PH : November 2007*

DEVELOPMENT	CALENDAR 2007 YTD		FY 09 EXPECTED	
	Gross %	Adjusted %**	Gross %	Adjusted %
Washington Elms	98.86%	99.43%	98.00%	TBD
Corcoran Park	98.04%	99.34%	99.00%	TBD
Putnam Gardens	96.72%	96.72%	97.00%	TBD
Newtowne Court	98.13%	98.13%	98.00%	TBD
Jackson Street	90.00%	90.00%	95.00%	TBD
Fairmont Street	90.00%	90.00%	97.00%	TBD
Valentine Street	83.33%	83.33%	80.00%	TBD
River Howard**	68.75%	91.67%	97.00%	TBD
Jefferson Park	92.78%	97.09%	95.00%	TBD
Scattered Sites	100.00%	100.00%	100.00%	TBD
Garfield Street	100.00%	100.00%	98.00%	TBD
Roosevelt Towers	97.58%	97.58%	100.00%	TBD
Truman Apts.	98.33%	100.00%	97.00%	TBD
Burns Apts.	97.47%	97.47%	95.00%	TBD
Millers River**	72.09%	82.51%	80.00%	TBD
L.B. Johnson**	51.67%	58.13%	80.00%	TBD
Weaver	100.00%	100.00%	95.00%	TBD
TOTAL	90.22%	93.02%	94.18%	TBD

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

** Adjusted for modernization activities

3-4 Rent Collection Levels, Federal PH : November 2007*

DEVELOPMENT	FY2008 YTD ACTUAL	FY09 EXPECTED
Washington Elms	98.3%	98%
Corcoran Park	98.4%	98%
Putnam Gardens	99.0%	98%
Newtowne Court	98.0%	98%
River Howard	99.6%	98%
Jefferson Park	98.6%	98%
Scattered Sites**	99.5%	98%
Garfield Street	99.6%	98%
Roosevelt Towers	98.6%	98%
Truman Apts.	99.9%	98%
Burns Apts.	99.7%	98%
Millers River	99.7%	98%
L.B. Johnson	99.8%	98%
Weaver	99.6%	98%
TOTAL	99%	98%

* 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.

**Scattered Sites includes Jackson St., Fairmont St., Valentine St.

3-5 Work Order Response, Federal PH : November 2007

DEVELOPMENT	FY2008 YTD		FY09 EXPECTED	
	Emergency	Non-Emergency	Emergency	Non-Emergency
	% Completed Under 24Hrs.	Average Days to Complete	% Completed Under 24Hrs.	Average Days to Complete
Washington Elms	100%	6.00	100%	7.00
Corcoran Park	100%	4.00	100%	7.00
Putnam Gardens	100%	3.00	100%	7.00
Newtowne Court	100%	3.00	100%	7.00
River Howard	100%	4.00	100%	7.00
Jefferson Park	100%	3.75	100%	7.00
Roosevelt Towers	100%	6.00	100%	7.00
Scattered Sites**	100%	2.30	100%	7.00
Truman Apts.	100%	1.00	100%	7.00
Burns Apts.	100%	11.00	100%	7.00
Millers River	100%	3.00	100%	7.00
L.B. Johnson	100%	2.00	100%	7.00
Weaver	100%	3.00	100%	7.00

* 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

DEVELOPMENT	CALENDAR 2007 YTD		FY 09 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 Court	100%	100%	100%	100%
Jackson Street	100%	100%	100%	100%
Fairmont Street	100%	100%	100%	100%
Valentine Street	100%	100%	100%	100%
River Howard**	100%	100%	100%	100%
Jefferson Park	100%	100%	100%	100%
Scattered Sites	100%	100%	100%	100%
Garfield Street	100%	100%	100%	100%
Roosevelt Towers	100%	100%	100%	100%
Truman 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 2009 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	\$1,306	\$1,311
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.

Appendix Four – 2009 Annual Plan

Public Comments

RAB – Resident Advisory Board

Comment: *Five commenters expressed their approval of CHA's efforts to form a Resident Advisory Board. However, they were all concerned with the selection process and the participation of section 8 voucher holders.*

Response: CHA has tried for several years to help residents organize a Resident Advisory Board (RAB). This year CHA has asked the Massachusetts Union of Public Housing Tenants to work with existing tenant Council leaders to develop a the RAB. The residents, working with Mass Union, will determine the RAB member selection process. CHA and the resident group working on the RAB agree that voucher holders must be represented on the RAB.

Comment: *One commenter raised the question of whether residents of CHA's non-profit affiliates would be also part of the RAB.*

Response: All public housing residents and voucher holders would have the right to participate on the RAB. Since many of the non-profit units receive project based assistance, the affiliates are likely to be represented.

Comment: *One commenter asked if the RAB would have any decision-making power.*

Response: As the name suggests, the RAB advises CHA on policy matters, but only the CHA's Board of Commissioners is empowered to make policy decisions for the Agency.

