

# Cambridge Housing Authority

## Moving to Work Annual Report Fiscal Year 2009



Cambridge Housing Authority  
675 Massachusetts Ave., 2<sup>nd</sup> Floor  
Cambridge, MA 02139  
[www.cambridge-housing.org](http://www.cambridge-housing.org)  
+1 617.497.4040  
TDD 1-800-545-1833, ext. 122

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## INTRODUCTION

Cambridge Housing Authority (CHA) is among a small handful of Public Housing Agencies (PHAs) participating in the groundbreaking Moving to Work Deregulation Demonstration (MTW) created by Congress and signed into Law as part of the Omnibus Consolidated Rescissions and Appropriations Act of 1996. CHA is a proud member of the inaugural class of MTW Agencies, having executed a Moving to Work Agreement with the U.S. Department of Housing and Urban Development (HUD) in 1999. This Fiscal Year 2009 MTW Annual Report is our ninth.

In 1999, after a lengthy negotiation over terms, HUD and CHA entered into the first MTW Agreement. The MTW Agreement is a revolutionary document that defines a series of waivers of the terms and conditions of CHA's Annual Contributions Contract, all but a handful of provisions contained in the 1937 Housing Act and many regulatory requirements.

The MTW Agreement replaces the existing requirements with a fairly simple set of goals, established by Congress when it created the program:

- ⊕ Provide PHAs with the flexibility to design and test various approaches for providing and administering housing assistance that reduce costs and achieve greater cost effectiveness in Federal expenditures;
- ⊕ Give incentives to families with children whose heads of household are working, seeking work, or are participating in job training educational or other programs that assist in obtaining employment and becoming economically self-sufficient; and
- ⊕ Increase housing choices for low-income families.

The Agreement provides CHA authority to design, redesign and create the polices, administrative procedures and programs necessary not only to

implement the activities permitted in the Agreement's Statement of Authorizations, but more importantly to further CHA's long-term programmatic goals. The Authorizations include a well defined catalogue of the program areas where CHA is granted substantial flexibility.

The MTW program wisely replaces an exhausting and burdensome regulatory framework with a simpler set of goals, increased local accountability and the latitude for MTW PHAs to administer and design low-income housing programs that meet the needs of each Agency's community.

For example, an important provision included in CHA's MTW Agreement concerns not program design or administrative reform, but the use of federal dollars. Under its MTW Agreement, CHA is permitted to combine its voucher and public housing funds with its Capital funds in order to create one, "block grant", which CHA then distributes to each program area. This "fungibility" of resources, perhaps more than any other aspect of the MTW Agreement, explains CHA's ability to maintain

extraordinarily high quality public housing stock, even in the face of unparalleled, sustained federal and state disinvestment in its public housing.

Not only has CHA used fungibility to save its public housing stock; administrative and program reforms have contributed to efficiencies that over time have allowed CHA to increase the number of affordable housing opportunities for our community's most vulnerable citizens (an additional 140 households in FY 2009). The additional assistance is achieved even as federal support for federally supported low-income housing continues to diminish.

MTW allows CHA to shift its focus from compliance and strict adherence to regulatory requirements to local goals. MTW requires CHA, through its public participation requirements, to design policies and procedures that truly reflect the community. Through careful, respectful and substantive public discourse, CHA, and MTW PHAs around the country, are designing local solutions to local housing problems.

Rather than spending an inordinate amount of time and resources on regulatory compliance, MTW agencies are free to expend their administrative, programmatic and intellectual energies on the advancement of their missions, as articulated by Congress in the MTW authorizing legislation and by each Agency's Board of Commissioners and community.

As of this writing, CHA has just executed a Restated and Amended Moving to Work Agreement with HUD. Unlike the previous MTW Agreement, which needed renewing every few years, the new Agreement runs through 2018. With the long-term future of the MTW program in Cambridge secure the Agency can begin, for the first time, to plan and design MTW initiatives with a much longer view, both in terms of outcomes and evaluation. While the Restated and Amended Moving to Work Agreement does not have the same language of regulatory relief as its precursor, CHA welcomes the ability to take a long view with MTW.

CHA is certain that the Moving to Work program, with its increased community accountability and less

proscriptive statutory and regulatory framework greatly benefits the lives of the thousands of low-income elderly, disabled and family households we serve. Further, with more time to plan, implement and evaluate MTW initiatives, CHA is confident that its future successes will provide further, incontrovertible evidence that a locally-based, flexible public housing regulatory framework results in more households being housed in better quality stock, with real potential for cost long-term savings to the American taxpayer.

As we have stated before, CHA strongly believes that in MTW, CHA and other participating PHAs are laying the groundwork for a comprehensive re-envisioning of, and investment in public housing in the United States. We have seen a better way, and we hope others will come to share our vision.

This Report covers CHA's 2009 Fiscal Year (April 1, 2008 to March 31, 2009). As was the case in FY 2008, CHA spent a great deal of time and resources in FY 2009 completing the early stages of the Cambridge Public Housing Preservation Program - CHA's ten-year, \$228 million dollar

comprehensive public housing redevelopment campaign. Additionally, the Agency concentrated on fine-tuning and evaluating recent program reforms and innovations. As each chapter of this Report demonstrates, FY 2009 was a year in which CHA dedicated itself to improving business systems and streamlining program administration Agency-wide. CHA strove to maximize savings, eliminate inefficiencies, and guarantee that the households we serve were provided the highest possible quality affordable housing and supportive services.

This Report includes the following sections, with references to outcome measurements as required by CHA's MTW Agreement as well as to significant accomplishments in the following areas:

- ⊕ Public & Affiliate Housing
- ⊕ Leased Housing Program
- ⊕ Modernization, Development & Redevelopment
- ⊕ Resident Services & Economic Development
- ⊕ Financial Management

### 1 Continued examination of Rent Simplification Program outcomes

When CHA's Board of Commissioners approved the Rent Simplification Program (RSP) for federal public housing in late 2005, the Board instructed staff to report annually on the impact the new rent policy was having on affected households. The Board was particularly interested in making sure that rent burdens (% of monthly adjusted income spent on rent and utilities) under RSP were not significantly higher than under pre-RSP rent rules.

In response, CHA began tracking several data sets that indicate whether or not RSP is having the desired outcome of encouraging work while streamlining program administration without negatively impacting residents' ability to pay rent. The data CHA tracks for the purpose of RSP impact analysis are:

- ⊕ Household average gross and adjusted income;
- ⊕ average employment income;
- ⊕ average Social Security income;
- ⊕ average Public Assistance income;
- ⊕ average total tenant payment (TTP is defined as the cost of rent combined with the estimated cost of resident supplied utilities);
- ⊕ average TTP to gross income;

- ⊕ average TTP to adjusted income;
- ⊕ total rent roll per month;
- ⊕ percentage of total resident households with TTPs greater than 30% of gross and adjusted income; and
- ⊕ number and outcome of households applying for hardship waivers under RSP's hardship policy.

As the charts below indicate, average TTPs as a percentage of gross and adjusted income remain almost exactly the same today as they were in July 2005, more than six months prior to the implementation of RSP. Interestingly, even as TTPs remained the same from July 2005 through April 2009, employment income increased 7%, while Social Security and Public Assistance income remained almost unchanged (+1%). Although CHA cannot say definitively that the observed increase in earned income is the result of RSP's relaxed income reporting requirements, the data certainly suggests this possibility and begs further research.

All Households	Pre RSP 2005	Current RSP 2009	Difference July 05 to April-09
	(July 2005)	(April 2009)	
Number of Households	1582	1789	207
Average Gross Income	\$19,419	\$20,449	\$1,030
Average Adjusted Income	\$18,247	\$20,196	\$1,949
Average Employment Income	\$26,810	\$28,736	\$1,926
Average Social Security Income	\$9,799	\$10,896	\$1,097
Average Public Assistance Income	\$5,031	\$5,101	\$70
Average Total Tenant Payment (TTP)	\$394	\$397	\$3
Total Average % of TTP to Gross Income	24.4%	23.9%	-0.46%
Total Average % of TTP to Adjusted Income	25.9%	24.4%	-1.52%
Total Rent Roll/mo	\$623,591	\$710,934	\$87,343

### Elderly/Disabled Households

	Pre RSP 2005	Current RSP 2009	Difference
	(July 2005)	(April 2009)	July 05 to April-09
Number of Households	561	702	141
Average Gross Income	\$12,636	\$13,785	\$1,149
Average Adjusted Income	\$11,363	\$13,395	\$2,032
Average Employment Income	\$13,255	\$15,967	\$2,712
Average Social Security Income	\$9,853	\$10,941	\$1,088
Average Public Assistance Income	\$3,629	\$3,379	(\$250)
Average Total Tenant Payment (TTP)	\$281	\$297	\$15
Total Average % of TTP to Gross Income	26.9%	25.6%	-1.33%
Total Average % of TTP to Adjusted Income	30.1%	26.5%	-3.63%
Total Rent Roll/mo	\$157,856	\$208,191	\$50,335

### Family Households

	Pre RSP 2005	Current RSP 2009	Difference
	(July 2005)	(April 2009)	July 05 to April-09
Number of Households	1021	1087	66
Average Gross Income	\$23,551	\$24,807	\$1,256
Average Adjusted Income	\$22,549	\$24,646	\$2,096
Average Employment Income	\$27,591	\$30,081	\$2,490
Average Social Security Income	\$9,712	\$10,811	\$1,099
Average Public Assistance Income	\$5,232	\$5,607	\$375
Average Total Tenant Payment (TTP)	\$456	\$463	\$7
Total Average % of TTP to Gross Income	27.0%	22.8%	-4.24%
Total Average % of TTP to Adjusted Income	25.7%	23.0%	-2.71%
Total Rent Roll/mo	\$465,735	\$502,743	\$37,008

The charts below group resident TTPs by five percentage points to illustrate the number of households paying more than 30% of their adjusted and gross monthly incomes towards rent and utilities as compared to those paying less than 30%. As these charts illustrate, the vast majority of residents (over 80%) are paying between 20 and 30% of their adjusted income towards rent and utilities. Only .5% of residents are paying between 30.01 and 35% of their adjusted income towards rent and utilities and only .9% are paying more than 35%. It is important to note that of the twenty-five households paying more than 30% of adjusted income towards rent and utilities, nine are households with rents determined using the mixed family household formula (40% of adjusted income towards rent) and sixteen are households paying CHA's \$50.00 per month minimum rents.

#### ALL HOUSEHOLDS

TTP% Income	TTP% Gross Income		TTP% Adjusted Income	
	# Households	# Households	# Households	# Households
0-5%	0	0	0	0
5-15%	92	86	86	86
15.01-20%	238	221	221	221
20.01-25%	644	590	590	590
25.01-30%	768	843	843	843
30.01-35%	8	9	9	9
>35%	15	16	16	16
\$0 income	24	24	24	24
<b>Total</b>	<b>1,789</b>	<b>1,789</b>	<b>1,789</b>	<b>1,789</b>

#### ELDERLY/DISABLED HOUSEHOLDS

TTP% Income	TTP% Gross Income		TTP% Adjusted Income	
	# Households	# Households	# Households	# Households
0-5%	0	0	0	0
5-15%	8	3	3	3
15.01-20%	23	11	11	11
20.01-25%	284	251	251	251
25.01-30%	378	427	427	427
30.01-35%	0	0	0	0
>35%	5	6	6	6
\$0 income	4	4	4	4
<b>Total</b>	<b>702</b>	<b>702</b>	<b>702</b>	<b>702</b>

#### FAMILY HOUSEHOLDS

TTP% Income	TTP% Gross Income		TTP% Adjusted Income	
	# Households	# Households	# Households	# Households
0-5%	0	0	0	0
5-15%	84	83	83	83
15.01-20%	215	210	210	210
20.01-25%	360	339	339	339
25.01-30%	390	416	416	416
30.01-35%	8	9	9	9
>35%	10	10	10	10
\$0 income	20	20	20	20
<b>Total</b>	<b>1,087</b>	<b>1,087</b>	<b>1,087</b>	<b>1,087</b>

The final metric CHA uses to determine whether or not RSP is negatively impacting residents is the number of households requesting hardship waivers from the Hardship Committee. RSP's hardship policy provides a safety net for households experiencing unanticipated, significant drops in income or increases in medical or childcare costs for which they are eligible for an income deduction. CHA collects data on the number of hardship applications received, applicants' household type, reason for request and outcome.

CHA staff and Board of Commissioners considers the incidence of hardship waiver applications to be a useful measure of whether or not RSPs deduction schedules, minimum rents and interim recertification limits in family developments are harming residents. CHA received seven hardship waiver requests in FY 09. This represents .3% of the total number of households subject to RSP rules. Of the seven households that applied for hardship waivers, two were granted hardship rents. Of the remaining five households, four were found not to meet the hardship criteria and one application was incomplete and the household chose not to re-submit a completed application. CHA considers the dearth of hardship applications, combined with the encouraging rent burden and earned income data, to be evidence that RSP is having the intended effect of encouraging work while simultaneously reducing the administrative burden of operating public housing.

As the amount of data on RSP grows, CHA is becoming more confident of the policy's efficacy and effect. As described in CHA's FY 2010 MTW Annual Plan, CHA hopes to begin a ten year longitudinal study of RSP to learn more about how the policy is effecting residents' educational, employment and asset building choices.

## 2 Housing Choice Voucher program reforms

As described in the Leased Housing Chapter of this Report, CHA partnered with Heading Home, Inc., a local nonprofit that provides transitional housing to homeless families coming out of the Massachusetts Department of Transitional Assistance shelter system, to develop a new type of subsidy that links deeply subsidized housing with substantial, long-term educational, employment and economic literacy training.

The new program, tentatively named the "Heading Home Program", will likely be a hybrid of CHA's successful Sponsor Based Voucher program and a more traditional, though possibly declining, housing choice voucher. In addition to housing and training, formerly homeless families participating in the program will likely have access to a capitalized Individual Development Account as they meet certain developmental benchmarks.

CHA and its program partners met regularly throughout FY 2009 to develop this multi-faceted, inter-agency program. The first participants are expected to begin enrolling in the coming months. CHA looks forward to providing additional program details and preliminary outcomes of this innovative program in its next MTW Report.

### **3 State and Federal redevelopment strategies – New development initiatives**

As described in detail in the Modernization, Development and Redevelopment chapter of this Report, in FY 2009 CHA moved aggressively ahead with the Cambridge Public Housing Preservation Program (CPHPP), the Agency's ten year, \$228 million dollar comprehensive modernization and redevelopment strategy for the state and federal portfolios.

CHA Planning & Development staff held public meetings at developments throughout the city to introduce residents and other interested community members to the significant capital needs of CHA's properties, as well as the options for funding the required work.

The nation's economic woes dealt an unexpected blow to many of CHA's original plans for funding the Cambridge Public Housing Preservation Program, requiring the Agency to examine alternative ways for financing the requisite capital work. As a result, many of the public meetings focused on the possible use of Housing Choice Vouchers to provide the income necessary to attract capital investors to CHA's development and redevelopment projects in these troubling financial times.

Fortunately, towards the end of FY 2009, CHA received word that it was successful in its effort to receive a bond allocation from the Massachusetts Department of Housing and Community Development. The receipt of this allocation despite the moribund capital market is a significant opportunity for CHA to move forward with its redevelopment and modernization plans.

Phase 1 of the Cambridge Public Housing Preservation Program began in March 2009 with \$6.7 million in renovation work under way at Willow Street Apartments. Depending upon the resurgence of the bond and low income housing tax credit markets, demolition and reconstruction of Lincoln Way and a comprehensive modernization of Jackson Gardens could proceed by late 2009.

## **4 Explore a framework for public housing accreditation**

In FY 2009 CHA continued to engage industry leaders and experts in accreditation in discussions around the concept of replacing HUD oversight of PHA operations and regulatory compliance with a Board of Accreditation that would consist of HUD officials, PHA leaders, resident advocates and academics. CHA will continue to discuss accreditation with interested parties in the coming years in hopes of building sufficient interest to prompt policy makers to consider accreditation as an alternative method of overseeing the nation's housing authorities.

## **5 Continued implementation of asset-based management**

As an MTW agency CHA is not required to follow the property based management rules exactly as proscribed by HUD. However, in the past three years CHA has made a considerable effort to be in compliance with the New Operating Fund Rule (24 CFR 990) under the asset management model.

AMPs were established and were approved by HUD. These AMPs are being used as CHAs federal property groupings to manage the properties. A central office cost center was established and fee-for-service was applied to several activities. CHA will begin preparing capital budgets on a property basis in FY 2010.

Every year, CHA takes a fresh look at its fee structure and refines it to achieve a higher level of accuracy and fairness. Balance sheet accounts were separated by property. This gives CHA a clear picture of its asset portfolio, making it easier for CHA to make decisions about how best to manage the portfolio. Reserves were established for each project. CHA is currently formulating a program for operating, capital and replacement reserve policies.

Beginning in FY 2006, CHA empowered its property managers to prepare and manage their property budgets. Managers were trained to involve all of their staff members during the budget preparation process to get more realistic numbers and to provide front line staff with a broader understanding of how their developments are funded, and the impact public housing operating fund pro-rations and operational inefficiencies have on each AMP's ability to provide its residents with the high quality affordable housing the Agency, HUD and the Cambridge community expects.

As part of the transition to HUD's asset management model, the central stock room was closed down and managers were given the authority to procure items on a property basis. In FY 2009 CHA began the process of creating property-based procurement policies.

CHA purchased new management software in FY 2009 and is in the initial stages of implementation as this Report goes to press. The new software will provide CHA the ability to track each project's budgets separately with much less effort than CHA's antiquated software. The new software will make financial reporting by projects much easier and less time consuming for Fiscal Department staff.

## **6** Energy Plan

As described in the Modernization, Development and Redevelopment chapter of this Report, CHA made significant strides in the area of energy savings and conservation in FY 2009. CHA continued developing strategic partnerships with non profits and universities to explore a myriad of ways to reduce energy use and costs throughout the portfolio. CHA is very proud of the tremendous strides it has taken in recent years to reduce energy costs, increase efficiency and seek out strategic partners in its ongoing effort to “green” its assets.

The success of these efforts was best exemplified by the installation of a 92 KW solar photovoltaic system at Washington Elms. CHA working in partnership with Boston Community Capital, leveraged strategic partnerships, subsidy programs, tax credits and power purchase deals to finance the panel installation, which will reduce energy consumption at the development by 30% annually and significantly decrease CHA's carbon footprint.

## **7** Further development and implementation of quality control protocols

Building on the successful implementation of quality control protocols in public housing in FY 2008, CHA expanded the scope of quality controls to include file reviews in the Leased Housing department in FY 2009. In both programs, files are randomly selected and reviewed for both material and non-material errors. The results are shared with staff members

and the errors are corrected. If a pattern of errors is identified, staff members are given one-on-one training to help sharpen their skills and reduce future findings.

In addition to individual file reviews, data used for RSP impact analysis in federal public housing is also used to identify rent calculation errors. Errors are reported to the appropriate manager and quickly corrected. Finally, the Resident Survey includes questions about work order turnaround time and satisfaction as well as questions about grounds keeping and customer service. Survey results are shared with Operations staff and any significant negative indicators are addressed through staff trainings.

Finally, in late FY 2009 CHA began conducting site-specific resident surveys, the results of which will be used to provide feedback to site managers on what operational areas they may need to improve upon in the coming months. Over the course of FY 2010, CHA hopes to design and complete site specific surveys for all of its large family and elderly developments in order to provide precise, constructive guidance to staff on where they can concentrate their efforts to increase resident satisfaction.

## **8** Mixed family rent formula

As proposed in its FY 2009 HUD approved MTW Annual Plan, CHA replaced HUD's mixed family income proration formula in federal public housing with a simple to understand and implement rent determination formula for households with mixed family status. Rather than pro-rating subsidy based on the number of eligible household members, CHA simply sets rents based on 40% of a mixed family household's adjusted income. Rent is then determined using a rent schedule similar

to that used for other federal public housing residents, but designed specifically for households paying rent based on 40% of income, rather than the 30% calculation used for families without mixed family status.

The new formula was applied to all mixed families in federal public beginning on March 1, 2009. Of thirty six mixed income households, eighteen experienced no change in rent, one household's rent decreased and seventeen households' rents increased. The rent decrease was implemented immediately. Households experiencing rent increases will have their rents increased at the next scheduled biennial recertification, giving households sufficient time to prepare for the increase.

## **9** Implementation of the new MTW ACOP

As described in the Public and Affiliate Housing chapter of this Report, CHA's Board of Commissioners approved the new Admissions and Continued Occupancy Policy for Federal Public Housing (ACOP) on August 19, 2008. The new ACOP was developed with input from a variety of stakeholders including Operations, Leased Housing, Administration and Policy, Planning and Development, Legal and Executive staff as well as members of the Cambridge legal services community. Additionally, the ACOP was thoroughly vetted by residents during a series of public meetings held at federal developments throughout the city.

The ACOP takes full advantage of MTW's flexibility in several policy areas including eligibility, continued occupancy and transfers. The new ACOP is designed to be easy to navigate, read and understand. It is available in English, Haitian Creole, Portuguese and Spanish. The new ACOP took effect February 1, 2009.

# 10 Continued Community Outreach

The flexibility MTW provides CHA comes with an added responsibility towards our community. CHA has been given the opportunity to think creatively about how best to use federal dollars to improve housing opportunities for Cambridge's neediest households. CHA understands that with this increased flexibility comes the risk of making policy choices that may inadvertently have negative effects on some of the households we serve or those we may serve in the future. Serious and substantive discussion with our community concerning policy ideas or programmatic reforms takes on added weight in this deregulated context. To that end CHA works hard to expand and increase opportunities to engage residents, voucher holders, waitlisted households, local decision makers and the community-at-large whenever significant policy reforms are being considered. CHA made significant strides in the area of increased community outreach in FY 2009 including, but not limited to:

- ⊕ Holding eight site meetings to vet the draft ACOP with residents and other interested parties;
- ⊕ meeting with local advocates to discuss and review the ACOP;
- ⊕ holding a public comment period and meeting on the FY 2008 MTW Annual Report;
- ⊕ translating the new ACOP into Haitian Creole, Portuguese and Spanish;
- ⊕ creating multi-lingual one page informational sheets on Agency policies for the Central Office waiting room;
- ⊕ providing financial and technical support to foster the creation of the Alliance of Cambridge Tenants;
- ⊕ holding a series of site meetings to explain the Cambridge Public Housing Preservation Program;
- ⊕ holding trainings on Low Income Housing Tax Credits to help residents and voucher holders understand one of the important funding mechanisms CHA will rely upon to complete the CPHPP;
- ⊕ providing financial support to the newly created Alliance of Cambridge Tenants; and

- ⊕ institutionalizing CHA's commitment to increased public dialogue through an amendment to the Restated and Amended Moving to Work Agreement.

In addition, in early FY 2010 CHA is preparing a revised Resident Welcome Packet for new residents, a new website (including an easy to navigate Events Calendar) and Agency forms, most of which will be available in English, Haitian Creole, Portuguese and Spanish. CHA will continue striving to make sure that as it moves ahead in the areas of policy and programmatic reform, that we do so not in a vacuum, but in an inclusive way that takes into consideration the values and expectations of our community.

***“You never change things by fighting the existing reality. To change something, build a new model that makes the existing reality obsolete.”***

*- Buckminster Fuller*

## Voluntary Compliance Agreement Update

On September 27, 2007, CHA entered into a Voluntary Compliance Agreement (VCA) with HUD's Office of Fair Housing & Equal Opportunity. The agreement followed an extensive fair housing audit by HUD. HUD made no audit findings. None-the-less, CHA agreed to take the following steps described in the VCA:

- ⊕ CHA agreed to create 42 additional UFAS-compliant units by December 2013, and to submit a plan of action within 90 days of the agreement. CHA completed the first two units ahead of schedule in October 2007. The next ten units were scheduled to be online by December 2008 - but construction was delayed due to the relocation needs of ten special needs households. The ten units are under construction and will be completed by October 2009. The thirteenth unit in the current pipeline is also under construction and will be completed by December 2009. The next milestone for the development of the 42 UFAS-compliant units is scheduled for December 2012. The first increment in this phase includes 8 units at D. F. Burns Apartments. CHA is in the early planning stages of this, first phase.
- ⊕ In accordance with the VCA, CHA adopted a new Reasonable Accommodation Policy on December 19, 2007. CHA instituted the new process called for by the agreement, including use of a uniform set of forms and procedures, as well as a centralized record of accommodation requests and request outcomes. Operations Department staff received training on May 13, July 15, and August 19, 2008. Leasing Department staff received training on July 23, 2008.
- ⊕ CHA is in the final stages of revising all policies to include a statement informing program participants, employees, and potential applicants of CHA's duty to make reasonable accommodations and how to make a request.

- ⊕ CHA adopted a Language Assistance Plan (LAP) (in accordance with Limited English Proficiency Guidance from HUD) on February 27, 2008. In accordance with the LAP, CHA is having key documents translated into Haitian Creole, Portuguese and Spanish; and is polling residents regarding language preferences. CHA also notifies applicants and residents of their rights to interpretation and translation services in accordance with the plan.

