

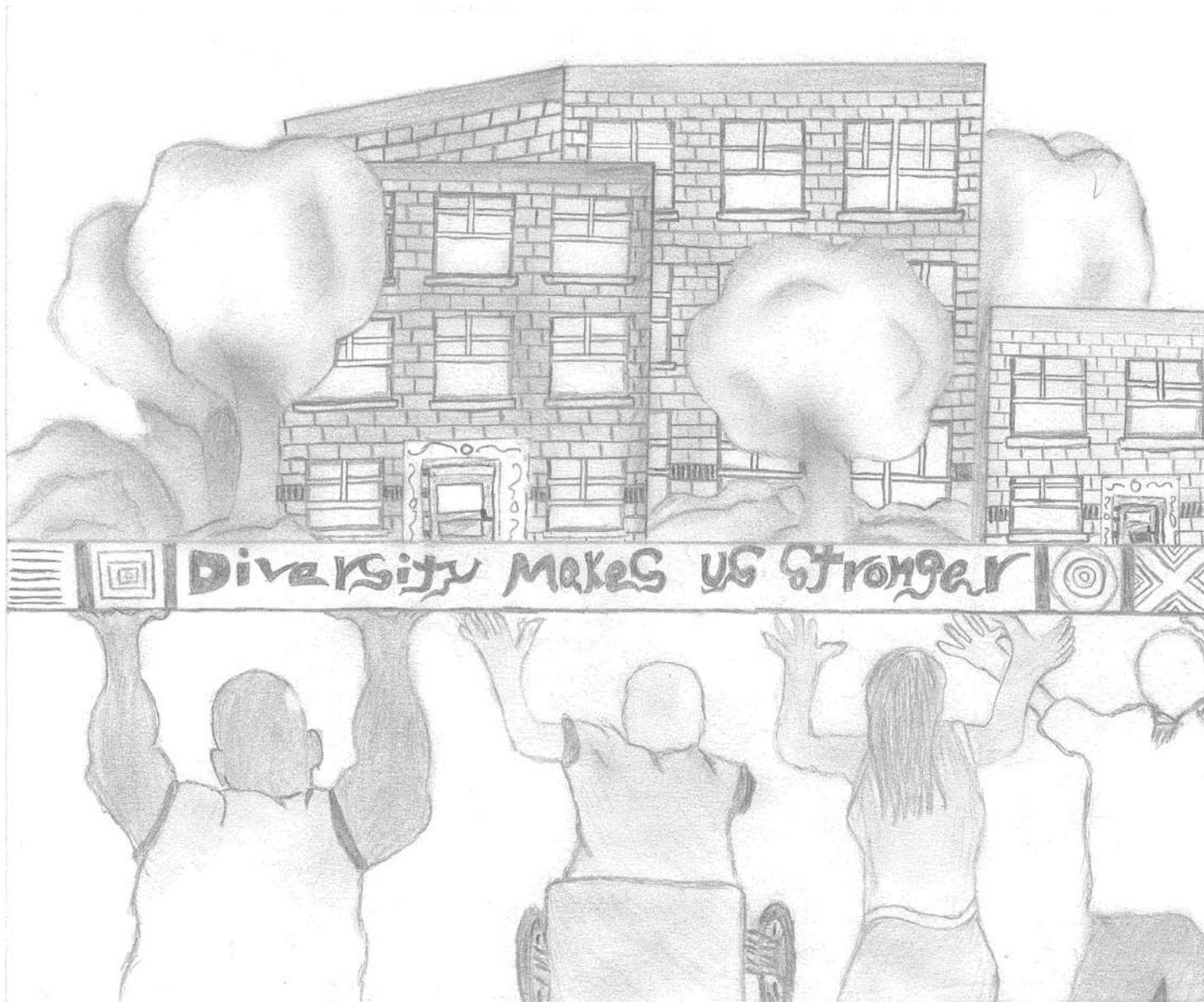
FY 2011

APRIL 2010 TO MARCH 2011

Annual Report

CAMBRIDGE HOUSING AUTHORITY

MITW



“Diversity Makes Us Stronger”

This year’s cover features the artwork of Wansley Francois (16). Mr. Francois is a current Work Force student from Jefferson Park Apartments. His drawing was awarded the 1st place in CHA’s First Annual Art Contest in 2010.

In Mr. Francois’s own words “The beautiful buildings and trees represent the pride we take in our community. In the drawing I also wanted to represent how much Cambridge Housing values each individual. I take pride in the diversity of our public housing community.”

After high school, Mr. Francois plans on pursuing the arts and business in college.

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APPENDICES

I. Introduction

This Moving to Work Report marks the end of Cambridge Housing Authority's (CHA) Fiscal Year 2011, March 31, 2011. Fiscal Year 2011 concludes CHA's eleventh year as a member of the growing number of Public Housing Authorities participating in the U.S. Department of Housing and Urban Development's Moving to Work Deregulation Program (MTW). The groundbreaking program was created by Congress and signed into Law as part of the Omnibus Consolidated Rescissions and Appropriations Act of 1996. At inception, Congress clearly articulated three objectives for MTW:

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

Meeting these three objectives remains the goal of every MTW initiative CHA has undertaken for the past eleven years, and will remain our focus for as long as we have the distinct honor, and considerable responsibility, of participating in this truly groundbreaking program.

Unlike in the traditional Housing Choice Voucher, Public Housing, and Capital Fund programs, where local decision points are few, MTW allows an agency to look very specifically at the needs and housing market of its community.

After their basic obligations for the provision of safe, affordable housing are met, MTW agencies can push into new, often unexplored areas of capital development, administrative reform and program design, all working together to bring the best set of choices on how to use Federal monies to

solve local problems. The Code of Federal Regulations (CFR) is transformed from a 1,600+ page albatross to a user guide that can be followed closely or referred to for points of reference.

MTW allows agencies to make informed and reasoned choices. These choices (and the trust required and confirmed by being able to make them) have led to tremendous success in Cambridge, and around the country.

Throughout the pages of this Annual Moving to Work Report are numerous examples of what CHA's MTW status has accomplished on behalf of the low-income family, elderly, and disabled households we serve. A few examples include:

- Added over 300 units of affordable housing to the City's stock over the course of eleven years.
- CHA's Rent Simplification Program in Public Housing continued to show that there are easier ways to determine income and rent in public housing, without increasing resident rent burdens or losing rental income.
- CHA's Expiring Use Preservation Program successfully illustrated how Moving to Work flexibility can be used to preserve expiring use properties that would otherwise be lost to market forces, without any significant expense increase to federal coffers. It also demonstrates how MTW reaches across program areas to create workable preservation solutions. As of this writing, CHA has issued a commitment letter for 116 vouchers at Inman Square that will be in place by June 2011.
- Fifty-seven families are enrolled in two new subsidy programs (the Career Family Opportunity Cambridge and Family Opportunity Subsidy) were designed in partnership with local nonprofit partners

that will yield important lessons on how real, long-term self-sufficiency pathways programs might be designed and implemented in cooperation with service providers.

- Thanks in large part to a Capital Needs Assessment and creation of a working capital pool funded by CHA's MTW Block Grant in 2006, CHA was well positioned to apply for, and win almost \$29 million in American Recovery and Reinvestment Act (ARRA) formula and competitive awards. On a per unit basis, CHA is the **fifth-largest** recipient of competitive ARRA awards. These funds helped leverage an additional \$66.7 million in public and private financing for the modernization of almost every development in CHA's public housing portfolio.

This is just a small sampling of what CHA achieved in Fiscal Year 2011. We invite you to read more about these, and all of the other initiatives – big and small – that we've undertaken or continued over the past year. We continue to believe that without exception, the Moving to Work Deregulation Demonstration provides Housing Authorities with the tools we need to better serve our most vulnerable, especially in these difficult economic times.

“Readers may agree or disagree with the specifics of our proposal, for there always is much to debate in any serious housing policy. What we do insist on is that America needs different housing policies in different markets.”

– Edward L. Glaeser and Joseph Gyourko
in *Rethinking Federal Housing Policy*

Voluntary Compliance Agreement

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. However, CHA agreed to develop an additional 42 wheelchair accessible units in its public housing stock.

The following table provides an update on CHA's progress towards achieving this goal by the end of fiscal year 2013:

UNITS	COMPLETION	STATUS
2	3/31/08	Completed 10/07 (LBJ Apartments)
10	12/31/08	Completed. Five units completed 12/31/08 and final five units completed 5/10.
1	12/31/09	Completed 3/1/10 (Willow Street Homes).The completion of this one unit was part of a larger comprehensive modernization. This large project had its contract term extended 59 days due to the late shipment of windows.
18	12/31/12	Five of eighteen units under construction at LBJ Apartments. Eight units in design phase at Burns Apartments. Currently procuring designer for remaining five units (Millers River).
11	12/31/13	Five of eleven units in design phase (Jefferson Park). Currently procuring designer for remaining six units (Millers River).
42	TOTAL	

II. General Housing Authority Operating Information

Housing Stock Information

Public Housing

The inventory chart presented on page 13 provides a detailed account of CHA's housing stock as of March 31, 2011.

Thanks to the American Recovery and Reinvestment Act (ARRA), CHA was able to federalize almost its entire state public housing portfolio. Although CHA planned to transfer a total of 438 units from its State Public Housing portfolio to its Federal program, only 416 units were federalized before the end of FY 2011. The remaining 22 units will complete the federalization process in FY 2012. A complete review of these units will be presented in the FY 2012 Annual Report.

The table below provides a detailed overview of the units added to the Federal portfolio in FY 2011 by development.

In addition to these changes in the portfolio, a total of eight formerly state units were considered in inadequate condition and were removed from the inventory during federalization.

In FY 2011 CHA did not have any significant capital expenditures that were over 30% of the Agency's total budgeted capital expenditures for the fiscal year. CHA's FY 2011 capital budget was \$23,398,504.

For more details on the capital work and expenditures for FY 2011, please see the Planning and Development section of this Report in Chapter III.

FEDERALIZED UNITS								
Development	Type	Total Units	0 BR	1 BR	2 BR	3 BR	4 BR	Accessible
Mass 3-45, 116 Norfolk Street	Elderly/Disabled	37	37	0	0	0	0	0
Mass 3-46, Hingham Street	Family	4	0	0	2	2	0	0
Mass 3-47 Inman Street	Family	4	0	0	2	2	0	0
Mass 3-48, Linnaean Street	Elderly/Disabled	20	20	0	0	0	0	0
Mass 3-50, Manning Apartments	Elderly/Disabled	198	1	189	8	0	0	10
Mass 3-51, Russell Apartments	Elderly/Disabled	51	0	51	0	0	0	3
Mass 3-52, St. Paul's Residences	Elderly/Disabled, Family	20	18	0	1	1	0	2
Mass 3-55, Willow Street Homes	Family	14	0	3	0	4	7	1
Mass 3-56, Woodrow Wilson Ct	Family	68	0	32	32	4	0	0
TOTAL		416	76	275	45	13	7	16

Housing Choice Vouchers

CHA has a total of 2,150 MTW vouchers authorized as part of its Annual Contribution Contract (ACC) with HUD. At the end of FY 2011, CHA had issued 2,216 traditional MTW vouchers.

CHA planned to have approximately twenty subsidies in use through its Career Family Opportunity – Cambridge program, but as the program only started in late 2010, these subsidies will not be awarded until the second quarter of FY 2012.

CHA's Project-Based Assistance program ended the fiscal year with a total of 557 vouchers issued, in use at 38 different properties. For more information on this program and its planned expansion, please see the Housing Choice Voucher Program section under Chapter VI of this Report.

At the close of FY 2011, CHA also had 479 Federal non-MTW vouchers issued. These include vouchers issued through CHA's Mainstream Voucher program, Veteran Affairs Supportive Housing (VASH) program, Moderate Rehabilitation program, Single Room Occupancy (SRO), Disaster Housing Assistance (DHAP) program, and the Shelter Plus Care program. In its state funded programs, CHA had a total of 189 vouchers issued at the close of FY 2011.

Leasing Information

Public Housing

As of March 31, 2011, 2,376 households were housed. A total of 1,815 of these households are part of the Federal Public Housing program. All of CHA's Federal Public Housing units are part of the MTW program.

Throughout FY 2011 several developments were undergoing modernization and as a result residents were relocated to other units in the same developments, to other sites in CHA portfolio, or given vouchers to find units in the private market. At the end of FY 2011 CHA had a total of 169 units in Modernization status (MOD). The Operations and Planning and Development departments are currently holding coordination meetings to provide relocated residents with a smooth transition back to their developments as units come back online in FY 2012 and FY 2013.

The Operations department is also anticipating a significant number of new vacancies once the relocated residents are invited to return to their new homes, as some families will likely choose not to return. The Operations department began developing a timeline for screening applicants for the redeveloped sites in order to ensure that all units will be occupied in a timely fashion.

Housing Choice Vouchers

During the same period, 2,752 households were housed using vouchers. A total of 2,071 traditional MTW vouchers were leased, out of which 537 are project-based vouchers. There were additional 33 MTW vouchers leased through CHA's Family Opportunity Subsidy (FOS) program.

In the non-MTW Federal Programs, there were a total of 461 vouchers leased; these vouchers were leased through the Mainstream Voucher program, Veteran Affairs Supportive Housing (VASH) program, Moderate Rehabilitation program, Single Room Occupancy (SRO), Disaster Housing Assistance (DHAP) program, and the Shelter Plus Care program. Port-ins from other PHAs are also included in this number.