Accreditation

Comment: ***One commenter requested clarification on how the accreditation process would work if CHA implements a method other than the existing HUD review process; specifically what would be evaluated and by whom, and how it would be different than the current review by HUD.***

Response: CHA is engaging national stakeholders in discussions and research around accreditation. As discussed in this Plan and in other CHA documents, a public housing accreditation board would likely include representation from industry groups, advocates, resident organizations and HUD.

CHA remains subject to HUD oversight and could not unilaterally implement an accreditation system for public housing evaluation. Any discussion of specific evaluation methods or metrics is premature. A move from HUD oversight to an accreditation system will likely require Congressional action.

Operations Manual for Managers/Orientation Package

Comment: ***One commenter asked if in the development of the Operations Manual there would be any input/comments from the residents.***

Response: The Operations Manual will be a technical document providing field staff with specific procedures for completing managerial tasks such as, filling out work orders and ordering supplies. CHA does not believe resident input into the Operations manual is necessary.

Comment: ***One commenter asked for the opportunity to review and comment on the updated and revised Operations Manual for managers, as well as the new Orientation Packet for public housing tenants.***

Response: As described in the response above, CHA does not plan to provide an opportunity for resident input into the Operations Manual. CHA already shared a draft of the Orientation

Packet with Tenant Council leaders and made changes to the document based on their feedback.

Mixed Family Rent Formula

Comment: *One commenter suggested CHA modify the transfer policy to accommodate household members in federally subsidized units that do not have any members with an immigration status recognized by HUD.*

Response: CHA will explore ways to continue serving remaining, ineligible, household members when all eligible members leave a federally subsidized unit.

Comment: *One commenter urged CHA to make the modified rent formula enforceable to new and existing tenants.*

Response: CHA will consider this suggestion.

Admissions and Occupancy Policy (AOP)

Comment: *One commenter expressed concern over the elimination of the "first available" choice on the pre-application for public housing, because it might lead to longer waiting time for certain group of tenants.*

Response: The "first available" option runs counter to the purpose and intent of development choice. CHA will endeavor to provide applicants with more information about CHA's properties (including approximate wait times when the data is available) so that applicants are better informed when selecting properties on the pre-application.

CHA believes that eliminating first available will make households' status on the waitlists easier to explain. For example: An applicant is listed as number eleven on a site-based list. However, the first available list includes fifty applicants who applied ahead of the applicant, thus on a citywide basis the applicant is number sixty-five, not eleven. This is hard to explain and a bit

counter intuitive for the applicant. For these reasons CHA intends to eliminate the first available list.

Comment: ***One commenter supported CHA's plan to allow transfers between Section 8 and public housing.***

Response: CHA does not expect this transfer to be used very often, however the added flexibility may help public housing residents needing the mobility a voucher provides in order to escape potentially violent and dangerous situations.

Comment: ***One commenter commended CHA for its plan to make available translated versions of the AOP.***

Response: As described in Major Initiative 10 of the Plan, (added in response to public comments), CHA takes its obligation to communicate its policies, rules and initiatives with residents, voucher holders and community members with limited English proficiency very seriously.

Income Targeting

Comment: ***One commenter asked CHA to consider the elimination or at least the continuation of the suspension of the income targeting in FY09.***

Response: CHA believes it is important to keep the income targeting option "on the table" in FY09, even if CHA chooses not to use it (which has been the case for the past several years).

Minimum Rent

Comment: ***Several attendees expressed disapproval of CHA's proposal to increase the current minimum rent set at \$50.00 per month.***

Response: The proposal regarding minimum rents is included in the list of policy changes proposed in the AOP. As discussed at the Public Hearing; meeting with Tenant Council leaders and in this Plan, all aspects of the AOP will be carefully considered, measured and vetted with residents and advocates before CHA determines whether to present them to the Board of Commissioners for adoption.

Comment: ***One commenter urged CHA to consider a \$10 increase instead of a \$25 increase as suggested in the Plan.***

Response: The amount(s) of any increases in minimum rents will be determined considering CHA's policy objectives and data analysis of the affected families.

Comment: ***One commenter recommended eliminating the minimum rent policy because of the obstacle it represents for no or low income residents who cannot pay the current \$50.00 per month minimum and end up borrowing or begging from families or charities.***

Response: CHA continues to believe that everyone should contribute something towards their rent and is skeptical that anyone can survive indefinitely, even in a service rich community like Cambridge, with absolutely no regular income or benefit of any kind. CHA has no plans to eliminate the minimum rent policy.

Rent Simplification/Hardship

Comment: ***Six commenters were concerned with CHA's proposal of implementing rent simplification in the voucher program. According to their comments the differences between the voucher and the public housing programs are several and by implementing Rent Simplification CHA diverts from looking at residents' individual circumstances.***

Response: CHA implemented Rent Simplification in the voucher program in 2006. The FY 2009 Plan does not propose a new Rent Simplification Program (RSP). The Plan does propose making some further reforms to the voucher program based on lessons learned from Rent Simplification in federal public housing. Specifically, CHA is considering replacing the childcare and medical

deduction computation methodology used in the voucher program with the simpler childcare and medical deduction schedule successfully implemented in federal public housing. As described at length throughout this Plan, CHA will not make any changes affecting participants' rents or deductions, without impact analyses, and a public process.