# GENERAL HOUSING AUTHORITY OPERATING INFORMATION

## Cambridge Housing Authority - Stock Profile FY 2009 Annual Report

PROGRAM TYPE	Start of FY 09 4/1/08	Estimated FY 09 4/1/09	Actual End of FY 09 4/1/09
<b>Public Housing*</b>			
<b>Federal PH</b>			
Elderly/Disabled**	758	766	758
Family	1,095	1,096	1,096
JFK/HOPE VI	44	44	44
Non-Dwelling	3	3	3
<b>Federal PH Total</b>	<b>1,900</b>	<b>1,909</b>	<b>1,901</b>
<b>State PH</b>			
Elderly/Disabled	334	334	334
Family	325	325	325
Non-Dwelling	4	4	4
<b>State PH Total</b>	<b>663</b>	<b>663</b>	<b>663</b>
<b>Housing Choice</b>			
<b>Federal</b>			
MTW	1,943	2,050	2,053
Tenant-Based	1,397	1,482	1,481
Project-Based***	516	528	516
Sponsor-Based	30	40	56
Non-MTW	505	516	514
<b>Federal Total***</b>	<b>2,448</b>	<b>2,566</b>	<b>2,567</b>
<b>State</b>			
MRVP	129	135	135
AHVP	58	30	54
Other State Assisted	135	135	135
<b>State Total</b>	<b>322</b>	<b>300</b>	<b>324</b>
<b>Total Assisted †</b>	<b>5,333</b>	<b>5,438</b>	<b>5,455</b>

Tax Credit LLCs	Actual Start of FY 09 4/1/08	Estimated FY 09 4/1/09	Actual End of FY 09 4/1/09
Public Housing*	44	44	44
Project-Based Vouchers**	152	152	152
Other (No CHA subsidy)	18	18	18
<b>Tax Credit LLCs Owned</b>	<b>214</b>	<b>214</b>	<b>214</b>

\*These 44 units are already counted in the 1,900 total Public Housing Units of the table  
 \*\*These units are included in the total Housing Choice Vouchers in the table above

<b>All Programs Total</b>	<b>5,473</b>
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\*Excludes 5 SRO units that are part of one unit breakthrough at Jefferson Park.

\*\*Mixed Finance proposal submitted to HUD on 8/2008 has not been approved yet, thus extra 8 units in the Elderly/Disabled Public Housing were not added in FY09.

\*\*\*Includes Project-Based Vouchers at Affiliate Owned units

† Total assisted includes actual number of Housing Choice Vouchers to be issued, not the authorized amount.

# Households Served Information

## Cambridge Federal Public Housing and Leased Housing Households Served - Bedroom, Race, Ethnicity and Income Profile - FY 2009 Annual Report

Household Information	Federal Public Housing				Federal PH Total		Federal MTW Leased Housing				Leased Housing Total		Total Both Programs
	Family		Elderly		FY 09 Plan	FY09 Actual	Family		Elderly		FY 09 Plan	FY09 Actual	
	FY 09 Plan	FY09 Actual	FY 09 Plan	FY09 Actual			FY 09 Plan	FY09 Actual	FY 09 Plan	FY09 Actual			
<b># of Bedrooms</b>													
Studio	5	0	343	453	<b>348</b>	<b>453</b>	66	64	37	43	<b>103</b>	<b>107</b>	<b>560</b>
1 Bedroom	143	149	239	246	<b>382</b>	<b>395</b>	386	483	286	306	<b>672</b>	<b>789</b>	<b>1,184</b>
2 Bedroom	452	460	3	3	<b>455</b>	<b>463</b>	554	589	120	134	<b>674</b>	<b>723</b>	<b>1,186</b>
3 Bedroom	362	380	0	0	<b>362</b>	<b>380</b>	323	339	23	29	<b>346</b>	<b>368</b>	<b>748</b>
4+ Bedroom	95	98	0	0	<b>95</b>	<b>98</b>	49	48	2	4	<b>51</b>	<b>52</b>	<b>150</b>
<b>Total Households</b>	<b>1,057</b>	<b>1,087</b>	<b>585</b>	<b>702</b>	<b>1,642</b>	<b>1,789</b>	<b>1,378</b>	<b>1,523</b>	<b>468</b>	<b>516</b>	<b>1,846</b>	<b>2,039</b>	<b>3,828</b>
<b>Race</b>													
Black	682	693	132	175	<b>814</b>	<b>868</b>	-	777	-	155	<b>845</b>	<b>932</b>	<b>1,800</b>
Asian	35	39	12	18	<b>47</b>	<b>57</b>	-	30	-	11	<b>34</b>	<b>41</b>	<b>98</b>
White	329	343	437	504	<b>766</b>	<b>847</b>	-	704	-	347	<b>949</b>	<b>1,051</b>	<b>1,898</b>
American Indian	11	12	4	5	<b>15</b>	<b>17</b>	-	10	-	3	<b>13</b>	<b>13</b>	<b>30</b>
Other	0	0	0	0	<b>0</b>	<b>0</b>	-	2	-	0	<b>2</b>	<b>2</b>	<b>2</b>
<b>Total Households</b>	<b>1,057</b>	<b>1,087</b>	<b>585</b>	<b>702</b>	<b>1,642</b>	<b>1,789</b>	-	<b>1,523</b>	-	<b>516</b>	<b>1,843</b>	<b>2,039</b>	<b>3,828</b>
<b>Ethnicity</b>													
Hispanic	114	131	20	36	<b>134</b>	<b>167</b>	-	188	-	34	<b>178</b>	<b>222</b>	<b>389</b>
Non-Hispanic	943	956	565	666	<b>1,508</b>	<b>1,622</b>	-	1335	-	482	<b>1,665</b>	<b>1,817</b>	<b>3,439</b>
<b>Total Households</b>	<b>1,057</b>	<b>1,087</b>	<b>585</b>	<b>702</b>	<b>1,642</b>	<b>1,789</b>	-	<b>1,523</b>	-	<b>516</b>	<b>1,843</b>	<b>2,039</b>	<b>3,828</b>
<b>Income</b>													
< 30% AMI	589	656	482	579	<b>1,071</b>	<b>1,235</b>	-	1,041	-	388	<b>1,225</b>	<b>1,429</b>	<b>2,664</b>
30%-50% AMI	286	273	84	92	<b>370</b>	<b>365</b>	-	344	-	100	<b>443</b>	<b>444</b>	<b>809</b>
50%-80% AMI	141	101	17	30	<b>158</b>	<b>131</b>	-	121	-	27	<b>167</b>	<b>148</b>	<b>279</b>
> 80% AMI	41	57	2	1	<b>43</b>	<b>58</b>	-	17	-	1	<b>11</b>	<b>18</b>	<b>76</b>
<b>Total Households</b>	<b>1,057</b>	<b>1,087</b>	<b>585</b>	<b>702</b>	<b>1,642</b>	<b>1,789</b>	-	<b>1,523</b>	-	<b>516</b>	<b>1,846</b>	<b>2,039</b>	<b>3,828</b>

Note: 1. Data displayed under FY09 Plan represents the number of households served at the time of the FY09 Plan publication. Numbers given under FY09 Actual reflect the current number of households served at the end of the fiscal year 2009.

2. Data reported in the FY09 Plan did not distinguish HCV Households between Family or Elderly households for Race, Ethnicity and Income. Thus only totals are compared.

## Cambridge State Public Housing and Leased Housing Households Served - Bedroom, Race, Ethnicity and Income Profile - FY 2009 Annual Report

Household Information	State Public Housing						State Leased Housing						Total Both Programs
	Family		Elderly		Federal PH Total		Family		Elderly		Leased Housing Total		
	FY 09 Plan	FY09 Actual	FY 09 Plan	FY09 Actual	FY 09 Plan	FY09 Actual	FY 09 Plan	FY09 Actual	FY 09 Plan	FY09 Actual	FY 09 Plan	FY09 Actual	
<b># of Bedrooms</b>													
Studio	4	10	57	50	61	60	-	64	-	12	82	76	136
1 Bedroom	58	53	255	248	313	301	-	38	-	15	56	53	354
2 Bedroom	145	152	12	12	157	164	-	24	-	4	29	28	192
3 Bedroom	95	94	1	1	96	95	-	20	-	4	23	24	119
4+ Bedroom	10	3	0	0	10	3	-	6	-	2	7	8	11
<b>Total Households</b>	<b>312</b>	<b>312</b>	<b>325</b>	<b>311</b>	<b>637</b>	<b>623</b>	<b>-</b>	<b>152</b>	<b>-</b>	<b>37</b>	<b>197</b>	<b>189</b>	<b>812</b>
<b>Race</b>													
Black	-	182	-	111	-	293	-	61	-	8	-	69	362
Asian	-	12	-	20	-	32	-	2	-	1	-	3	35
White	-	117	-	179	-	296	-	89	-	28	-	117	413
American Indian	-	1	-	1	-	2	-	0	-	-	-	0	2
Other	-	0	-	0	-	0	-	0	-	-	-	0	0
<b>Total Households</b>	<b>-</b>	<b>312</b>	<b>-</b>	<b>311</b>	<b>-</b>	<b>623</b>	<b>-</b>	<b>152</b>	<b>-</b>	<b>37</b>	<b>-</b>	<b>189</b>	<b>812</b>
<b>Ethnicity</b>													
Hispanic	-	58	-	17	-	75	-	10	-	2	-	12	87
Non-Hispanic	-	254	-	294	-	548	-	142	-	35	-	177	725
<b>Total Households</b>	<b>-</b>	<b>312</b>	<b>-</b>	<b>311</b>	<b>-</b>	<b>623</b>	<b>-</b>	<b>152</b>	<b>-</b>	<b>37</b>	<b>-</b>	<b>189</b>	<b>812</b>
<b>Income</b>													
< 30% AMI	-	202	-	261	-	463	-	134	-	34	-	168	631
30%-50% AMI	-	68	-	39	-	107	-	12	-	2	-	14	121
50%-80% AMI	-	24	-	11	-	35	-	4	-	0	-	4	39
> 80% AMI	-	18	-	0	-	18	-	2	-	1	-	3	21
<b>Total Households</b>	<b>-</b>	<b>312</b>	<b>-</b>	<b>311</b>	<b>-</b>	<b>623</b>	<b>-</b>	<b>152</b>	<b>-</b>	<b>37</b>	<b>-</b>	<b>189</b>	<b>812</b>

Note: 1. Data displayed under FY09 Plan represents the number of households served at the time of the FY09 Plan publication. Numbers given under FY09 Actual reflect the current number of households served at the end of the fiscal year 2009.

2. Data reported in the FY09 Plan did not distinguish State Voucher Households between Family or Elderly for Unit Size information. Thus only totals are compared.

3. In previous years CHA did not provide information regarding Race, Ethnicity, and Income on its State Public Housing and Voucher Programs. Thus data prior to FY 2009 is not available.

# Waiting List Information

## Cambridge Public Housing and Leased Housing: Waiting List by Bedroom, Race, Ethnicity and Income Profile - FY 2009 Annual Report

Applicants Information	Public Housing			Leased Housing	
	Family	Elderly	FY 09 Total		FY 09 Total
<b># of Bedrooms*</b>					
Studio	98	1,384	1,482	CHA does not keep a Leased Housing waiting list by Elderly/Disables or Family	1,264
1 Bedroom	3,083	220	3,303		2,121
2 Bedroom	2,357	81	2,438		2,172
3 Bedroom	970	3	973		1,085
4+ Bedroom	170	1	171		130
<b>Total Households</b>	<b>6,678</b>	<b>1,689</b>	<b>8,367</b>		<b>6,772</b>
<b>Race</b>					
Black	3,247	511	3,758		3,439
Asian	322	60	382		217
White	2,963	1,023	3,986		2,915
American Indian	62	26	88		77
Other	66	38	104		124
<b>Total Households</b>	<b>6,660</b>	<b>1,658</b>	<b>8,318</b>		<b>6,772</b>
<b>Ethnicity</b>					
Hispanic	1,481	179	1,660		1,466
Non-Hispanic	5,179	1,479	6,658		5,306
<b>Total Households</b>	<b>6,660</b>	<b>1,658</b>	<b>8,318</b>		<b>6,772</b>
<b>Income**</b>					
< 30% AMI	5,707	1,502	7,209		5,865
30%-50% AMI	772	110	882		756
50%-80% AMI	124	23	147		100
> 80% AMI	58	11	69		50
<b>Total Households</b>	<b>6,661</b>	<b>1,646</b>	<b>8,307</b>		<b>6,771</b>

An average of **97.7%** of households on the waiting list are extremely or very low-income families

	Fed PH Family	Fed PH Elderly	HCV
Extremely Low-Income Households (0-30% of AMI)	5,707	1,502	5,865
Very Low-Income Households (30-50% AMI)	772	110	756
<b>Total CHA Waiting List by Program</b>	<b>6,661</b>	<b>1,646</b>	<b>6,771</b>
<b>% Households &lt;50%</b>	<b>97.3%</b>	<b>97.9%</b>	<b>97.8%</b>

\*The total number of applicant households for FY 2009 by Bedroom Size differs from the total number given under Race and Ethnicity due to households applying for more than one bedroom size.

\*\*This data was collected over a 48hr period, therefore the total number of applicant households for FY 2009 by Income Range differs slightly from the total number given under Race, Ethnicity and Bedroom Size.

## TRACKING MTW ACTIVITIES

Beginning in Fiscal Year 2000, CHA has been using its MTW flexibility to improve the administration and effectiveness of all the programs it administers. In the early years of MTW, CHA concentrated its reform efforts in the area of acquisition, capital maintenance and redevelopment. CHA leveraged MTW's fungibility to make substantial improvements to the stock, and to add new affordable units to the Agency's non profit portfolio. In the first few years of MTW, CHA concentrated less on programmatic reforms, in part for fear that programmatic changes using MTW authority would have to be reversed were the MTW program eliminated. Most programmatic reforms were in the form of modest income disallowances designed to encourage residents and voucher holders to move from public assistance to employment.

As the number of years in the MTW program grew, so too did CHA's willingness to take on more significant, long-term programmatic reforms; particularly in the area of rent reform. The design and implementation of Rent Simplification in FY 2006 marked a significant commitment by CHA to deep, long-term reform. CHA is now in its tenth year in the program, and looking back, the number, scope and results of CHA's MTW initiatives are impressive.

Appendix Seven of this Report provides readers with an MTW Initiatives Matrix that chronicles every MTW initiative CHA has undertaken since its first year in the program. The Matrix is broken up by fiscal year and provides the type of reform, the metrics CHA used to measure it, and each initiative's outcome.

In the coming fiscal year, CHA hopes to further refine this matrix to provide HUD, MTW evaluators, Congress and academics a concise and easy to reference guide to CHA's MTW accomplishments.

## Public and Affiliate Housing

The efficient and equitable management of CHA's public housing and affiliate non-profit housing stock is the foundation of CHA's day-to-day and long-term planning. CHA takes its stewardship of these valuable public assets very seriously. FY 2009 was a banner year for CHA in terms of operational reform and efficiency. The following chapter details the steps CHA took over the past fiscal year to ensure that the management of these vital resources is kept to the highest industry standards and in compliance with all regulatory and statutory obligations.

### MTW Initiatives

#### New MTW ACOP

After several years in development, the new Admissions and Continued Occupancy Policy for Federal Public Housing was approved by CHA's Board of Commissioners on August 19, 2008. The new ACOP took effect on February 1, 2009. As discussed in the MTW FY 2009 Initiatives Overview chapter of this Report, the new ACOP was designed to be easy to read, understand and accessible by staff, residents, applicants and others interested in CHA's policies. In addition, and as part of CHA's efforts to provide better service to its non-English speaking residents, the ACOP was translated into Haitian Creole, Portuguese and Spanish.

Throughout the ACOP, CHA takes advantage of its MTW participation to refine, streamline and redefine policies that were unnecessarily burdensome, unworkable or irreconcilable with the MTW program's goals or CHA's mission.

Some examples of areas refined in the MTW ACOP include:

- ⊕ Asset limits for applicants;
- ⊕ Asset limits for continued occupancy;
- ⊕ Preference for applicants with income between 40% - 80% of Area Median Income (this option requires public notice before it can be implemented);

- ⊕ Strict time limits on accepting offers;
- ⊕ New waitlist preferences;
- ⊕ Revised emergency status criteria;
- ⊕ Defining and determining income;
- ⊕ Defining and determining eligible deductions;
- ⊕ New minimum rent policy;
- ⊕ Interim recertification policy;
- ⊕ Hardship rent waivers;
- ⊕ Transfer priorities and types;
- ⊕ Community service requirements; and
- ⊕ Pet policy.

The ACOP also includes CHA's Accessibility and Reasonable Accommodation Policy, Violence Against Women Act, and Limited English Proficiency policies. The completion of these policies satisfies part of CHA's agreement with HUD through the Voluntary Compliance Agreement described in the Voluntary Compliance Agreement Update chapter of this Report. The complete ACOP is available from CHA's website: [www.cambridge-housing.org](http://www.cambridge-housing.org).

The completion and implementation of the new ACOP represents a landmark occasion in CHA's progress towards fully integrating MTW into the Agency's day-to-day operations. In the past Board approved MTW policy revisions existed as separate amendments to the ACOP, ready to be yanked out and discarded if CHA's MTW authority expired or was revoked. Now they are fully integrated into the ACOP. There is one ACOP, and MTW reforms are at its very heart.

### **Forms revision**

As revisions to the ACOP neared completion, CHA began the arduous task of revising all of its forms, notices and letters to conform with new ACOP policies and CHA's commitment to providing information in the languages spoken by the majority of its residents. At the close of FY 2009, all verification forms and notices used for screening, lease-up and recertification were completed. The new forms were in use by field and Central Office staff by May 2009.

## **Update and revise the Operations Manual**

Training sessions were held with all staff to introduce the new continued occupancy policies included in the ACOP. CHA is now awaiting the full implementation of the new management software so that the new Operations Manual can be completed in compliance with the new ACOP policies and computer procedures.

## **Tenant selection Procedures Manual**

A new procedural manual for tenant selection was developed that revises and streamlines tenant selection procedures in compliance with the new ACOP. The new procedures will be implemented in the summer of 2009. The manual outlines the step-by-step process (and defines CHA and applicant responsibilities) from accepting applications all the way through lease-up. In addition to the new manual, CHA drafted new letters and forms used in the application, screening and lease-up processes. These letters and forms were designed to comply with policies codified in the new ACOP.

## **Revised ceiling rents**

In February 2009, CHA instituted new ceiling rents for all federal family and elderly/disabled public housing developments. CHA used HUD's Operating Cost Adjustment Factor (OCAF) to determine the size of the increases. The new ACOP institutionalizes the use of the OCAF each year, at CHA's discretion, as the metric used for ceiling rent increases. CHA believes that the OCAF is an appropriate indicator of the increased cost of operating and managing low income housing from year-to-year.

## **New lease**

The adoption of the new ACOP by the Board of Commissioners was a critical step in developing a new lease since the lease must incorporate these policies. However, in order to avoid the confusion of one lease that attempts to segregate different regulations for federal and state housing within one document, the CHA will move forward with the adoption of two new leases, one for the state program and one for the federal program. In order to maximize the cohesion between the two programs, the state lease will be used as the

basic document for both leases. The federal lease will retain many similar provisions except where the new ACOP specifically speaks to different requirements. The proposed new leases are now in draft form and will be reviewed thoroughly by staff prior to initiating the requisite public comment process.

## **Non-MTW Initiatives**

### **Reorganize the Operations Department**

In FY 2009 the Operations Department absorbed public housing Tenant Selection from the Leased Housing Department as well as the CHA's staff attorney from the Legal Department. The addition of CHA's staff attorney to the Operations Department allows greater coordination and communication on rent and cause cases between the Legal Department and the Housing Managers.

The tenant selection staff now reports directly to CHA's two Deputy Directors of Operations who in turn supervise the Housing Managers. This new structure allows for greater oversight and coordination of vacancy turnover

and lease-up, and is leading to reduced vacancy and turnaround times.

### **Decentralized stock room**

The stock room was decentralized with only emergency and immediate consumption items on hand at individual developments. A pilot program is now being set up at two sites that will give the managers greater authority and flexibility in purchasing so that materials and services can be procured in a timely manner.

### **New orientation package**

The new orientation package consisting of a Resident Manual outlining a variety of standard policies and procedures important to a successful tenancy was developed in FY 2009. In addition to general information regarding CHA policies and requirements, each package will contain a series of fact sheets that will cover a broad range of development-specific information, including staff names and phone numbers, walk-in hours, parking policies, recycling and trash disposal rules, and other useful materials. The final

orientation packages will be ready for distribution in summer 2009.

### Monthly reporting system

Beginning in FY 2009, Housing Managers reported monthly on a variety of indicators, including vacancy turnaround, rent collection, work order completion and income recertifications. These measures were also reported by development and overall by the Operations Department in a monthly report to the Executive Director and the Board of Commissioners. In early FY 2010, new measures on quality control by development and turnaround time were added to the reports.

### Lead based paint training

In March 2008, the CHA conducted training on lead-based paint for all Housing Managers, Maintenance Supervisors, as well as all other Operations administrative and maintenance staff. The training covered the Lead Disclosure rules, how to identify possible sources, ongoing monitoring and routine maintenance. It also included a central registry of lead hazards and a comprehensive reference guide for staff to use.

## Public Housing Management Indicators

### Occupancy/Vacancy Rates

At the end of FY 2009 there were 28 units undergoing modernization. These account for 2 units at our Federal Family PH sites, 1 unit at Washington Elms and another at Corcoran Park; and 26 units at our Federal Elderly PH sites, 15 at Millers River and 11 at L. B. Johnson. The rates given below include only Federal Sites. For site-specific information see table 4-4 in Appendix 4

FY09 Plan	FY09 Actual		Difference Plan vs. Actual
Gross %	Gross %	Adjusted %	Gross %
94.2%	94.4%	96.1%	0.2%

There were 30 vacant units at the end of FY 2009, 7 units at Federal Family PH sites and 23 units at Federal Elderly PH sites.

### Rent Collection

In FY 2009 rent collections were 99.64% in the Federal Public Housing sites. This number excludes repayment agreements and is subject to change based on end of

the fiscal year closing. For site specific information see table 4-5 in Appendix 4.

### **Work Orders**

CHA's work order turnaround time continued to be outstanding in FY 2009. Emergency work orders were abated, in their totality, within 24 hours. Non-Emergency work orders were completed on average within 3.7 days in CHA's Federal Public Housing sites. This is a 27.4% decrease from FY 2008. For detailed work order response time by site see table 4-3 in Appendix 4.

### **Inspections**

100% of public housing units were inspected in FY 2009. For complete inspection results see table 4-1 in Appendix 4.

## **Safety and Security**

In FY 2009 CHA continued strengthening its working relationship with all of the divisions of the Cambridge Police Department (CPD). The open communication between CHA and CPD has provided the Authority with a more concentrated deployment of foot and bike patrols in our family developments. In addition, CHA managers met with the Cambridge Police on a monthly basis. This regular contact gave managers the opportunity to discuss hot spots at their developments, which resulted in daily and nightly directed CPD patrols.

Security and Safety surveys were completed at all CHA sites and all deficiencies were rectified. Lighting surveys were completed at all CHA locations. In the interest of the public safety, supplementary lighting was added at some developments in response to survey results.

The camera systems at all developments were re-evaluated with the managers and CHA's new vendor. Systems were repaired where needed and additional cameras installed at some locations. The camera systems at the majority of the developments are now

accessible through the WaveReader program at CHA's Central Office. This gives CHA's Public Safety Administrator the ability to observe live action in and around the majority of CHA properties. It also allows for back-tracking footage for up to thirty days, when needed to assist in investigations of criminal activity.

City wide meetings with the police department and the area neighborhood groups were attended on a regular basis in addition to police and fire safety meetings at all of our elderly developments.

## **Affiliate Housing Management**

The asset management team, composed of members of the CHA's Operations, Planning and Development, and Fiscal Departments continued working together to manage CHA's growing affiliate housing portfolio.

In FY 2009 all affiliate housing units continued to meet their regulatory and fiduciary requirements, including

Low Income Housing Tax Credits, HOME, and other assorted funding programs.

As projected, cash flow remained steady in FY 2009. The primary reason for an observed increase in cash flow in FY 2009 was due to a reduction in real estate taxes. The CHA's Operations Department applied for Real Estate Tax Abatements on all 138 affiliate units. The result was a reduction in the property taxes for a total savings of \$27,704 per year. These savings are passed along to the affiliates' bottom line, resulting in a substantial reduction in cost, with no additional related expenses.

CHA's Planning and Development Department continued exploring permanent financing options for 195 Prospect Street, including applying for 4% Tax Credits through the Massachusetts Department of Housing and Community Development. CHA's Operations and Leased Housing Departments worked together to secure a Housing Assistance Payment Contract for 17 of the 20 units at 195 Prospect Street, which increased revenue while capital work is being completed at the site.

## Leased Housing

CHA's MTW Agreement continues to provide flexibility in the administration of the voucher program. This year the CHA was able to exceed its baseline utilization numbers and serve more low-income families than in prior years. By the close of FY 2009 2,567 households were served by CHA's Federal Leased Housing program. CHA is proud that, thanks to MTW, the Leased Housing Department provided housing assistance to one hundred and nineteen more households in FY 2009 than in FY 2008.

Despite the economic challenges, CHA continued to refine its administrative policies and procedures to maximize cost-effectiveness and efficiency.