In FY 2011, CHA issued two letters of commitment allocating 116 (formerly enhanced vouchers) project-based vouchers to Inman Square Apartments, through its Expiring Use Preservation initiative (more details on Chapter VI), and 32 project-based vouchers to Putnam Green Apartments. Approval of both properties was contingent upon their ability to leverage funds through the City of Cambridge Housing Trust Fund and other sources.

Inman Square Apartments is located on the corner of Cambridge and Prospect Street, in Cambridge. This property has a total of 116 units, consisting of 26 studios, 72 one-bedrooms, two two-bedrooms, and fifteen three-bedrooms, including a total of six units to be converted to accessible units. It was originally subsidized through HUD's Section 236 multi-family program. The enhanced vouchers CHA converted to project-based are new voucher, not part of CHA's existing voucher program.

Putnam Green Apartments is located at 625 Putnam Avenue in Cambridge. This property is a green building with energy conservation features with a total of forty affordable rental units consisting of ten one-bedrooms, twenty two-bedrooms, and ten three-bedrooms.

WAITING LIST OVERVIEW

	TOTAL UNITS	SRO UNITS	0 BR UNITS	1 BR UNITS	2 BR UNITS	3 BR UNITS	4 & 5 BR UNITS	TOTAL PBA UNITS	ACCESSIBLE
Auburn Park limited Patnership									
Auburn Park Apartments Phase II	60	0	0	0	20	10	0	30	wheelchair, doorbell
Brookline Street Limited Partnership									
"Auburn Court Phase I"	77	0	0	3	24	12	0	39	wheelchair, doorbell
Cambridge Affordable Housing Inc.									
(Scattered Condo units's)	25*	0	1	12	11	1	0	25	
217 Western Ave.	6	0	0	2	4	0	0	6	
6 Ashton Place	6	0	0	3	3	0	0	6	
195 Prospect St.	25	0	0	6	11	0	0	0	ramp
Cascap, Inc.									
396-398 Putnam Ave	7	0	0	2	0	0	0	2	
165 Western Ave	9	0	4	4	0	0	0	8	
47-49 Lee St	10	0	10	0	0	0	0	10	
196-198 Auburn Street	7	0	5	2	0	0	0	7	
411 Cambridge Street "Stage 1" and "Stage 2"	6	0	1	1	4	0	0	6	
803 Cambridge Street	14	0	0	9	0	0	0	9	
2595 Mass Ave (Condo)	1*	0	0	1	0	0	0	1	
35 Harvey St.	12	0	4	0	0	0	0	4	ramp
Cambridge Community Housing Development									
259 Windsor Street	14	0	0	0	0	1	0	1	
14 Carlisle Street	6	0	0	0	2	1	0	3	
90 Bershire Street	6	0	0	0	0	2	0	2	
175-177 Columbia Street	3	0	0	0	0	0	1	1	
77 Elm Street	6	0	0	0	0	3	0	3	
27 Athens Street	6	0	0	0	2	0	0	2	

WAITING LIST OVERVIEW

	TOTAL UNITS	SRO UNITS	0 BR UNITS	1 BR UNITS	2 BR UNITS	3 BR UNITS	4 & 5 BR UNITS	TOTAL PBA UNITS	ACCESSIBLE
Cambridge Community Housing Development									
64 Oxford Street	17	0	0	1	1	0	0	2	
50-52 Trowbridge Street	35	0	0	4	0	0	0	4	
29 Athens Street	6	0	0	0	1	0	0	1	
84 Wendell Street	6	0	0	0	0	1	0	1	
Churchill Street LTD	12	1	0	2	4	0	0	7	
Swartz Properties	3	0	0	0	2	0	0	2	
28 Williams / 33 Magazine Street	33	0	0	0	7	0	0	7	
215-217 Auburn Street	19	0	0	0	3	0	0	3	
Columbia CAST, LLC – Columbia Terrace									
	42	0	0	0	7	1	0	8	
Craigie Arms Associates LP									
	50	0	0	13	12	0	0	25	
Essex Street Management, Inc.									
JFK Apartments, Inc.	69	0	0	29	0	0	0	29	
Scattered Condos	14*	0	0	14	0	0	0	14	
Just-A-Start Corp.									
35 Hovey	17	0	2	0	0	0	0	2	
59 Norfolk	8	0	0	1	3	0	0	4	
210 Otis	8	0	1	0	2	1	0	4	
106 Tremon	8	0	0	0	4	4	0	8	
264 Putnam	12	0	0	0	4	4	0	8	
Stage 1 and 2 Scouting Way	12	0	0	0	3	5	0	8	
Lancaster St. LLC									
	65	0	15	15	0	0	0	30	
Market Street Community Housing LP									
19-25 Market St.	6	0	0	0	6	0	0	6	
Neville Manor									
	112	0	10	20	0	0	0	30	

PROJECT BASED ASSISTANCE									
	TOTAL UNITS	SRO UNITS	0 BR UNITS	1 BR UNITS	2 BR UNITS	3 BR UNITS	4 & 5 BR UNITS	TOTAL PBA UNITS	ACCESSIBLE
Putnam Square Apartments, Co. LP	94	0	10	84	0	0	0	94	
Lenny Singer Roberts Road	4	0	0	0	0	2	0	2	
Squirrel Brand LP	20	0	0	1	4	2	0	7	
Trolley Rental LLC	33	0	0	4	22	7	0	33	
Just-A-Start – Elm Place	19	0	0	4	2	2	0	8	
HRI, Inc. – Inman Square Apartments	116	0	20	77	1	17	1	116	

Waiting List Information

CHA has maintained a site-base waiting list since it first entered the MTW demonstration in FY 2000. Applicants are given the choice to select up to three public housing sites as part of their preliminary application. Although CHA did not anticipate reopening the Family Public Housing waiting list in FY 2011, the relocation of residents to allow the ARRA supported redevelopment of Lincoln Way and Jackson Gardens made the reopening of all but the 1 bedroom family waiting list in October 2010 possible. Since then, 1,297 new applicants were placed in CHA family waiting lists.

CHA maintains a separate centralized waiting list for all its Housing Choice Voucher programs. This list is currently closed.

The table below provides an overview of all CHA waiting lists. For detailed information on the number and characteristics of households on the waiting lists by site please see Appendix 3.

WAITING LIST OVERVIEW				
Distinct SSNs	# of Applications by Program		# of Applications by Site	
	12,032	Federal Family	4,087	Federal Family
Federal Elderly		3,052	Federal Elderly	2,388
State Family		1,948	State Family	1,913
State Elderly		1,720	State Elderly	2,045
HCV		6,087	East Cambridge	297
Others*		2,066	Mid Cambridge	302
			North Cambridge	362
			SRO Family Sites	1,210
		SRO Elderly Sites	633	
TOTALS	BY PROGRAM	18,960	BY SITE	18,071

*Others include East Cambridge, Mid Cambridge, North Cambridge, and Roosevelt Low-Rise waiting lists, and SROs.

FY 2011 UNIT AND VOUCHER INVENTORY CHART - ALL PROGRAMS

		Authorized as of 3/31/2011	FY 2011 Report 3/31/2011	FY 2011 Plan 1/2010		FY 2011 Report 3/31/2011	
FEDERAL PH	Elderly / Disabled ¹	1,089	1,082	1,087	TAX CREDIT LLCs ⁶	Public Housing	222
	Family	1,187	1,187	1,205		Project-Based Vouchers	152
	JFK / HOPE VI	44	44	44		Other (No CHA Subsidy)	44
	Non-Dwelling	2	3	3		TAX CREDIT LLCS OWNED TOTAL	418
	FEDERAL PH TOTAL	2,322	2,316	2,339			
STATE PH	Elderly / Disabled	5	5	0			
	Family	125	230	213			
	Non-Dwelling	5	2	2			
	STATE PH TOTAL ²	135	237	215			
FEDERAL VOUCHERS	MTW Tenant-Based		1,525	1,625			
	MTW Project-Based ³		557	558			
	MTW Sponsor-Based	2,152	59	57			
	MTW Family Opportunity Subsidy		55	50			
	MTW Cambridge CFO		20	20			
	MTW Subtotal	2,152	2,216	2,310			
	Non-MTW ⁴	479	479	474			
FEDERAL HCV TOTAL ⁵	2,631	2,695	2,784				
STATE VOUCHERS	MRVP	130	130	130			
	AHVP	59	59	59			
	Other State Assisted	135	135	135			
	STATE TOTAL	324	324	324			
TOTAL ASSISTED		5,412	5,572	5,662			
Other (No CHA Subsidy)		-	39	18			
ALL PROGRAMS TOTAL		5,412	5,611	5,680			

NOTES

1. Eight units at Truman Apartments were merged due to small size in FY 2011.

2. Seventeen family condos and five elderly condos were not federalized in FY 2011 as stated in the FY 2011 Annual Plan. In addition, sixty units at Lincoln Way, and 45 at Jackson Gardens are still considered part of the State portfolio until they complete construction.

3. CHA expected to have 100 vouchers at Inman Square project-based. Unfortunately the deal was not completed by the end of FY 2011. These vouchers will be issued by 6/1/2011. Note that these 100 vouchers were counted as part of the tenant-based program in the FY 2011 Annual Plan.

4. Federal Total includes Project-Based Vouchers at Affiliate Owned units

5. Non-MTW Vouchers as of the end of FY 2011 include eighteen port-ins from other housing agencies.

6. Included in the "All Programs Total" to the left.

FEDERAL PUBLIC HOUSING AND LEASED HOUSING HOUSEHOLDS SERVED

Bedroom, Race, Ethnicity and Income Profile

	FEDERAL PUBLIC HOUSING				MTW LEASED HOUSING				TOTAL For Both Programs
	Family	Elderly	Total	%	Family	Elderly	Total	%	
NUMBER OF BEDROOMS									
Studio	0	419	419	23.1%	62	44	106	5.1%	525
1 Bedroom	178	242	420	23.1%	536	349	885	42.7%	1,305
2 Bedroom	477	3	480	26.4%	547	115	662	32.0%	1,142
3 Bedroom	392	0	392	21.6%	345	16	361	17.4%	753
4+ Bedroom	104	0	104	5.7%	52	5	57	2.8%	161
TOTAL HOUSEHOLDS	1,151	664	1,815	100%	1,542	529	2,071	100%	3,886
RACE									
Black	737	180	917	50.5%	792	136	928	44.8%	1,845
Asian	45	18	63	3.5%	31	17	48	2.3%	111
White	357	462	819	45.1%	710	374	1,084	52.3%	1,903
American Indian	11	3	14	0.8%	7	2	9	0.4%	23
Other	1	1	2	0.1%	2	0	2	0.1%	4
TOTAL HOUSEHOLDS	1,151	664	1,815	100%	1,542	529	2,071	100%	3,886
ETHNICITY									
Hispanic	146	39	185	10.2%	221	39	260	12.6%	445
Non-Hispanic	1,005	625	1,630	89.8%	1,321	490	1,811	87.4%	3,441
TOTAL HOUSEHOLDS	1,151	664	1,815	100%	1,542	529	2,071	100%	3,886
INCOME									
< 30% AMI	709	560	1,269	69.9%	1,104	392	1,496	72.2%	2,765
30%-50% AMI	277	83	360	19.8%	317	106	423	20.4%	783
50%-80% AMI	118	20	138	7.6%	112	30	142	6.9%	280
> 80% AMI	47	1	48	2.6%	9	1	10	0.5%	58
TOTAL HOUSEHOLDS	1,151	664	1,815	100%	1,542	529	2,071	100%	3,886

STATE PUBLIC HOUSING AND LEASED HOUSING HOUSEHOLDS SERVED

Bedroom, Race, Ethnicity and Income Profile

	STATE PUBLIC HOUSING				STATE LEASED HOUSING				TOTAL For Both Programs
	Family	Elderly	Total	%	Family	Elderly	Total	%	
NUMBER OF BEDROOMS									
Studio	4	52	56	9.3%	58	12	70	37.6%	126
1 Bedroom	82	275	357	64.1%	56	14	70	37.6%	427
2 Bedroom	98	11	109	19.6%	15	3	18	9.7%	127
3 Bedroom	36	0	36	6.5%	17	4	21	11.3%	57
4+ Bedroom	3	0	3	0.5%	6	2	8	3.8%	11
TOTAL HOUSEHOLDS	223	338	561	100%	152	35	187	100%	748
RACE									
Black	116	124	240	42.8%	59	10	69	36.9%	309
Asian	7	21	28	5.0%	5	1	6	3.2%	34
White	99	191	290	51.7%	87	24	111	59.4%	401
American Indian	0	0	0	0.0%	1	0	1	0.5%	1
Other	1	2	3	0.5%	0	0	0	0.0%	3
TOTAL HOUSEHOLDS	223	338	561	100%	152	35	187	100%	748
ETHNICITY									
Hispanic	35	23	58	10.3%	14	4	18	9.6%	76
Non-Hispanic	188	315	503	89.7%	138	31	169	90.4%	672
TOTAL HOUSEHOLDS	223	338	561	100%	152	35	187	100%	748
INCOME									
< 30% AMI	145	278	423	75.4%	133	33	166	88.8%	589
30%-50% AMI	47	46	93	16.6%	13	1	14	7.5%	107
50%-80% AMI	23	14	37	6.6%	5	1	6	3.2%	43
> 80% AMI	8	0	8	1.4%	1	0	1	0.5%	9
TOTAL HOUSEHOLDS	223	338	561	100%	152	35	187	100%	748

III. Non-MTW Related Housing Authority Information

Public Housing Management and Operations

Site Selection

In late FY 2010 CHA introduced a new waiting list preference system that provided residents living in subsidized housing in Cambridge a local preference on all CHA waiting lists. Prior to the adoption of this preference, households residing in subsidized housing were not eligible for the local preference. After receiving feedback, and discussing this issue with concerned community members, CHA re-categorized applicants in this category as preferenced applicants according to their date of application. As a result of this change, anyone living or working in Cambridge is now eligible for a local preference.