In addition to the proposed deduction change described above (and elsewhere in this Plan), CHA proposes implementing some minor changes to the voucher program based on ideas gleaned from the Section Eight Voucher Reform Act of 2007, introduced by Congresswoman Maxine Waters (D-CA) and passed the US House of Representatives in March of 2007. The changes to the program CHA will explore borrow from the bill and relate specifically to asset limits for eligibility and bi- or triennial recertifications for elders with fixed incomes. In this area too, CHA will conduct careful impact analysis before moving ahead with changes in this policy area.

Comment: *One commenter asked about the possibility of making Rent Simplification a volunteer program that people could choose to be on.*

Response: Rent Simplification has been in effect in both federal programs (with some exceptions in the voucher program) since 2006. To achieve a workable policy and like-treatment of participants, Rent Simplification cannot be voluntary.

Comment: *One commenter asked CHA to consider leaving a discretionary disposable income for seniors and disable individuals after calculating their rent under Rent Simplification.*

Response: Both the voucher and public housing programs are designed so that on average, participating households pay approximately thirty percent of their income towards rent and utilities, leaving seventy percent for discretionary spending.

Comment: *One commenter asked if Rent Simplification in the voucher program would be enforced for everyone or enforced on a one-by-one basis.*

Response: As indicated in several responses above, Rent Simplification is already established policy. All MTW voucher holders, not living in Project Based units, are effected by rent Simplification rules.

Comment: ***One commenter suggested that in the public housing program under Rent Simplification several tenants saw their rent significantly increased even when CHA states that on average rent simplification made tenants' rent decrease.***

Response: In the first year of Rent Simplification, increases caused by Rent Simplification's rule changes were capped at \$100.00 per month and comprehensive hardship rules were adopted. The \$100.00 cap has now expired, so a handful of households may see increases larger than \$100.00 per month at their next recertification. However, hardship rules apply to all households, so anyone with an untenably high rent can still request a hardship review.

Further, CHA's most recent impact analysis revealed that before Rent Simplification the average rent paid by a federal public housing resident as a percentage of gross income was 27%. After Rent Simplification the percentage of income for rent was unchanged, 27%.

Finally, in the public housing program there have only been seven applications for hardships based on rent as percentage of income or extraordinarily high unreimbursed medical or childcare deductions. CHA believes that the low number of hardship applications is further evidence that Rent Simplification, with its initial caps on increases, generous deduction schedules, relaxed income reporting requirements and transition policy effectively protects residents from any large rent increases caused by Rent Simplification related changes.

Comment: ***One commenter asked whether there are any residents who are members of the Hardship Committee.***

Response: Applicants to the Hardship Committee may request that one public housing resident or voucher holder be added to the Committee when it is considering their application for a hardship rent. This right is explained in writing on the Hardship Application form. Of the seven

applicants for hardship rents to date, none has requested a voucher holder or public housing resident sit on the Committee while it reviews the applicant's request.

Comment: ***One commenter alleged that the low number of hardship applications is due to the lack of knowledge of the residents about the process. The commenter requested that a written material be handed to the resident/applicant at the moment of their rent calculation.***

Response: Staff is directed to provide a Hardship Application and describe the policy to any household that appears, at the time of an interim or biennial recertification, to meet any of the three hardship thresholds. Further, the Hardship Policy will be included in the new AOP, which is written in an approachable voice and will be available in Haitian Creole, Spanish, Portuguese and English.

Every resident received a handbook explaining in detail the hardship and transition policies CHA created to protect residents from financial hardships resulting from the new policy. An English version of the handbook was mailed to every resident. Spanish and Haitian Creole versions were made available at every property management office, the CHA website and the Central Office. The handbooks are still available on CHA's website and upon request at Central Office.

Tenant-Based Voucher

Comment: ***One commenter urged CHA to evaluate the possible causes for the high percentage of subsidies that are being used outside of Cambridge.***

Response: Anecdotally, the reason for the exodus of voucher holders from Cambridge is quite simple: the rental market in Cambridge remains (counter to market trends in other parts of the country) competitive enough to render CHA's payment standards less than sufficient for voucher holders to find desirable units compared to those available in other, neighboring communities.

CHA raised the payment standards in October 2007 to help counter this trend, but utility reimbursement rates went up effective December 2007. The increase in utility reimbursement rates may undermine the positive effect increased payment standards will have on voucher

holders' ability to find affordable units in Cambridge. In FY09 CHA will consider additional increases to the payment standards.

Comment: One commenter asked CHA to reconsider the termination of its two bonus payment programs. The commenter requested more information about the outreach efforts on these incentives.

Response: CHA is not sure what programs the commenter is referring to. However, vacancy payments and damage reimbursements will be made available to participating owners in FY09. These payments are part of CHA's strategy for retaining participating landlords in Cambridge's competitive rental market.