### MTW Initiatives

#### Rent Simplification Program (RSP)

CHA continued to operate its MTW voucher program in compliance with the Rent Simplification Program approved by the Board of Commissioners in FY 2006.

#### Heading Home Voucher Program

As described in the MTW FY 2009 Major Initiatives Overview chapter of this report, CHA partnered with Heading Home, Inc. to develop and design a voucher program that will support self sufficiency and economic

development for households transitioning out of the Department of Transitional Assistance homeless shelter system.

This program is still in the design stage as all parties involved are evaluating program goals and merits. Currently, CHA envisions making sixty five vouchers available for use by Heading Home Voucher Program participants. This program will provide significant support to household interested in participating in educational and economic empowerment programs in addition to receiving housing assistance. This will be a volunteer

program with an initial participant pool of approximately thirty households. Heading Home and its partner service agencies will provide participating households educational, asset building and job training services.

An independent evaluator will work with Heading Home and the Department of Transitional Assistance to carefully measure and share with CHA outcomes of this program to evaluate whether or not it has the desired effect of moving households fairly quickly from homelessness, to supportive transitional housing, to permanent housing, to relative economic self-sufficiency. 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.

### **Sponsor-Based Leased Housing Program**

The CHA continued to administer the Sponsor-Based Leased Housing Program (described in the FY 2008 MTW Annual Report). This program provided over fifty subsidies in FY 2009. Sponsor based vouchers are provided to

“partner” service providers who use the vouchers to rent units throughout the City.

By entering into these partnerships CHA is able to assist “high need” individuals by enabling them to receive affordable shelter while receiving supportive services. CHA partnered with eight different service providers in FY 2009 to support their efforts to provide stable, affordable housing to some of our City's most difficult to house individuals. CHA is very pleased by the ongoing success of this innovative voucher program.

### **Revision of the Housing Choice Voucher Program Administrative Plan**

Similar to the ACOP in Federal Public Housing, CHA spent a great deal of time in FY 2009 working on a new Administrative Plan for the Housing Choice Voucher program. As of this writing, the revised Administrative Plan is substantially complete and CHA hopes to have a final, revised Administrative Plan approved by the Board of Commissioners during the summer of 2009. This plan will include:

- ⊕ Modifications that incorporate the MTW transfer policy adopted in the new ACOP, which allows for a limited number of individuals to be considered as inter-program (leased and public housing) transfers rather than new applicants;
- ⊕ extending the review period for recertifications for elderly and disabled participants;
- ⊕ simplifying the medical and childcare deduction policies;
- ⊕ Rent Simplification rules instituted in FY 2006, will be modified and when appropriate aligned with current federal public housing rules; 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.

As stated in the FY 2009 MTW Annual Plan, and again in public during the FY 2010 MTW Annual Plan public comment period, CHA will host one working session with local advocates to review and discuss the new Administrative Plan.

### **Project-Based Leased Housing Program**

CHA, the City of Cambridge and several local nonprofit organizations, developed a new request for proposals (RFP) and fifty-four vouchers were awarded. CHA set aside \$1.8 million for a three-year period for the City Partner Program. The City Partner Project-Based Program is a cost effective way for the CHA to help produce additional affordable housing stock for the City. In addition the CHA will look long term at other innovative ways to preserve affordable housing in Cambridge.

CHA continued using its MTW authority in the Project Based Assistance (PBA) program as approved in previous Plan years:

- ⊕ No minimum rehabilitation expenditure thresholds;
- ⊕ 15-year leases, subject to annual appropriations;
- ⊕ predevelopment commitment letters to qualified owners to assist their efforts to leverage additional funding;
- ⊕ no restrictions on the percentage of leased units in a single building or project (unless eliminating the restriction would adversely affect the surrounding neighborhood or run contrary to CHA's affordable housing strategies or mission);
- ⊕ tenant based program participants living in units converting to PBAs are given the option to move from the unit and receive a tenant-based voucher, when one becomes available; and

- ⊕ the requirement that applicants submit a previous participation certificate remained suspended in FY 2009.

### **Preservation/Conversion of State MRVP Program**

The CHA received state approval to implement changes to the Commonwealth of Massachusetts's Rental Voucher Program (MRVP) in FY 2009. MTW funds were used to augment the state subsidy program, which is otherwise so insufficiently funded as to render it useless in Cambridge's still-pricey rental market.

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.

CHA stabilized ten MRVP participants' rents in FY 2009 for a total cost of \$52,688, or \$439 per month, per household.

## **Rent reasonableness & rent increases**

100% of leased units were subject to CHA's MTW Rent Reasonableness determination both at initial lease-up and before any rent increases were granted. As in FY 2008, CHA did not typically agree to any rent increases above the payment standard, adjusted for tenant supplied utilities.

As in past years, CHA continued using the Operation Cost Adjustment Factor (OCAF) to determine rent increases for Project Based units, when appropriate.

## **Inspections Protocol**

CHA continued using its revised inspection protocol in FY 2009. The protocol was described at length in the Leased Housing Chapter of CHA's FY 2008 MTW Annual Report. Inspection results for FY 2009 are available in Appendix 4.

## **Revised Procedures Manual**

As the new Administrative Plan nears completion, CHA has begun work on a revised procedures manual, which will be inclusive of any procedural changes required by policy changes included in the new Administrative Plan.

CHA hopes that the new Procedures manual will be completed and in use by winter 2009.

## **Forms revision**

In FY 2009 the Leased Housing Department revised all of its verification forms. Where appropriate, forms were revised to reflect policy and administrative changes required by RSP rules. All other forms, notices and standard correspondences are being revised as well. CHA anticipates all new forms to be in use by staff by summer 2009.

## **MTW owner incentives**

In FY 2009, CHA kept in place two incentives designed to incent participating owners to remain in the program. These incentives can be particularly helpful when an owner's unit is becoming available after a difficult HCV tenancy.

- ⊕ CHA continued offering damage payments (up to one month's rent) to owners who agreed to continue renting to Leased Housing participants

after a prior participant caused damages (exceeding the security deposit) to a unit; and

- ⊕ CHA continued offering vacancy payments (up to one month's rent) to property owners who agreed to rent to a Leased Housing participant after an existing participant moved out.

## Non-MTW Initiatives

### Evaluating rental market conditions in & around Cambridge

In the summer of 2008 CHA put out a Request for Proposals for a rental market analysis. Area Rental Analysis was awarded the contract and will conduct a market rental study of the Cambridge area and other surrounding cities.

This study will enable CHA to evaluate "real" market conditions in the area and more accurately set its payment standards, which are consistently higher than HUD's Fair Market Rents for Cambridge.

## Participant communications

CHA continued mailing its multi-lingual *Neighborhood News* to all MTW voucher holders in FY 2009. The *News* keeps participants informed about changes in CHA policies and procedures as well as local resources available to low-income households.

In addition, CHA maintained its website, which also includes resources and information provided to help keep participants informed about changes at CHA as well as educational and training opportunities for low-income households.

## Owner marketing & communications

CHA continued working hard to make participating in the leased housing program an attractive option for local property owners in FY 2009. CHA accomplished this through a combination of communication strategies and creative incentives. CHA's marketing and communication efforts include:

- ⊕ Property Owner Outreach Efforts: Direct CHA staff contact with owners to encourage first-time or continued participation in the program;
- ⊕ Informational Newsletters: CHA produces the *Owner Update*, an informational newsletter sent regularly to all participating owners;
- ⊕ CHA's website includes a section dedicated to Owners. The *Owner Info* section includes updated information on Payment Standards, Utility Rates and inspection protocols; and
- ⊕ CHA continued offering voluntary tenant/property owner mediation services to owners through a partnership with Mediations for Results, a local non-profit conflict resolution organization.

## **Leased Housing Management**

### **Expanding housing opportunities**

As illustrated in the Stock Profile provided on page 23, CHA's Leased Housing program (state and federal) exceeded its projected number of total households served for FY 2009 by seventeen households, for a total increase over the previous fiscal year of one hundred and twenty two households.

### **Deconcentration of low-income families**

With assistance from an outside vendor, CHA reviewed the distribution of HCV rental units in Cambridge. The analysis, confirmed that voucher holders continue leasing units in all areas of the City, although the greatest concentrations are predictably near major transportation nodes and public schools.

### **Inspections**

For complete inspection results see table 4-2 in Appendix 4.

## Modernization, Development & Redevelopment

FY 2009 was a noteworthy year for the CHA and its efforts to develop a long-term capital improvement strategy that will eventually result in the redevelopment of the Agency's entire housing portfolio.

Meetings spanning over three months were held with resident and community leaders to further plan for CHA's Cambridge Public Housing Preservation Program (CPHPP). It was at these meetings that the modernization needs and funding options for each development were outlined. A key component of the CHA's Program is envisioned to be the issuance of tax-exempt debt by the CHA which will trigger 4% low income housing tax credits. The coordinated use of the bonds and tax credits will result in a very effective and efficient legal and financial deal structure and allow for multiple projects to be redeveloped within a single "umbrella" structure. The CPHPP recently received a substantial boost with the allocation to CHA of \$27 million in tax-exempt bonds by the Commonwealth of Massachusetts' Department of Housing and Community Development.

However, given the moribund global economy and frozen credit markets, this significant accomplishment is tempered by an environment which has seen low-income housing tax credits become less valuable and more difficult to secure. While cautiously proceeding with the CPHPP, CHA must continue identifying and evaluating additional options for funding as they arise, and be prepared to modify and adjust its plans as needed to move the modernization and redevelopment plans forward.

Until the long-term capital improvement strategy is finalized, CHA is using 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. The CHA expended \$4.3 million in

construction costs for capital improvements in FY 2009. CHA has under construction contract an additional \$5.0 million for work that started in FY 2009 and will continue into FY 2010.

## **Cambridge Public Housing Preservation Program**

During FY 2009, the CHA has been working to establish its Public Housing Preservation Program so it may move forward with the much needed renovations of the CHA's state and federal public housing inventory. The program, based upon the use of tax-exempt bonds and low-income housing tax credits, seeks to complete these renovations with the most effective and efficient legal and financial deal structure. It would allow the use of tax exempt debt and low income housing tax credits in a coordinated manner, and allow multiple projects to be redeveloped within a single "umbrella" deal structure. It also would reduce, to the greatest extent possible, the number of entities regulating the development of the redevelopment properties.

CHA is now proceeding with the first phase of the program. This phase will involve the renovation of 120 units at three locations as follows:

- ⊕ Substantial renovation of Willow Street Homes, a fifteen (15) unit development located in East Cambridge;
- ⊕ Demolition and reconstruction of Lincoln Way, a sixty (60) unit development located in North Cambridge; and
- ⊕ A substantial, comprehensive modernization of Jackson Gardens, a forty-five (45) unit development located in mid-Cambridge.

Renovation work at Willow Street Homes started in early March 2009, and it is anticipated that work at Lincoln Way and Jackson Gardens will begin in late 2009.

Total development cost for the Phase 1 program is estimated at \$57.6 million. Funding sources for the work include possibly federal funding through either MTW, Capital Fund (CFP), or American Recovery and Reinvestment (ARRA) programs, private activity tax-exempt bond financing with associated 4% tax credits

issued by the Cambridge Housing Authority, substantial contributions from the Commonwealth of Massachusetts and the City of Cambridge, private financing through a conventional mortgage, energy savings program, and an acquisition loan from CHA.

## Capital and Extraordinary Maintenance

Over the past year, the CHA completed a number of significant capital improvements and extraordinary maintenance projects. The following accomplishments reflect the CHA's commitment to Enhanced Capital Projects:

### Federal Public Housing

- ⊕ Continued construction of the installation of new emergency generators at Johnson and Burns Apartments
- ⊕ Completion and close out of construction contract for window replacement at Washington Elms
- ⊕ Award of construction contract for masonry repairs at Washington Elms and Newtowne Court
- ⊕ Award of two construction contracts for masonry repairs at Jefferson Park
- ⊕ Award of construction contract for window replacement at Corcoran Park
- ⊕ Award of construction contracts for elevator work and additional selective apartment modernization at Millers River Apartments
- ⊕ Award of construction contract for selective modernization at Johnson Apartments
- ⊕ Award of three A/E "house doctor" contracts for selective modernization at federal sites
- ⊕ Award of an A/E "house doctor" contract for elevator evaluation and selective modernization at federal sites
- ⊕ Award of two A/E "house doctor" contracts for leak investigation and remediation at federal developments
- ⊕ Amendment to the Energy Savings Contract with Ameresco for Burns Apartments extending the term from 12 years to 20 years
- ⊕ Close out of construction contract for comprehensive modernization at River Howard
- ⊕ Closeout for site improvements at Jefferson Park

- ⊕ Close out of the construction contract for an earlier selective apartment modernization project of Johnson Apartments
- ⊕ Close out of two construction contracts for modifications to Millers River and Johnson Apartments to support the establishment of a supportive services program at each location.

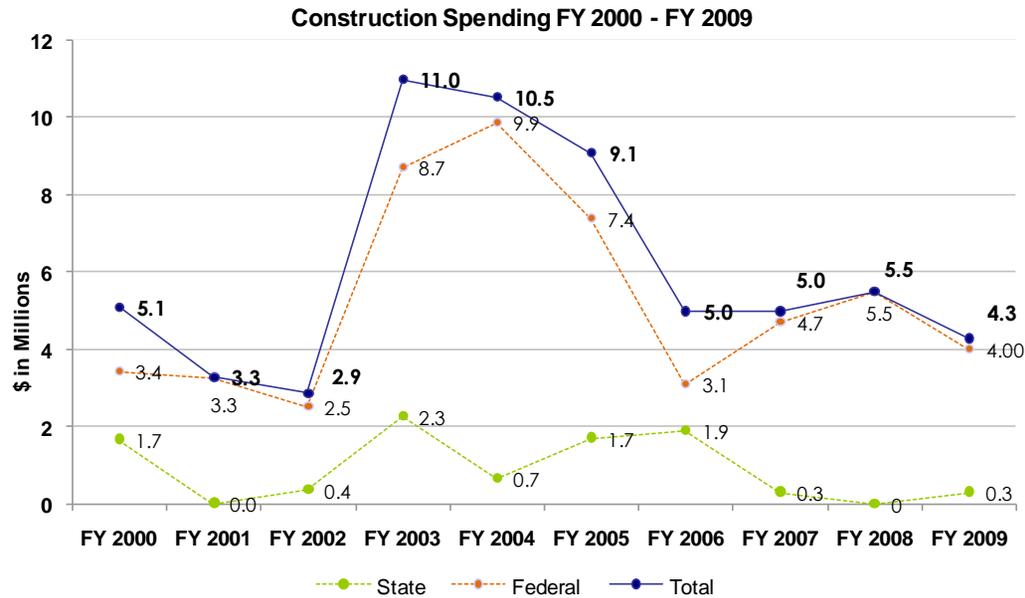
### **State Public Housing**

- ⊕ Completion of construction and close-out of fire alarm panel replacement at Russell Apartments
- ⊕ Continued construction of the installation of new emergency generators at Putnam School, 116 Norfolk Street and Manning Apartments
- ⊕ Award of construction contract for comprehensive modernization at Willow Street Homes
- ⊕ Completion of a master plan study at Jefferson Park and award of A/E contract to implement master plan study recommendations at Jefferson Park
- ⊕ Award of A/E contract for revitalization at Jackson Gardens and Lincoln Way

- ⊕ Award of A/E contract for revitalization at Frank J. Manning Apartments

### **Spending**

The following chart details capital expenditures from FY 2000 through FY 2009. Thanks to MTW CHA is able to expend more on capital improvement activities, in both state and federal developments. MTW fungibility has enabled CHA to direct program funds to capital projects. However, the CHA's ability to allocate funds where they will be most beneficial continues to be restricted by funding reductions in federal capital for public housing and housing choice vouchers that were available in the early 2000s.



The following developments underwent construction or modernization during FY 2009:

## Federal Public Housing

### Washington Elms

All windows were replaced at Washington Elms and the project was fully completed in FY 2009. This included 2700 windows at this 175 unit development.

Total Cost: \$2,523,000

FY 2009 Expenditures: \$1,981,718

### Newtown Court, Washington Elms and Jefferson Park

A construction contract was awarded for masonry work at the three sites. Work started in FY 2009 and will continue into FY 2010. A scope for additional needed repair is being developed with a bid date in Summer 2009.

Total Cost: \$432,000

FY 2009 Expenditures: \$395,509

### **Millers River Apartments**

Elevator repairs were made to increase efficiency and improve operational reliability. Repairs to the elevators will be finished in Spring 2009.

Total Cost: \$566,070

FY 2009 Expenditures: \$519,590

### **Emergency Generators at L.B. Johnson and D. F. Burns Apartments**

The construction contract involving these two federal properties as well as three state properties was awarded in April 2007. Work on installation began in August 2007. There were delays in manufacturing and installing the generators. The CHA anticipates work to be complete in Fall 2009.

Total Estimated Cost, Federal Properties: \$625,000

FY 2009 Expenditures: \$294,652

### **Daniel F. Burns and L.B. Johnson Apartments**

A construction contract to repair elevators at Daniel F. Burns and L.B. Johnson Apartments was awarded in January 2007. Work proceeded through FY 2008 and into FY 2009, and the work was substantially complete in

December 2008. A small portion of the total budget will be carried over into FY 2010 to be paid once close-out activities are complete.

Total Cost: \$824,423

FY 2009 Expenditures: \$163,500

### **Harry S. Truman Apartments**

A construction contract was awarded for masonry repairs at Harry S. Truman Apartments in October 2007. Work was completed last fall, and the contract is in the process of being closed out. The project scope was reduced to eliminate use of a penetration sealer on the building as further testing found the brick was impervious.

Total Cost: \$237,843

FY 2009 Expenditures: \$150,069

### **Jefferson Park**

Extensive masonry deterioration persists at Jefferson Park. Approximately 1/3 of the repairs were complete in FY 2009 with the remaining work to continue in Spring 2009.

Total Cost: \$412,000

FY 2009 Expenditures: \$163,324

### **Corcoran Park**

A construction contract to replace all windows in this 153 unit development was awarded in August 2008. A sample window installation was fabricated, installed, and approved, and the fabrication of all windows is presently occurring. Actual installation will begin in Spring 2009.

Total estimated Cost: \$1,787,500

FY 2009 Expenditures: \$47,500

### **Millers River and L.B. Johnson Apartments**

An additional 26 units at Millers River and L.B. Johnson were identified for selective modernization. A construction contract was awarded in November 2008, with work beginning in late FY 2009 and carrying over to FY 2010.

Total Cost: \$359,628

FY 2009 Expenditures: \$151,899

### **Millers Rivers River Apartments**

The Assisted Living floor at Millers River was complete in February 2008. The remainder of the contract was paid in FY 2009 upon project close out.

Total Cost: \$190,357

FY 2009 Expenditures: \$10,100

### **L.B. Johnson Apartments**

The Assisted Living floor at L.B. Johnson was also completed and the final payment of the contract was made in FY2009.

Total Cost: \$312,953

FY 2009 Expenditures: \$51,350

The selective modernization of 71 units was completed and the final payment was made in FY 2009.

Total Cost: \$832,614

FY 2009 Expenditures: \$2,250

### **State Public Housing**

#### **Emergency Generators at Putnam School, 116 Norfolk Street, and Manning Apartments**

The construction contract which also included two federally assisted sites was awarded in April 2007. Work on installation began in August 2007. There were delays in manufacturing and installing the generators. The CHA anticipates work to be complete in Fall 2009.

Total Cost, State Properties: \$625,000

FY 2009 Expenditures: \$279,883

#### **Estimated Willow Street Comprehensive Modernization**

Funds are available to move ahead with the comprehensive modernization of Willow Street Homes, a fifteen-unit development. These units require substantial upgrades to address building and system deficiencies. A construction contract was awarded in December 2008, and a notice to proceed was issued to the contractor in early March 2009.

Total estimated Cost: \$2,857,797.

FY 2009 Expenditures: \$0

#### **Russell Apartments Fire Panel Upgrade**

Work to replace the fire panel at Russell Apartments was completed in May 2008.

Total Cost: \$9,800

FY 2009 Expenditures: \$9,800

#### **Jackson Gardens and Lincoln Way Revitalization**

The first phase of CHA's Public Housing Preservation Program will be the revitalization of Jackson Gardens

and Lincoln Way. An A&E firm was hired in December 2008, and is currently in schematic design phase. CHA recently received a \$27 million allocation of tax-exempt bonds from the Commonwealth of Massachusetts which it can issue and generate 4% tax credits. While the economic times are very challenging, CHA is moving forward with its efforts to obtain the necessary funds to allow this project to go forward into construction at some point in FY 2010.

#### **Jefferson Park Revitalization**

A comprehensive investigation and master study evaluation of Jefferson Park continued throughout FY 2009 and will wrap up in early FY 2010. The findings of the plan will be used to move forward with the much needed revitalization of Jefferson Park. Towards that end, the CHA award an A&E contract to Abacus Architects in February 2009 for the implementation phase of this effort. Currently the project is funded through the schematics phase.

### **Manning Apartments Revitalization**

The revitalization of Manning apartments will include upgrades to all building systems, a new energy-efficient building envelope as well as substantial energy-related improvements. CHA was awarded a \$25,000 planning grant from the Massachusetts Housing Partnership in November 2008 to jumpstart this effort. An A&E firm was selected in February 2009.

## **Energy**

### **Washington Elms Solar Panel Installation**

During FY 2009 CHA was proud to receive the installation of a 92 KW solar photovoltaic system on six rooftops at the Washington Elms Federal Family development. Through a partnership with Boston Community Capital, this installation was financed via a combination of subsidy programs, tax credits and power purchase, with no capital costs to the CHA. This installation provides thirty percent of the electrical power for the development and reduces the annual carbon dioxide emissions by approximately 79 tons – the equivalent of removing 16 cars from area roadways. The long-term power purchase improves the bottom line by assuring stable, below market electricity pricing for the next twenty years. CHA looks forward to implementing more renewable and conservation projects in FY 2010 and beyond.

### **Burns Apartment Energy Savings Agreement**

CHA completed negotiations with Ameresco, Inc. to extend the term of its Energy Saving Agreement at Burns Apartments from twelve years to twenty years. The

extension will allow the CHA and Ameresco to proceed with over \$1 million of energy savings measures to improve the efficiency and operations at Burns Apartments. Plans are being finalized for these improvements which will be implemented in FY 2010.

### **Energy Conservation**

CHA has continued to work with our partners in the low income weatherization programs to deliver energy efficiency upgrades through the portfolio. The lighting pilot program initiated at the Lyndon B Johnson (LBJ) Apartments in FY 2008 continues to exceed the anticipated energy savings while also meeting with approval from residents. Informed by the lessons learned at LBJ, CHA and Menotomy Conservation launched a more comprehensive effort at the Millers River Apartments. The hallways, stairwells and common area light fixtures have been replaced with new dual bulb ultrasonic light fixtures. These fixtures provide constant lighting, increasing the intensity of illumination when triggered by motion sensors. More traditional lighting efficiency upgrades were also completed at the Jefferson Park Federal Family Development, where over

300 exterior and unit light fixtures were replaced using funds from the conservation program. In total, CHA was the recipient of over \$250,000 in lighting efficiency funds during FY 09.

As this report goes to press, CHA is partnering again with Mentomy Conservation and Boston ABCD to replace ageing and inefficient gas heating equipment at thirteen smaller, scattered site locations through the portfolio. CHA is also optimistic about the potential of partnering with Boston ABCD for more heating and HVAC upgrades during FY 10.

### **Energy Reporting**

In concert with professors and students from Boston University, CHA has developed an energy database that allows for monthly reporting and analysis of energy use across the portfolio. This tool also allows us to immediately note energy outliers and respond in a much timelier manner to potential problems at the developments. This reporting also allows CHA to identify and target the best opportunities for energy conservation, data that we will

integrate with capital and comprehensive modernization efforts.

## **Multi-Family Acquisition Program**

Through the multi-family acquisition program, CHA acquires buildings, units within larger buildings, or buildable sites. During FY 2009 the CHA pursued four efforts, as summarized below:

**22 Lopez Avenue:** Essex Street Management Inc. (ESMI), an affiliate of the CHA, acquired this property in September 2006 for conversion to permanent affordable housing for homeless individuals. During FY 2009, CHA completed the tasks necessary to close on the permanent financing as well as begin planning for a modest exterior rehabilitation project to be completed in FY 2010. The building has been fully operational since July 2007.

**195-203 Prospect Street:** Cambridge Affordable Housing Corporation (CAHC), an affiliate of CHA, acquired these two properties for conversion to affordable housing. In

October 2008 CAHC submitted a “One Stop” funding application to DHCD for permanent financing for the 20-unit building at 195 Prospect Street. CHA also started work with Just-a-Start Corporation to convert the single-family home at 203 Prospect Street into an affordable homeownership opportunity. Both efforts will continue into FY 2010.

**YWCA Pool Site:** CAHC has an option for a 99-year ground lease for the YWCA Pool Site located in Central Square to develop 42 units of affordable housing. A Comprehensive Permit approving the development plan was granted in July 2008 but an abutter appealed the decision causing significant delay. A hearing to dismiss the appeal is scheduled for early April 2009. Work will move forward once the appeal is adjudicated.