In FY 2009, CHA completed a thorough purge of applicants on all family waiting lists through the elimination of the “first available” waiting lists. This allows for more effective processing of applications, makes position on the waiting list clearer, and helps improve leasing and turnaround time.

Procurement

A pilot procurement system that substitutes for the current requisition process was launched during FY 2011. The new system was initially established at two AMPs (Burns and Jefferson Park) where managers were given a Procurement Card (P-Card) to pay for purchases under \$1,000 without going through the requisition system. This initiative was reviewed and proved beneficial to both site and central office staff.

In late FY 2011 CHA decided to expand the system to a group of six AMPs plus its central maintenance staff. CHA plans to evaluate the effectiveness of this system in early FY 2012 and assess the possible expansion to all areas of the agency.

Operations Manual

This initiative has been in the works since FY 2010. Due to delays in the implementation of the new Elite software, no new work was conducted in FY 2011. The Operations department completed a draft outline and will begin to draft sections as new software comes online.

Training and Quality Control

For the past several years, the Operations department has been conducting regular training sessions and providing support to its staff to ensure their compliance with all MTW policies, and procedures. In FY 2011, staff was trained in Enterprise Income Verification (EIV), verifications and calculation procedures, and medical deduction policies and procedures.

In addition, quality control reviews and training are conducted on a quarterly basis. On average, 125 files are reviewed each year for calculation, verification, and procedural errors. This includes public housing and new construction recertification files and application processing from lease-up.

In FY 2011 a pilot work order quality control program was introduced and, after several changes were made, the program has been implemented throughout the agency. The work order QC program focuses on customer service and the quality of the work performed. It includes both a resident survey component and physical inspections of a random sample of work orders completed each month.

Approximately sixty work order surveys are sent out each month with a response rate of 30-40%.

Resident Orientation Package

A new Resident Manual was completed in FY 2010. Throughout FY 2011 the site specific information for inclusion in each sites' welcome packet has been shared and reviewed with the active tenant councils. The Operations department expects to distribute the first batch of manuals during the Spring/Summer of 2011.

Safety and Security

In FY 2011 CHA collaborated with the Cambridge Police Department (CPD) to establish a reporting office at a commercial building owned by CHA, and located near one of the larger family developments. CHA expects that this effort will help guarantee adequate police coverage and strengthen the close working relationship between CHA and the CPD.

Also during FY 2011, the Public Safety Administrator and CHA housing managers engaged in a collaborative effort with the CPD and other large property owners and management firms in Cambridge to discuss effective crime reduction polices.

AFFILATES

Cambridge Affordable Housing Corp., Essex Street Management, Inc., and Kennedy Management, Inc.

In FY 2011 CHA resubmitted two One-Stop Low-Income Housing Tax Credits (LIHTC) applications to the Massachusetts Department of Housing and Community Development (DHCD) for the permanent financing of Porter Road and for the award of tax credits at 195 Prospect Street. Unfortunately, neither application was approved. Nonetheless, CHA submitted another One-Stop application in April 2011 for Porter Road and plans to work with City officials to determine the feasibility of resubmitting another application for 195 Prospect Street.

In early FY 2011 CHA also evaluated a proposal for a capital needs assessment of its condominium portfolio. The cost presented in the proposal was higher than anticipated. Thus, CHA decided to roll this assessment into the larger agency-wide assessment that is scheduled for solicitation in FY 2012.

During FY 2011, CHA through its Essex Street Management, Inc. affiliate created four new limited liability corporations (LLCs) required by the ongoing revitalization of Lincoln Way, Jackson Gardens and L.B. Johnson Apartments. These revitalization projects, funded in part with funds from the American Recovery and Reinvestment Act (ARRA) of 2009 as well as equity from the use of LIHTC, required the properties be transferred to LLCs – Cambridge Affordable Presidential Apartments LLC (the ownership entity) and Presidential Manager LLC (the managing entity) for Lincoln Way and Jackson Gardens; and Lyndon B. Johnson Apartments LLC (the ownership entity) as well as Lyndon B. Johnson Manager LLC (the managing entity).

The operation of these new LLCs, as well as the compliance requirements associated with the LIHTC financing, require organizational and operational changes. As noted in its FY 2012 MTW Plan, CHA will be developing and implementing the required changes during the upcoming year.

Housing Choice Voucher Program

Annual Adjustment Factor (AAF) Rent Increase Automatically at Annual Certification

CHA continued to apply HUD's most recent annual adjustment factor (AAF) to units below the approved Payment Standards as determined at annual recertification. In FY 2011 upon review of the most recent inspection results and after determining rent reasonableness, CHA applied this adjustment factor during annual recertifications. In some instances, and when funds permitted, landlords received greater increases than the AAF to bring their reasonable rents up to current payment standards.

Quality Control Reviews

CHA conducted two comprehensive quality control audits on rent determination and file documentation in the leased housing program. One-on-one staff training based on the audit results is ongoing. Quality control audits are scheduled quarterly throughout FY 2012, and beyond as necessary.

Hiring Additional Staff

CHA had planned to hire additional staff as voucher utilization increased and was expected to remain around 100% for the next several years. The Leased Housing department hired five new staff members, including three new Leasing Officers and two part-time Front Desk staff to keep the department's workload balanced and maintain the highest quality of customer service. In addition, one Leasing Officer was promoted to Senior Leasing Officer, allowing for the department to have three work groups, each headed by a Senior Leasing Officer with supervisory roles and case-loads.

Direct Housing Assistance Payments (HAP) Deposits

In FY 2011 CHA successfully completed the transition to HAP direct deposit. Approximately 845 of the 942 total owners are now receiving payment through direct deposit. In January 2011 CHA ceased mailing checks and requested owners who did not sign up for this service pick up their checks at CHA's Central Office.

Voucher Expiration

CHA continued to grant voucher holders up to 120 days to find appropriately sized and priced units.

Owner Incentives

In FY 2011 CHA hoped to add a secure log-in page for owners who would like to list available apartments on CHA's website. This online tool is being designed with a possible launch date in FY 2013.

During FY 2011 CHA hosted two owner workshops presented by Mediations for Results. The workshops helped owners and landlords to familiarize themselves with program policies and rules. In addition, owners and landlords had the opportunity to interact with CHA staff and ask questions about specific landlord-tenant issues.

Business Systems

The new Elite management software was successfully rolled out in the Leased Housing department. As of this writing, the department is working to finish implementing the software and to complete staff training. CHA expects that all staff will be prepared to fully utilize this new management tool in early FY 2012.

Planning and Development

FY 2011 was a very busy year for CHA as it began implementing long-term capital improvements that will result in the redevelopment of the Agency's entire housing portfolio. With looming ARRA deadlines and over \$80 million in construction, this year's focus was on completing the financial closings associated with the two \$10 million ARRA grants and ensuring quality, cost effective construction.

The \$28 million that CHA received from formula and competitive American Recovery and Reinvestment Act (ARRA) awards have served as a crucial catalyst for obtaining much needed capital dollars to implement Phase 1 of its 10-year Public Housing Preservation Plan. ARRA funds enabled CHA to leverage \$68 million in state, local, and private funding, and in the process redevelop 292 housing units. These funds also gave CHA the opportunity to federalize and thereby stabilize and protect, nearly the entire state public housing portfolio. To date, ARRA funding has allowed CHA to federalize 416 units of state public housing, ninety units went federal over the months of

July and October 2011 and 326 units went federal on March 31, 2011. An additional 22 units are pending conversion to the federal public housing program. The federal operating and capital resources will enable CHA to stabilize operations as well as the physical integrity of the properties. Most importantly, sufficient operating and capital resources will enable CHA to attract other state, local, and private funding to implement the second phase of CHA's capital improvement strategy.

In FY 2011, 25 capital projects were on-going, resulting in a total of \$22 million in expenditures (compared with \$5.2 million in FY 2010). CHA expects that capital expenditures in FY 2012 will remain high due to ARRA grant spending combined with its two mixed financed projects.

The following accomplishments reflect CHA's commitment to enhanced capital projects:

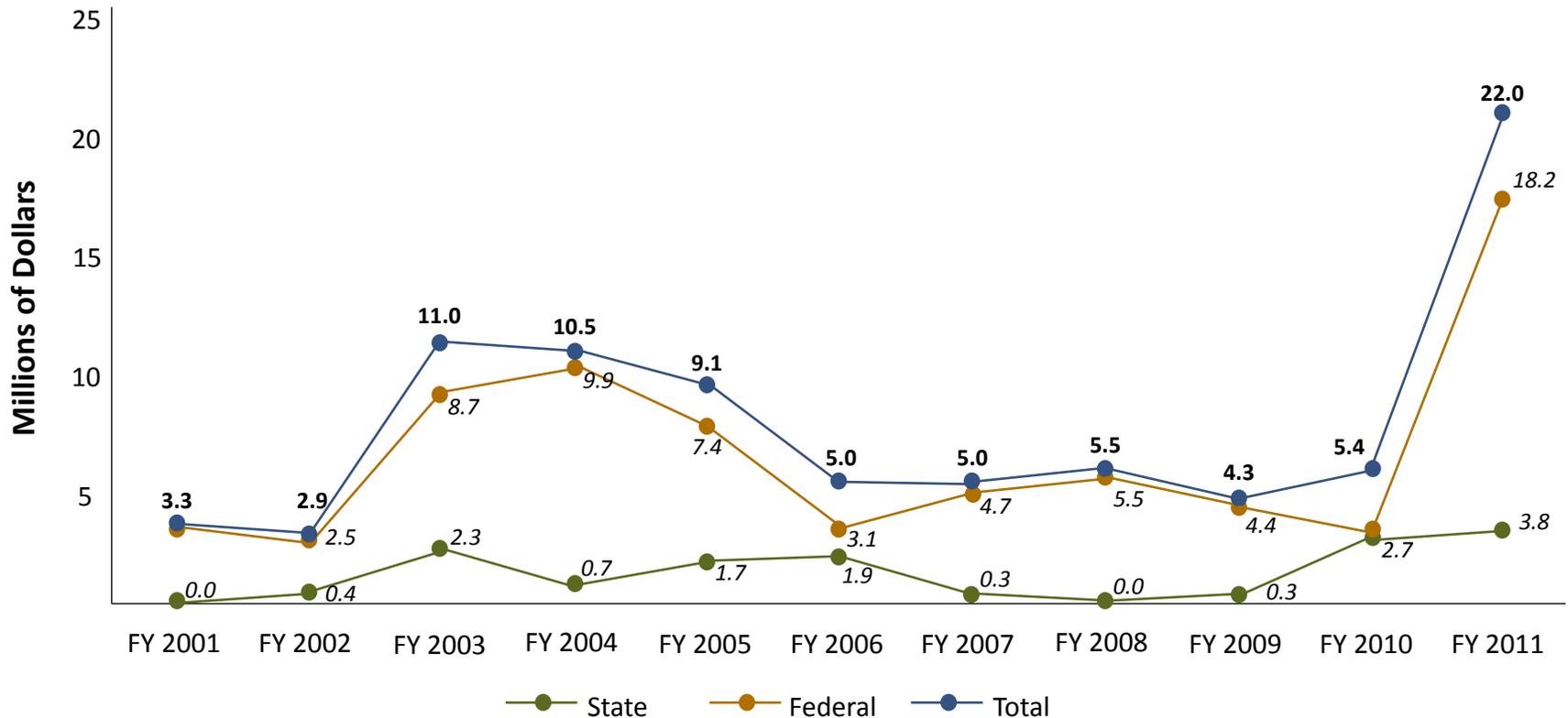
CONTRACTS CLOSED OUT	
Construction contract for emergency generator installation at Manning, 116 Norfolk Street, L.B. Johnson, Putman School and Burns Apartments.	\$1,256,221
Construction contract for window replacement at Corcoran Park	\$1,592,195
Construction contract for lead based paint abatement at nine condo units and window replacement at two condo units	\$57,347
Construction contract for waterproofing and masonry repairs at Newtowne Court and Jefferson Park	\$2,738,556
Construction contract for window replacement at Leonard J. Russell Apartments	\$152,100
Construction contract for kitchen and bathroom selective modernization at St. Paul's Residence	\$79,623
Construction contract for comprehensive modernization of Willow Street Homes	\$2,788,800
Construction contract for parking lot renovations at Willow Street Homes	\$37,174
Construction contract for selective repairs at Woodrow Wilson Court	\$154,569
TOTAL	\$8,856,585

CONTRACTS AWARDED	
Construction contract for the installation of a photovoltaic array at Burns Apartments	\$210,500
Construction contract for lighting retrofit at Burns Apartments	\$67,000
Construction contract for roof replacement at Burns Apartments	\$442,900
Construction contract for mechanical upgrades at Burns Apartments	\$443,000
Architecture and Engineering contract for mechanical, roofing, and water savings at Jefferson Park Federal	\$230,000
Commissioning contract for services at L. B. Johnson Apartments	\$78,950
Contract for accounting services at L. B. Johnson Apartments	\$175,000
Construction contract for waterproofing and building envelope improvements at Frank J. Manning Apartments	\$464,480
Construction contract for exterior repairs at Leonard J. Russell Apartments	\$102,970
Construction contract for energy efficiency upgrades at Harry S. Truman Apartments	\$1,906,000
Consultant contracts to four companies for development assistance	\$150,000
Consultant contract for development assistance	\$75,000
Commissioning contracts to three firms	\$300,000
TOTAL	\$4,645,800
MIXED FINANCE CLOSING	
L.B. Johnson Apartments, including award of a construction contract totalling \$28,910,196	\$67,667,713
Jackson Gardens/Lincoln Way Apartments, including award of a construction contract totalling \$36,833,648	\$58,286,339
TOTAL	\$125,954,052
TOTAL FY 2011 CAPITAL EXPENDITURES	
TOTAL	\$22,040,842

SPENDING

The following chart details capital expenditures levels from FY 2001 to FY 2011. Thanks to MTW, CHA is able to expend more on capital improvement activities in both state and federal developments. Receipt of \$28 million in stimulus funds accelerated the spending in FY 2011. A total of \$832,000 in Federal ARRA funds were spent in State properties transitioning to the Federal Public Housing portfolio.