Comment: One commenter commended CHA for its plan to use employee time for housing search assistance under the Section 8 program.

Response: CHA appreciates the comment. CHA has employed housing search assistants in the past and has found their efforts to be helpful to eligible voucher holders who might otherwise have a difficult time finding a suitable home.

Inspections

Comment: One commenter asked about the options for a resident if problems arise outside the normal inspections period.

Response: As was the case prior to the new inspection protocols, voucher holders can always request an inspection from CHA whenever they believe their unit does not meet HQS. Additionally, voucher holders can also contact the City of Cambridge Inspectional Services Department to inspect their units anytime they believe there is a health code violation.

Comment: Two commenters suggested that there should be an affirmative outreach effort by CHA to assess the success of the two-year inspections. If CHA doesn't ask tenants about their quality standard issues, problems could go unfixed for 2 years.

Response: CHA's current inspection protocols are specifically designed to provide random (and representative) sampling of leased units to ensure HQS compliance. Future HQS pass/fail rates will be recorded and compared to pass/fail data from before the new protocol was adopted to determine the efficacy of the new system.

In addition to a careful quantitative analysis of pass/fail trends over time, CHA will notify voucher holders (in the Neighborhood News) of their right to request inspections from the CHA and the City's Inspectional Services Department whenever they believe there are HQS or Health Code violations in their units.

Comment: ***One commenter suggested more educational material for tenants on how to quickly report any health and safety issues in their apartments.***

Response: As described in the response above, CHA will let voucher holders know their rights regarding requesting inspection in an upcoming edition of the Neighborhood News.

Comment: ***One commenter expressed concern over the full abatement of the rent subsidy when landlords don't comply with inspections requirements within a month of being notified. The commenter suggested the creation of an appeal process for tenants to avoid evictions. The commenter also emphasized that tenants should not be held accountable for the lack of payment to the landlords.***

Response: In exchange for fewer inspections, owners with HQS violations for longer than a month will have their HAPs abated. Per the housing assistance payment contract executed between CHA and participating landlords, voucher holders cannot be evicted for CHA's nonpayment of rent resulting from a HQS violation.

Project-Based Assistance

Comment: ***Two commenters expressed concern over possible discrimination and an increase in obstacles for applicants if the site-based waiting lists for project-based units are implemented.***

Response: CHA will create new pre-application for the voucher program, which like the site-based public housing pre-application, will allow applicants to select specific project-based developments they'd like to live in. CHA will periodically send project based development owners a list of the applicants on the waitlist for their particular development. Owners will then use the waitlists provided by CHA to find tenants when units become available.

Owners will inform CHA when applicants decline a unit offer or fail to meet the development's tenant screening process. So while owners will maintain their own waitlists, the "master" waitlists will be created and monitored by CHA.

Further, CHA's proposal to allow owners to maintain their own waitlists does not abrogate either CHA's or the owners' obligations to offer PBA units to qualified households in a manner that is consistent with CHA policies and applicable federal and state statutes.

CHA's proposal to allow PBA owners to maintain their own waitlists is simply designed to streamline the process by which available PBA units are offered to eligible households.

Comment: ***One commenter asked if the site-based waiting list at PBA sites would "free up" tenants' vouchers for use by the next person on CHA's waiting list.***

Response: No, it would not.

Comment: ***One commenter asked for clarification on CHA's proposal to simplify the administration of PBA units.***

Response: This bullet reference is to the changes in waitlist administration discussed earlier in this section.

Comment: ***One commenter requested clarification of the terminology used in the plan referring to PBA eligibility. Especially the meaning of "locally determined eligibility criteria" and "locally determined placement eligibility."***

Response: This commenter is referencing a bullet that is a hold over from past Plans. The eligibility issue pertains to unit types, CHA's MTW flexibility allows assisted living developments to apply to participate in the Project Based program, and the placement issue pertains to allowing individuals from public housing into PBA units.

Incentives to exit the Section 8 Program

Comment: ***Two commenters were concerned with the financial incentives for elderly households to move from the voucher program to elderly public housing. It was requested that it should only be offered after appropriate counseling.***

Response: CHA appreciates and will consider this comment. It is not CHA's intent to "make" any family give up a voucher.

Opportunity Voucher Program

Comment: ***One commenter reacted positively toward the Opportunity Voucher Program (OVP) being a small program that would be voluntarily in nature.***

Response: As a pilot program, that may include gradually reducing or alternating subsidies, CHA believes it is essential that well informed participants decide on their own whether or not the OVP is an attractive program to them.

Comment: ***Two commenters requested clarification on the option of reverting to the regular voucher program in case a household doesn't "graduate."***

Response: At this time CHA is still in the early stages of program design and cannot comment on specific program elements such as hardship or transition policies. CHA will certainly consider this comment for households that do not graduate.

Comment: ***One commenter inquired whether a hardship policy for the OVP is truly needed if the program is voluntary.***

Response: CHA appreciates this comment and will take it under advisement when moving forward with OVP design. CHA's belief is that some hardship or transition options will be necessary to support families that have difficulty.