**78-80 Porter Road:** CAHC is currently in the process of acquiring this 26 unit property for conversion to affordable housing. CAHC's offer to purchase was accepted in late January 2009, and the closing is currently scheduled to occur in early April 2009. 78-80 Porter Road is an attractive acquisition for the CAHC as

the location is very convenient to public transit as well as being in an area with few affordable housing options available to the community. The acquisition with its favorable mix of one and two bedroom units is an exceptional opportunity especially since it does not require any funding or voucher commitment from the CHA.

## Resident Services and Economic Development

Despite ever-decreasing funding for social services for public housing residents and voucher holders, CHA remained deeply committed to providing the households it serves with a robust menu of educational, health and economic development programs in FY 2009.

In recent years, as federal support for social services for subsidized households continued declining, CHA has relied on strategic partnerships with local service organizations to realize its goals for this important element of CHA's mission. By partnering with other organizations CHA was able to minimize cost, avoid duplication of services and enhance leveraging in order to foster successful outcomes for the hundreds of households that enjoy a better standard of living, and happier lives because of the programs they access through their association with CHA.

In FY 2009, CHA continued offering a diverse set of programs and recourses to both its family and elderly/disabled residents.

### MTW Initiatives

#### Resident Advisory Board

Utilizing MTW Block Grant funds, the CHA hired a new Tenant Liaison in May 2008 who worked with residents throughout FY 2009 to develop a Resident Advisory Board. A Resident Planning Committee, consisting of residents of both public and leased housing, was formed during the spring of calendar year 2008 and the group

worked with both the Tenant Liaison and the Massachusetts Union of Public Housing Tenants (MUPHT) to develop a plan for developing the Resident Advisory Board. On June 24, 2008 the Resident Planning Committee entered into a Memorandum of Understanding with CHA and the MUPHT under which CHA provided \$20,000 to support the development of by-laws and an election plan.

The group met almost weekly through the summer and fall, successfully working through a variety of difficult issues. A By-Laws Committee developed a set of by-laws to guide the operations of the organization, including how the leased housing program will be represented. A Technical Assistance Committee was formed to work with CHA and monitor its implementation of regulatory and programmatic changes, modernization plans and other aspects of CHA's operations which impact residents' lives. This group met during the fall and winter with various CHA Senior Staff regarding Rent Simplification, the ACOP, the MTW Plan and Restated and Amended Moving to Work Agreement, and various capital planning issues. And, finally, an Elections Committee was formed and worked to develop an Election Plan for a city-wide election, which was held on April 3, 2009, following a candidates' night on March 3, 2009.

During this process, the group re-named itself ACT, the Alliance of Cambridge Tenants, which it has adopted as its official name. While the core group of about a dozen

residents drove the process, additional residents were encouraged to participate throughout, using seven mailings to the entire tenant population as a means of communicating progress and soliciting attendance at key meetings.

On February 11, 2009, the CHA Board of Commissioners accepted the ACT Election Plan and authorized the expenditure of an additional \$30,000 to cover the costs of advertising and holding the election for Board membership, as well as the costs attendant to the first organizational meeting of the newly-formed ACT Board of Directors and the negotiation of a new MOU with CHA. That MOU will guide the relationship between ACT and CHA going forward and will include a budget to help the organization get underway. It is anticipated that this will be utilized by ACT as seed money to leverage additional funds from non-CHA sources, thus helping to ensure an appropriate level of autonomy.

### **Expansion of The Work Force Program**

In operation for twenty-five years in 2009, The Work Force is the CHA's highly successful youth development

program serving more than one hundred and twenty 8<sup>th</sup> – 12<sup>th</sup> grade students annually. 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 2009, as a component of the MTW effort and utilizing MTW Block Grant funding, CHA planned to explore the potential of expanding The Work Force in three ways.

The first entails supporting program alumni to help them succeed in college. A recent third-party study of The Work Force alumni indicated that while 94% of respondents had matriculated in post-secondary institutions, only 36% had completed their 2- or 4-year degrees, with the majority pursuing their education in fits and starts. Barriers to graduation were spelled out in bold relief: nearly 50% reported that financial and/or family challenges significantly impacted their studies, citing the lack of continued support in dealing with these impediments to achieving their educational goals. In response to these trends, the College Success Initiative is working to: 1) bolster students' self-advocacy skills and their connections with college or community-based

resources that can offer them needed supports; 2) create sustained support networks among alumni; and 3) develop connections between alumni and current program participants to increase their college readiness. That effort has begun and CHA staff is seeking philanthropic support of the initiative.

The second mode of expansion of The Work Force would be to open a fourth program site at the local public high school. After lengthy discussions with the high school principal and Superintendent's office, CHA was notified in February 2009 that space will be made available for The Work Force to expand into the public high school. The high school is currently undergoing renovations and accommodations for The Work Force will be incorporated into that process. The anticipated completion date for renovations is September, 2011. Between now and then, the CHA will seek funding to support operation of a fourth site at the high school.

The third potential expansion would entail development of a pre-Work Force program for 5<sup>th</sup> – 7<sup>th</sup> grade students, as this is an underserved population which is

generally too old for after-school childcare, too young for The Work Force and is, with most living in households with working parents, too often unsupervised during after-school hours. This is the most ambitious expansion option, one CHA anticipated pursuing when staff thought opening a fourth program site was unrealistic. With the fourth site now a real possibility, expansion into the middle school years may need to be delayed. The school district is currently assessing after-school options for middle school students, however, and CHA is represented on the committee which is undertaking that assessment. Should that committee recommend the establishment of additional programming, and should funding be identified, CHA will be well-positioned to propose expansion of The Work Force as an element in that programming.

## **Non-MTW Initiatives**

### **A resident services line item in the state budget**

Beginning in January 2007, the CHA took the lead in organizing a group of sixteen of the state's largest PHAs to seek \$6.5M from the state legislature for a program of educational and vocational services which it dubbed the Economic Development and Supportive Services (EDSS) Program. That association, which became known as the EDSS Working Group, embarked on what it anticipated would be a multi-year initiative to establish a \$6.5M line item in the state budget. While the line item was not included in the 2005 budget, the proposal was received warmly by legislators in both houses and gained nearly two dozen co-sponsors from across the Commonwealth. The effort continued in FY 2009 and the Working Group successfully engaged the Massachusetts Department of Housing and Community Development in its efforts. Despite this broadening of the base of support, a decline in state revenues and numerous cuts in services throughout FY 2009 precluded inclusion of the line item in the FY 2009 state budget.

## Ongoing Resident Services

### Childcare and healthcare services for families

The CHA's youth programs are designed to meet specific needs within each segment of the youth population, from infants and toddlers through the start of young adulthood at college. The following on-going programs continued in FY 2009:

- ⊕ WIC (Women, Infants & Children) Nutrition Programs were hosted at several developments to improve the health of the youngest residents and their primary caregivers;
- ⊕ Daycare centers operated in selected developments, including “wrap-around” Head Start Daycare at Jefferson Park, Roosevelt Towers and Washington Elms/Newtowne Court. These centers accept toddlers and assist families with childcare through school age;
- ⊕ Head Start programs at Jefferson Park, Roosevelt Towers and Washington Elms/Newtowne Court allowed families access to this well-established formative and educational program, either on-site or near their homes;

- ⊕ A youth recreation and educational program at Corcoran Park continued to be offered to young residents 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 now known simply as the Boys' and Girls' Club, continued operations through a contract with the Middlesex County Boy's and Girl's Clubs.

On-site outpatient healthcare services continued to be available to residents at two centrally located health clinics in FY 2009, although the operator of the clinics, the Cambridge Health Alliance, has announced its intention to close the Jefferson Park clinic in FY 2010 due to funding constraints. The health clinics are located at:

- ⊕ Windsor Street, serving the area around and including Washington Elms/Newtowne Court; 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, the CHA's award-winning 5-year-long youth development program for public housing adolescents, continued over the past fiscal year. The Work Force offers the following services:

- ⊕ after-school life skills classes (decision-making, conflict resolution, problem-solving, critical thinking skills, employability skills, etc.);
- ⊕ "try-out" jobs with forty-five local private & public employers. The employers serve as the students' worksite mentor/supervisors;
- ⊕ tracking of school attendance/performance;
- ⊕ staffed, computer-equipped homework help centers and tutoring services;

- ⊕ a youth literacy initiative consisting of literacy-building activities embedded in the five-year life skills curriculum, a summer literacy camp, MCAS (Massachusetts Comprehensive Assessment System) English and Math preparation courses, SAT Prep classes and creation of onsite reading libraries and reading program;
- ⊕ college prep activities (college tours, SAT prep, guidance on application process and financial aid options, etc.); and
- ⊕ a scholarship program -- every participant matriculating at 2- or 4-year college received a modest Work Force scholarship. Students can also compete for larger scholarships for outstanding achievement and community service.

As the chart below indicates, The Work Force exceeded its projected performance in every key area in FY09.

Outcomes	Projected	Actual	Comments
Enrollments	120	144	
Program Retention	80%	98%	Completed one year of program and re-enrolled for next
Workshop Attendance	80%	86%	
Summer/Fall/Spring Job Placements	35 / 40 / 40	35 / 51 / 44	
Job Retention	90%	91%	Successfully completed job placement
Mastery of Work-Based Competencies	75%	90%	Overall ratings of Competent or Accomplished on employer assessments of specific competencies
H.S. Diploma Attainment	85%	100%	The advent of the MCAS test has meant that some students who have met academic requirements for graduation may still not graduate
Post-Program Outcome: College/Employment/ Not working, not in school	70%/20% 10%	85%/10%/5%	Represents outcomes 3 mos after graduation from high school

A recently completed third-party study of Work Force alumni affirmed the success of the program in preparing young people to enter the world of adult choices and responsibilities. Nearly 85% of respondents indicated a high degree of satisfaction with the program's comprehensive services and college prep activities. Despite the tendency for many young adults in public

housing to languish after high school, fully 91% of respondents were employed and/or enrolled in higher education. Moreover, in keeping with CHA's mission of breaking the cycle of poverty, two-thirds of respondents who had graduated from the program more than four years ago were no longer living in public housing.

## Economic Development and Related Educational Services for Families

### Adult Employment and Education Initiatives

In addition to the programs listed above, CHA continued operating several on-going initiatives that help adults gain the educational and vocational skills they need for individual economic development, including the following:

- ⊕ **CHA/Cambridge Employment Program:** Operated in partnership with the Cambridge Office of Workforce Development, this program continued to provide vocational case management, career counseling, job preparation, career skills development, job placement and follow-up assistance to adult CHA residents. The program served 128 CHA adults, more than doubling its goal of 50. It also placed 36 residents in jobs, exceeding its goal of 22.
- ⊕ **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, eight scholarships have been awarded.

- ⊕ **Gateways Adult Literacy:** This CHA program continued to provide English language instruction and language-enhancing computer literacy to adult speakers of other languages who seek English proficiency (ESOL) and language-enhanced computer literacy, serving 137 residents over the past year, exceeding its goal of serving 65 residents.
- ⊕ **Community Computer Centers:** These two resource/training centers bracketing the city continued to provide: 1) introductory and intermediate computer instruction in the form of both group instruction and open lab time; 2) ESOL literacy

instruction; and 3) after-school Homework Help for teens enrolled in The Work Force. The centers served a total of 298 residents, exceeding its goal of 200. While funded with HUD Neighborhood Networks grants initially, these centers were then supported with funding from the Massachusetts Department of Housing and Community Development. Because of rescissions in that funding during FY 2009, the CHA utilized MTW block grant funding to maintain the centers.

⊕ **Bridge-to-College Program:** Operated in partnership with the Cambridge Community Learning Center, the Bridge-to-College program continued providing classroom instruction and individual counseling to high school graduates and GED-holders who were

not academically ready for community college courses. As a result of the commitment of a private foundation that funds scholarships for The Work Force Program graduates, CHA developed a scholarship program to assist (mostly working) adults to complete the Bridge program, to make the difficult transition to college and continue their college education despite the financial and logistical difficulties inherent in doing so. Two scholarships were awarded to Bridge graduates upon matriculation at a two- or four-year college and one was awarded to a Bridge graduate who is an on-going college student.

Program	FY 2009 Annual Plan Goal(s)	Number Served *
<b>CHA/Cambridge Employment Program</b>	Serve 50; Place 22 in Jobs	Served 128; Placed 36 in Jobs
<b>Gateways ESOL</b>	Serve 65	Served 137
<b>Computer Centers</b>	Serve 200	Served 298
<b>Bridge-to-College</b>	Serve 7; 65% Accepted to Job Training or College	Served 16; 65% matriculation rate

\* These programs are funded through EDSS and other grants, the reporting period for which run from July through June. Numbers are tracked according to this time frame and not CHA's fiscal year.

## Elder Resident Services

As described in the "Future of Public Housing" Policy Framework, most elderly public housing residents express a preference for aging in place to being resettled into more institutional elderly settings such as nursing homes. In recognition of this preference, CHA works hard to provide its elderly residents with the specialized physical and social supportive services required to help them thrive.

Much like with its services for family residents and voucher holders, CHA leverages partnerships with local service agencies and programs to provide elderly residents the services they need. Elder services CHA offered in FY 2009 included:

- ⊕ 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 were made available to participants seven days a week and staff were available 24 hours a day to them with basic services. These services were available through a partnership with the State of Massachusetts Executive Office of Elder Affairs and Cambridge Somerville Elder Services;
- ⊕ Similar to the Supportive Living program at Manning Apartments, and in collaboration with Somerville Elder Services, case management services and activities were offered to all Millers River residents in FY 2009;
- ⊕ CHA maintained its partnership with the Cambridge Health Alliance Elder Service Plan (a PACE program, "Program for All Inclusive Care for the Elderly") and provided on-site staffing 24/7 in a congregate facility at the Putnam School Apartments. The ESP program at Putnam School

Apartments was so successful that CHA expanded the program to Millers River Apartments and Lyndon B. Johnson Apartments (LBJ).

The program at Millers River came online as FY 2008 drew to a close, with sixteen Elderly Services Program clients. By early FY 2009 LBJ came online with twenty ESP clients. Program services for participating residents included medical care, recreational activities, housekeeping, case management, and meals.

**ESP Participants:**

<b>Millers River</b>	16 residents + 2
<b>L.B. Johnson</b>	20 residents + 2
<b>Putnam School</b>	9 residents

- ⊕ Through a contract with local non-profit service provider CASCAP, four full-time and one part-time Service Coordinator, conducted needs assessments, provided case management, and made medical and social service referrals for

over six hundred elders in four of CHA's federal elderly developments.

- ⊕ In FY 2009 CHA hired a part-time service coordinator who focused on activities and case management for over seventy elderly and disabled residents living in family public housing who needed supportive services and increased socialization opportunities.
- ⊕ Hot meals were offered daily in developments with community rooms equipped with kitchens. Upon request, the Meals on Wheels program delivered to individual elderly households;
- ⊕ In partnership with the City's Department of Human Services through the North Cambridge Senior Center, CHA served the recreational needs of its elderly residents at an on-site facility housed at the Russell Elderly development;
- ⊕ Bilingual French Creole speaking staff provided translation services to residents needing assistance with management, maintenance

requests and service coordination at LBJ, Millers River and Burns Apartments.

- ⊕ CHA provided English as a Second Language classes at LBJ, Manning and Millers River Apartments in FY 2009.

## SOURCES AND USES OF FUNDING

### Moving to Work Funds

In FY 2009, the CHA had sources of over \$52 million in the MTW programs which consist primarily of the Low Income Public Housing, Housing Choice Voucher and Capital Fund programs. This is \$725K more in income than was estimated when the budget was prepared in December 2007 because CHA was very conservative in projecting the proration that Congress would apply to CY 2008 voucher subsidies. Fortunately the final proration turned out to be more favorable (101% versus 97%) than the value used in the budget formulation.

The expenditure charged against the \$54 million budget totaled \$50 million. This represents a reduction of \$4 million below the budgeted amount. The variance was accounted for primarily by two major line items- the housing assistance payment and capital improvement expenditure lines. Due to market conditions and soft real estate market, CHA was able to realize some savings in

the amount paid out to landlords participating in the Housing Choice Voucher program. This resulted in CHA saving an additional \$1.8 million.

CHA had a very ambitious plan for capital improvement expenditures per the budgeted numbers. While CHA did incur significant capital improvement expenses, we did not complete all the projects during the fiscal year and they are being continued in next fiscal year. This resulted in another savings of \$1.8 million. Most of the other line items were close to budget with a variance less than 10%.

CHA anticipated drawing down \$2 million from its Block Grant account to fund the planned capital expenditures. However, due to a reduction in expenditures and savings in housing assistance payments, the drawdown was not necessary, and the MTW Programs actually supplemented the Block Grant by additional \$2 million.

Moving To Work Funding	FY09Actual			Total MTW Funds	FY09 Plan Total MTW Funds Budget*	Variance
	Public Housing	MTW Housing Choice	Capital Fund			
<b>Sources</b>						
Operating Receipts	8,595,673	134,133		<b>8,729,806</b>	8,517,536	<b>212,270</b>
Subsidy Earned	7,966,697	32,807,988	3,120,556	<b>43,895,241</b>	43,382,422	<b>512,819</b>
<b>Total Sources</b>	<b>\$16,562,370</b>	<b>\$32,942,121</b>	<b>\$3,120,556</b>	<b>\$52,625,047</b>	<b>\$51,899,958</b>	<b>\$725,089</b>
<b>Uses</b>						
Administrative	3,626,441	1,722,632	426,887	<b>5,775,960</b>	6,070,531	<b>(294,571)</b>
Tenant Services	415,071	64,125		<b>479,196</b>	427,007	<b>52,189</b>
Maintenance Labor	2,137,151			<b>2,137,151</b>	2,111,440	<b>25,711</b>
Materials/Supplies, Contract Costs	3,354,234			<b>3,354,234</b>	3,156,851	<b>197,383</b>
Protective Services	66,098			<b>66,098</b>	94,438	<b>(28,340)</b>
General Expenses	2,200,812	335,287	119,107	<b>2,655,206</b>	2,747,307	<b>(92,101)</b>
Housing Assistance Payment/OP Transfers		24,934,923		<b>24,934,923</b>	26,744,880	<b>(1,809,957)</b>
Utilities	4,866,422			<b>4,866,422</b>	5,071,743	<b>(205,321)</b>
Capital Improvements	3,274,324		2,574,562	<b>5,848,886</b>	7,601,300	<b>(1,752,414)</b>
<b>Total Uses</b>	<b>\$19,940,553</b>	<b>\$27,056,967</b>	<b>\$3,120,556</b>	<b>\$50,118,076</b>	<b>\$54,025,497</b>	<b>(\$3,907,421)</b>
<b>Cash b/f Operating Transfers</b>	<b>(\$3,378,183)</b>	<b>\$5,885,154</b>	<b>\$0</b>	<b>\$2,506,971</b>	<b>(\$2,125,539)</b>	<b>\$4,632,510</b>
<b>Operating Transfers</b>	<b>3,359,274</b>	<b>(5,352,312)</b>		<b>(1,993,038)</b>	2,125,539	<b>(4,118,577)</b>
<b>Net Cash</b>	<b>(\$18,909)</b>	<b>\$532,842</b>		<b>\$513,933</b>	<b>\$0</b>	<b>\$513,933</b>

\*Re-stated budget to account for the inclusion of Non-MTW Voucher in MTW Voucher.

## Other Federal Funds

Other Federal Programs consist of Moderate Rehabilitation, Resident Opportunity & Self Sufficiency, Service Coordinator, Shelter Plus Care programs and other Grants. The Non-MTW Voucher (182 units) Program was folded into the MTW Program effective January 2009 and thus is being reported under the MTW program. There is no significant deviation from budgets in these programs.

Other Federal Funds	FY09Actual			Total Federal Funds	FY09 Plan	Variance
	Non-MTW Vouchers	Tenant Services	Other Federal Funds		Other Federal Funds Budget*	
<b>Sources</b>						
Operating Receipts	3,027	534,782	20475	558,284	455,616	102,668
Subsidy Earned	3,339,098	442,484	304,955	4,086,537	4,066,653	19,884
<b>Total Sources</b>	<b>\$3,342,125</b>	<b>\$977,266</b>	<b>\$325,430</b>	<b>\$4,644,821</b>	<b>\$4,522,269</b>	<b>\$122,552</b>
<b>Uses</b>						
Administrative	260,509	736,939	13,075	1,010,523	703,392	307,131
Tenant Services		220,098	69410	289,508	384,811	(95,303)
Maintenance Labor				0		0
Materials/Supplies, Contract Costs		24,667	7,970	32,637		32,637
Protective Services				0		0
General Expenses	45,006	162,294	3,465	210,765	219,503	(8,738)
Housing Assistance Payment/OP Transfers	2971725		219147	3,190,872	3,131,720	59,152
Utilities				0		0
Capital Improvements			26,206	26,206		26,206
<b>Total Uses</b>	<b>\$3,277,240</b>	<b>\$1,143,998</b>	<b>\$339,273</b>	<b>\$4,760,511</b>	<b>\$4,439,426</b>	<b>\$321,085</b>
<b>Cash b/f Operating Transfers</b>	<b>\$64,885</b>	<b>(\$166,732)</b>	<b>(\$13,843)</b>	<b>(\$115,690)</b>	<b>\$82,843</b>	<b>(\$198,533)</b>
<b>Operating Transfers</b>						0
<b>Net Cash</b>	<b>\$64,885</b>	<b>(\$166,732)</b>	<b>(\$13,843)</b>	<b>(\$115,690)</b>	<b>\$82,843</b>	<b>(\$198,533)</b>

\*Re-stated budget to account for the inclusion of Non-MTW Voucher in MTW Voucher.

## State Funds

Total sources of funds in State Programs were \$7.8 million in contrast to the anticipated amount of \$9.4 million. The drop in funding level is attributable to the Massachusetts Department of Housing and Community Development's (DHCD) annual bond cap for capital improvements. While almost all of CHA's approved funding awards are from the 1997 and 2002 Bond bills, this funding cannot be made available for construction by DHCD until there is room under the annual bond cap. The CHA used its MTW provision to support some of the long overdue capital improvements. A higher than anticipated burden had to be carried by the Block Grant Fund. In total, \$1.3 million was necessary to cover operating deficits and capital improvement in State Programs.

State Funds	FY09 Actual				Total State Funds	FY09 Plan Total State Funds Budget	Variance
	State Public Housing	MRVP	State Capital Fund	Other			
<b>Sources</b>							
Operating Receipts	3,018,094	1,172	1,590	1,479,861	4,500,717	4,246,179	254,538
Subsidy Earned	1,652,268	1,377,111	226,173		3,255,552	5,195,072	(1,939,520)
<b>Total Sources</b>	<b>\$4,670,362</b>	<b>\$1,378,283</b>	<b>\$227,763</b>	<b>\$1,479,861</b>	<b>\$7,756,269</b>	<b>\$9,441,251</b>	<b>(\$1,684,982)</b>
<b>Uses</b>							
Administrative	1,327,388	146,597	66,376	206,457	1,746,818	1,927,957	(181,139)
Tenant Services	50,461			5,044	55,504	43,255	12,249
Maintenance Labor	573,609			114,964	688,573	557,774	130,799
Materials/Supplies, Contract Costs	1,187,875			398,349	1,586,224	1,564,735	21,489
Protective Services	23,497				23,497	29,854	(6,357)
General Expenses	320,208	19,764		270,413	610,385	746,015	(135,630)
Housing Assistance Payment/OP Transfers		1,305,733			1,305,733	1,250,000	55,733
Utilities	1,803,355			323,810	2,127,165	2,064,468	62,697
Capital Improvements	601,115		447,331	120,232	1,168,678	2,049,520	(880,842)
<b>Total Uses</b>	<b>\$5,887,508</b>	<b>\$1,472,094</b>	<b>\$513,707</b>	<b>\$1,439,269</b>	<b>\$9,312,577</b>	<b>\$10,233,578</b>	<b>(\$921,001)</b>
<b>Cash b/f Operating Transfers</b>	<b>(\$1,217,146)</b>	<b>(\$93,811)</b>	<b>(\$285,944)</b>	<b>\$40,592</b>	<b>(\$1,556,308)</b>	<b>(\$792,327)</b>	<b>(\$763,981)</b>
<b>Operating Transfers</b>	<b>1,217,309</b>	<b>101,000</b>			<b>1,318,309</b>	<b>792,327</b>	<b>525,982</b>
<b>Net Cash</b>	<b>\$163</b>	<b>\$7,189</b>	<b>(\$285,944)</b>	<b>\$40,592</b>	<b>(\$238,000)</b>	<b>\$0</b>	<b>(\$238,000)</b>

## Central Office Cost Center (COCC)

The COCC did not earn full management fees due to vacancies at several developments. Fee for Service activities also yielded below par revenue. The criteria and methodology for tracking fee for service activities is under review. CHA believes there is room for improvement in methodology and cost tracking. The bulk of miscellaneous income came from developer's fees earned from some of the CHA's Affiliate entities.

Expenses were slightly below budget in most line items, but a significant increase was experienced in the administrative contract line. CHA embarked on several initiatives dealing with Benchmarking, Energy and Operating reviews. These called for the use of consultants to maneuver through the various undertakings.