CONSTRUCTION SPENDING FY 2001 - FY 2011



The following developments underwent construction, modernization or revitalization during FY 2011.

FEDERAL PUBLIC HOUSING

Burns Apartments

In partnership with Amaresco, Inc., CHA initiated its Phase 2 energy efficiency program at Burns Apartments during FY 2011. Upgrades include water savings retrofits, lighting efficiency improvements, roof replacement, and installation of a new, highly efficient heat and hot water plant. The project also features a 46 kW grid-connected photovoltaic (PV) system.

Total Construction Cost: \$1,163,400
FY 2011 Expenditures: \$704,429

Washington Elms

Construction is underway to modernize bathrooms in 175 units. At the end of FY2011, 130 bathrooms are complete. (Partially funded by ARRA)

Total Construction Cost: \$5,427,866
FY 2011 Expenditures: \$2,911,914

L. B. Johnson Apartments

The substantial rehabilitation of this property will result in a transformative change to the building's energy consumption and cost profile. An extensive rehabilitation scope will be completed to correct serious building system and envelope deficiencies as a precursor to other modernization and related energy improvements. (Partially funded by ARRA)

Total Construction Cost: \$29,000,196
FY 2011 Expenditures: \$3,515,728

Burns and L. B. Johnson Apartments

Final payment was made on the emergency generator work during FY 2011. The generators improved the emergency services at these two sites.

*Total Cost: \$1,256,221**
FY 2011 Expenditures: \$17,691

**CHA had one contract that specified work at five sites: two federally-assisted sites and three state-assisted sites.*

Lincoln Way and Jackson Gardens

ARRA funds will be used to replace obsolete, blighted public housing units. At Lincoln Way, funds will be used to demolish and replace sixty units with eight new three-story buildings containing seventy row house, duplex, and flat apartments. The 45 units at Jackson Gardens will undergo a complete gut rehabilitation, including construction of additional spaces to expand square footage in units, and full building systems replacement. Accessibility improvements will be completed at both sites. (Partially funded by ARRA)

Total Construction Cost: \$37,200,006
FY 2011 Expenditures: \$7,160,967
(*\$6.08 mil in Federal funds + \$1.08 mil in State funds*)

Washington Elms, Newtowne Court, and Jefferson Park

Masonry refurbishment was completed at three sites during FY 2011.

Total Construction Cost (three contracts): \$2,738,556
FY 2011 Expenditures: \$1,490,210

ARRA FUNDED FEDERALIZATION OF STATE PUBLIC HOUSING UNITS

Truman Apartments

Heating and energy improvements at Truman Apartments include conversion from an electric baseboard to gas hydronic system and installation of a new central domestic hot water system. Construction will continue into FY 2012. (ARRA funded).

Total Construction Cost: \$1,917,523
FY 2011 Expenditures: \$765,755

Corcoran Park

All windows were replaced at Corcoran Park. This included 980 window openings at this 153-unit development. Final payment was made in FY 2011.

Total Construction Cost: \$1,592,195
FY 2011 Expenditures: \$79,610

UDIC Properties

Comprehensive modernization of 26 units at three scattered sites fully funded with ARRA Formula Grant funds. Construction will continue into FY 2012. (ARRA funded)

Total Construction Cost: \$2,898,797
FY 2011 Expenditures: \$1,808,538

In FY 2011 CHA used \$832,000 in federal stimulus funding to acquire and rehab 438 units of its state-assisted public housing into federal public housing. As of the end of FY 2011, CHA successfully completed the transition of 416 units to the federal portfolio. CHA expects to complete the transition of an additional 22 units in FY 2012. The following capital improvement projects were possible thanks to these federalization efforts:

116 Norfolk Street

Handicapped accessibility upgrades were substantially complete in FY 2011.

Total Cost: \$141,680
FY 2011 Expenditures: \$128,196

In addition, a construction contract for elevator modernization was awarded in March 2010, but the start of construction was delayed due to state certification issues with the contractor. All issues have been resolved and construction will proceed in April 2011.

Total Cost: \$245,000
FY 2011 Expenditures: \$40,028

The property passed REAC inspection and was transferred to federal public housing as of April 1, 2011.

Hingham Street

Exterior refurbishment including repairs and painting was completed at this 4-unit site were completed in June 2010. After passing its REAC inspection in June 2010, the property transferred to federal public housing as of July 1, 2010.

Total Cost: \$16,798
FY 2011 Expenditures: \$16,798

Inman Street and Family Condominium Units

The construction contract was awarded in March 2010 to abate lead-based paint hazards from Inman Street as well as several of the family condominium units. This work was completed in August 2010. The 4-unit Inman Street property passed REAC inspection and was transferred to federal public housing as of October 1, 2010.

Total Cost: \$57,347
FY 2011 Expenditures: \$57,347

Russell Apartments

Replacement of 230 windows was substantially complete in September 2010 with project closeout following in October. The property passed REAC inspection and was transferred to federal public housing as of April 1, 2011.

Total Cost: \$152,100
FY 2011 Expenditures: \$152,100

Linnaean Street and Elderly Condominium Units

A construction contract was awarded in February 2010 for kitchen and bathroom upgrades for the 20 units at Linnaean Street and 5 scattered site elderly condominium units. Construction was substantially complete in March 2011. The Linnaean Street property passed its REAC inspection, and was transferred to the federal public housing program as of April 1, 2011. The REAC inspection for the elderly condominium units is anticipated for June 2011 to determine if these units can transfer to the federal public housing program beginning July 1, 2012.

Total Cost: \$53,621
FY 2011 Expenditures: \$0

Willow Street

Parking lot renovations were completed and this fourteen-unit property passed REAC inspection and was transferred to federal public housing as of July 1, 2010.

Total Cost: \$37,174
FY 2011 Expenditures: \$37,174

Family Condominium Units

A construction contract was awarded in February 2010 for kitchen and bathroom improvements in 17 scattered site family condominium units. Construction was substantially complete in March 2011 and CHA anticipates that the REAC inspection will take place in June 2011. This will determine whether these units transfer to the Federal public housing program for July 1, 2012.

Total Cost: \$91,880
FY 2011 Expenditures: \$44,521

St. Paul's Residence

Kitchen and bathroom renovations were completed in FY 2011. The St. Paul's Residence property passed its REAC and was transferred to federal public housing as of April 1, 2011.

Total Cost: \$79,623
FY 2011 Expenditures: \$79,623

Woodrow Wilson Court

The construction contract for selective repairs, including hallway stair improvements was completed in FY 2011. The property passed REAC inspection and was transferred to federal public housing as of October 1, 2010.

Total Cost: \$154,569
FY 2011 Expenditures: \$154,569

Manning Apartments

A construction contract for elevator modernization was awarded in March 2010, but the start of construction was delayed due to state certification issues with the contractor. All issues have been resolved and construction started in late 2011 and will proceed into FY 2012.

Total Cost: \$848,770
FY 2011 Expenditures: \$106,052

In addition a contract for exterior waterproofing was awarded in August 2010. Construction will be completed in early FY 2012.

Total Cost: \$464,480
FY 2011 Expenditures: \$422,942

The property passed REAC inspection and was transferred to federal public housing as of April 1, 2011.

STATE PUBLIC HOUSING

Also, in FY 2011, prior to any federalization, CHA continued to use very modest state modernization and/or MTW funds to complete long-needed modernization upgrades at several state properties. This work was in addition to the previously described federalization effort that was completed in FY 2011 with the use of ARRA funds.

Jefferson Park – State

A comprehensive investigation and master planning study was completed in FY 2010, and recommended the demolition and reconstruction of the units at Jefferson Park/State. Early design efforts to implement the recommendations are ongoing, and will continue in FY 2012. The balance of the coming year will be used to assemble a viable financing and grant package.

Putnam School

A construction contract to complete masonry, window and roof refurbishment work at Putnam School was awarded in September 2009 with work proceeding in FY2011. Work will be completed in FY 2012.

Total Cost: \$1,161,000
FY 2011 Expenditures: \$747,617

Manning Apartments

Handicapped accessibility improvements to 10 units were completed in FY 2010, with the project closeout occurring in FY 2011. This property was subsequently transferred to the federal public housing program as of April 2011. These units are in support of CHA's Voluntary Compliance Agreement (VCA). For more details on VCA units please see page 7 of this Report.

Total Cost: \$344,404
FY 2011 Expenditures: \$42,065

Willow State Comprehensive Modernization

Substantial upgrades were completed at Willow Street Homes including building and system upgrades. Work was initiated in March 2009, substantially complete in February 2010 with the final payment made in FY2011. This work preceded CHA's decision to federalize the development using ARRA funds. This property was subsequently transferred to the federal public housing program as of July 2010.

Total Cost: \$2,788,800
FY 2011 Expenditures: \$280,613

116 Norfolk Street, Jackson Gardens

A construction contract, funded with state modernization funds, was awarded in September 2009 to complete masonry refurbishment and window replacement. Ninety percent of the work is complete with the remaining work to be completed in FY 2012. This work preceded CHA's decision to federalize the development using ARRA funds. This property was subsequently transferred to the federal public housing program as of April 2011.

Total Cost: \$1,671,287
FY 2011 Expenditures: \$1,218,915

Manning, 116 Norfolk Street and Putnam School Apartments

Final payment was made on the emergency generator work during FY 2011. The generators improved the emergency services at these three sites during.

*Total Construction Cost: \$1,256,221**
FY 2011 Expenditures: \$57,440

**CHA had one contract that specified work at five sites: two federally-assisted sites and three state-assisted sites.*

MULTI-FAMILY ACQUISITION AND REDEVELOPMENT PROGRAM

In FY 2011, CHA continued the implementation phases of three ongoing development efforts through its affiliate organizations:

195 Prospect Street

CHA's affiliate Cambridge Affordable Housing Corporation (CAHC) resubmitted a "One Stop" funding application to the Massachusetts Department of Housing and Community Development (DHCD) in September 2010. Regrettably, this application was not approved. CHA will work with City officials to determine the feasibility of resubmitting another "One Stop" in the future or exploring other financing options to enable the rehabilitation of this twenty-unit building and secure permanent financing for this site.

78-80 Porter Road

Throughout FY 2011 CAHC kept current market-rate tenants in this property and as vacant units become available, leased them to income eligible mobile voucher holders. As of March 31, 2011, CAHC has leased twelve units to income eligible mobile voucher holders. CHA's September 2010 One-Stop LIHTC application submitted to DHCD and January 2011 application for state tax credits were not approved. CHA will be resubmitting another One-Stop application in April 2011.

YMCA Pool Site

Throughout FY 2011 CHA continued to deal with the legal circumstances that arose as an abutter appealed the Comprehensive Permit approved by the Cambridge Board of Zoning Appeals in 2008. A settlement was reached with the abutter in March 2011 and CAHC is finally able to move forward with development plans. CAHC continues to have a 99-year ground lease for the YWCA Pool Site (located in Central Square) to redevelop the site into 42 units of affordable rental housing.

Preliminary design and financial analysis has been completed. While the One-Stop LIHTC application submitted to DHCD in September 2010 was not approved, CHA will be submitting another application in April 2011.

CONDOMINIUM ACQUISITION PROGRAM

In FY 2011 CAHC had hoped to obtain financing from the Massachusetts Housing Partnership (MHP), DHCD and the Cambridge Affordable Housing Trust, with the goal of purchasing an additional ten to fifteen condominium units between FY 2011 and FY 2012. However, given the continuing economic difficulties, such funding was not available and no activity occurred in the Condominium Acquisition Program in FY 2011.

Energy

During FY 2011 CHA's energy efforts were primarily focused on moving ahead with the construction projects described earlier in the Planning and Development section of this report. It has been quite a busy year for CHA's energy program as staff work to support the three projects that are part of the ARRA competitive energy funding (L.B. Johnson Apartments, Truman Apartments, and Jefferson Park Apartments) in addition to the completion of construction at the Burns Apartments Phase 2 under an Energy Performance Contract. The energy program at CHA continues to focus on the basics of energy and water conservation measures, timely and accurate energy reporting, and when feasible, the implementation of on-site energy generation from renewable sources (solar) and combined heat and power plants (Co-Gen).