Comment: ***One commenter urged CHA to evaluate whether "graduating" households from the program is a realistic goal for most tenants.***

Response: CHA is still in the early stages of program design, this includes an analysis of existing household demographics, consultation with national leaders in economic development policy design and evaluation, dialogues with local education and job training providers and CHA staff.

CHA expects that its research and consultations will yield both empirical and anecdotal lessons that will help CHA establish, realistic and attainable goals for OVP participants. For example, employment for one household member within a defined time period might be an achievable outcome.

Comment: ***One commenter suggested that CHA should consider intermediate goals like the reduction in X amount of subsidies, earning a college degree or technical certificate, etc. so that there are actual successes without having people exiting the program.***

Response: As indicated in earlier responses, CHA has not fully developed or designed the OVP yet. CHA thanks this commenter for the thoughtful comment. It will be taken under advisement as CHA moves forward with program design.

Comment: ***Two commenters requested the analysis of the possible impact time-limited subsidies could have on tenants.***

Response: As it did during the public process around Rent Simplification, CHA will share impact analyses with all interested parties.

Comment: ***One commenter inquired about the selection process for the 30 families participating in the OVP.***

Response: As indicated above, the OVP will be a volunteer program. If more than thirty families apply to participate, CHA will either develop selection criteria or expand the number of participating households to accommodate the demand. CHA does not however, intend to include more than forty households in the pilot program, with a like number in the control group.

Comment: ***One commenter inquired whether CHA is considering a control group made up of truly equivalent types of households who would not have access to the OVP.***

Response: While third party researchers may ultimately make the decision, CHA believes that a control group will likely be established prior to OVP implementation.

Comment: ***One commenter asked what the time period would be for monitoring OVP participants to measure lasting self-sufficiency outcomes.***

Response: As mentioned above, the evaluation of OVP will be undertaken by a third party, who will help CHA establish the period and frequency of evaluations.

Comment: ***One commenter asked about how the OVP's success would be measured.***

Response: See comment above.

Comment: ***One commenter inquired on the number of families that would be in the position to graduate to private rental market even with long-lasting intervention.***

Response: It is too early in the program development process to speculate on this.

Comment: ***One commenter claimed that the OVP raises the prospect of policy creep.***

Response: As mentioned earlier, the OVP is not yet developed, so absent a program/policy, any discussion of "policy creep" is premature.

Comment: ***One commenter was concerned about the future of the program once it was fully established.***

Response: It is too early in the program development process to speculate on this.

Homeownership

Comment: ***One commenter expressed extreme disappointment with the elimination of affordable homeownership initiatives from future CHA plans because of financial issues.***

Response: As described in previous MTW Reports, property values in Cambridge are simply too high to make a home ownership program feasible in Cambridge without significant additional assistance from the City, state or federal governments.

Comment: ***Two commenters inquired about the possibility of supporting cooperative model of housing with vouchers.***

Response: Cooperative housing can be assisted under HUD's existing Section 8 rules. If the opportunity presents itself, CHA is not opposed to assisting families in a cooperative setting.

Capital Program

Comment: ***Two commenters were concerned with the wide range of project-based vouchers (250 – 600) CHA may use in state properties for the redevelopment of state public housing units.***

Response: CHA cannot predict how many state units will be project-based. CHA will, however continue to keep the community fully informed of the capital program and the number of

vouchers needed to preserve all of the existing state and federal public housing units as it moves forward.

Comment: *One commenter suggested that CHA should consider redeveloping less than its entire state portfolio if the number of vouchers needed were to exceed 250.*

Response: CHA intends to address all the needs of the state portfolio. Further CHA does not intend to lose any existing hard units, and has set a goal to repair or replace this essential part of the community's affordable housing stock.

Comment: *One commenter expressed concern over the limitation of transfer rights for residents in Project Based units (PBAs) and the impact that the use of a large numbers of PBA vouchers would have on mobility, the commenter described mobility as a core policy of the voucher program.*

Response: CHA is compelled to point out that after one-year tenants in PBAs can request a mobile voucher and move from a PBA to a non-PBA, if a mobile voucher is available. While it is true that the availability of mobile vouchers varies, CHA believes the value of the PBA as a tool to leverage otherwise unattainable financing outweighs the limitations on mobility associated with project-based units. If the choice is project base a unit or lose it to disrepair or disposition, CHA will choose the former every time.

Resident Services

Comment: *One commenter supported CHA's plan to expand the Work Force program.*

Response: The successful expansion of CHA's award winning Work Force program is an important goal for FY09.

Comment: *One commenter asked about the outreach efforts for the CHART program, specifically how it is advertised and what selection criteria are.*

Response: Three mailings have gone out re CHART: one to all Leased Housing households, one to all public housing households and one to both. The training must be no longer than twelve months. The criteria are:

- applicants must be CHA leased or public housing residents;
- training must be in a high-growth occupation;
- training must offer certification and be no more than 1 year in duration;
- training must cost no more than \$5,000 (or that the additional cost is covered by other sources, with CHART as the last dollars in);
- applicants must demonstrate through a rigorous screening process that they are ready and able to complete the training and follow through on an employment plan upon completion; and
- applicants must agree to work with a Cambridge Employment Program case manager throughout the term of the training and for at least 6 months after completion of training.