Central Office Cost Center	FY09 Actual Total State Funds	FY09 Plan Total State Funds Budget	Variance
<b>Sources</b>			
Management Fees	3,406,578	3,468,258	(61,680)
Fee-for-Service	1,949,854	2,092,376	(142,522)
Miscellaneous Income	256,121		256,121
<b>Total Sources</b>	<b>\$5,612,553</b>	<b>\$5,560,634</b>	<b>\$51,919</b>
<b>Uses</b>			
Salaries	2,410,189	2,457,496	(47,307)
Benefits	780,576	924,348	(143,772)
Central Maintenance Labor	1,397,400	1,315,136	82,264
Administrative Contracts	305,304	498,202	(192,898)
Office Rent	246,483	212,515	33,968
Other Admin. OH	817,766	499,297	318,469
Equipment/Capital	45,568		45,568
<b>Total Uses</b>	<b>\$6,003,286</b>	<b>\$5,906,994</b>	<b>\$96,292</b>
<b>Allocations</b>			
Affiliates	\$182,715	213,007	(30,292)
Front Line - to sites	\$206,824	133,730	73,094
<b>Total Allocations</b>	<b>\$389,539</b>	<b>\$346,737</b>	<b>\$42,802</b>
<b>Cash b/f Operating Transfers</b>	<b>(\$1,194)</b>	<b>\$377</b>	<b>(\$1,571)</b>
<b>Operating Transfers</b>	<b>158,257</b>		158,257
<b>Net Cash</b>	<b>\$157,063</b>	<b>\$377</b>	<b>\$156,686</b>

The operating transfer of \$158K resulted from a CHA decision to accelerate capital planning efforts for the entire CHA portfolio and begin site-specific planning on four multi-million dollar capital projects.

## Block Grant Fund

As a result of savings in the Voucher Program mentioned above, additional funds were released to the Block Grant to supplement funding for a number of new and existing initiatives. This enabled CHA to add new work items as well as expand the scope of existing capital projects in the pipeline. Approximately \$3.8 million was expensed in FY 2009 and \$3.2 million was earmarked for construction in FY 2010.

Block Grant Fund FY09	FY09 Actual	FY09 Plan	Variance
<b>BEGINNING CASH--4/1/2008</b>	<b>\$5,251,855</b>	<b>\$1,270,120</b>	<b>3,981,735</b>
<b>Sources</b>			
Retired Loans			
191/203 Prospect	27,136	1,200,000	(1,172,864)
Lopez	525,000	525,000	0
Trans-MTW HCV (1)	5,352,312	2,766,931	2,585,381
Trans-MTW HCV (2)	1,984,369		1,984,369
Interest Income	157,585	180,000	(22,415)
<b>Total FY09 Sources</b>	<b>\$8,046,402</b>	<b>\$4,671,931</b>	<b>\$3,374,471</b>
<b>Total Sources</b>	<b>\$13,298,257</b>	<b>\$5,942,051</b>	<b>\$7,356,206</b>
<b>Uses</b>			
<b>Operating Transfers</b>			
Transfers to FED LIPH	306,036	971,083	(665,047)
Transfers to State LIPH	694,539	654,721	39,818
Transfers to Non-MTW HCV	-	21,119	-
Transfers to Mainstream HCV	-	25,808	-
Transfers to MR 4-6	-	11,484	-
Transfers to MRVP	101,000	123,030	(22,030)
Transfers to P&D - Admin	158,258	207,380	(49,122)
Transfers to P&D - Salaries & Benefits	158,278	324,386	(166,108)
<b>Total Transfers</b>	<b>\$1,418,111</b>	<b>\$2,339,011</b>	<b>(\$920,900)</b>
<b>Capital Expenditures</b>			
Transfers - Fed LIPH	\$2,940,975	\$3,500,000	(559,025)
Transfers - State LIPH	\$828,412	-	828,412
<b>Total Capital Expenditures</b>	<b>\$3,769,387</b>	<b>\$3,500,000</b>	<b>\$269,387</b>
<b>Block Grant Projects</b>			
Tenant Services Activities	132,860		
State Mod Related activities	187,698		
Energy Projects	45,637		
Lease-up Activities	33,460		
Administrative contract	163,036		
Heading Home Voucher Demonstration Program	1,000,000		
Work Force Gap Funding	750,000		
<b>Total Block Grant Projects</b>	<b>\$2,312,691</b>	<b>\$0</b>	<b>\$2,312,691</b>
<b>Total FY 2009 Uses</b>	<b>\$7,500,189</b>	<b>\$5,839,011</b>	<b>\$1,661,178</b>
<b>Net Income/Deficit</b>	<b>\$546,213</b>	<b>(\$1,167,080)</b>	<b>\$1,713,293</b>
<b>Available Cash - 4/1/09*</b>	<b>\$5,798,068</b>	<b>\$103,040</b>	<b>\$5,695,028</b>

\*See FY 2010 Annual Plan for Capital Projects

## Reserves Level

A new policy was established for the reserve levels. Reserve levels for the AMPS are maintained at one month of the operating expense for the subsequent year. Any other funds available in the Asset Management Project are transferred to the Replacement Reserve account. Sites access their replacement reserves to fund small capital projects.

The Voucher program is maintained at the level of two months of operating expense level.

AMP GROUPS	FY09 Actual		Total Reserves
	Operating Reserves	Replacement Reserves	
Washington Elms Group	152,673	404,977	557,650
Corcoran Park Group	120,563	289,228	409,791
Putnam Gardens Group	132,302	134,408	266,710
Newtowne Court Group	201,485	448,223	649,708
Truman Apts. Group	47,603	54,157	101,760
Burns Apts. Group	143,208	226,194	369,402
Millers River Group	181,368	133,581	314,949
L.B. Johnson Group	126,102	8,117	134,219
Jefferson Park Group	159,146	88,022	247,168
Garfield Group	9,307	15,868	25,175
Roosevelt Towers Group	112,197	96,192	208,389
Windsor Court	9,389	-	9,389
J.F. Kennedy & Misc.	14,618	-	14,618
<b>Total AMP Reserves</b>	<b>\$1,409,961</b>	<b>\$1,898,967</b>	<b>\$3,308,928</b>
MTW Housing Choice Vouchers	5,450,465		5,450,465
<b>Total Reserves</b>	<b>\$6,860,426</b>		<b>\$8,759,393</b>

## APPENDICES

- ONE: Capital Program Information
- TWO: Households Served
- THREE: Waiting List
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- FIVE: Public Housing Resident Satisfaction Survey
- SIX: Comments and Responses from Public Meeting
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- EIGHT: Board Approvals

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# APPENDIX ONE: CAPITAL PROGRAM

## 1 Cambridge Housing Authority: Construction Cost Report FY 2009

Property	Scope of Work	Total Construction Cost		Completion Date		FY 2009 Expenditures		Notes
		As of FY 09 Plan or FY 08 Report	Revised/ Actual	As of FY 09 Plan or FY 08 Report	Revised	Anticipated in FY 09 Plan	Actual	
Burns/Johnson	Elevator Repairs	\$824,432	\$824,432	Completed Apr 2008	-	\$125,000	\$163,500	Work complete. Closeout is in progress.
Washington Elms	Window Replacement	\$2,775,300	\$2,695,416	Sep 2009	Jul 2009	\$1,892,250	\$1,981,718	Work complete, and project closed out.
Corcoran Park	Window Replacement	\$1,787,500	-	Sep 2009	Dec 2009	\$1,787,500	\$47,500	Construction contract awarded. Windows being fabricated with installation scheduled to begin May 09.
Burns/Johnson	Emergency Generators	\$625,000	-	Dec 2009	Jun 2009	\$316,400	\$355,294	Work 90% complete.
Various	Emergency Generators	\$700,000	-	Dec 2009	Jun 2009	\$490,000	\$279,883	Work nearing 90% complete.
Burns	New Elevator and Elevator Repairs - Phase 2	\$1,000,000	-	Dec 2009	Mar 2009	\$250,000	-	Project still in planning phase and options for adding additional elevator are being evaluated.
Various	Masonry	\$1,000,000	\$1,081,843	On-going	Jun 2009	\$1,000,000	\$710,901	Truman - Closeout in progress. Jefferson Park, Washington Elms and Newtowne Court - construction on hold until spring due to weather.
Washington Elms	Bathroom Modernization	\$4,004,000	-	Mar 2009	Mar 2009	\$2,128,850	-	Construction contract for 2 mock-up units awarded in late March 2009. The mock-up units will inform the final design.
Various	Energy Upgrades	\$1,250,000	-	On-going		\$500,000	-	Other energy-related work proceeded including window replacement and installation of solar panels at new capital cost to CHA.

Property	Scope of Work	Total Construction Cost		Completion Date		FY 2009 Expenditures		Notes
		As of FY 09 Plan or FY 08 Report	Revised/ Actual	As of FY 09 Plan or FY 08 Report	Revised	Anticipated in FY 09 Plan	Actual	
Jefferson Park (State)	Site Improvements	-	-	Completed July 2006		-	\$23,555	Consolidated close out complete.
L.B Johnson	Assisted Living	\$312,953	-	Completed Apr 2008		-	\$16,055	Consolidated close out complete.
Millers River	Assisted Living	\$190,939	-	Completed Sept 2007		-	\$10,100	Consolidated close out complete.
L.B Johnson	Selective Modernization - Phase 1	\$832,614	-	Completed Oct-07			\$37,545	
Johnson / Millers River	Selective Modernization - Phase 2	-	\$359,628	-	Jun 2009	-	\$151,899	First phase complete. Second phase of an earlier project. Contract awarded to rehabilitate 26 units. Work over 40% complete.
Millers River	Elevator Repairs	-	\$519,590	-	Completed Feb 2009	-	\$519,590	This emergency work was not anticipated for 2009. Car #2 finished in February. Closeout in progress.

# APPENDIX TWO: HOUSEHOLDS SERVED

## 2-1 Cambridge Public Housing: Households Served by Unit Size - FY 2009 Annual Report

Program	1999 Baseline	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009 Plan	FY2009 Actual
<b>Federal Family PH</b>								
OBR	0	4	4	3	2	4	5	0
1BR	144	150	150	148	144	151	143	149
2BR	466	459	459	454	448	448	451	460
3BR	386	379	379	374	366	370	363	380
4 +BR	108	99	99	96	94	96	95	98
<b>Subtotal Fed Family PH</b>	<b>1,104</b>	<b>1,091</b>	<b>1,091</b>	<b>1,075</b>	<b>1,054</b>	<b>1,069</b>	<b>1,057</b>	<b>1,087</b>
<b>Fed Elderly/Disabled PH</b>								
OBR	574	388	358	354	361	364	342	453
1BR	274	213	214	210	208	247	239	246
2BR	3	3	3	3	3	3	3	3
3BR	0	0	0	0	0	0	0	0
4 +BR	0	0	0	0	0	0	0	0
<b>Subtotal Fed Elderly PH</b>	<b>851</b>	<b>604</b>	<b>575</b>	<b>567</b>	<b>572</b>	<b>614</b>	<b>584</b>	<b>702</b>
<b>Total Fed Public Housing</b>	<b>1,955</b>	<b>1,695</b>	<b>1,666</b>	<b>1,642</b>	<b>1,626</b>	<b>1,683</b>	<b>1,641</b>	<b>1,789</b>
<b>State Public Housing</b>								
Program		FY2007*	FY2008*	FY2009 Plan	FY2009 Actual			
<b>State Family PH</b>								
OBR		23	0	4	10			
1BR		48	73	58	53			
2BR		140	147	145	152			
3BR		98	95	95	94			
4BR+		9	10	10	3			
<b>Subtotal State Family PH</b>		<b>318</b>	<b>325</b>	<b>312</b>	<b>312</b>			
<b>State Elderly/Disabled PH</b>								
OBR		43	43	57	50			
1BR		256	259	255	248			
2BR		11	10	12	12			
3BR		0	0	1	1			
4BR+		0	0	0	0			
<b>Subtotal State Elderly PH</b>		<b>310</b>	<b>312</b>	<b>325</b>	<b>311</b>			
<b>Total State Public Housing</b>		<b>628</b>	<b>637</b>	<b>637</b>	<b>623</b>			
<b>Gran Total Public Housing</b>	-	-	-	-	<b>2,254</b>	<b>2,320</b>	<b>2,278</b>	<b>2,412</b>

Note: The 1999 Baseline figures are based on the data reported on the MTW FY 2000. These numbers represent the 1999 inventory not the actual households served. A total of **58 units** were lost since 1999.

1 unit at Corcoran Park became non-dwelling  
 8 units from the Turnkey III program were sold  
 39 units at J. F. Kennedy were disposed through the HOPE VI program  
 10 units, 8 at Truman and 2 at Millers River are breakthrough units.

\*Data for the State Public Housing Program for FY 2007 and FY 2008 is based on the respective fiscal year's MTW Annual Plans.  
 Note: Data for State Public Housing is not available for years prior to FY 2007.

2-2 Cambridge Federal Housing Choice Voucher Program: Households Leased by Unit Size - FY 2009 Annual Report

Program	1999 Baseline	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009 Plan	FY2009 Actual
<b>Family MTW HCV</b>								
OBR	35	47	67	58	53	55	66	64
1BR	169	324	407	343	372	434	386	483
2BR	438	606	648	587	543	580	554	589
3BR	304	383	413	371	315	338	323	339
4 +BR	45	55	73	62	58	61	49	48
<b>Subtotal Family MTW HCV</b>	<b>991</b>	<b>1,415</b>	<b>1,608</b>	<b>1,421</b>	<b>1,341</b>	<b>1,468</b>	<b>1,378</b>	<b>1,523</b>
<b>Elderly/Disabled MTW HCV</b>								
OBR	21	20	19	35	31	38	37	43
1BR	155	114	127	259	242	299	286	306
2BR	115	88	71	97	87	120	120	134
3BR	22	20	20	26	17	24	23	29
4 +BR	0	0	3	4	2	3	2	4
<b>Subtotal Family HCV</b>	<b>313</b>	<b>242</b>	<b>240</b>	<b>421</b>	<b>379</b>	<b>484</b>	<b>468</b>	<b>516</b>
<b>Total MTW HCV</b>	<b>1,304</b>	<b>1,657</b>	<b>1,848</b>	<b>1,842</b>	<b>1,720</b>	<b>1,952</b>	<b>1,846</b>	<b>2,039</b>
<b>Non-MTW HCV</b>	<b>884*</b>	<b>886*</b>	<b>516</b>	<b>516</b>	<b>516</b>	<b>505</b>	<b>516</b>	<b>514</b>
<b>Gran Total Fed HCV</b>	<b>2,188</b>	<b>2,543</b>	<b>2,364</b>	<b>2,358</b>	<b>2,236</b>	<b>2,457</b>	<b>2,362</b>	<b>2,553</b>

\*Several non-MTW increments expired and were transferred into the MTW increment.

2-3a Cambridge Federal Public Housing and Housing Choice Voucher Programs: Households Served by Income Range - FY 2009 Annual Report

Program	1999 Baseline	<30% AMI			30-50% AMI			50-80% AMI			>80% AMI			FY09 Total Households		
		FY09 Plan	FY09 Actual	% Chg Plan/Act.	1999 Baseline	FY09 Plan	FY09 Actual	% Chg Plan/Act.	1999 Baseline	FY09 Plan	FY09 Actual	% Chg Plan/Act.	1999 Baseline		FY09 Plan	FY09 Actual
<b>Fed Public Housing</b>																
Family	499	586	656	12%	301	285	273	-4%	95	144	101	-30%	17	43	57	33%
Elderly/Disabled	657	480	579	21%	143	83	92	11%	35	18	30	67%	2	2	1	-50%
<b>Subtotal Fed PH</b>	<b>1,156</b>	<b>1,066</b>	<b>1,235</b>	<b>16%</b>	<b>444</b>	<b>368</b>	<b>365</b>	<b>-1%</b>	<b>130</b>	<b>162</b>	<b>131</b>	<b>-19%</b>	<b>19</b>	<b>45</b>	<b>58</b>	<b>29%</b>
<b>MTW HCV</b>																
Family	-	-	1,041	-	-	-	344	-	-	-	121	-	-	-	17	-
Elderly/Disabled	-	-	388	-	-	-	100	-	-	-	27	-	-	-	1	-
<b>Subtotal MITW HCV</b>	<b>821</b>	<b>1,225</b>	<b>1,429</b>	<b>17%</b>	<b>365</b>	<b>456</b>	<b>444</b>	<b>-3%</b>	<b>104</b>	<b>151</b>	<b>148</b>	<b>-2%</b>	<b>13</b>	<b>11</b>	<b>18</b>	<b>64%</b>
<b>TOTAL Federal Programs</b>	<b>1,977</b>	<b>2,291</b>	<b>2,664</b>	<b>16%</b>	<b>809</b>	<b>824</b>	<b>809</b>	<b>-2%</b>	<b>234</b>	<b>313</b>	<b>279</b>	<b>-11%</b>	<b>32</b>	<b>56</b>	<b>76</b>	<b>36%</b>

Note: In previous years CHA did not make the distinction between Family or Elderly Households in its Housing Choice Voucher Program, thus only totals are compared.

2-3b Cambridge State Public Housing and Voucher Programs: Households Served by Income Range - FY 2009 Annual Report

Program	<30% AMI				30-50% AMI				50-80% AMI				>80% AMI				FY09 Total Households	
	1999 Baseline	FY09 Plan	FY09 Actual	% Chg Plan/Act.	1999 Baseline	FY09 Plan	FY09 Actual	% Chg Plan/Act.	1999 Baseline	FY09 Plan	FY09 Actual	% Chg Plan/Act.	1999 Baseline	FY09 Plan	FY09 Actual	% Chg Plan/Act.		
<b>State Public Housing</b>																		
Family	-	-	202	-	-	-	68	-	-	-	24	-	-	-	18	-		<b>312</b>
Elderly/Disabled	-	-	261	-	-	-	39	-	-	-	11	-	-	-	0	-		<b>311</b>
<b>Subtotal State PH</b>	-	-	<b>463</b>	-	-	-	<b>107</b>	-	-	-	<b>35</b>	-	-	-	<b>18</b>	-		<b>623</b>
<b>State Vouchers</b>																		
Family	-	-	134	-	-	-	12	-	-	-	4	-	-	-	2	-		<b>152</b>
Elderly/Disabled	-	-	34	-	-	-	2	-	-	-	0	-	-	-	1	-		<b>37</b>
<b>Subtotal State Vouchers</b>	-	-	<b>168</b>	-	-	-	<b>14</b>	-	-	-	<b>4</b>	-	-	-	<b>3</b>	-		<b>189</b>
<b>TOTAL State Programs</b>	-	-	<b>631</b>	-	-	-	<b>121</b>	-	-	-	<b>39</b>	-	-	-	<b>21</b>	-		<b>812</b>

Note: In prior years CHA did not report household income information on its State Program

	Fed PH	HCV	State PH	State Voucher
<b>Very-Low Income Households (&lt;50% AMI)</b>	<b>1,500</b>	<b>1,873</b>	<b>570</b>	<b>182</b>
<b>Total CHA Households Served</b>	<b>1,789</b>	<b>2,039</b>	<b>623</b>	<b>189</b>
<b>%</b>	<b>83.8%</b>	<b>91.9%</b>	<b>91.5%</b>	<b>96.3%</b>

HUD's statutory objective: at least **75%** of the families assisted by CHA are very low-income families.

2-4 Cambridge Federal and State Public Housing: Young Disabled Tenant Composition - FY 2009 Annual Report

Development	Units Available	FY 2009	
		#	% of Total Households Served
<b>Family PH</b>			
Washington Elms	174	10	6%
Corcoran Park	151	4	3%
Putnam Gardens	122	5	4%
Newtowne Court	268	27	10%
River Howard	32	1	3%
Jefferson Park	175	9	5%
Scattered Sites	13	1	8%
Roosevelt Towers	124	4	3%
<b>Total Fed Family PH</b>	<b>1,059</b>	<b>61</b>	<b>6%</b>
<b>Elderly/Designated PH</b>			
Harry S. Truman	59	6	10%
Daniel F. Burns	197	25	13%
Millers River	282	40	14%
Lyndon B. Johnson	166	22	13%
Robert C. Weaver	20	2	10%
<b>Total Fed Elderly PH</b>	<b>724</b>	<b>95</b>	<b>13%</b>
<b>Total Fed PH</b>	<b>1,783</b>	<b>156</b>	<b>9%</b>

Development	Units Available	FY 2009	
		#	% of Total Households Served
<b>Family PH</b>			
Woodrow Wilson	68	3	4%
Jefferson Park	108	11	10%
Lincoln Way	60	3	5%
Jackson Gardens	45	8	18%
St. Paul's Residence	2	0	-
Willow Street Homes***	-	0	-
Scattered Condos	7	0	-
Cambridgeport Cmns	10	1	10%
Hingham/Inman	8	0	-
Roosevelt State	77	0	-
<b>Total State Family PH</b>	<b>385</b>	<b>26</b>	<b>7%</b>
<b>Elderly PH</b>			
Manning	189	14	7%
116 Norfolk Street	37	12	32%
Linnaean Street	24	1	4%
Russell Apts.	51	2	4%
Elderly Condos	5	1	20%
St. Paul's Residence	19	15	79%
Putnam School	33	0	-
<b>Total State Elderly PH</b>	<b>358</b>	<b>45</b>	<b>13%</b>
<b>Total State PH</b>	<b>743</b>	<b>71</b>	<b>10%</b>

## 2-5a Cambridge Federal Public Housing and Housing Choice Voucher Programs: Households Served by Race - FY 2009 Annual Report\*

Development	American Indian				Black				Asian				White				Other				FY09 Total Households
	1999 Baseline	FY09 Plan	FY09 Actual	% Chg Plan/Act.	1999 Baseline	FY09 Plan	FY09 Actual	% Chg Plan/Act.	1999 Baseline	FY09 Plan	FY09 Actual	% Chg Plan/Act.	1999 Baseline	FY09 Plan	FY09 Actual	% Chg Plan/Act.	1999 Baseline	FY09 Plan	FY09 Actual	% Chg Plan/Act.	
<b>Fed Public Housing</b>																					
Family	-	11	12	9%	531	682	693	2%	-	35	39	11%	200	329	343	4%	19	0	0	-	1,087
Elderly/Disabled	-	4	5	25%	135	132	175	33%	-	12	18	50%	646	436	504	16%	12	0	0	-	702
<b>Subtotal Fed PH</b>	<b>-</b>	<b>15</b>	<b>17</b>	<b>13%</b>	<b>666</b>	<b>814</b>	<b>868</b>	<b>7%</b>	<b>-</b>	<b>47</b>	<b>57</b>	<b>21%</b>	<b>846</b>	<b>765</b>	<b>847</b>	<b>11%</b>	<b>31</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>1,789</b>
<b>MTW HCV**</b>																					
Family	-	-	10	-	-	-	777	-	-	-	30	-	-	-	704	-	-	-	0	-	1,521
Elderly/Disabled	-	-	3	-	-	-	155	-	-	-	11	-	-	-	347	-	-	-	2	-	518
<b>Subtotal MTW HCV</b>	<b>-</b>	<b>13</b>	<b>13</b>	<b>0%</b>	<b>508</b>	<b>845</b>	<b>932</b>	<b>10%</b>	<b>-</b>	<b>34</b>	<b>41</b>	<b>21%</b>	<b>679</b>	<b>949</b>	<b>1,051</b>	<b>11%</b>	<b>13</b>	<b>2</b>	<b>2</b>	<b>0%</b>	<b>2,039</b>
<b>TOTAL Federal Programs</b>	<b>-</b>	<b>28</b>	<b>30</b>	<b>7%</b>	<b>1,174</b>	<b>1,659</b>	<b>1,800</b>	<b>8%</b>	<b>-</b>	<b>81</b>	<b>98</b>	<b>21%</b>	<b>1,525</b>	<b>1,714</b>	<b>1,898</b>	<b>11%</b>	<b>44</b>	<b>2</b>	<b>2</b>	<b>0%</b>	<b>3,828</b>

\*In previous years CHA did not make the distinction between race and ethnicity, thus information on Asian and American Indian are not available before 2008. Also, Hispanic was reported as a race, thus the 'Other' field for 1999 Baseline includes figures for Hispanic residents as well as those who chose not to identify their race.

\*\* In previous years CHA did not make the distinction between Family or Elderly Households in its Housing Choice Voucher Program, therefore only totals are compared.

## 2-5b Cambridge State Public Housing and State Voucher Programs: Households Served by Race - FY 2009 Annual Report\*

Development	American Indian				Black				Asian				White				Other				FY09 Total Households
	1999 Baseline	FY09 Plan	FY09 Actual	% Chg Plan/Act.	1999 Baseline	FY09 Plan	FY09 Actual	% Chg Plan/Act.	1999 Baseline	FY09 Plan	FY09 Actual	% Chg Plan/Act.	1999 Baseline	FY09 Plan	FY09 Actual	% Chg Plan/Act.	1999 Baseline	FY09 Plan	FY09 Actual	% Chg Plan/Act.	
<b>State Public Housing</b>																					
Family	-	-	1	-	-	-	182	-	-	-	12	-	-	-	117	-	-	-	0	-	312
Elderly/Disabled	-	-	1	-	-	-	111	-	-	-	20	-	-	-	179	-	-	-	0	-	311
<b>Subtotal State PH</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>293</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>32</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>296</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>-</b>	<b>623</b>
<b>State Vouchers</b>																					
Family	-	-	0	-	-	-	61	-	-	-	2	-	-	-	89	-	-	-	0	-	152
Elderly/Disabled	-	-	0	-	-	-	8	-	-	-	1	-	-	-	28	-	-	-	0	-	37
<b>Subtotal State Vouchers</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>69</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>117</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>-</b>	<b>189</b>
<b>TOTAL State Programs</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>362</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>35</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>413</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>-</b>	<b>812</b>

\*In previous years CHA did not make the distinction between race and ethnicity, therefore information on Asian and American Indian were not available before 2008. Also, Hispanic was reported as a race, therefore the 'Other' field for 1999 Baseline includes figures for Hispanic residents as well as those who chose not to identify their race.