ENERGY PERFORMANCE CONTRACTING

In FY 2011, as described in the FY 2011 MTW Annual Plan, CHA along with its partner Ameresco, embarked on Phase 2 of the Energy Savings Program at Burns Apartments. Capital energy improvements at the site included roof replacement, replacement of the central heat and domestic hot water plants, lighting efficiency upgrades, replacement of the first floor common area heat and air conditioning units, water saving improvements, and installation of a 46 kW solar array.

As of this writing, all improvements are materially complete and commissioning of the systems is underway. The Phase 2 conservation measures are projected to reduce gas use by 2,932 therms, electricity use by 277,535 kWh and water consumption by 2,268 CcF. These consumption reductions yield an estimated annual cost savings of \$71,000, and emissions reduction of 278,952 lbs of CO₂ annually, the equivalent of removing 24 cars from Cambridge streets.

ENERGY CONSERVATION

In addition to the larger modernization projects, CHA continues to partner with our local weatherization assistance program (WAP) to access funding for energy improvements across the public housing portfolio. Notable projects for FY 2011 included lighting efficiency upgrades at Woodrow Wilson Court, Newtowne Court, and Truman Apartments. In total, these properties benefited from approximately \$153,000 of lighting improvements funded by the WAP program, with a projected annual consumption reduction of 153,000 kWh, yielding approximately \$27,000 in annual cost savings.

CHA's energy consumption will show dramatic reduction by the completion of the ARRA funded construction in late FY 2012. In FY 2011, however CHA continued to reduce energy and water consumption. The charts on the next two pages illustrate CHA's reduction in energy and water use and its cost savings since the frozen consumption base was established in 1999.

CHA continues to shift reliance on grid delivered electricity, through conversion to natural gas, and the development of on-site generation via solar arrays and co-generation plants. As a result electricity use has decreased by 46%, while gas use has increased by 21%. This shift in reliance from electric to gas resulted in over \$810,000 of avoided utility expense for CHA in FY 2011 alone. Water consumption was also reduced by 13% during this period, for a total FY 2011 cost savings of \$1,086,823.

As of the end of FY 2011 CHA currently has 138 kW of solar generation capacity via the roof-top solar arrays at Washington Elms and Daniel F. Burns Apartments. By the end of FY 12, this will increase to 219 kW with the completion of an 81 kW array at the L. B. Johnson Apartments. During FY 2012 CHA will also complete the installation of three combined heat and power plans (co-gen). Simply put, gas fired co-gen systems act as low-efficiency gas boilers, which provide thermal energy to augment domestic hot water production while also generating a substantial amount

of electricity on-site. Through the combined implementation of co-gen and solar CHA is on track to produce 15% of our energy on-site by FY 2013 (from projects under construction during FY 2011).

L.B. Johnson Apartments

Construction has been ongoing during FY 2011, with completion scheduled for FY 2012. The modernization of L.B. Johnson Apartments is a deep energy retrofit and includes enumerable energy conservation and water saving measures in addition to a roof-top solar array, passive solar pre-treatment of ventilation air, and a 150 kW combined heat and power plant, which generates heating energy and electricity on-site. In total, these improvements are projected to reduce energy use by 62% and reduce water use by 40%, with a resultant cost savings of \$283,000 annually, a 63% reduction from pre-retrofit operating cost. The project will reduce Carbon Dioxide (CO₂) emissions by 106,406,944 lbs annually, the equivalent of removing 9,157 cars from the Cambridge roadways.

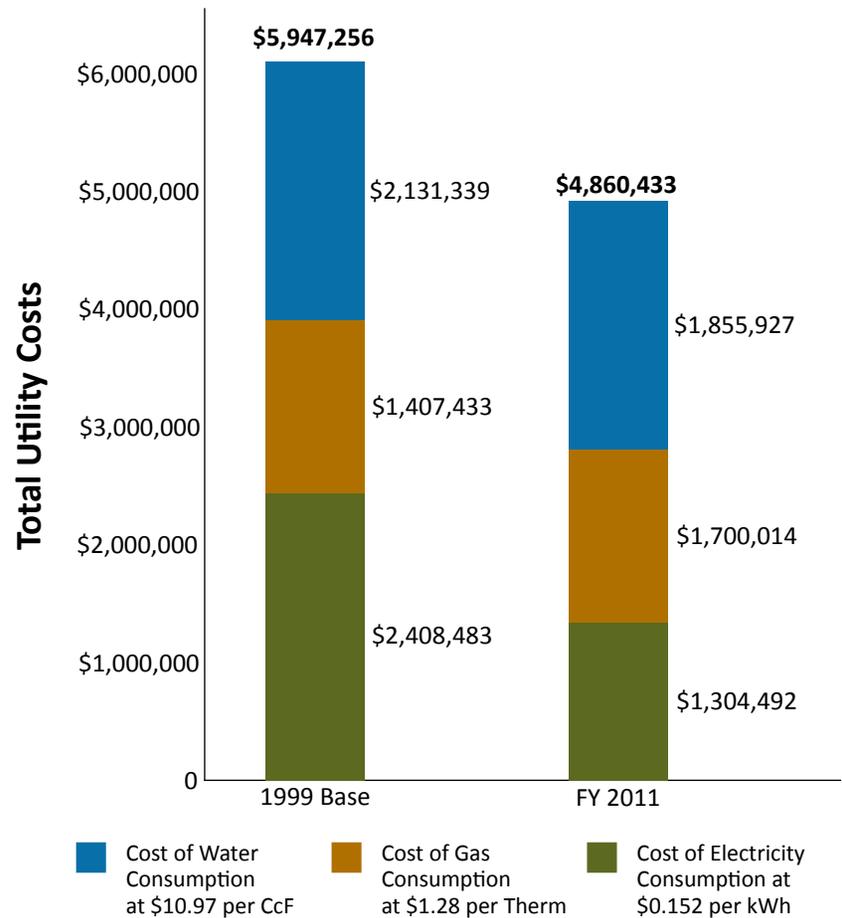
Truman Apartments

Construction is currently ongoing, with completion estimated for early fall of 2011. Goals of this project include conversion from electric to gas heat, water savings improvements, and ventilation improvements. There will be a 30KW Co-Gen of heat and electricity on-site. Current savings projections indicate a 44% reduction in energy use, and a 40% reduction in water use at the property, for a combined 56% reduction in annual operating costs. The project is estimated to reduce CO₂ emissions by 1,172,995 lbs annually, the equivalent of removing another 1,000 cars from the City of Cambridge.

Jefferson Park – Federal

CHA was awarded a competitive ARRA grant for this site in late FY 2011. Activities are being planned and will be made public as they are finalized.

COST PROFILE

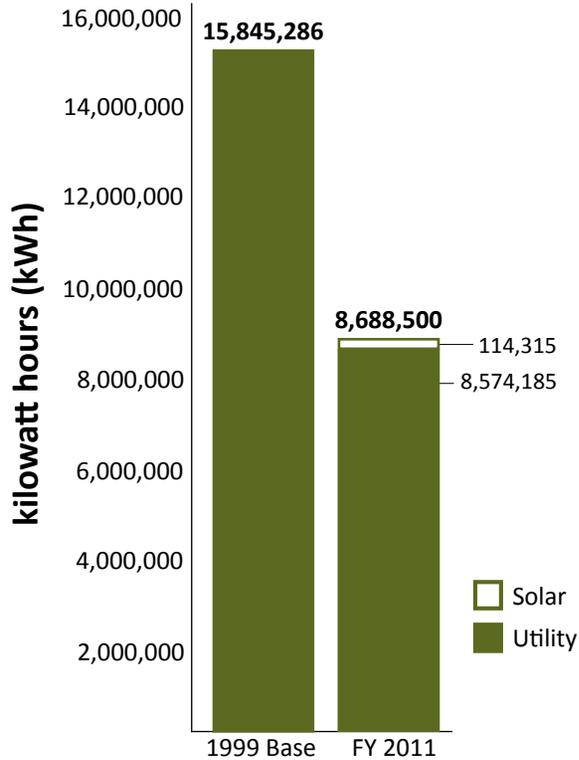


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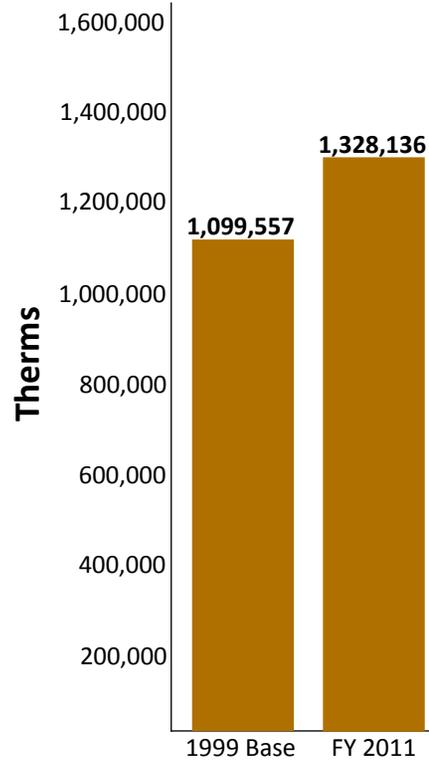
Energy and Water use for Federal Public Housing Units, including ESCO projects; Millers River and Daniel F. Burns Apartments. (Does not include previous State Public Housing Units that were federalized during FY11).
 ESCO projects are also tracked separately and will be reported discretely under Attachment D.

CONSUMPTION PROFILE

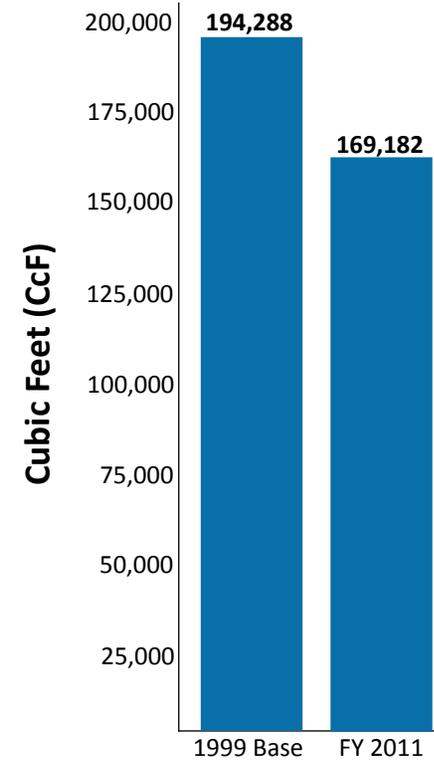
ELECTRICITY



GAS



WATER



NOTES:

Electricity use decreased based on two electric-to-gas heating fuel conversions, in addition to electric efficiency improvements made across the portfolio.

Gas use has increased as a result of further reliance on gas rather than electricity as a heating fuel source.

Efficiency enhancements across the entire public housing portfolio have led to a 13% reduction in water consumption.

Resident Services

WORK FORCE

The Cambridge Public School department has deepened its financial commitment to The Work Force, agreeing to fund a portion of the costs of opening a new site in the local high school, as described under the next initiative.

CHA also acquired ARRA funding, a \$698,000 grant through the National Telecommunications and Information Agency (Dept. of Commerce) to re-open two computer labs closed for lack of funding and to open a third. These labs are used by Work Force students, as well as by adults enrolled in English for Speakers of Other Languages (ESOL) and computer basics classes.

Unfortunately, efforts to secure additional private sector funding were unsuccessful in FY 2011. As a result, the Work Force scholarship program has been scaled back, offering fewer and smaller scholarships than previously. We see this element of our programming as critical to our efforts to make college accessible to CHA youth, and continue, therefore, to seek new sources of funding. Including exploring options with our Planning and Development department to make use of contractor funds retained for compliance reasons. This also functions as a compliance measure under CHA's Section 3 efforts.

MTW Block Grant Contribution: \$750,000
FY 2011 Expenditures: \$135,136

Expansion of the Work Force – Fourth Site

In FY 2011 the Resident Services department finalized negotiations with the Cambridge Public School Department (CPS) to open a fourth Work Force program site in the Cambridge Rindge and Latin High School in September 2011. The CPS has agreed to help fund the new site and it has included a line item for this initiative in its budget, which will be considered by the School Committee in April and by the City Council in May 2011.

The program will be phased in over several years and, at capacity, will expand Work Force services to CHA adolescents by another 45 slots. CHA expects that the presence of CHA staff within the high school will have a profound impact on the already ongoing collaboration with the City schools.

MTW Block Grant Contribution: \$265,000
FY 2011 Expenditures: \$64,196

Work Force Program Alumni Support

Lessons learned during the piloting of the College Success program in FY 2010 have been incorporated into a more substantial effort in FY 2011. The Work Force curriculum is being revised to include more emphasis on the non-academic skills students need to succeed in college, e.g. time management and self-advocacy. Staff is maintaining contact with alumni and continues tracking their college experience in order to identify those colleges which seem to best meet their needs as minority, first-generation college students. Alumni are returning on school vacations to share experiences and provide mutual support.

In addition, alumni attending local colleges are returning to speak to current Work Force participants about their experiences at college and to advise them about how best to prepare for their insertion in higher education.

ALLIANCE of CAMBRIDGE TENANTS (ACT)

During FY 2011 CHA and ACT worked together to draft a Memorandum of Understanding (MOU) formalizing the relationship and guiding the future of the two organizations. This document was brought to CHA's Board of Commissioners in January 2011 but was not adopted.