Public Process – MTW Plan

Comment: *Two commenters expressed that the Plan draft was not easily accessible to tenants and that there was not enough advertisement for the public meeting.*

Response: In the years prior to CHA launching its website, the draft Plan was only available at CHA's Central Office. Since CHA's website went online, the draft Plan is available both at the Central Office and online. The Plan is a large document; therefore mailing printed copies to residents and voucher holders is prohibitively expensive. As detailed in Major Initiative 10 of this Plan, CHA will consider alternative ways of making policy documents more widely available in the future.

All CHA Public Hearings are advertised on the website and in the legal Notices section of the Cambridge Chronicle. CHA will explore ways to more widely advertise future Public Hearings to residents and voucher holders in the coming year

Comment: *Three commenters complained about the short period of time between the distribution of the Plan draft and the public meeting.*

Response: In response to similar criticisms around last year's Plan, CHA released the plan more than thirty days prior to the Public Hearing despite CHA's not having any regulatory or statutory requirement to do so. CHA feels that the extended public comment period provided for this year's Plan shows CHA's good faith and responsiveness to public requests for additional time to consider and comment on the Plan.

Comment: ***Two commenters were disappointed with CHA's efforts to publicize the public meeting in multiple languages.***

Response: As detailed in Major Initiative 10 of this Plan, added in response to public comments, CHA will make notices of Public Hearings available in multiple languages.

Comment: ***One commenter requested simultaneous interpretation for the most spoken languages for future meetings.***

Response: CHA agrees to provide simultaneous interpretation for Haitian Creole, Spanish and Portuguese for future Public Hearings.

Comment: ***One commenter requested to have more than one public meeting on the MTW Plan.***

Response: CHA believes that the written comment period, combined with the Public Hearing provides the community ample opportunity to comment on the Plan. CHA does not intend to hold more than one Public Hearing on future Plans.

Comment: ***Several commenters requested that CHA make a greater commitment to solicit residents' input into the public comment process.***

Response: As detailed in the prior responses, CHA believes that the extended public comment period, Public Hearing and expanded communications efforts outlined for FY09 will provide more than ample opportunity for residents to comment on future Plans.

Miscellaneous – several comments received were not related specifically to items proposed in the MTW Plan, but were more general comments on CHA policies, processes, practices, etc. The text below provides responses to some of these comments.

Comment: *One commenter expressed concern over the periodic changes in the amount of money CHA is willing to pay landlords and the lack of proper communication of those changes to the participants.*

Response: Anytime there is a change in the rent paid by CHA to an owner, either as the result of a change in participant income or a rent increase by the owner, CHA notifies owners and participants in writing at least thirty days prior to the effective date of the change.

Comment: *One commenter complained about the lack of standards for landlords allowing them to be abusive to tenants with no penalties. The commenter pointed out that the mediation organization recommended by CHA is not enough to stop abuses.*

Response: CHA does not act as an intermediary between owners and tenants when disputes arise. CHA will abate housing assistance payments when owners violate housing quality standards or other program rules, but has no ability to abate payments or pursue legal action when a tenant alleges abuse by a landlord. Voucher holders have the same legal protections as any other renters and should pursue all available legal avenues in response to abuses of any kind, by anyone.

Public Process – Proposed Policy/Administrative Reforms

Comment: *One commenter requested separate public meetings for Section 8 voucher holders.*

Response: CHA will consider this suggestion.

Comment: *One commenter requested direct written notice for proposed policy changes to tenant and advocacy groups.*

Response: Most proposed policy changes are subject to public comment and CHA Board of Commissioners approval. Any changes subject to public comment are advertised in the Legal Notices section of the Cambridge Chronicle and CHA's website.

Further, CHA Board of Commissioners meeting agendas are available in City Hall and on CHA's website the Friday before each Board meeting. The agendas list all items up for Board consideration, including any policy changes significant enough to require Board approval.

As discussed throughout this and other sections of this Plan, CHA will consider alternative methods for keeping interested parties apprised of proposed policy changes at CHA and will do its utmost to respond to the requests for notice or meetings beyond CHA's MTW requirements.

CHA works very hard to make sure that its policy development efforts are transparent and available to the public for consideration. CHA rarely declines requests for information, even when it is not required to do so and regularly exceeds industry standards in terms of public process and when appropriate, inclusionary program development. However, CHA must balance demands for more process against available staff and financial resources.

Comment: One commenter asked CHA to provide the opportunity for working meetings with advocacy groups before policies are established and implemented.

Response: CHA already conducts working meetings with advocates in advance of public comment periods related to any significant policy or programmatic reforms. A schedule of proposed working group meetings is provided in Major Initiative 10 in this Plan.

Comment: One commenter requested to have public hearings on major proposed changes, and also to provide for a written comment period.