\*\* In previous years CHA did not report racial information on its State Programs.

2-6a Cambridge Federal Public Housing and Housing Choice Voucher Programs: Households Served by Ethnicity - FY 2009 Annual Report

Development	Ethnicity								FY09 Total Households
	Hispanic				Non-Hispanic				
	1999 Baseline	FY09 Plan	FY09 Actual	% Chg	1999* Baseline	FY09 Plan	FY09 Actual	% Chg	
<b>Fed Public Housing</b>									
Family	165	114	131	15%	750	943	956	1%	1,087
Elderly/Disabled	49	20	36	80%	793	564	666	18%	
<b>Subtotal Fed PH</b>	<b>214</b>	<b>134</b>	<b>167</b>	<b>25%</b>	<b>1,543</b>	<b>1,507</b>	<b>1,622</b>	<b>8%</b>	<b>1,789</b>
<b>MTW HCV**</b>									
Family	-	-	188	-	-	-	1,335	-	1,523
Elderly/Disabled	-	-	34	-	-	-	482	-	
<b>Subtotal MITW HCV</b>	<b>209</b>	<b>178</b>	<b>222</b>	<b>25%</b>	<b>1,200</b>	<b>1,665</b>	<b>1,817</b>	<b>9%</b>	<b>2,039</b>
<b>TOTAL Federal Programs</b>	<b>423</b>	<b>312</b>	<b>389</b>	<b>25%</b>	<b>2,743</b>	<b>3,172</b>	<b>3,439</b>	<b>8%</b>	<b>3,828</b>

\*In previous years CHA did not make the distinction between race and ethnicity, Hispanic was therefore reported as a race. 1999 Baseline figures for Non-Hispanic represents resident households that were not reported as Hispanic (White, Black, and Other)

\*\* In previous years CHA did not make the distinction between Family or Elderly Households in its Housing Choice Voucher Program, therefore only totals are compared.

2-6b Cambridge State Public Housing and Voucher Programs: Households Served by Ethnicity - FY 2009 Annual Report

Development	Ethnicity								FY09 Total Households
	Hispanic				Non-Hispanic				
	1999* Baseline	FY09 Plan*	FY09 Actual	% Chg	1999* Baseline	FY09 Plan*	FY09 Actual	% Chg	
<b>State Public Housing</b>									
Family	-	-	58	-	-	-	254	-	312
Elderly/Disabled	-	-	17	-	-	-	294	-	
<b>Subtotal State PH</b>	<b>-</b>	<b>-</b>	<b>75</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>548</b>	<b>-</b>	<b>623</b>
<b>State Vouchers**</b>									
Family	-	-	10	-	-	-	142	-	152
Elderly/Disabled	-	-	2	-	-	-	35	-	
<b>State Voucher Subtotal</b>	<b>-</b>	<b>-</b>	<b>12</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>177</b>	<b>-</b>	<b>189</b>
<b>TOTAL State Programs</b>	<b>-</b>	<b>-</b>	<b>87</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>725</b>	<b>-</b>	<b>812</b>

\*In previous years CHA did not make the distinction between race and ethnicity, therefore information on Asian and American Indian were not available before 2008. Also, Hispanic was reported as a race, therefore the 'Other' field for 1999 Baseline includes figures for Hispanic residents as well as those who chose not to identify their race.

\*\* In previous years CHA did not report racial information on its State Programs.

2-7 2009 Area Median Income (AMI) for Boston Metropolitan Area, including Cambridge\*

Household Size	30% of AMI	50% of AMI Very Low- Income	80% of AMI Low Income	100% of Median
1	\$18,950	\$31,550	\$46,300	\$63,100
2	\$21,650	\$36,100	\$52,950	\$72,200
3	\$24,350	\$40,600	\$59,550	\$81,200
4	\$27,050	\$45,100	\$66,150	\$90,200
5	\$29,200	\$48,700	\$71,450	\$97,400
6	\$31,400	\$52,300	\$76,750	\$104,600
7	\$33,550	\$55,900	\$82,050	\$111,800
8	\$35,700	\$59,550	\$87,350	\$119,100

Notes: Effective March, 2009. These limits are determined by the U. S. Department of Housing & Urban Development and are subject to change.

# APPENDIX THREE: WAITING LIST

3-1a Cambridge Federal Public Housing and Housing Choice Voucher Programs: Waiting List by Unit Size - FY 2009 Annual Report

Program	1999 Baseline	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009 Plan	FY2009 Actual	
<b>Family PH</b>									
OBR	-	66	63	68	0	13	10	98	
1BR	-	2,807	3,302	4,035	1,564	2,224	1,964	3,083	
2BR	-	2,288	2,566	3,471	1,320	1,698	1,674	2,357	
3BR	-	1,355	1,494	1,773	332	663	549	970	
4 +BR	-	257	296	368	107	130	123	170	
<b>Subtotal Family PH</b>		<b>6,773</b>	<b>7,721</b>	<b>9,715</b>	<b>3,323</b>	<b>4,728</b>	<b>4,320</b>	<b>6,678</b>	
<b>Elderly/Disabled PH</b>									
OBR	-	1,444	1,410	1,484	178	1,282	1,125	1,384	
1BR	-	368	344	814	931	113	110	220	
2BR	-	109	105	97	41	50	49	81	
3BR	-	6	6	8	0	2	1	3	
4 +BR	-	5	5	3	0	1	0	1	
<b>Subtotal Elderly PH</b>	-	<b>1,932</b>	<b>1,870</b>	<b>2,406</b>	<b>1,150</b>	<b>1,448</b>	<b>1,285</b>	<b>1,689</b>	
<b>Subtotal Public Housing</b>		<b>8,705</b>	<b>9,591</b>	<b>12,121</b>	<b>4,473</b>	<b>6,176</b>	<b>5,605</b>	<b>8,367</b>	
<b>Housing Choice Voucher</b>	-	HCV waitlist does not contain bedroom size data							
<b>Subtotal HCV</b>	-	<b>8,949</b>	<b>8,359</b>	<b>6,577</b>	<b>2,364</b>	<b>5,832</b>	<b>5,305</b>	<b>6,772</b>	
<b>PH and HCV Total</b>	-	<b>17,654</b>	<b>17,950</b>	<b>18,698</b>	<b>6,837</b>	<b>12,008</b>	<b>10,910</b>	<b>15,139</b>	

3-1b Cambridge Federal Public Housing and Housing Choice Voucher Programs: Waiting List Overview - FY 2009 Annual Report

Distinct Applicant Households	# of Applications by Program		# of Applications by Site	
	<b>12,945*</b>	Federal Family	<b>6,678</b>	Federal Family
Federal Elderly		<b>1,689</b>	Federal Elderly	<b>543</b>
State Family		<b>6,872</b>	1st Available Family	<b>5,038</b>
State Elderly		<b>1,820</b>	1st Available Elderly	<b>1,276</b>
HCV		<b>6,772</b>	State Family	<b>1,680</b>
			State Elderly	<b>602</b>
		1st Available Family	<b>6,000</b>	
		1st Available Elderly	<b>1,511</b>	
	<b>Total by Program</b>	<b>23,831</b>	<b>Total by Site</b>	<b>22,547</b>

\*As of March 31st, 2009 there were 12,945 applicant households seeking ANY type of housing through CHA (these include SROs, Federal Public Housing Family and Elderly, State Public Housing Family and Elderly, and Federal Housing Choice Voucher Program).

Note: The relative higher number of applications compared to the total distinct applicant households is due to the combined effect of CHA's site-based waiting list policy and the first available choice given to applicants (applicants can choose up to three sites and may qualify for more than one program type).

3-2a Cambridge Federal Public Housing: Waiting List by Race - FY 2009 Annual Report

SITE-BASED WAITING LIST	RACE															FY 09 Total Households
	American Indian			Black			Asian			White			Other*			
	FY09 Plan	FY09 Actual	% Chg	FY09 Plan	FY09 Actual	% Chg	FY09 Plan	FY09 Actual	% Chg	FY09 Plan	FY09 Actual	% Chg	FY09 Plan	FY09 Actual	% Chg	
<b>Family PH</b>																
Washington Elms	5	7	40%	352	480	36%	46	67	46%	233	339	45%	0	4	N/A	<b>897</b>
Corcoran Park	6	5	-17%	212	319	50%	15	25	67%	131	196	50%	0	0	N/A	<b>545</b>
Putnam Gardens	6	5	-17%	289	385	33%	23	42	83%	143	187	31%	2	7	N/A	<b>626</b>
Newtowne Court	4	7	75%	356	484	36%	62	81	31%	245	363	48%	1	13	N/A	<b>948</b>
UDIC**	2	5	150%	191	260	36%	19	22	16%	116	165	42%	1	3	N/A	<b>455</b>
River Howard	4	6	50%	159	222	40%	16	24	50%	96	131	36%	2	5	N/A	<b>388</b>
Jefferson Park	7	12	71%	288	416	44%	48	67	40%	168	228	36%	0	0	N/A	<b>723</b>
Scattered Sites**	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<b>-</b>
Garfield Street**	2	3	50%	136	215	58%	14	22	57%	85	139	64%	0	0	N/A	<b>379</b>
Roosevelt Towers	8	9	13%	341	483	42%	45	59	31%	271	382	41%	0	3	N/A	<b>936</b>
1st Available	25	44	76%	1,532	2,390	56%	118	195	65%	1,497	2,382	59%	3	27	N/A	<b>5,038</b>
<b>Total Fed Family PH</b>	<b>69</b>	<b>103</b>	<b>49%</b>	<b>3,856</b>	<b>5,654</b>	<b>47%</b>	<b>406</b>	<b>604</b>	<b>49%</b>	<b>2,985</b>	<b>4,512</b>	<b>51%</b>	<b>9</b>	<b>62</b>	<b>N/A</b>	<b>10,935</b>
<b>Elderly/Disabled PH</b>																
Harry S. Truman	0	3	-	10	6	-40%	3	21	600%	44	60	36%	1	0	N/A	<b>90</b>
Daniel F. Burns	1	1	0%	12	32	167%	0	4	-	41	57	39%	0	0	N/A	<b>94</b>
Millers River	2	4	100%	24	61	154%	2	9	350%	76	126	66%	2	0	N/A	<b>200</b>
Lyndon B. Johnson	1	0	-100%	14	49	250%	2	5	150%	33	72	118%	0	0	N/A	<b>126</b>
Robert C. Weaver	0	1	-	11	11	0%	1	3	200%	18	18	0%	0	0	N/A	<b>33</b>
1st Available	19	20	5%	331	416	26%	20	28	40%	667	797	19%	2	15	N/A	<b>1,276</b>
<b>Total Fed Elderly PH</b>	<b>23</b>	<b>29</b>	<b>26%</b>	<b>402</b>	<b>575</b>	<b>43%</b>	<b>28</b>	<b>70</b>	<b>150%</b>	<b>879</b>	<b>1,130</b>	<b>29%</b>	<b>5</b>	<b>15</b>	<b>N/A</b>	<b>1,819</b>
<b>Total Fed PH</b>	<b>92</b>	<b>132</b>	<b>43%</b>	<b>4,258</b>	<b>6,229</b>	<b>46%</b>	<b>434</b>	<b>674</b>	<b>55%</b>	<b>3,864</b>	<b>5,642</b>	<b>46%</b>	<b>14</b>	<b>77</b>	<b>N/A</b>	<b>12,754</b>

\*In the past year CHA refined its reporting methodology for applicant households choosing not to identify their race. Therefore the percentage change from the FY09 Annual Plan to the FY09 Annual Report is not available. Beginning in the FY10 Report figures given under the field 'Other' will reflect this change. The FY09 Actual figures include applicant households that chose not to identify their race, as well as those who provided no household information at time of application.

\*\*UDIC Sites include Jackson St., Fairmont St., and Valentine St. - The FY09 Plan grouped these sites and Garfield Street under "Scattered Sites".

Note: Applicants can choose up to three sites and may qualify for more than one program type, therefore the total number on all site-based waiting lists differ from the total number of applicants given on tables 3-1a, 3-4a and 3-4b.

3-2b Cambridge Federal Public Housing: Waiting List by Ethnicity - FY 2009 Annual Report

Development	Ethnicity						FY 09 Total Households
	Hispanic			Non-Hispanic*			
	FY09 Plan	FY09 Actual	% Chg	FY09 Plan	FY09 Actual	% Chg	
<b>Family PH</b>							
Washington Elms	136	205	51%	500	692	38%	<b>897</b>
Corcoran Park	62	97	56%	302	448	48%	<b>545</b>
Putnam Gardens	78	109	40%	385	517	34%	<b>626</b>
Newtowne Court	139	211	52%	529	737	39%	<b>948</b>
UDIC**	-	74	-	-	381	-	<b>455</b>
River Howard	46	74	61%	231	314	36%	<b>388</b>
Jefferson Park	95	144	52%	416	579	39%	<b>723</b>
Scattered Sites**	101	-	-	465	-	-	<b>-</b>
Garfield Street**	-	91	-	-	288	-	<b>379</b>
Roosevelt Towers	142	216	52%	523	720	38%	<b>936</b>
1st Available	767	1,150	50%	2,408	3,888	61%	<b>5,038</b>
<b>Total Fed Family PH</b>	<b>1,566</b>	<b>2,371</b>	<b>51%</b>	<b>5,759</b>	<b>8,564</b>	<b>49%</b>	<b>10,935</b>
<b>Elderly/Disabled PH</b>							
Harry S. Truman	10	10	0%	48	80	67%	<b>90</b>
Daniel F. Burns	8	9	13%	46	85	85%	<b>94</b>
Millers River	13	21	62%	93	179	92%	<b>200</b>
Lyndon B. Johnson	4	16	300%	46	110	139%	<b>126</b>
Robert C. Weaver	3	3	0%	27	30	11%	<b>33</b>
1st Available	108	140	30%	931	1,136	22%	<b>1,276</b>
<b>Total Fed Elderly PH</b>	<b>146</b>	<b>199</b>	<b>36%</b>	<b>1,191</b>	<b>1,620</b>	<b>36%</b>	<b>1,819</b>
<b>Total Fed PH</b>	<b>1,712</b>	<b>2,570</b>	<b>50%</b>	<b>6,950</b>	<b>10,184</b>	<b>47%</b>	<b>12,754</b>

\*Includes applicant households who provided no ethnicity information at time of application.

\*\*UDIC Sites include Jackson St., Fairmont St., and Valentine St. - The FY09 Plan grouped these sites and Garfield Street under 'Scattered Sites'.

Note: Applicants can choose up to three sites and may qualify for more than one program type, therefore the total number on all site-based waiting lists differ from the total number of applicants given on tables 3-1a, 3-4a and 3-4b.

### 3-3 Cambridge Public Housing and Housing Choice Voucher Programs: Waiting List by Area Median Income (AMI)

Program	<30% AMI			30-50% AMI			50-80% AMI			>80% AMI			FY 09 Total Households
	FY09 Plan	FY09 Actual	% Chg	FY09 Plan	FY09 Actual	% Chg	FY09 Plan	FY09 Actual	% Chg	FY09 Plan	FY09 Actual	% Chg	
<b>Public Housing</b>													
Family	3,514	5,707	62%	643	772	20%	129	124	-4%	36	58	61%	<b>6,661</b>
Elderly/Disabled	1,170	1,502	28%	81	110	36%	25	23	-8%	11	11	0%	
<b>Subtotal PH</b>	<b>4,684</b>	<b>7,209</b>	<b>54%</b>	<b>724</b>	<b>882</b>	<b>22%</b>	<b>154</b>	<b>147</b>	<b>-5%</b>	<b>47</b>	<b>69</b>	<b>47%</b>	<b>8,307</b>
<b>Housing Choice Voucher</b>													
<b>HCV Subtotal</b>	<b>4,421</b>	<b>5,865</b>	<b>33%</b>	<b>735</b>	<b>756</b>	<b>3%</b>	<b>125</b>	<b>100</b>	<b>-20%</b>	<b>32</b>	<b>50</b>	<b>56%</b>	<b>6,771</b>
<b>TOTAL</b>	<b>9,105</b>	<b>13,074</b>	<b>44%</b>	<b>1,459</b>	<b>1,638</b>	<b>12%</b>	<b>279</b>	<b>247</b>	<b>-11%</b>	<b>79</b>	<b>119</b>	<b>51%</b>	<b>15,078</b>

Note: 1. The total number of applicant households for FY 2009 differs from the total number given in table 3-1a; this difference is due to applicant households applying for more than one bedroom size.

2. This data was collected over a 48hr period, therefore the total number of applicant households for FY 2009 differs slightly from the total number given in tables 3-4a and 3-4b.

### 3-4a Cambridge Federal Public Housing and Housing Choice Voucher Programs: Waiting List by Race - FY 2009 Annual Report

Development	Race															FY09 Total Households
	American Indian			Black			Asian			White			Other*			
	FY09 Plan	FY09 Actual	% Chg Plan/Act.	FY09 Plan	FY09 Actual	% Chg Plan/Act.	FY09 Plan	FY09 Actual	% Chg Plan/Act.	FY09 Plan	FY09 Actual	% Chg Plan/Act.	FY09 Plan	FY09 Actual	% Chg Plan/Act.	
<b>Public Housing</b>																
Family	42	62	48%	2,185	3,247	49%	202	322	59%	1,888	2,963	57%	5	66	1220%	<b>6,660</b>
Elderly/Disabled	21	26	24%	392	511	30%	33	60	82%	837	1,023	22%	4	38	850%	
<b>Subtotal PH</b>	<b>63</b>	<b>88</b>	<b>40%</b>	<b>2,577</b>	<b>3,758</b>	<b>46%</b>	<b>235</b>	<b>382</b>	<b>63%</b>	<b>2,725</b>	<b>3,986</b>	<b>46%</b>	<b>9</b>	<b>104</b>	<b>1056%</b>	<b>8,318</b>
<b>Housing Choice Voucher</b>																
<b>HCV Subtotal</b>	<b>61</b>	<b>77</b>	<b>26%</b>	<b>2,635</b>	<b>3,439</b>	<b>31%</b>	<b>141</b>	<b>217</b>	<b>54%</b>	<b>2,413</b>	<b>2,915</b>	<b>21%</b>	<b>55</b>	<b>124</b>	<b>125%</b>	<b>6,772</b>
<b>TOTAL</b>	<b>124</b>	<b>165</b>	<b>33%</b>	<b>5,212</b>	<b>7,197</b>	<b>38%</b>	<b>376</b>	<b>599</b>	<b>59%</b>	<b>5,138</b>	<b>6,901</b>	<b>34%</b>	<b>64</b>	<b>228</b>	<b>256%</b>	<b>15,090</b>

\*In the past year CHA refined its reporting methodology on applicant households that choose not to identify their race. Thus the percentage change from the FY09 Annual Plan to the FY09 Annual Report is not available. From FY09 onward figures given under the field 'Other' will reflect this change. The FY09 Actual figures include applicant households that chose not to identify their race, as well as those with no household information provided at time of application.

Note: 1. The total number of applicant households for FY 2009 differs from the total number given in table 3-1a; this difference is due to applicant households applying for more than one bedroom size.

2. This data was collected over a 48hr period, therefore the total number of applicant households for FY 2009 differs slightly from the total number given in table 3-3.

3. Applicants can choose up to three sites and may qualify for more than one program type, therefore the total number of applicant households given on this table differ from on all site-based waiting lists totals on tables 3-2a and 3-2b

3-4b Cambridge Federal Public Housing and Housing Choice Voucher Programs: Households Served by Ethnicity - FY 2009 Annual Report

Development	Ethnicity						FY09 Total Household
	Hispanic			Non-Hispanic*			
	FY09 Plan	FY09	% Chg	FY09 Plan	FY09	% Chg	
<b>Public Housing</b>							
Family	969	1,481	53%	3,353	5,179	54%	<b>6,660</b>
Elderly/Disabled	129	179	39%	1,158	1,479	28%	<b>1,658</b>
<b>Subtotal PH</b>	<b>1,098</b>	<b>1,660</b>	<b>51%</b>	<b>4,511</b>	<b>6,658</b>	<b>48%</b>	<b>8,318</b>
<b>Housing Choice Voucher</b>							
<b>HCV Subtotal</b>	<b>1,180</b>	<b>1,466</b>	<b>24%</b>	<b>4,125</b>	<b>5,306</b>	<b>29%</b>	<b>6,772</b>
<b>TOTAL</b>	<b>2,278</b>	<b>3,126</b>	<b>37%</b>	<b>8,636</b>	<b>11,964</b>	<b>39%</b>	<b>15,090</b>

\*Includes applicant households who provided no ethnicity information at time of application.

Note: 1. The total number of applicant households for FY 2009 differs from the total number given in table 3-1a; this difference is due to applicant households applying for more than one bedroom size.

2. This data was collected over a 48hr period, therefore the total number of applicant households for FY 2009 differs slightly from the total number given in table 3-3.

3. Applicants can choose up to three sites and may qualify for more than one program type, therefore the total number of applicant households given on this table differ from on all site-based waiting lists totals on tables 3-2a and 3-2b

## APPENDIX FOUR: MANAGEMENT INDICATORS

### 4-1 Cambridge Federal Public Housing: Inspections – FY 2009 Annual Report

Development	FY09 Plan		FY09 Actual	
	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%
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%
H. S. Truman Apts	100%	100%	100%	100%
Daniel F. Burns	100%	100%	100%	100%
Lyndon B. Johnson	100%	100%	100%	100%
Millers River	100%	100%	100%	100%
Robert C. Weaver	100%	100%	100%	100%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

### 4-2 Cambridge Leased Housing: Inspections – FY 2009 Annual Report

	Total Units	Selected	% Selected	Failed	% of selected units failed	Passed	Pending/due to participant non compliance
<b>Group I</b>	610	102	17%	13	13%	87	3
<b>Group II</b>	1167	393	34%	62	16%	316	15
<b>PBA's</b>	519	60	12%	2	3%	57	1

Key: Group I: landlords with 5 or more units, Group II: landlords with one or two units (up to 5 units)

Note: Due to units that failed in Group I and PBAs an additional 20% of the total units were selected for additional inspections

4-3 Cambridge Federal Public Housing: Work Orders – FY 2009 Annual Report

Development	FY09 Plan		FY09 Actual	
	Emergency	Non-Emergency	Emergency	Non-Emergency
	% Completed Within 24hrs	Avg. Days to Complete	% Completed Within 24hrs	Avg. Days to Complete
Washington Elms	100%	7	100%	5.7
Corcoran Park	100%	7	100%	1.2
Putnam Gardens	100%	7	100%	4.8
Newtowne Court	100%	7	100%	6.1
UDIC	100%	7	100%	4.2
River Howard	100%	7	100%	2.7
Jefferson Park	100%	7	100%	4.5
Scattered Sites	100%	7	100%	7.7
Garfield Street	100%	7	100%	2.3
Roosevelt Towers	100%	7	100%	6.3
H. S. Truman Apts	100%	7	100%	1.9
Daniel F. Burns	100%	7	100%	2.1
Millers River	100%	7	100%	1.8
Lyndon B. Johnson	100%	7	100%	1.7
Robert C. Weaver	100%	7	100%	3.4
<b>TOTAL</b>	<b>100%</b>	<b>7</b>	<b>100%</b>	<b>3.7</b>

4-4 Cambridge Federal Public Housing: Occupancy Levels – FY 2009 Annual Report

Development	FY09 Plan	FY09 Actual		
	Gross %	Gross %	Adjusted %	Adjusted Vacancy Rate
Washington Elms	98%	98.8%	99.3%	0.7%
Corcoran Park	99%	98.9%	99.5%	0.5%
Putnam Gardens	97%	97.9%	97.8%	2.2%
Newtowne Court	98%	99.3%	99.3%	0.7%
UDIC	n/a	95.7%	95.7%	4.3%
River Howard	97%	99.8%	99.8%	0.2%
Jefferson Park	95%	95.1%	95.6%	4.4%
Scattered Sites	100%	99.2%	99.2%	0.8%
Garfield Street	98%	99.5%	99.5%	0.5%
Roosevelt Towers	100%	99.6%	99.6%	0.4%
H. S. Truman Apts	97%	98.6%	98.6%	1.4%
Daniel F. Burns	95%	97.0%	97.0%	3.0%
Millers River	80%	86.6%	91.7%	8.3%
Lyndon B. Johnson	80%	78.7%	86.7%	13.3%
Robert C. Weaver	95%	98.6%	98.6%	1.4%
<b>TOTAL</b>	<b>94.2%</b>	<b>94.4%</b>	<b>96.1%</b>	<b>3.9%</b>

Note: Adjusted figures account for modernization activities

Federal PH adjusted Vacancy Rate for the  
end of FY 2009 (3/31/09) :

**1.6%**

4-5 Cambridge Federal Public Housing: Rent Collection Levels – FY 2009 Annual Report

Development	Rent Collection Levels					
	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009*
Washington Elms	98.4	97.5	97	98.8	99.7	99.59
Corcoran Park	99.4	98.8	96.5	99	99.4	99.58
Putnam Gardens	97.9	96.6	97.6	98.5	99.7	99.63
Newtowne Court	99.3	98.4	97.9	99.1	99.3	99.61
River Howard	99.5	97.7	99.3	99.9	99.7	99.53
Jefferson Park	98.5	98.2	97	99.2	99.2	99.41
Scattered Sites	100	96.4	99.6	99.9	100.0	99.98
Garfield Street	100	99.3	98.5	98.8	100.0	99.56
Roosevelt Towers	99.1	99.1	98.1	98.4	99.6	99.63
H. S. Truman Apts	99.1	99.2	99.6	99.6	99.9	99.50
Daniel F. Burns	99.9	99.6	99.4	99.9	99.8	99.80
Millers River	99.8	99.7	99.3	99.9	99.8	99.78
Lyndon B. Johnson	99.6	99.1	98.1	99.8	99.9	99.91
Robert C. Weaver	100	99.5	99.3	100	99.9	99.93
<b>TOTAL</b>	<b>99.1%</b>	<b>98.3%</b>	<b>97.8%</b>	<b>99.2%</b>	<b>99.6%</b>	<b>99.6%</b>

\* Does not include repayment agreements, subject to change based on end of fiscal year closing.