CHA's board did authorize a Letter of Recognition to be issued in early FY 2012. The Letter of Recognition will include specifics on the funding to be provided to ACT to support operations as it begins its formal activities. In addition, CHA will provide technical assistance to ACT in its pursuit of funding through the offices of its Tenant Liaison and the Resident Services department.

Even without the MOU, CHA continues to work closely with ACT in several areas. Throughout FY 2011, for example, CHA collaborated with ACT to ensure the participation of residents in the planning process for all modernization efforts.

*MTW Block Grant Contribution: \$265,000
FY 2011 Expenditures: \$64,196*

CHILDCARE AND HEALTHCARE SERVICES FOR FAMILIES

Baby U

Working in collaboration with fourteen other local agencies and programs, a new parenting program has been developed in FY 2011 targeting CHA families with children from pre-birth to three years old. The Baby U program is in part modeled on the Baby College™ program of the Harlem Children's Zone.

Baby U focuses on both the acquisition and application of knowledge, building long-term relationships, and developing a positive social network among participants. The program provides a series of ten weekly workshops which:

1. Present current research about child development, health and learning;
2. Provide opportunities to learn about successful childrearing practices; and
3. Offer the chance to explore personal values, belief systems, and experiences.

Six follow-up playgroups provide a forum to practice and integrate new learning. Interspersed throughout the sixteen weeks of workshops and playgroups, families receive seven to eight home visits from a trained home visitor. This individual reinforces messages taught at the workshops and playgroups, assists families with problem-solving, and provides referrals for services and case management for high-risk families.

So far, the lives of approximately eighty parents and nearly 100 children have been touched by Baby U since the first class began in January 2010. The families participating, nearly all CHA residents, include a diverse group of families, including immigrant families from Bangladesh, Brazil, Dominican Republic, Ethiopia, Haiti, and Pakistan.

Initial third-party evaluation of the program indicates that it is a tremendous success, increasing both parents' knowledge base regarding childhood development and positive parenting strategies and their ability to apply that information to their own families.

*MTW Block Grant Contribution: \$25,000
FY 2011 Expenditures: \$0*

ADULT EMPLOYMENT AND EDUCATION

Gateways Adult Literacy

CHA provides language-enhanced computer literacy classes through this program. In FY 2011 CHA expected to serve 100 adults; however, 170 students benefited from this program. This represents an increase of 50% in students served since the last fiscal year.

Bridge to College Program (BTC)

CHA met its goal of serving ten adults in FY 2011 through this program in collaboration with the Cambridge Community Learning Center. Thanks to the generous funding provided by a private foundation, CHA was able to continue offering a \$1,000 scholarship to every BTC graduate who matriculates at and remains enrolled in two- or four-year colleges.

*MTW Block Grant Contribution: \$8,280
FY 2011 Expenditures: \$0*

LINE ITEM IN STATE BUDGET

In the current economic climate, the state legislature is focused on cutting spending and any efforts to include a line item in the state budget has had to be shelved until the economy improves and the timing is more favorable.

DREAM Mentoring Program

CHA has partnered with the DREAM Program (Directing through Recreation, Education, Adventure, and Mentoring) to provide mentorship services to middle school age children living in Putnam Gardens, a family development which has no other on-site services.

The program, which originated at Dartmouth College, matches college students with children in low-income communities. College students (in our case, from Harvard University) are recruited as freshmen or sophomores and agree to maintain the relationship with their mentee until the students' graduation from college.

Beyond that, mentors agree from the outset that in their senior year they will recruit a new mentor from the ranks of underclassmen and bring that new mentor into the mentoring relationship to effect a smooth transition. This approach guarantees that a mentee who enrolls in the fifth grade, for example, will have a smoothly connected series of three- or four-year mentorship relationships which can last, if they so choose, all the way through their graduation from elementary school and even high school.

The program is based on a concept which they call "Village Mentoring." This represents a shift from traditional one-on-one mentoring to a more community-oriented approach that engages both

the individual child and the entire community of children and families living in affordable housing. Evaluations of the program have demonstrated that this approach has several advantages not seen previously in mentoring.

Among these are the creation of positive peer groups for the children within their own community, the development of true social capital for the children and mentors, and a constructive use of out-of-school time that focuses on positive mentoring relationships and adventure programming for a population of children not typically exposed to either. Much as The Work Force does, this program consciously seeks to broaden children's world view, expanding their social horizons and social capital, and increasing their self-reliance.

The program began at Putnam Gardens in January, 2011 and, to date, nine pairings of mentors and mentees have been established. CHA expects that number to increase to between twelve and fifteen pairings over the course of the coming year.

*MTW Block Grant Contribution: \$15,000
FY 2011 Expenditures: \$0*

ELDER RESIDENT SERVICES

In FY 2011
CHA continued
providing several
services to its elderly residents.

Service Coordination Program

Through a contract with CASCAP, Inc., CHA offers service coordination services provided by licensed social workers at senior/disabled developments. CHA has also contracted with CASCAP for a part-time service coordinator to provide services to senior and disabled residents at Washington Elms/Newtowne Court, the two largest family developments. The purpose of the service coordination program is to provide residents with support service and referrals to other service providers in order to assist residents in managing the daily demands of living independently as they age in place.

Currently CHA has four full-time and two part-time service coordinators.

Cambridge Health Alliance / Elder Service Plan (ESP) PACE Program

As an aging in place initiative, the Cambridge Health Alliance's Elder Service Plan, in partnership with CHA, provides a special health care and supportive services program for senior and disabled persons who are at least 55 years old and who need ongoing assistance in two or more daily activities, i.e. bathing, dressing, toileting, transferring. There are special floors designated in senior buildings where this program is operated. Any client of the PACE Program must receive his or her primary care from a PACE Program physician. On the specially designated floors, there is a 24-hour per day service provider presence. Visiting nurses, home health aides, homemakers and other service providers come and go as needed throughout the day. However, there is always someone assigned to work on the floor, who is able to respond to emergencies. These services are free of charge to clients below a certain income level, and those above prescribed income threshold are required to spend down.

These CHA sites are part of the program:

Putnam School Apartments

Nine single rooms with shared bathroom, kitchen and lounge facilities set up as three separate three-bedroom apartments;

John F. Kennedy Apartments

Twenty-five one-bedroom apartments with private kitchen and bath with an option for a meal program available to all residents of the building;

Millers River Apartments

Fourteen standard studio apartments and two wheelchair accessible studio apartments with private kitchen and bath;

Lyndon B. Johnson Apts.

Eighteen standard studio apartments and two accessible studio apartments.

TOTAL: 66 Units with supportive services

SCES Supportive Living Program

Somerville Cambridge Elder Services (SCES) continued to provide a supportive living program at Manning Apartments. Through this program a team of service providers are assigned to the building to provide visiting nurse care, home health and personal care, homemaking services, for heavy chore as needed, laundry, and shopping services to the residents who are SCES clients.

A sliding scale fee for private payers may be applied according to income. At times one-time services may be provided to residents of the building who are not SCES clients.

Throughout FY 2011 CHA also continued to provide the following services:

- Hot meals at developments that feature kitchen-equipped community rooms. In other sites, the Meals on Wheels program delivers to individual households upon request.
- In partnership with the City's Department of Human Services through the north Cambridge Senior Center, CHA serves the recreational needs of its elderly residents in an on-site facility housed at the Russell elderly development.
- Translation services to Haitian Creole speaking residents at LBJ, JFK, and Burns Apartments. Bi-lingual, Haitian Creole speaking staff provide translation services to residents needing assistance with management, maintenance requests, and service coordination. CHA also provides English as a Second Language (ESL) classes at three senior developments: L.B. Johnson, Manning, Burns Apartments and Millers River.

IV. Long-Term MTW Plan

CHA's Long-Term MTW plan remains unchanged as first articulated in the FY 2011 MTW Annual Plan and expanded upon in the FY 2012 MTW Plan. CHA's areas of focus for the coming decade are still:

Capital Investment in the Real Estate Portfolio

CHA is making tremendous strides in its ten year plan to revitalize and modernize or obtain financing for the entire public housing portfolio by mid-decade. As described elsewhere in this Report, ARRA funding, private and public investment, and CHA's Moving to Work flexibility are coming together to help CHA realize this goal faster than originally anticipated. At the close of FY 2011 there is \$80+ million in construction underway, all but one state assisted property has come into the richer, federal program and work has begun using principles from HUD's Transforming Rental Assistance concept to explore a path for the revitalization of a second phase of the federal properties that CHA was unable to revitalize during Phase 1 of the 10-year strategy.

Program Reform

With the success of Rent Simplification strengthening our commitment to broader reform, CHA will move ahead with significant reform the voucher program, likely including concepts from the Cambridge-born self-sufficiency subsidy programs like Career Family Opportunity Cambridge (CFOC) and Family Opportunity Subsidy (FOS). The goal of any voucher reform is to make it easier and more transparent for participants to understand the program through simplification, to reduce the administrative burden on CHA of running the program and to provide participants who are able, non-punitive incentives to improve their socio-economic status and long-term prospects for success.

Services for Residents & Voucher Holders

CHA will continue expanding the scope and reach of its services to residents and voucher holders, as evidenced by the recent announcement that the Work Force is expanding the High School in order to more effectively reach the children of voucher holders.

As described in the FY 2012 MTW Plan, these efforts may also include the development of place-based, self-sufficiency campuses as an option for households interested in, and committed to, joining intensive, long-term economic empowerment programs.

Finally, CHA will continue looking for opportunities to provide residents and voucher holders more access to the technological resources that are becoming necessary to participate in today's America.

V. Proposed MTW Activities

All proposed activities that were granted approval by HUD are reported on in Section VI.

VI. Ongoing MTW Activities

Public Housing Management and Operation

Rent Simplification Program

CHA completed its second full cycle of biennial recertifications under the Rent Simplification Program (RSP).

Of those households that were CHA residents at the inception of the program in FY 2006, 965 remain in the program today. Despite the

daunting economic climate of the past few years, these initial households continue to show encouraging data serving as evidence that RSP is having the intended effect of encouraging increases in residents' income while reducing administrative costs of managing public housing.

In 2010 there were a total of 57 households with no wage, social security or public assistance

income. In FY 2011, 19 of those 57 households reported an average wage income of \$18,947. The median wage income, for the 965 households decreased slightly since last year by 1.95% from \$26,250 in 2010 to \$25,738 at the end of FY 2011. This however still represents a 25% increase from the median income of these households in 2005, before RSP was implemented. At the time the median income was \$24,924.

	ALL RSP HOUSEHOLDS			Difference
	Pre-RSP 2005	RSP 2010	Current RSP 2011	
	July 2005	April 2010	April 2011	
Number of Households	1,582	1,797	1,815	
Households with Income	1,567	1,768	1,785	
Average Gross Income	\$19,643	\$20,808	\$20,757	\$1,114
Average Adjusted Income	\$18,540	\$20,514	\$20,479	\$1,939
Average Employment Income	\$26,810	\$28,930	\$28,567	\$1,757
Average Social Security Income	\$9,799	\$11,382	\$11,646	\$1,847
Average Public Assistance Income	\$5,031	\$6,083	\$5,484	\$453
Average Total Tenant Payment (TTP)	\$394	\$408	\$411	\$17
Total Average % of TTP to Gross Income	24.4%	24.1%	24.7%	0.31%
Total Average % of TTP to Adjusted Income	25.9%	24.5%	25.0%	-0.88%
Total Monthly Rent Roll	\$623,591	\$732,874	\$745,785	\$122,194

In FY 2011, CHA assisted 1,815 households through RSP. The median adjusted income for this group shows a slight decrease in comparison to the median adjusted income in FY 2010, from \$20,514 to \$20,479. The FY 2011 figure however still represents a 10.5% increase from the median adjusted income reported prior to the implementation of RSP. At the same time the average employment income for all households also decreased this past year from \$28,930 in FY 2010 to \$28,567 in FY 2011.

The tables below provide a detailed overview of the 1,815 households currently served under RSP.

With regard to the households transitioning from state funded properties to the federal program, CHA has met with residents throughout the earlier months of FY 2011 to educate them on the impact federalization would have on their tenancy. These households will not see a change in their rents until their regularly scheduled

recertification, at which time RSP rules will be applied. In addition, CHA will cap any rent increase to no more than \$100. Residents to benefit from this cap will do so for the biennial period of their recertification. The numbers displayed below reflect addition of state units to the federal public housing portfolio.