Response: That is CHA's current practice.

Comment: One commenter asked CHA to consider allowing attendees at the Board of Commissioners meeting the opportunity to speak before a vote on any item significantly affecting tenants.

Response: CHA Board of Commissioners meetings are public and attendees already have (and use) the right to speak at Board meetings (except during Executive session).

Comment: *One commenter asked CHA to post the Board of Commissioners' meeting agenda on the CHA website and to provide, upon request, interested parties with advanced copies of staff submissions to the Board.*

Response: This is CHA's current practice.

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: MA00300108

PHA Fiscal Year Beginning: 4/1/08 Board Resolution Number: _____

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):

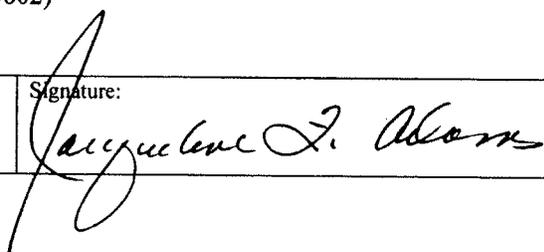
	<u>DATE</u>
<input checked="" type="checkbox"/> Operating Budget approved by Board resolution on:	<u>01/09/2008</u>
<input type="checkbox"/> Operating Budget submitted to HUD, if applicable, on:	_____
<input type="checkbox"/> Operating Budget revision approved by Board resolution on:	_____
<input type="checkbox"/> 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: J. Adams	Signature: 	Date: 01/09/2008
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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

MA003 001 08D

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)

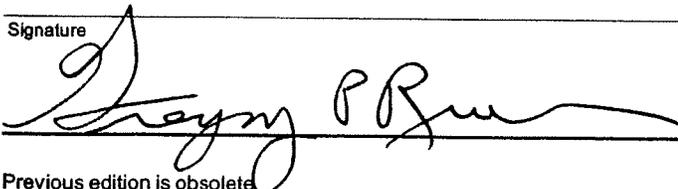
Name of Authorized Official

Gregory Russ

Title

Executive Director

Signature



Date (mm/dd/yyyy)

1/4/08

Previous edition is obsolete

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

C A M B R I D G E H O U S I N G A U T H O R I T Y
NON-MTW VOUCHER PROGRAM

CY 2007 PUC		1,246.00
AAF	Estimate!!	1.02
CY 2008 PUC		1,270.92
ACC UNITS		182
VOUCHER CY 2008 GRANT FUNDING @ 100%	\$	2,775,689
VOUCHER CY 2008 GRANT FUNDING @ 97%	\$	2,692,419
ADMIN FEES ---\$70.70 @ 97%	\$	149,777
TOTAL NON-VOUCHER	\$	2,842,195

MTW VOUCHER PROGRAM

(Prior Year Base X AAF X # of Units X 12)

CY 2007 FUNDING LEVEL		\$1,217.52
AAF		1.02
CY 2008 FUNDING LEVEL		1,241.87
ACC UNITS		1968
CY 2008 FUNDING LEVEL @ 100%	\$	29,328,011
CY 2008 FUNDING LEVEL @ 97%	\$	28,448,171
<u>COMBINED MTW & VOUCHER</u>	\$	31,290,365

EXTRACT OF THE MINUTES OF THE REGULAR MEETING OF THE
BOARD OF COMMISSIONERS OF THE
CAMBRIDGE HOUSING AUTHORITY
WEDNESDAY, JANUARY 9, 2008 5:30 P.M.

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

ALSO PRESENT: GREGORY RUSS, EXECUTIVE DIRECTOR
SAMANTHA MARTIN, RECORDING SECRETARY

FISCAL YEAR 2009 FEDERAL BUDGET

MOTION: Mr. Stockard moved that the Board of Commissioners approve the FY2009 budget for the federally-assisted housing program MA003-001-9D, 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. Clark seconded the motion, which upon being put to vote, was passed unanimously.

Attest
Seal

Shirley Goufred


Gregory Russ, Executive Director

EXTRACT OF THE MINUTES OF THE REGULAR MEETING OF THE
BOARD OF COMMISSIONERS OF THE
CAMBRIDGE HOUSING AUTHORITY
WEDNESDAY, JANUARY 9, 2008 5:30 P.M.

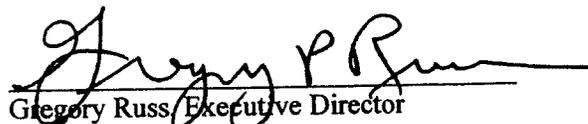
MEMBERS PRESENT: WARREN R. MCMANUS, CHAIRPERSON
JAMES G. STOCKARD, JR., VICE-CHAIRPERSON
GERARD J. CLARK, TREASURER
JACQUELINE F. ADAMS, ASSISTANT TREASURER

ALSO PRESENT: GREGORY RUSS, EXECUTIVE DIRECTOR
SAMANTHA MARTIN, RECORDING SECRETARY

FISCAL YEAR 2009 FEDERAL BUDGET

MOTION: Mr. Stockard moved that the Board of Commissioners approve the FY2009 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. Ms. Adams seconded the motion, which upon being put to vote, was passed unanimously.