Note: This chart divides the current balance not including prepaids or other credits by the total rent billed for FY 2009.

# APPENDIX FIVE: PUBLIC HOUSING RESIDENT SATISFACTION SURVEY

## Summary Results – 2009

The percentages assigned to all categories are based on the total number of responses to each question less the responses for "Does Not Apply", "Don't Know" or "Can't Remember". The percentages assigned to the responses for "Does Not Apply", "Don't Know" or "Can't Remember" are based on the total number of respondents (297). Percentages have been rounded, and therefore may not total 100%.

### General

1. How long have you lived in your apartment?

	Percentage	Number
Less Than 6 Months	1%	2
6 Months to 2 Years	8%	25
2 Years to 5 Years	26%	77
More Than 5 Years	65%	193

2. How long have you lived in Public Housing?

	Percentage	Number
Less Than 6 Months	2%	5
6 Months to 2 Years	5%	16
2 Years to 5 Years	16%	47
More Than 5 Years	77%	227

3. What is the highest level of education completed by members of your household 18 years and older who are not currently in high school?

	<b>Less Than High School Diploma/ GED</b>	<b>High School Diploma/ GED</b>	<b>Some College</b>	<b>Post-High School Job Training</b>	<b>2-Year College Degree (Associates)</b>	<b>4-Year College Degree</b>	<b>Post Graduate Degree</b>
Member #1	36% 99	27% 74	17% 47	3% 7	8% 21	8% 22	3% 7
Member #2	16% 12	33% 25	26% 20	5% 4	5% 4	13% 10	1% 1
Member #3	21% 5	17% 4	29% 7	4% 1	4% 1	17% 4	8% 2
Member #4	30% 3	30% 3	20% 2	0% 0	0% 0	20% 2	0% 0
Member #5	33% 2	17% 1	17% 1	0% 0	0% 0	33% 2	0% 0
Member #6	0% 0	0% 0	0% 0	100% 1	0% 0	0% 0	0% 0
Total	31% 121	27% 107	20% 77	3% 13	7% 26	10% 40	3% 10

## **Overall Satisfaction**

4. Overall, how satisfied are you with:

	<b>Very Satisfied</b>	<b>Somewhat Satisfied</b>	<b>Somewhat Dissatisfied</b>	<b>Very Dissatisfied</b>	<b>Does Not Apply</b>	<b>Don't Know</b>
The quality and conditions of your apartment?	59% 175	30% 90	6% 17	5% 15	0% 0	0% 0
The quality and conditions of the outside grounds including playgrounds, sitting areas and parking lots?	75% 215	18% 52	4% 12	2% 6	3% 9	1% 2
The safety and security of your neighborhood?	69% 202	21% 60	5% 16	4% 13	0% 0	1% 4
CHA's maintenance services?	71% 208	20% 59	6% 19	3% 8	< .5% 1	< .5% 1
The quality and availability of CHA's social services?	77% 181	18% 42	3% 6	3% 6	11% 33	9% 26

## **Satisfaction with Maintenance and Repair**

5. Over the last year, how many times have you called for maintenance or repairs?

	<b>Percentage</b>	<b>Number</b>
None	17%	49
1-3 Times	58%	173
More Than 3 Times	25%	74
Don't Know	< .5%	1
Can't Remember	0%	0

6. Based on your experience over the past year requesting maintenance or repairs from CHA, how satisfied were you with:

	<b>Very Satisfied</b>	<b>Somewhat Satisfied</b>	<b>Somewhat Dissatisfied</b>	<b>Very Dissatisfied</b>	<b>Does Not Apply</b>	<b>Don't Know</b>
The process of requesting repairs?	71% 174	16% 40	7% 17	6% 14	0% 0	1% 2
The quality of the repair work?	73% 179	14% 35	6% 14	7% 16	1% 2	< .5% 1
The amount of time it took to complete the repairs?	69% 168	16% 40	7% 17	8% 20	0% 0	1% 2
The way you were treated by the person doing the repairs?	85% 206	12% 28	1% 3	2% 5	< .5% 1	1% 3

7. How satisfied are you with the following maintenance services:

	<b>Very Satisfied</b>	<b>Somewhat Satisfied</b>	<b>Somewhat Dissatisfied</b>	<b>Very Dissatisfied</b>	<b>Does Not Apply</b>	<b>Don't Know</b>
Landscaping of your development?	82% 233	14% 40	2% 7	2% 5	2% 5	1% 2
Snow removal?	75% 216	16% 45	6% 17	3% 10	< .5% 1	1% 2

### **Satisfaction with Management Services**

8. Over the past year, how many times have you called or visited your CHA Housing Management Office?

	<b>Percentage</b>	<b>Number</b>
None	23%	68
1-3 Times	60%	175
More Than 3 Times	17%	51
Don't Know	< .5%	1
Can't Remember	1%	2

9. If you need to see your manager, did you call to make an appointment or come to the office during walk-in hours?

	Percentage	Number
Called to make an appointment	30%	61
Came to the office during walk-in hours	36%	74
Called to make an appointment and came to the office during walk-in hours	34%	69

10. Based on your experience over the past year with your CHA Housing Management Office, how satisfied are you with:

	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	Does Not Apply	Don't Know
How easy it was to meet with your manager	76% 164	14% 31	5% 10	5% 10	3% 10	0% 0
The availability of information on your rent or lease responsibilities	82% 178	12% 27	3% 6	3% 7	2% 6	<.5% 1
The adequacy of answers to questions regarding CHA policies and procedures, maintenance obligations and other questions	80% 173	14% 30	4% 9	2% 5	2% 7	<.5% 1
The accuracy of the information that was provided to you	78% 170	17% 36	3% 6	2% 5	2% 6	<.5% 1
The way you were treated by the office staff	80% 176	15% 32	4% 9	1% 3	1% 2	1% 2

## **Safety**

11. How safe do you feel:

	<b>Very Safe</b>	<b>Safe</b>	<b>Unsafe</b>	<b>Very Unsafe</b>	<b>Does Not Apply</b>
In your unit/home?	76% 224	17% 51	6% 18	1% 3	0% 0
In the hallway and lobby of your building?	71% 188	23% 60	5% 12	2% 5	10% 31
On the outside grounds of your development?	69% 198	25% 73	5% 14	1% 3	1% 3

12. Do any of the following increase your concerns about safety in your development? (Percentage is based on the total number of survey respondents)

	<b>Percentage</b>	<b>Number</b>
Bad Lighting	13%	38
Broken locks	11%	32
Location of the development	4%	13
Police do not respond	3%	10
Residents don't care	10%	29
Residents are loud	11%	34
Residents do not supervise their guests	11%	33
Residents are not abiding by their lease	7%	22
There are many vacant units	1%	2
Uninvited non-residents on property	14%	41
Residents allow strangers to enter	11%	32
Management is not responsive to safety issues	4%	13

**Property Appearance**

13. How often, if at all, are any of the following a problem in your development:

	Never	Sometimes	Often	Always
Abandoned cars?	94% 276	5% 15	< .5% 1	< .5% 1
Broken glass?	89% 262	10% 30	0% 0	< .5% 1
Graffiti?	95% 276	5% 15	< .5% 1	0% 0
Rodents and/or	73% 216	18% 52	5% 15	4% 11
Trash/litter?	79% 233	14% 42	3% 10	3% 10
Vacant units?	94% 269	5% 15	< .5% 1	0% 0

**Resident Services – Family**

14. Are you aware of the Cambridge Housing Authority's "Don't Throw This Out, Check It Out" mailings regarding education and employment opportunities?

	Percentage	Number
Yes	47%	80
No	53%	91

14A. Do you read these mailings?

	Percentage	Number
Yes	96%	76
No	4%	3

14B. Are they helpful?

	Percentage	Number
Yes	86%	65
No	14%	11

15. Are you aware that the Cambridge Housing Authority offers a program called The Work Force for teens living in Cambridge Public Housing?

	Percentage	Number
Yes	51%	87
No	49%	84

15A. Has any member of your household participated in the Work Force Program?

	Percentage	Number
Yes	33%	28
No	67%	58

15B. If yes, how many household members?

	Percentage	Number
One	59%	16
Two	30%	8
Three	4%	1
Four	4%	1
Five or more	4%	1

15C. If yes, did they benefit from the program?

	Percentage	Number
Yes	100%	25
No	0%	0

16. Are you aware of the English and college prep classes for adults offered by the Cambridge Housing Authority through the Community Learning Center?

	Percentage	Number
Yes	54%	92
No	46%	77

16A. Has any member of your household participated in the Bridge-to-College Program for adults who want to go to college?

	Percentage	Number
Yes	7%	10
No	93%	124

16B. If yes, was it helpful?

	Percentage	Number
Yes	100%	10
No	0%	0

16C. Did the household member go to college?

	Percentage	Number
Yes	70%	7
No	30%	3

16D. Has any member of your household participated in English classes at Jefferson Park?

	Percentage	Number
Yes	5%	4
No	95%	84

16E. If yes, were they helpful?

	Percentage	Number
Yes	100%	4
No	0%	0

17. Are you aware of the Cambridge Housing Authority's computer centers?

	Percentage	Number
Yes	61%	103
No	39%	67

17A. Has any member of your household accessed the computer centers?

	Percentage	Number
Yes	36%	37
No	64%	65

17B. If yes, did they take classes or make use of the open lab time?

	Percentage	Number
Classes	44%	15
Open lab time	38%	13
Classes and open lab time	18%	6

17C. If they took classes, were they helpful?

	Percentage	Number
Yes	100%	20
No	0%	0

17D. Are there topics you would like to have them cover in the future?

	Percentage	Number
Yes	30%	7
No	70%	16

18. Are you aware of the employment services offered by the Cambridge Housing Authority through the Cambridge Employment Program?

	Percentage	Number
Yes	32%	54
No	68%	114

18A. Has any member of your household used those services?

	Percentage	Number
Yes	15%	8
No	85%	45

18B. If yes, were they helpful?

	Percentage	Number
Yes	88%	7
No	13%	1

**Resident Services – Elderly**

19. Have you met with your Service Coordinator during the past year?

	Percentage	Number
Yes	58%	70
No	42%	50

20. Do you attend social events held in the community room?

	Percentage	Number
Yes	57%	69
No	43%	52

### **Resident Council**

21. In the past year, have you participated in any meetings or activities sponsored by your development's Resident Council?

	Percentage	Number
Yes	46%	133
No	54%	158

22. Are you aware of the formation of ACT, a citywide organization of public and leased housing residents?

	Percentage	Number
Yes	23%	66
No	77%	223

23. Do you or any member of your household own a computer?

	<b>Percentage</b>	<b>Number</b>
Yes	44%	129
No	56%	165

24. Do you have access to the internet in your home?

	<b>Percentage</b>	<b>Number</b>
Yes	41%	120
No	59%	171

## APPENDIX SIX: PUBLIC COMMENTS AND RESPONSES

### **Policy Reform & Evaluation:**

C: One commenter asked how residents could find out about changes to reasonable accommodation policies.

*R: The new Admissions and Continued Occupancy Policy (ACOP) for federal public housing included revisions to CHA's Reasonable Accommodation policy. The ACOP is available for review and printing from the "What's New" section of CHA's website, [www.cambridge-housing.org](http://www.cambridge-housing.org). Hard copies of the ACOP are available upon request at all CHA management offices and CHA's Central Office at 675 Massachusetts Avenue.*

*The new Administrative Plan for CHA's Leased Housing Programs will include the same Reasonable Accommodation policy that is included in the ACOP. When the Administrative Plan is approved by CHA's Board of Commissioners in fiscal year 2010, the Plan will be available for review and printing from CHA's website, [www.cambridge-housing.org](http://www.cambridge-housing.org). Hard copies of the Administrative plan will also be available upon request at CHA's Central Office at 675 Massachusetts Avenue.*

C: One commenter expressed concern about the data presented under the Rent Simplification Rent Burden Analysis in the MTW FY 2009 Initiatives Overview Chapter of the draft Report. The commenter suggested that the numbers do not show the policy's effect on the rent burden of households who had their deductions reduced or eliminated with the implementation of Rent Simplification in 2006.

Lastly, the commenter requested more transparency on the information being provided to the public.

*R: CHA's Rent Simplification impact analysis does not look specifically at how an individual household's deductions changed before and after the implementation of Rent Simplification. While an analysis of this data may be interesting, it does not tell the story of how Rent Simplification is impacting households' ability to pay their rent. The standard metric for illustrating this central element of rent reform is rent burden or "Total Tenant Payment" - the amount of income a household pays for rent as a percentage of total gross and/or adjusted income. Decades of tenant advocacy, academic research, policy discourse and regulation generally identify rent burden as the best measure of a rent policy's efficacy.*

*To that end, and consistent with industry and academic practices, CHA's Rent Simplification impact analysis focuses on household rent burdens, rather than changes in deduction amounts, which may be offset by other changes in the rent calculation, such as basing rents on 30% of income at the low end of the \$2,500 income bands on the Rent Schedules, rather than the median or high end of the bands.*

*Further, CHA presents rent burden analyses using both adjusted and gross income. Analyzing rent burdens based on gross incomes eliminates the effect varying deduction methodologies has on the analysis. Using gross incomes allows for an 'apples to apples' pre and post Rent Simplification comparison of rent impacts by removing deduction formula related externalities entirely.*

*As the charts in the MTW FY 2009 Initiatives Overview Chapter of this Report show, (excluding households claiming zero income) only 23 of 1,789 households are paying more than 30% of their gross income towards rent and only 25 of 1,789 households are paying more than 30% of their adjusted (after eligible deductions) income towards rent. In all cases, these households are either mixed households paying a rent based on 40% of adjusted income or households paying the*

\$50.00 per month minimum rent. It is expected and consistent with CHA's projections and policy choices that these households would be paying more than 30% of their gross and/or adjusted incomes toward rent. Additionally, and certainly not insignificantly, 60% of CHA households experienced rent decreases when Rent Simplification was implemented in 2006.

The commenter suggested that the data as presented in the draft Report was hiding a preponderance of high rent burdens in elderly/disabled households. Rent impact data in the draft Report did not provide a rent burden analysis by household type (elderly/disabled households vs. family households). The commenter hypothesized that the change in medical deduction eligibility thresholds and amounts were negatively impacting elderly/disabled households in particular, as these households were likely to have had their medical deductions eliminated or reduced under Rent Simplification rules. This final Report presents the impact data both by all household types and elderly/disabled vs. family households. The analysis of rent burdens in elderly/disabled households refutes the commenter's hypothesis. As the analysis shows, no elderly/disabled households are paying between 30.1 and 35% of adjusted income towards rent and only 6 households (out of 702) are paying more than 35%. All 6 of these households are paying the \$50.00 minimum rent.

CHA does not necessarily dispute the commenter's speculation that some elderly/disabled (or family) households lost deductions under Rent Simplification. This is certainly true. However, this argument is only relevant in the context of a discussion about rent burdens if any households (other than those with mixed families, claiming zero income or paying minimum rent) were paying more than 30% of their adjusted income towards rent; this is not the case in Cambridge. In fact, total tenant payment as a percentage of gross and adjusted income has declined in all federal public housing programs since Rent Simplification was implemented in 2006. Therefore an analysis of changes in deduction amounts pre and post Rent Simplification, while perhaps interesting, would shed little to no light on how well Rent Simplification is (or is not) working.

Additionally, there are a few very interesting data points that CHA believes illustrate that Rent Simplification is indeed working:

- Employment income is rising at a much faster rate than Social Security or Public Assistance income in both elderly/disabled and family federal public housing.
- Employment income among federal public housing residents, whose rents are determined using Rent Simplification rules, has grown at **seven times** (unadjusted for inflation) from 2005 to 2009 the rate of households in state public housing whose rents are not.

While it is far too early to say definitively that these encouraging outcomes are directly the result of Rent Simplification's relaxed income and asset building rules, as time passes and more data become available for trend analyses, CHA is beginning to see some fascinating patterns develop.

Finally, with regard to the request for increased transparency, CHA has and continues to be extraordinarily open to sharing its ideas, plans and philosophies with residents, voucher holders, advocates and other interested community members. CHA's commitment to transparency and increased dialogue with stakeholders is described at length in the MTW FY 2009 Initiatives Overview Chapter of this Report, specifically the section entitled, Major Initiative 10: Continued Community Outreach.

C: One participant asked where more information about the implementation of the new ACOP can be found.

R: The ACOP took effect on February 1, 2009. Any policy changes included in the ACOP were effective on that date unless otherwise described in the ACOP itself (asset limits for continued occupancy, for example) or subsequent Board

Motions. The ACOP is available for review and printing from the "What's New" section of CHA's website, [www.cambridge-housing.org](http://www.cambridge-housing.org). Hard copies of the ACOP are available upon request at all CHA management offices and CHA's Central Office at 675 Massachusetts Avenue.

C: One commenter thanked the CHA staff for their work especially in this very difficult economic climate and encouraged CHA staff to think also about how residents might feel at this time. The commenter also expressed concern about being considered as part of a huge group and not as an individual when CHA drafts new policies.

R: CHA appreciates the positive feedback. With regard to policy development, CHA's policy decisions are driven by a commitment to mission, transparency and simplicity for participants and staff alike. CHA's policy choices, particularly in the areas of rent reform, are designed to positively impact as many participants as possible. That said, with almost 5,500 households served, it is impossible to design policies that do not impact some number of households in ways they do not find helpful in their lives. That is why CHA has many avenues available to participants to appeal CHA decisions regarding their tenancies, rents and other important aspects of their relationship with CHA. CHA's Hardship, Grievance, Violence Against Women Act (VAWA) and Reasonable Accommodation policies are all examples of safety nets designed to help households experiencing extraordinary (and household-specific) problems related to their housing find relief.

C: Two commenters expressed disappointment at the hardship process and suggested that CHA should develop a less intimidating way for tenants to raise their economic burden concerns with the agency.

*R: CHA does not believe that the hardship application process is intimidating. One commenter was under the impression that hardship applicants are required to present their case before the Hardship Committee themselves. Participants (in both federal public housing and the voucher program) do not go before the Committee. Applicants' hardship waiver requests are presented to the Hardship Committee by the applicants' Leasing Officer or Housing Manager.*

*The hardship criteria are simple and it is easy for the Hardship Committee to quickly determine whether or not an application meets the criteria. They are:*

*For Federal Public Housing:*

- Elderly or disabled households paying more than fifty percent (50%) of their income, after deductions, towards eligible unreimbursed medical or childcare expenses, rent and utilities.*
- Elderly or disabled households paying more than \$7,501.00 per year in eligible unreimbursed medical or childcare expenses.*
- Eligible families paying more than fifty percent (50%) of their income, after deductions, towards childcare expenses, rent and utilities.*
- Eligible family households paying more than \$7,501.00 per year in unreimbursed childcare expenses.*

*For MTW Voucher Holders:*

- Households paying more than 50% of their adjusted income for rent and utilities.*

*These "bright-line" criteria make it easy for staff and participants to understand which households are, and are not, eligible for hardships.*

C: One commenter stated that seeing how many people were denied in the past year by the hardship committee makes it even more intimidating for a resident to think about applying for a hardship.

*R: When the hardship process was first implemented several applications were presented to the Committee that did not meet the hardship criteria. CHA speculates that this was in large part due to the “newness” of the hardship policy and application process. This is changing as staff and participants are becoming more familiar with the policy and the application process. Fewer applications have been presented to the Hardship Committee in recent months, as CHA’s Rent Simplification policy appears to be effectively accommodating all but the most extraordinary cases of income loss or increases in eligible childcare/medical expense, thereby making the hardship application process largely unnecessary.*

C: One commenter suggested changing the residents on the committee every year or have the residents elect who sits on the Hardship Committee.

*R: Current hardship policy allows for hardship applicants to request that one voucher holder or public housing resident sit on the Hardship Committee when it reviews her/his case. No hardship applicants have made such a request to date. CHA sees no reason to change the current policy.*

### **Capital Planning & Redevelopment**

C: One participant asked about the timeframe for the decision making on the new construction at Jefferson Park.

*R: The master plan process for the state-assisted portion of Jefferson Park began in September 2007. There were 7 resident meetings over the course of a sixteen month period which resulted in a decision at the resident meeting of January 12, 2009 to recommend new construction as the most advantageous option to the CHA Board of Commissioners.*

**Resident/Voucher Holder Government:**

C: One participant asked if a specific site does not have a tenant council in place, where would residents turn to in case problems arise. The participant expressed that there are several Public Housing sites in that situation and there are no specific guidelines available on how to form a tenant council. The commenter requested that in cases where there are no tenant councils, managers should make an effort to communicate with the community and the higher officials at CHA. The commenter added that at his site, the Property Manager is advising people to get in touch with a tenant liaison at a number that doesn't exist.

*R: For any developments that do not have an active tenant council, residents can contact the CHA Tenant Liaison, Sothea Chiemruom at 617-520-6412 or e-mail him at [schiemruom@cambridge-housing.org](mailto:schiemruom@cambridge-housing.org). Secondly, the Tenant Liaison can assist residents who live in any of the CHA developments who wish to form a tenant council.*

*Also, residents can contact the Alliance of Cambridge Tenants (ACT), an independent and newly established city-wide tenant organization that is supported by CHA. The phone number for ACT is 617-499-7031.*

C: One participant asked about the status of the Jackson Gardens meeting space that was being considered for the official meeting place for the Alliance of Cambridge Tenants.

*R: CHA's Tenant Liaison has been in touch with residents. It is very difficult to renovate the space at Jackson Gardens and CHA is currently looking at space at Millers River.*

C: One commenter expressed concern about the waiting list automated line. The commenter explained that it is extremely confusing to understand the actual applicant status on the waitlist and asked if CHA has a staff person responsible for managing the waiting list for the Housing Choice Voucher Program.

*R: A Waitlist Inquiry form is available at CHA's Central Office at 675 Massachusetts Avenue for individuals with waitlist questions that cannot be answered by the automated waitlist service.*

**Administration/Management:**

C: One participant asked for clarification on why there would be one lease for the state and another for the federal developments. The commenter expressed interest in knowing why CHA prefers the State lease as a template for developing a new Federal lease.

*R: As in most operational areas, CHA would like to align the state and federal programs as much as possible in order to make it easier to administer the two programs. While CHA believes the final revised leases will be substantially more similar to one another than they are today, there will be some differences because of legal and regulatory differences between the state and federal programs.*

C: One participant asked whether residents would be able to contribute to the development of the new Resident Manual.

*R: No. The Resident Manual is a guide book for new residents that includes both agency-wide and site-specific information regarding, fire safety, resident services, parking rules and other "nuts and bolts" elements of tenancy. CHA does not believe that residents' participation is necessary or appropriate in the development of the revised manuals.*

C: One participant asked when the new forms for the Housing Choice Voucher Program would be available on CHA's website.

*R: CHA is nearing completion of its new website. Most program forms will be available for download from the new site, which CHA hopes to have launched by mid to late summer.*

C: One commenter asked when it would be possible to pay rents online. The commenter suggested that there are several residents with computer access that would be benefited by such payment system.

*R: CHA thinks this is a great idea and will look into the possibility as the Agency implements its new management software.*

C: One participant requested to have percentages included in the waiting list applicant data by income levels provided in the body and in Appendix 3 of the Report.

*R: CHA made the requested changes in this, final draft of the Report.*

C: One participant asked whether the agency-wide and the site-specific resident surveys are conducted by the same firm. The commenter also asked whether CHA would seek comments from the residents to reconstruct the survey. The participant requested more involvement from residents specifically ACT in the process of developing a new resident survey.