	ELDERLY / DISABLED			
	Pre-RSP 2005	RSP 2010	Current RSP 2011	Difference
	July 2005	April 2010	April 2011	
Number of Households	561	724	664	
Households with Income	560	714	651	
Average Gross Income	\$12,636	\$13,807	\$13,670	\$1,033
Average Adjusted Income	\$11,363	\$13,355	\$13,257	\$1,894
Average Employment Income	\$13,255	\$15,856	\$14,574	\$1,319
Average Social Security Income	\$9,853	\$11,511	\$11,732	\$1,879
Average Public Assistance Income	\$3,629	\$3,431	\$3,803	\$174
Average Total Tenant Payment (TTP)	\$281	\$295	\$289	\$8
Total Average % of TTP to Gross Income	26.9%	25.5%	26.6%	-0.37%
Total Average % of TTP to Adjusted Income	30.1%	26.1%	27.2%	-2.96%
Total Monthly Rent Roll	\$157,856	\$213,288	\$191,955	\$34,099

	FAMILY			
	Pre-RSP 2005	RSP 2010	Current RSP 2011	Difference
	July 2005	April 2010	April 2011	
Number of Households	1,021	1,073	1,151	
Households with Income	1,004	1,054	1,134	
Average Gross Income	\$23,551	\$25,550	\$24,825	\$1,274
Average Adjusted Income	\$22,549	\$25,364	\$24,625	\$2,075
Average Employment Income	\$27,591	\$30,167	\$29,651	\$2,060
Average Social Security Income	\$9,712	\$11,149	\$11,522	\$1,810
Average Public Assistance Income	\$5,232	\$6,792	\$5,869	\$637
Average Total Tenant Payment (TTP)	\$456	\$484	\$481	\$25
Total Average % of TTP to Gross Income	27.0%	23.2%	23.6%	-3.45%
Total Average % of TTP to Adjusted Income	25.7%	23.4%	23.8%	-1.89%
Total Monthly Rent Roll	\$465,735	\$519,586	\$553,830	\$88,095

MTW Admissions and Continued Occupancy Policy (ACOP)

Since its implementation in FY 2008, the Operations department conducts a yearly review of the ACOP. Throughout FY 2011 the department continued to train its managers and tenant selection staff on specific issues related to this policy document. These training sessions included a review of all recent changes as well as an opportunity for staff to suggest new changes to the document to clarify policies and procedures and improve overall effectiveness. CHA has also conducted training sessions with members of ACT and the tenant councils to familiarize them with ACOP policies and procedures.

As a result of these training sessions, CHA was able to clarify certain provisions in the document to ease their implementation in the field. At the same time, CHA's commitment to evaluate the effectiveness of the adopted policies has already led to certain amendments. For example, in FY 2010 CHA introduced a new preference policy for veterans and revised its emergency policy in order to provide support for victims of domestic violence. CHA also revised the minimum rent procedures for residents in its elderly/disabled developments to minimize disproportionate rent burdens. This latter modification occurred as a result of comments received from both housing management and residents.

In FY 2011 CHA identified other areas in need of improvement and is currently undergoing the public comment process for specific changes primarily focused on continued occupancy, including interim rents, transfers, and addition/deletion of household members.

New Lease

This initiative was noted in CHA's FY 2006 Annual Plan. However, CHA first worked on updating the Admissions and Continued Occupancy Policy (ACOP) before engaging the development of a new lease. As of this writing, CHA staff are reviewing the new federal lease in draft form before releasing it for public comment. CHA expects to begin the public comment process during the second quarter of FY 2012.

Minimum Rents

CHA has been tracking the number of households paying minimum rent since the original implementation of this policy in FY 2000 and its further revision under the Rent Simplification Program in FY 2006. There has not, however, been a consistent tracking mechanism to assess the impact of this policy on increasing or decreasing income. In FY 2011 CHA worked on a monthly report template that will track households paying minimum rent at the beginning of the fiscal year and record any changes in income once they come out of the minimum rent payment period (12 months in Federal Public Housing). This report will be implemented in the first quarter of FY 2012.

Lower eligible senior age and integrate "near-elderly" applicants into site-specific waiting lists

In FY 2008 CHA lowered the eligible age for seniors and in FY 2010, the near-elderly applicants (58 and 59 years old) were integrated into the elderly waiting lists. This change was driven mainly by the high vacancy rates at elderly/disabled developments (CHA marketed and filled the vacant units). This policy change remained in place throughout FY 2011.

In FY 2011 CHA vacancy rates at elderly/disabled developments were only affected by the modernization work at some of the sites. Units were put on hold for households being relocated from site to site or within a specific development (as one stack of units is completed, families are moved to accommodate continued construction). CHA expects that the lower eligibility age will continue to assist CHA in maintaining a steady occupancy rate at its elderly/disabled developments.

MTW Transfer Category

In FY 2008 CHA established a special transfer category for households to permit the transfer between the Public Housing and Housing Choice Voucher programs. A total of 24 transfers are possible every fiscal year under this initiative. In FY 2011 there were only seven households that requested a transfer (six from the public housing to the voucher program, and one from the voucher to the public housing program). All requests were approved.

Ceiling Rents

Since FY 2009, CHA has been using HUD's Operating Cost Adjustment Factor (OCAF) to determine the annual range of increases in ceiling rents under the Federal Public Housing program. CHA believes that the OCAF is an appropriate indicator of the increased cost of operating and managing low income housing from year-to-year.

Moreover, CHA is confident that by using the OCAF within the structure of the Rent Simplification program rent schedules, the calculation of ceiling rents becomes much less cumbersome. Administrative savings are one of the benefits for the agency, as managers spend less time explaining the calculation methodology to tenants.

CHA believes that the outcome for this policy change is not quantifiable, except that it provides greater administrative transparency. The original methodology of determining ceiling rents under HUD rules is based on the number of household served and operating costs.

This methodology made ceiling rents vary year to year without a coherent gradual increase to reflect real increases in operating and management costs. Using OCAF allows CHA to increase ceiling rents based on an accurate estimate of costs.

Rent Formula for Families with Mixed Immigration Status

In FY 2009 CHA implemented an alternative rent formula for mixed immigrant households living in federal public housing units. In lieu of HUD's proration formula, CHA proposed that these families pay 40% of their income toward rent. This proposal made the rent determination process simpler to understand and administer.

However, advocates and residents felt that this surcharge was punitive. In FY 2011 CHA revised this policy. Now instead of charging 40% of a household's income, there is a 10% surcharge based on the regular rent schedules.

As CHA prepared for this adjustment in late FY 2010, there were sixteen households categorized as mixed families. Only four of those households were expected to have a rent increase of \$5. By the end of FY 2011, CHA had 27 households with mixed immigration statuses.

Only fourteen of the initial sixteen households identified in this category in FY 2010 remain in the program as of this writing.

- Seven of the fourteen mixed households saw an increase in their rent. This was primarily due to an increase in income not related to policy change.
- Six of the fourteen mixed households saw decreased rents.
- One mixed household saw no change.

Housing Choice Voucher Program

Expiring Use Preservation Program

In FY 2011 CHA used its MTW flexibility to create a new affordable housing preservation initiative to insure the long-term affordability of the City's expiring use properties. CHA takes the new enhanced vouchers and using MTW converts them to project-based assistance thereby creating a "bankable" subsidy that permits financing for the rehabilitation of the property plus its continued use for low-income families.

Working with various stakeholders including the owner, a prospective non-profit buyer, City staff, tenants and advocates, CHA converted 116 expiring use vouchers to Project Based at Inman Square Apartments located at 354 Prospect Street in Cambridge. CHA issued a commitment letter for 116 vouchers and the project will be under contract as of June 1, 2011. Under the methodology for conversion of the enhanced vouchers, residents actually voted on whether to keep their enhanced vouchers or move to a project-based status.

CHA is currently negotiating the award of 92 vouchers to Cambridge Court Apartments at 411 Franklin Street in Cambridge. The award process is expected to be completed by the end of the 2011 calendar year. CHA is very pleased with how this initiative is working and looks forward to using this tool to preserve additional expiring use properties in the coming years.

Local Project-Based Assistance Program

In FY 2011 CHA continued efforts to further refine its Project Based Assistance Program (PBA). Specifically, CHA proposed expanding its PBA portfolio throughout the next five years by committing additional PBA units to preserve public housing and increase other affordable housing options in Cambridge.

For the first phase of this expansion, CHA planned to issue a total of 37 PBA vouchers in FY 2011. A total of 8 subsidies were committed through a letter of commitment in FY 2010 to Elm Place, developed by a local non-profit in Cambridge. These 8 units were awarded with the subsidies in FY 2011 as the project secured all necessary funding; however, the project is not expected to be completed until Fall of 2011.

As part of the five-year plan to expand the PBA portfolio, CHA envisioned using between 250 and 375 PBA subsidies to support its own at-risk public housing stock through the Public Housing Preservation Fund established in FY 2010.

CHA's FY 2011 schedule projected the use of 17 PBA subsidies in FY 2012, and we remain on schedule to use these subsidies as part of the ongoing Lincoln Way revitalization efforts. During FY 2011, CHA started planning for the Phase 2 Public Housing Preservation Program which, given current funding constraints, will

likely be much more reliant on PBA resources to support the needed modernization activities. Therefore, the proposed schedule for issuance of PBA subsidies introduced in the FY 2011 MTW Annual Plan remains in place for the next four years.

CHA's entire PBA portfolio has a total of 557 units under contract, of which 537 units are to be leased by the end of FY 2011. This comprises approximately 25% of the total MTW vouchers leased in FY 2011.

As CHA started expanding its PBA portfolio, the following new provisions are being introduced to the local PBA program:

- CHA now requires projects to allocate 13.5% of their units for households with disabilities
- All available units must be offered to families on CHA's PBA waiting list, current CHA mobile voucher holders, or in-place, income eligible households from the initial development period at risk of displacement
- In most cases, PBA rents will not exceed 100% of HUD's Fair Market Rent payment standards

- A PBA resident will only be able to apply for a mobile voucher after three years of residency to provide maximum voucher usage as well as to provide a more stable resident population in Cambridge

In addition, tenants of units converting to the PBA program will be able to move from their unit and receive a replacement tenant-based voucher as they become available. However, CHA expected to have their tenants remain in their units for two years before being eligible to request a mobile voucher. This change, however, was not implemented. After thorough consideration, CHA decided to make this requirement optional based on an agreement with each property owner.

Project-Based Vouchers in Cooperation with the City's Housing Trust Fund

In FY 2008 CHA initiated collaboration with the City's Affordable Housing Trust to award vouchers to units that obtained funding for preservation from the City's Affordable Housing Trust. CHA allocated \$1.4 million over three years for these project-based vouchers.

The number of vouchers that CHA is able to offer depends on the responses to the Request for Proposal (RFP) process – the fewer subsidies required from CHA for each voucher will increase the number of vouchers that can be created. Therefore, the purpose of the RFP will be to distribute the available funds to as many units as possible while reducing CHA costs.

So far, CHA has set aside forty vouchers through this initiative. All projects, however, are still waiting to secure all necessary funding or are in the late stages of development.

In FY 2011 CHA awarded eight vouchers to Elms Place at 1066 Cambridge Street. Although Elm Place received a letter of commitment in FY 2010, the project secured all of its funding in FY 2011. Elm Place is a four story building with a total of nineteen units; the eight subsidies were allocated to four three-bedroom apartments, two two-bedroom, and two one-bedroom apartments within the property. The project is expected to come online during the first quarter of FY 2012.

In addition, CHA also issued one letter of commitment for 32 units at Putnam Green Apartments. A detailed description of this project can be found in the Leasing Information section in Chapter II.

CHA'S PROJECT BASED ASSISTANCE VOUCHERS COMMITTED IN FY 2011 BY INITIATIVE TYPE

Local Project Based Program	557
City of Cambridge Housing Trust Fund	40
Expiring Use Preservation Program	116

Career Family Opportunity – Cambridge Program (CFOC)

CFOC began being marketed to voucher holders and residents at Newtowne Court and Washington Elms in October 2010. By the end of the fiscal year 10 heads of household were accepted into the program. In its agreement with Crittendon Women’s Union (CWU), CHA agreed to support twenty households in the program.

Of the ten women enrolled to-date, only one is a public housing resident. This is interesting and surprising for two reasons. First, CWU’s CFOC office is located at the Pisani Center, the community center for Washington Elms, a public housing property. The supposition at program launch was that CWU’s physical presence at Pisani would lead to more interest amongst residents than voucher holders.

Secondly, and of far more significance for policy-makers, CFOC participants in the voucher program have distinct timeframe to progress. Unlike CFOC participants living in public housing whose length of assistance is unaffected by their participation, voucher holders (with exceptions for very large families) agree to surrender their housing assistance after five years of participation. Common wisdom suggested that when faced with time limits, subsidized household would choose indefinite assistance over enhanced, time-limited assistance. At least initially, CFOC is showing the exact opposite.

Family Opportunity Subsidy (FOS) – Heading Home Voucher Program

FY 2011 marked the first year the Family Opportunity Subsidy Program was implemented. There are currently 47 households enrolled in the first stage of the program and 33 of these households are already using a sponsor-based voucher.

These households have successfully completed an intensive education program through the COMPASS Community College Collaborative and have begun an internship or found employment. CHA is currently certifying 8 households for their transition to the second stage of the program. In the second stage, participants will receive a direct subsidy from CHA.

Detailed information about the design and regulations of this program can be found in Appendix 5 of CHA’s FY 2010 MTW Annual Report.

Twelve-Month Wage Income Exclusion for Participants Transitioning Out of SSI, SSM, EAEDC and Veterans’ Disability

This initiative has been benefiting households since FY 2000. In most cases, however, households receiving TANF continue to receive benefits even when they secure employment. This is mainly due to households’ low-wage jobs and because the Rent Simplification policy does not require participants in the Leased Housing program to report changes in income until their scheduled recertification. For instance, in FY 2010 only four households received income exclusion from this policy, while in FY 2011 no households were eligible to benefit from this policy.

When the policy was first introduced, CHA envisioned that households would transition out of welfare benefits into full-time employment. Due to the limited number of households benefiting from this policy, CHA believes that this policy needs to be revised and eventually removed under the redrafting of the MTW Administrative Plan currently in progress.