Attest
Seal


Gregory Russ, Executive Director

EXTRACT OF THE MINUTES OF THE REGULAR MEETING OF THE
BOARD OF COMMISSIONERS OF THE
CAMBRIDGE HOUSING AUTHORITY
WEDNESDAY, JANUARY 9, 2008 5:30 P.M.

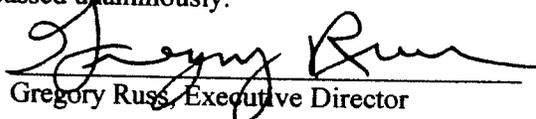
MEMBERS PRESENT: WARREN R. MCMANUS, CHAIRPERSON
JAMES G. STOCKARD, JR., VICE-CHAIRPERSON
GERARD J. CLARK, TREASURER
JACQUELINE F. ADAMS, ASSISTANT TREASURER

ALSO PRESENT: GREGORY RUSS, EXECUTIVE DIRECTOR
SAMANTHA MARTIN, RECORDING SECRETARY

FISCAL YEAR 2009 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 Pranita Amarasinghe to Gregory Russ, Executive Director, dated January 3, 2007, including adjustments to the Federal Programs that reflect funding levels determined by Congress. Mr. Clark 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
Warren R. McManus			
Member	09-12-1982	10-10-2007	09-30-2011
Chairperson	01-09-2008		01-14-2009
James G. Stockard, Jr.			
Member	01-21-1974	10-17-2003	11-11-2008
Vice-Chairperson	01-09-2008		01-14-2009
Gerard J. Clark			
Member	03-14-1974	04-01-2004	05-06-2009
Treasurer	01-09-2008		01-14-2009
Jacqueline F. Adams			
Member	04-26-1995	01-27-2003	09-30-2007
Assistant Treasurer	01-09-2008		01-14-2009

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

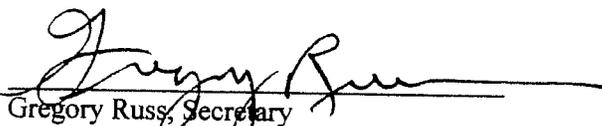
(h) The seal of the Local Agency;

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 10th day of January 2008.


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 Meeting of the board of Commissioners of the Cambridge Housing Authority held on January 30, 2008, 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 true a true and correct copy of a motion adopted at such meeting and on file of record.

IN TESTIMONY WHEREOF, I have hereunto set my hand and seal of said Cambridge Housing Authority, this day the 30th of January 2008.


Gregory Russ, Secretary

**EXTRACT OF THE MINUTES OF THE REGULAR MEETING OF THE
BOARD OF COMMISSIONERS OF THE
CAMBRIDGE HOUSING AUTHORITY
WEDNESDAY, JANUARY 30, 2008 5:30 P.M.**

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

ALSO PRESENT: **GREGORY RUSS, EXECUTIVE DIRECTOR
SHIRLEY SANFORD, RECORDING SECRETARY
PRANITA AMARASINGHE, ADMINISTRATION & POLICY
JOSHUA MEEHAN, ADMINISTRATION & POLICY
GLORIA LEIPZIG, OPERATIONS**

FISCAL YEAR 2009 MOVING TO WORK ANNUAL PLAN

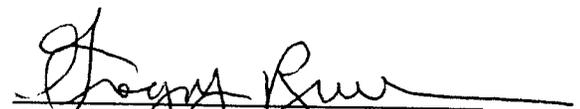
MOTION: Mr. Clark moved that the Executive Director submit to the US Department of Housing and Urban Development (HUD) the FY09 MTW (Moving To Work) Annual Plan, all certifications and HUD forms, all necessary documentation and submission for the receipt of operating, Housing Choice Voucher and Capital Fund Program funds, any technical corrections including budget revisions updated with the latest information available at the time of actual submission, and make the following certifications and agreements with HUD in connection with the submission of the Plan and implementation thereof:

1. The CHA held a meeting with resident leaders on January 17, 2008, to review the draft FY09 MTW Plan.
2. The CHA held a public hearing on January 22, 2008 for review of the FY09 MTW Plan.
3. The CHA has received and responded to both public and written comments offered during the required comment period from December 20, 2007 through January 23, 2008.
4. 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.
5. In relation to Development Choice:
 - CHA will submit the required data in a timely manner (as specified in PIH Notice 99-2); and
 - 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.
6. In relation to program reforms, the CHA certifies that:
 - The PHA Board approves of these policies 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.
7. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
8. 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.

9. 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.
10. The PHA will submit with the Plan a certification with regard to a drug free workplace required by CFR Part 24, Subpart F.
11. 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.
12. 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.
13. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
14. 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.
15. 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.
16. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
17. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
18. 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).
19. 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 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.

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


Attest
Seal


Gregory Russ, Executive Director