*R: Both agency-wide and site-specific surveys are conducted by the same firm. CHA is not seeking comments on reconstructing the survey at this time, but would consider doing so if there was a major revision of the survey in the future.*

**Miscellaneous:** CHA received a number of comments on prospective, rather retrospective policy and administrative plans for the coming fiscal year. Although the purpose of the MTW Annual Report is to look back and discuss the previous fiscal year's accomplishments, these comments are addressed below.

C: Three commenters expressed concern about possible changes to the Housing Choice Voucher Program, especially regarding medical deductions.

*R: CHA has received and responded to similar comments every year since first proposing Rent Simplification. CHA remains committed to reforming the voucher program, and will look to replicate successful reforms from the federal public housing Rent Simplification program in the voucher program.*

*Details regarding CHA's philosophy on making policy decisions as well as the careful process by which CHA will consider, evaluate and implement significant changes to the voucher program are available for review in the Public Comments and Responses section of the FY 2010 MTW Annual Plan, pages 80 and 81.*

*C: One commenter asked who would be invited to the working session on the Administrative Plan for Leased Housing.*

*R: CHA has not put an invitation list together, but imagines a mix of voucher holders and advocates.*

*C: One commenter asked for clarification regarding the possible decline in subsidy in the Heading Home pilot program.*

*R: This small, pilot program is still under development at this time, so no details are available. CHA does want to be clear that whatever the final structure, Heading Home program rules will only apply to households participating in the pilot program.*

## APPENDIX SEVEN: CHA INITIATIVES MATRIX

The following matrix tracks each MTW initiative CHA has developed, beginning with the Agency's first MTW Annual Plan in fiscal year 2000. The matrix briefly describes each initiative, the year it was implemented, how it is measured and its outcomes whenever possible. This matrix is updated annually.

#	MTW Statutory Objective	Program	Initiative	Authorization Cited	Metric(s)	Baseline/ Benchmarks	Outcome (Through FY 2009)	Status
<b>All Fiscal Years</b>								
<b>MTW Initiatives</b>								
1.	Increase Housing Choice	PH and LLH	Increase number of households served		# occupied units/ served households	3,052	PH: 2,412 LLH: 2,742 TOTAL: 5,154	Active
2.	Increase Housing Choice	PH and LLH	Expand supply of permanently affordable housing	VI. A. and VI.B.	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.	Increase Housing Choice	Development	Expand supply of affordable housing through acquisition of condominiums		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. CHA acquiring 26 unit building on Porter Road in North Cambridge and will transition units to affordable housing in future years.
4.	All three Statutory Objectives	All areas	Use fungibility to create single block grant	1999 Agreement Statement of Authorizations V. A.	Projects/ initiatives funded through block grant	See this matrix	See this matrix	Active
5.	Reduce cost and achieve greater cost effectiveness in Federal Expenditures	Development	Develop and implement locally determined Total Development Cost policies	1999 Agreement Statement of Authorizations D. 1.	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.
<b>Non-MTW Initiatives</b>								
	None							

#	MTW Statutory Objective	Program	Initiative	Authorization Cited	Metric(s)	Baseline/Benchmarks	Outcome (Through FY 2009)	Status
<b>FY 2000</b>								
<b>MTW Initiatives</b>								
6.	Increase Housing Choice	Development	Create senior assisted living/skilled nursing and nursing home facilities at Neville Manor	1999 Agreement Statement of Authorizations V. A. b.	a. # of new units/bed built or rehabbed  b. Total dollars leveraged: TDC c. Non-HUD dollars leveraged: services	a. 0  b.0	a. 183  b. \$102m c. \$1.2 M annually for assisted living program	Completed
7.	Give incentives that assist in obtaining employment and becoming self-sufficient	PH	Rent Policy: Implement ceiling rents indexed to HUD AAF	1999 Agreement Art. I. I.	a. # of households on ceiling rent  b. Ceiling rent income as % of all rental income	a.NA  b.NA	a. 163 households at ceiling rent in as of Q4 FY08  b. approximately 20% of monthly rental income comes from ceiling rent households (\$136,222)	Modified in FY09 – Now using HUD OCAF
8.	Give incentives that assist in obtaining employment and becoming self-sufficient	PH	Rent Policy: Expand eligibility for tuition deduction for post-secondary education	1999 Agreement Art. I. I.	# of household members enrolled in post-secondary education courses	No data available	NA (see status)	Replaced with Rent Simplification in FY 2006
9.	Give incentives that assist in obtaining employment and becoming self-sufficient	PH and LLH	Rent Policy: Exclude 100% of first year wage income for SSI, SSM, EAEDC and Veteran's Disability recipients	1999 Agreement Art. I. I.	# of household members that transitioned from SSI, SSM, 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
10.	Give incentives that assist in obtaining employment and becoming self-sufficient	PH	Rent Policy: Exclude 25% of wage income for seniors	1999 Agreement Art. I. I.	a. # of senior households with wage income  b. Total wage income for seniors	a.NA  b. NA	a. 23 in FY 05  b. \$259,303 in FY 05	Replaced with Rent Simplification in FY 2006

#	MTW Statutory Objective	Program	Initiative	Authorization Cited	Metric(s)	Baseline/Benchmarks	Outcome (Through FY 2009)	Status
<b>FY 2000 (Cont.)</b>								
<b>MTW Initiatives</b>								
11.	Reduce cost/greater cost effectiveness	PH	Implement 2 year recertifications for elderly and disabled on SS, SSI	1999 Agreement Statement of Authorizations II	# HHs with biennial recerts	NA	NA	Not implemented as originally conceived. Replaced in FY06 under Rent Simplification
12.	Give incentives that assist in obtaining employment and becoming self-sufficient	PH and LLH	Rent Policy: Exclude 100% of first year wage income for WtW residents; 2 <sup>nd</sup> year, reduce rent increase by 50%	1999 Agreement Art. I. I.	a. # of households with working members  b. # of households receiving WtW income exclusions	NA	a.LLH: 920 in Q4 FY 2009 PH: 776 in Q4 FY 2009  b. Computer system unable to track	Active in LLH  Replaced by Rent Simplification in Federal PH
13.	Increase Housing Choice	LLH	Implement vacancy and damage payments	1999 Agreement Statement of Authorizations VI. A. 9.	Amount paid	0	\$85,419 since FY02	Active
14.	Increase Housing Choice	PH	Allow development choice for applicants	1999 Agreement Statement of Authorizations III. B.	#HH on wait lists by site	Not tracked - did not have site-based waiting lists.	8,722 site choices made as of Q4 FY 2009- (includes multiple sites selected by individual households – does not include 1 <sup>st</sup> available choices)	Active
<b>Non-MTW Initiatives</b>								
15.		Development	Revitalize JFK Apartments	NA	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	Completed. HOPE VI-Development activity completed and building is fully occupied and all replacement condos purchased and occupied.
16.		PH	Focus modernization efforts on senior housing stock	NA	# 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.

#	MTW Statutory Objective	Program	Initiative	Authorization Cited	Metric(s)	Baseline/Benchmarks	Outcome (Through FY 2009)	Status
<b>FY 2000 (Cont.)</b>								
<b>Non-MTW Initiatives (Cont.)</b>								
17.		PH	Profile targeting to increase working households at family sites	NA	% of households at each family site earning >50% of AMI	12% of all family household incomes exceed 50% of AMI	10.7% as of Q4 FY 2009	Active/Modified in 2002 to change placement ratios; suspended in 2006 and 2007.
18.		PH	Rent Policy: Continue pre-MTW rent policy revisions: -Exclude 25% of wage income for household members between ages 18-25 -Exclude 15% of wage income for all other adults -Exclude 100% of first year wage income for WtW residents; 2 <sup>nd</sup> year, reduce rent increase by 50%	NA	a. # of households receiving 25% exclusion b. # of households receiving 15% exclusion c. # of households receiving 100% and 50% WtW exclusions	NA	a-c. 52 households had some type of wage exclusion. Data only available for FY05 and not tracked specifically by exclusion type.	Replaced with Rent Simplification in FY 2006. Also see related initiatives #9 and #10.

<b>FY 2001</b>								
<b>MTW Initiatives</b>								
19.	Increase Housing Choice	LLH	Fungibility: Use MTW resources to augment State MRVP leasing program	1999 Agreement Statement of Authorizations V. A. h.	MTW funds used to augment State program	NA	\$574,688 from FY01 through FY09	Active
20.	Increase Housing Choice	LLH	Implement local Project Based Leasing Program	1999 Agreement Statement of Authorizations VI. B.	a. # of PB units leased b. % of PBAs as % of total MTW vouchers	NA	a.463 in FY09 b.22.5%	Active
21.	Reduce cost/greater cost effectiveness	Development	Request for regulatory relief for Mixed Finance	1999 Agreement Statement of Authorizations XI.	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.

#	MTW Statutory Objective	Program	Initiative	Authorization Cited	Metric(s)	Baseline/Benchmarks	Outcome (Through FY 2009)	Status
<b>FY 2001 (Cont.)</b>								
<b>MTW Initiatives (Cont.)</b>								
22.	Reduce cost/greater cost effectiveness	Development	Request for regulatory relief for Procurement regulations (filed sub-bids)	1999 Agreement Statement of Authorizations IX.	Pre-emption required	NA	NA	Not approved by HUD, CHA could really use this regulatory relief.
23.	Increase Housing Choice	Development	Acquisition and rehabilitation of 65-unit Lancaster	1999 Agreement Statement of Authorizations V. A. b.	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	Completed. Development completed and now under management. Fully occupied and included in #2 above.
24.	Increase Housing Choice	Development	Acquisition and rehabilitation of 6-unit Ashton Place	1999 Agreement Statement of Authorizations V. A. b.	a. # of new units built or rehabbed b. Non-HUD dollars leveraged c. MTW funds used	a. NA b. NA	a. 6 b. \$986,728 c. \$1,290,345	Completed. Project Development completed and now under management. Fully occupied and included in #2 above.
25.	Increase Housing Choice	Development	Acquisition, demolition and new construction of 6-unit property (through CAHC)	1999 Agreement Statement of Authorizations V. A. b.	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	Completed. Project Development completed and now under management. Fully occupied and included in #2 above.
<b>Non-MTW Initiatives</b>								
26.		PH	Eligibility: Lower eligible senior age from 62 to 60	NA	# of families on waiting list in this category	NA	43 in FY08	Active. Approved in FY08 – Further modified in FY09 see #61
27.		PH	Implement Project Based Budgeting	NA	Project based budgets established	NA	Managers are empowered to prepare and manage their budgets	Active.

#	MTW Statutory Objective	Program	Initiative	Authorization Cited	Metric(s)	Baseline/Benchmarks	Outcome (Through FY 2009)	Status
<b>FY 2001 (Cont.)</b>								
<b>Non-MTW Initiatives (Cont.)</b>								
28.		LLH	Implement new Tenant Preservation Program to preserve in-place tenancies	NA	# of in-place leases signed	1,238	1,644	Completed. Program ended in FY03
29.		LLH	Implement special purpose set aside for LLH	NA	# of special purpose units leased	NA	10	TBD, but see # 55 below, sponsor-based vouchers.

<b>FY 2002</b>								
<b>MTW Initiatives</b>								
30.	Increase Housing Choice	LLH	Bonus payments for new leases and multi-year leases	1999 Agreement Statement of Authorizations VI. A. 3.	# of multi-year leases executed	1	0	Completed. Terminated due to lack of owner interest
31.	Reduce cost/greater cost effectiveness	PH	Implement ESCo at Millers River	1999 Agreement Statement of Authorizations VIII.	Savings	NA	70% reduction in electricity consumption	Completed
32.	Give incentives that assist in obtaining employment and becoming self-sufficient	PH/TS	Redesign and integration of FSS and EDSS programs	1999 Agreement Statement of Authorizations IV.				Completed
33.	Reduce cost/greater cost effectiveness	PH	Request for exemption from Community Service requirements	1999 Agreement Statement of Authorizations X.	NA	NA	Request for exemption declined by HUD	No change in policy. Residents self-certify
34.	Increase Housing Choice	PH	Request for exemption from Pet Policy requirements	1999 Agreement Statement of Authorizations X.	NA	NA	Request granted	Active

#	MTW Statutory Objective	Program	Initiative	Authorization Cited	Metric(s)	Baseline/ Benchmarks	Outcome (Through FY 2009)	Status
<b>FY 2002 (Cont.)</b>								
<b>MTW Initiatives (Cont.)</b>								
35.	Increase Housing Choice	LLH	Preserve leased housing units through implementation of locally determined AAFs and 120% exception rents	1999 Agreement Statement of Authorizations VI.	a. % of units remaining in LLH program  b. # of leases at 120%  c. # HH TTP > 30%	a.NA  b. Close to 100% new lease-ups at 120% in base year. Exception rents at or exceeding 120% were necessary to preserve  c. Data not available for base year	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.  c. 114 (7% are households with zero income) in Q4 FY09. 111 households are paying more than 30% of monthly income towards rent are in the MTW program (5.5% of total), while in the non-MTW voucher program 48 households (8.7% of total) are paying over 30% of their income toward rent. .	
<b>Non-MTW Initiatives</b>								
36.		PH and LLH	Develop Accreditation Pilot Program	NA		NA	NA	Under development. Included as major initiative in FY08 and FY 09 Plan
<b>FY 2003</b>								
<b>MTW Initiatives</b>								
37.	Increase Housing Choice	Development	Acquisition and rehabilitation of Woodbridge Street into transitional housing	1999 Agreement Statement of Authorization V. A. b.	a. project completed  b. # of new units/ beds	a. yes  b.9	a.NA  b.NA	Completed. Completely occupied and included in #2 above.

#	MTW Statutory Objective	Program	Initiative	Authorization Cited	Metric(s)	Baseline/ Benchmarks	Outcome (Through FY 2009)	Status
<b>FY 2005</b>								
<b>MTW Initiatives</b>								
38.	Increase Housing Choice	Development	Acquisition and preservation of 6-unit condo at 866 Massachusetts Avenue (through CACH)	1999 Agreement Statement of Authorization V. A. b.	a. # of affordable units preserved b. Non-HUD dollars leveraged: c. MTW \$	a.NA b.NA c.NA	a. 6 b. \$1.7m c. \$626,379	Completed
39.	Increase Housing Choice	Development	Acquisition of 21 units at 195 and 203 Prospect (through CACH)	1999 Agreement Statement of Authorization V. A. b.	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
<b>FY 2006</b>								
<b>MTW Initiatives</b>								
40.	Increase Housing Choice	Development	Development of 10-unit pilot homeownership program	1999 Agreement Statement of Authorization VII. D. 3.	a. # of homeownership units created b. Non-HUD dollars leveraged	a.NA b.NA	NA	Study completed. Determined unfeasible b/c of \$113K and \$142K, depending on unit size, even with S8 homeownership \$\$, also see #44 below.
41.	Reduce cost/greater cost effectiveness	PH and LLH	Design and implement rent simplification initiatives including 2-year recertifications	1999 Agreement Art. I. I.	a. # of households with employment income b. Time/cost of completing recertifications	a.NA b.NA	a. PH: 41% in FY04; 43% in FY05 and FY06; 44% in FY07; 43% in FY09 LLH: 43% in FY04; 42% in FY05 and FY06; 40% in FY07; 45% in FY09 b. See benchmarking study in FY07 Report Appendix 4	Active Completed

#	MTW Statutory Objective	Program	Initiative	Authorization Cited	Metric(s)	Baseline/Benchmarks	Outcome (Through FY 2009)	Status
<b>FY 2006 (Cont.)</b>								
<b>MTW Initiatives (Cont.)</b>								
42.	Give incentives that assist in obtaining employment and becoming self-sufficient	PH	Fungibility: Establish resident supportive services trust fund or endowment	1999 Agreement Statement of Authorizations V. A. c.	Non-HUD dollars leveraged: social services	NA	NA	Not feasible at this time, initiative dropped.
44.	Increase Housing Choice	Development	Develop new small-scale affordable homeownership program	1999 Agreement Statement of Authorizations VII. D. 3.	# of homeownership units created		Given Cambridge housing market, not financially feasible for PH residents.	Dropped from future Plans.
45.	Reduce cost/greater cost effectiveness	Development	Implement new business ventures	1999 Agreement Statement of Authorizations X.	Revenue generated to support CHA's core functions	NA	CHA will be using space for central and skilled maintenance.	Active.
46.	Increase Housing Choice	LLH	Rent Stabilization	1999 Agreement Statement of Authorization VI.	# of HH's receiving rent stabilization	Designed and implemented	117	Ended Sept 06
<b>Non-MTW Initiatives</b>								
47.		PH and LLH	Design and implement Benchmarking Study	NA	Recertification time and # of recerts in Rent Simplified programs vs. non-Rent Simplified	Designed and implemented	See benchmarking study in FY07 MTW Report Appendix 4 for data/results	Completed
48.		Development	Continue enhanced capital programs on existing Public Housing sites  New development projects as detailed in #s 2 and 3 of this chart	NA	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 \$47.3m on capital improvements in PH since FY 2000.  b.326  c. \$63.8m	CHA continues to use its MTW funding and regulatory flexibility to rehabilitate its PH sites and acquire and develop new units in its affiliate development program.
49.		Development	Implement dislocated worker housing programs	NA	# of units leased, built for dislocated workers	NA	NA	Initiative dropped.

#	MTW Statutory Objective	Program	Initiative	Authorization Cited	Metric(s)	Baseline/Benchmarks	Outcome (Through FY 2009)	Status
<b>FY 2007</b>								
<b>MTW Initiatives</b>								
50.	Reduce cost/ greater cost effectiveness - Increase Housing Choice	LLH	Redesign of the LLH program including review of alternative subsidy approaches	1999 Agreement Statement of Authorizations VI. A.	NA	NA	NA	Ongoing. Expanded in 08 Plan, planning has started but program model still in design stage. Also see #58 below.
51.	Increase Housing Choice	LLH	Implement revised project based vouchers (up to 40 vouchers) in cooperative effort with the City's Housing Trust Fund.	1999 Agreement Statement of Authorizations VI. B.	# of PBAs issued	NA	12 are waiting to be issued/ projects are still being developed.	Active
52.	Reduce cost/greater cost effectiveness –	PH and LLH	Streamline ACOP, Lease and Admin Plan including identification of non-applicable regulations	1999 Agreement Statement of Authorizations II., III.A. and X.  1999 Agreement Statement of Authorizations X. 3.	a. ACOP  b. Admin Plan  c. New Lease	NA	a. Implemented in Feb 09  b. In process  c.. In process	Completed  Currently staff conducting internal review of working draft.
<b>Non-MTW Initiatives</b>								
53.		PH	Ongoing implementation of asset management and Operating Fund.	NA	# AMPs	NA	12 AMPs established. Created a Central Office Cost Center.	Active. Implementation of Asset-based management continues.
54.		PH	Implement a five-year energy plan	NA	Plan Implemented	NA	NA	Developed comprehensive energy and water database for entire portfolio. In process of monitoring and enhancing energy plan, and will procure energy grade audits as required to support funding plan.

#	MTW Statutory Objective	Program	Initiative	Authorization Cited	Metric(s)	Baseline/Benchmarks	Outcome (Through FY 2009)	Status
<b>FY 2008</b>								
<b>MTW Initiatives</b>								
55.	Give incentives that assist in obtaining employment and becoming self-sufficient – Increase Housing Choice	LLH	Implement sponsor based program (up to 40 vouchers)	1999 Agreement Statement of Authorizations V. A. c.	Number of vouchers issued to date		57 sponsor-based vouchers issued.	Active
56.	Increase Housing Choice	Development	Acquisition of 8-unit at 22 Lopez Avenue for permanent supportive housing for chronic homeless individuals	1999 Agreement Statement of Authorizations V. A. b.	a. # of permanent housing units for homeless b. Non-HUD leveraged funds c. MTW funds used (Bridge Loan)	NA	a. 7 b. \$1.74m c. \$525,000	Completed and occupied. Included in #2 above.
57.	Give incentives that assist in obtaining employment and becoming self-sufficient	PH and LLH	Fungibility: Develop follow-up support for continuing education among graduates of the Work Force program	1999 Agreement Statement of Authorizations V.A. c.	To be determined, but might include, @ minimum: # served #who complete 2 or 4 year college programs	NA	NA	Have been seeking funding. None secured as of end of FY09.
58.	Reduce cost/greater cost effectiveness - Increase Housing Choice	PH and LLH	Begin planning of alternative voucher pilot program	1999 Agreement Statement of Authorizations VI. A.	a. Program design  b. Outcome measurements established	a. Planning underway. Too early to provide b. Designing benchmarks and outcome metrics is an integral part of new program design.		Ongoing. See #50 above.
<b>Non-MTW Initiatives</b>								
59.		Development	Complete capital needs planning process using PNA results	NA	Capital Improvement Plan completed-	NA	Ongoing	Ten year planning/financing pending public process started in October 2007 and is ongoing at community and site levels.

#	MTW Statutory Objective	Program	Initiative	Authorization Cited	Metric(s)	Baseline/ Benchmarks	Outcome (Through FY 2009)	Status
<b>FY 2008 (Cont.)</b>								
<b>Non-MTW Initiatives (Cont.)</b>								
60.		All areas	Enhance focus on outcome measurements	NA	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  b. Quality Control audits began in PH.	a. QC audit methodology for PH rent determination was developed in FY07.  b. Quality control audits in PH began in FY07. 80 PH resident files were audited in FY07. 76 extra PH files were audited in FY08 65 LLH files were audited in FY09	Funding permitting, CHA hopes to benchmark and measure quantifiable outcomes for applicable future MTW initiatives, when feasible.

<b>FY 2009</b>								
<b>MTW Initiatives</b>								
61.	Increase Housing Choice	PH	Lower eligible senior age from 60 to 58	1999 Agreement Statement of Authorizations III. A.	# of HHs on waiting list in this category	NA	Fed Fam = 197 Fed Eld = 72 Sec 8 = 212	Modified from activity #26
62.	Reduce cost/ greater cost effectiveness	PH	Mixed family rent formula for families with mixed immigration status	1999 Agreement Art. I. I.	a. # of HHs paying mixed rents	NA	NA	Approved. Being implemented in FY10.
63.	Give incentives that assist in obtaining employment and becoming self-sufficient	PH	Implement ceiling rents indexed to HUD OCAF	1999 Agreement Art. I. I.	a. # of households on ceiling rent  b. Ceiling rent income as % of all rental income	a.NA  b.NA	a. 142 households at ceiling rent in as of Q4 FY09  b. approximately 14.8% of monthly rental income comes from ceiling rent households (\$146,876)	Active. See #7 above.

# APPENDIX EIGHT: BOARD APPROVALS

**EXTRACT OF THE MINUTES OF THE REGULAR MEETING OF THE  
BOARD OF COMMISSIONERS OF THE  
CAMBRIDGE HOUSING AUTHORITY  
WEDNESDAY, MAY 27, 2009 5:30 P.M.**

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

MEMBERS ABSENT: JACQUELINE F. ADAMS, TREASURER

ALSO PRESENT: GREGORY RUSS, EXECUTIVE DIRECTOR  
PRANITA AMARASINGHE, ADMINISTRATION & POLICY  
JOSHUA MEEHAN, ADMINISTRATION & POLICY  
TRACEY HARRIETT, RECORDING SECRETARY

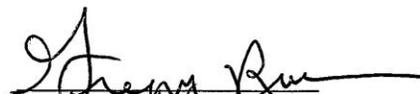
**APPROVAL OF MTW 2009 ANNUAL REPORT**

**MOTION:** Mr. Clark moved that the Cambridge Housing Authority Board of Commissioners

- A. Approve the Moving To Work Deregulation Demonstration Program FY 2009 Annual Report
- B. Authorize any technical corrections and changes to the document including any information that would be helpful to address public comments received on the draft Report, and;
- C. Authorize the submission of the final Report to U. S. Department of Housing and Urban Development,

pursuant to the memorandum from Joshua Meehan to Gregory Russ, Executive Director, dated May 21, 2009 . Mr. McManus seconded the motion, which upon being put to vote, was passed unanimously.

Attest  
Seal



Gregory Russ, Executive Director

GENERAL CERTIFICATE

I Gregory Russ, do hereby certify as follows:

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

NAME AND OFFICERS	DATE OF APPOINTMENT OR ELECTION	DATE OF COMMENCEMENT OF TERM	DATE OF EXPIRATION OF TERM
Warren R. McManus			
Member	09-12-1982	10-10-2007	09-30-2011
Chairperson	01-14-2009		01-13-2010
James G. Stockard, Jr.			
Member	01-21-1974	11-11-2008	11-11-2013
Vice-Chairperson	01-14-2009		01-13-2010
Gerard J. Clark			
Member	03-14-1974	04-01-2004	05-06-2009
Treasurer	01-14-2009		01-13-2010
Jacqueline F. Adams			
Member	04-26-1995	10-01-2007	10-01-2012
Assistant Treasurer	01-14-2009		01-13-2010

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 28th day of May 2009.

(Seal)

  
Gregory Russ, Secretary

## 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 **Regular Meeting** of the Board of Commissioners of the Cambridge Housing Authority held on **May 27, 2009**, is a true and correct copy of the original on file and of record insofar as they relate to the matters set forth in the attached extract and is a true and correct copy of a motion adopted at such meeting and on file and of record.

IN TESTIMONY WHEREOF, I have hereunto set my hand and seal of said Cambridge Housing Authority, this 28th day of May 2009.

  
Gregory Russ, Secretary

(Seal)