Implement vacancy and damage payments

In FY 2011 CHA continued issuing payments to landlords to hold vacant units previously under a Housing Choice Voucher lease for another voucher program participant. This initiative has been in place since FY 2000. It provides compensation for the period of time a unit must sit vacant during processing and inspection before lease-up.

In FY 2011 \$6,090 was paid in vacancy and damage payments. Only one landlord benefited from this incentive under the regular MTW voucher program. However, in the Project-Based Assistance program, which has a vacancy and damage payment clause included in the contract, \$18,873 was paid to secure 26 units for voucher participants in Cambridge.

Implement Minimum Rents

In FY 2006 CHA modified its minimum rent policy (first introduced in FY 2000) by increasing the minimum rent to \$50. This change was done under the adoption of the Rent Simplification Program in the Federal Public Housing program.

Similar to the Public Housing Program, CHA has been tracking the number of households paying minimum rent over the years. However, there has not been a consistent tracking mechanism to assess the impact of this policy on household income. Hence, in FY 2011 CHA worked on a monthly report template that will track households paying minimum rent at the beginning of the fiscal year and record any changes in income once they come out of the minimum rent payment period. This report will be implemented in the first quarter of FY 2012.

By the end of FY 2011, 69 households were paying minimum rent in the leased housing program.

Allow Tenants to Pay Over 40% of Their Income for Rent

CHA puts great effort into making residents and HCV participants realize that their contribution toward housing costs is essential to their economic success. Hence, since FY 2000 HCV participants who are able to pay more than 40% of their income toward rent, are welcome to do so if they can demonstrate the ability to meet such a high rent burden.

Currently there are 26 households that meet this criteria and are paying more than 40% of their income for rent.

Massachusetts Rental Voucher Program Preservation (MRVP)

Since FY 2001, CHA has used its regulatory flexibility allowed under MTW to increase funding of the Massachusetts Rental Voucher Program (MRVP). This initiative was implemented due to the slow response of this program to the increase in rental costs in Cambridge and surrounding areas. CHA hence brought the MRVP allowable contract rent levels to 120% of the Fair Market Rent level with assistance from federal funds.

Thanks to this initiative, CHA has been preserving an otherwise unusable state subsidy, and effectively expanding the number of rental vouchers over what would have been available absent the regulatory relief provided by MTW.

In FY 2011 CHA expected to allocate \$56,000 to this initiative. However, a total of \$41,801 federal funds were leveraged to keep the State's MRVP program running. In FY 2011 this has allowed for 10 households to receive stabilization assistance and avoid paying over 30% of their adjusted income toward rent.

Sponsor-Based Voucher Program

In FY 2008 CHA initiated a sponsor-based program offering a small number of vouchers to local service providers. These service providers are responsible for selecting a recipient that will use the benefits of the voucher without gaining permanent control over the subsidy.

In FY 2011 CHA maintained a total of 59 vouchers issued to 8 local providers. Over 88% of the households served through this program have a female head of household. All participants have children under the age of 18 and have an average household income of \$7,369.

Through this initiative, CHA addresses the challenges imposed on hard-to-house households by providing them with the opportunity to benefit from more intensive supportive services as they work toward establishing themselves as independent community members.

Locally Determined Annual Adjustment Factor and 120% Exemption Rents

Since FY 2002, CHA has used discretion in determining rent increases over the percentage increase allowed by HUD through its Annual Adjustment Factor (which was 1.006 for the duration of CHA's FY 2011).

Instead of using HUD's AAF, the Leased Housing department determines if the rent or rent increase requested by a landlord is reasonable by comparing the unit to similar units in the local rental market. This is done mostly due to the high rental prices in Cambridge, and allows CHA to retain landlords by paying rent increased over the amount determined by HUD.

In addition, throughout FY 2011 CHA continued allowing some units to exceed 120 percent of the current Fair Market Rent payment standards.

New MTW Administrative Plan

In FY 2011 CHA expected to complete the revision and begin implementing the new Administrative Plan for Leased Housing. Throughout FY 2011, the Leased Housing department in conjunction with the Communications and Policy department held a series of meetings to complete the revised draft of this document. As of the end of FY 2011, there is a working draft that is being reviewed internally. CHA anticipates holding a working session with advocates and member of the Alliance for Cambridge Tenants (ACT) during the summer of 2011.

Any changes impacting rent determination will comply with all public process requirements in the MTW Agreement, including a thorough impact analysis of the proposed change and a 30-day public comment period.

Several initiatives that have been approved by HUD in FY 2008 are currently being revised under the new Administrative Plan. These initiatives would:

- Align income deductions with Federal PH Rent Simplification deductions;
- Change income calculation to allow use of prior year income; and
- Implement recertifications every two years for households living in Project-based units

Redesign of the Local Leased Housing program including review of alternative subsidy approaches

CHA currently has three alternative subsidy programs created as part of this initiative since it was approved in FY 2007. In FY 2008, CHA established its sponsor-based program, just two years after the Family Opportunity Voucher program was launched in FY 2010, and in FY 2011 the Career Family Opportunity – Cambridge program began.

For a current update on the progress of each of these programs, please see their respective sections in this chapter.

MTW Transfer category

This policy has been implemented in both Public Housing and the MTW Leased Housing programs, please refer to the Public Housing section above for more details.

Implement New Inspections Protocol

In FY 2008 CHA's Board of Commissioners approved a new inspection protocol for the Housing Choice Voucher program. After two years of implementation, the Leased Housing department sought to further streamline the process by modifying the inspection categories previously established. In FY 2011 the department obtained approval from CHA's board of commissioners to consolidate the inspection groups into tenant-based vouchers and project-based vouchers. This improved protocol will allow CHA to continue to inspect a certain percentage of properties instead of 100% of the leased units. CHA will continue to randomly select 10% of each owner's PBA units for a yearly inspection. If a unit fails, another 20% of the units will be inspected. Now that all tenant-based vouchers are not categorized by the number of units the landlords owns, CHA will institute a biennial (once every other year) inspection schedule of units occupied by tenant based voucher holders.

Moreover, voucher holders may continue to request a special inspection at any time. Nonetheless, CHA is confident that this revised protocol will provide a higher standard of regular HQS inspections.

For details on the FY 2011 inspections results please Appendix 4 of this Report.

Biennial Recertifications for Elderly /Disabled Households

The Leased Housing department presented to CHA's Board of Commissioners a proposal to review and implement biennial recertifications for elderly and disabled voucher participants. This proposal was approved by the Board in November 2010. This new policy was implemented in January 2011. Hence, households affected by this change that had their recertifications scheduled during the last quarter of FY 2011 were already given a new recertification date for 2013.

With this change, CHA expects to reduce the number of recertifications conducted per year and increase the overall quality of service to voucher holders while improving administrative efficiency.

Planning and Development

Liberating Assets to Leverage Funds

As part of its FY 2011 MTW Plan, CHA submitted a proposal to liberate assets as a means to leverage the needed funds to rehabilitate and preserve its public housing units. While HUD did not initially authorize this initiative as part of its approval of the CHA's FY 2011 MTW Plan, HUD and CHA continued discussing this initiative. These discussions culminated in CHA submitting in November 2010 a more detailed work plan to HUD on how it would further develop the initiative, and if appropriate move forward with its implementation.

CHA proposed a four-phase review and implementation approach:

Phase 1

Financial modeling. Preliminary financing modeling was completed in mid-January 2011. This phase includes a detailed examination of property operating costs, hiring of architects for each of the four properties in the TRA group, revisiting initial feasibility proformas. CHA will continue to work the details throughout FY 2012.

Phase 2

Investment community review. Work on Phase 2 has not yet started.

Phase 3

Program proposal. To be submitted to HUD in the Fall 2011.

Phase 4

Implementation. CHA anticipates that it will take approximately a year to close on the required financing once HUD approval is received.

Regulatory Relief for Mixed Finance

No activity in FY 2011.

Housing Preservation Fund (HPF)

No activity in FY 2011.

Locally Determined Total Development Costs

Although CHA retained the right to develop locally-determined Total Development Cost limits, these have been unnecessary thus far as the development models being employed have not required them.

CHA foresees a possible application of this waiver as it continues its ten-year Capital Planning effort.

Public Housing Preservation Fund

In FY 2007 CHA initiated a substantial capital planning process that in FY 2010 was renamed the Cambridge Public Housing Preservation Program. CHA worked with resident groups and local and state housing agencies to identify a program that would leverage funds to address the estimated \$228 million in capital needs.

As noted in CHA's FY 2010 Annual Plan, CHA's efforts to finalize an agency-wide, site specific capital plan suffered a significant blow when weakened capital markets hurt the agency's ability to leverage private investment for its properties including use of bond financing, low-income housing tax credits, and other private investments. Fortunately, with the passage of the American Recovery and Reinvestment Act (ARRA) in February 2009, new financial opportunities emerged for CHA to obtain funds to complete needed capital work. CHA was awarded \$28.2 million in ARRA competitive funding for five projects, including two \$10 million grants, which will be used to revitalize 292 affordable housing units. Receiving the ARRA competitive grants has catalyzed CHA's efforts to raise an additional \$68 million in private, state, and local funds, and allowed it to move forward with Phase 1 of the Public Housing Preservation Program.

VII. Sources and Uses of Funding

MTW PROGRAMS

CHA continues to maintain a strong liquidity position as indicated by a current ratio (current asset versus current liabilities) of over 5:1 based on the unaudited financial statements. The net current asset is over \$28 million. The existing working capital represents almost ten months of operating expenses. FY 2011 was a very busy year where ARRA funds and MTW funds were utilized to undertake extensive mixed financed projects and other major construction activity valued at around \$80 million.

In FY 2011, the CHA had sources of over \$60 million in the MTW programs which consist primarily of the Low Income Public Housing, the Voucher Program and the Capital Fund program. This was about \$6MM over the original revised budget. The authority received more voucher subsidy relative to its conservative budget estimate used at the start of the fiscal year. It also drew down more funds than estimated from the Capital Fund Program to support its mixed-financed activities.

Against the \$60 million sources were charges for operating expenses of \$55 million in the MTW programs and \$5 million in block grant operating transfers. The \$5 million block grant transfers covered operating and capital expenditures in various Non-MTW programs such as State public housing, State vouchers, and small MTW initiatives. \$1 million was spent on capital and operating deficits in state programs and over \$3.5 million was spent on mixed-financed projects. In addition to the mentioned operating reserves which were funded from current year sources, the agency decided to fund some of its obligation to the mixed-financed projects by utilizing \$3 million from its AMP existing reserves. The available reserves at year end are still above the minimum requirement.

A table detailing these MTW sources and uses can be found on the following page.

MTW FUNDS: ACTUAL vs. BUDGET - FY 2011 ANNUAL REPORT

	Federal PH	MTW HCV	Capital Fund	Total MTW Funds	Total MTW Budget*	VARIANCE	ARRA Funds	ARRA Budget	VARIANCE
SOURCES									
Operating Receipts	\$8,888,057	\$42,733	-	\$8,930,790	\$8,604,449	\$326,341	-	-	-
Subsidy Earned	\$9,860,482	\$33,204,301	\$7,589,015	\$50,653,798	\$46,252,167	\$4,401,631	\$17,885,770	\$10,357,000	\$7,528,770
Operating Transfers in	\$558,690	-	-	\$558,690	-	-	-	-	-
TOTAL SOURCES	\$19,307,229	\$33,247,034	\$7,589,015	\$60,143,278	\$54,856,616	\$4,727,972	\$17,885,770	\$10,357,000	\$7,528,770
USES									
Administrative Expenses	\$4,445,989	\$2,073,245	\$470,291	\$6,989,525	\$6,190,438	\$799,087	-	-	-
Tenant Services	\$453,627	-	-	\$453,627	\$479,622	(\$25,995)	-	-	-
Maintenance Labor	\$2,315,445	-	-	\$2,315,445	\$2,369,626	(\$54,181)	-	-	-
Materials and Supplies, Contract Costs	\$3,322,694	-	-	\$3,322,694	\$3,586,724	(\$264,030)	-	-	-
General Expenses	\$2,971,712	\$315,755	\$493,859	\$3,781,326	\$2,787,631	\$993,695	-	-	-
Housing Assistance Payment and Operating Transfers	-	\$25,981,666	-	\$25,981,666	\$25,251,000	\$730,666	-	-	-
Utilities	\$4,536,373	-	-	\$4,536,373	\$4,513,298	\$23,075	-	-	-
Non-Routine Maintenance	\$177,848	-	-	\$177,848	\$123,250	\$54,598	-	-	-
Capital Improvement	\$1,211,169	-	\$4,922,698	\$6,133,867	\$4,890,589	\$1,243,278	\$4,223,145	\$10,357,000	(\$6,133,855)
Mixed financing transactions	-	-	\$1,702,167	\$1,702,167	-	-	\$13,662,624	-	\$13,662,624
TOTAL USES	\$19,434,857	\$28,370,666	\$7,589,015	\$55,394,538	\$50,192,178	\$3,500,193	\$17,885,769	\$10,357,000	\$7,528,769
CASH BEFORE OPERATING TRANSFERS	(\$127,628)	\$4,876,368	-	\$4,748,740	\$4,664,438	\$84,302	-	-	-
Operating Transfers	\$3,000,000	(\$5,108,600)		(\$5,108,600)	(\$4,396,188)	(\$712,412)	-	-	-
NET INCOME (DEFICIT)	(\$127,628)	(\$232,232)	-	(\$359,860)	\$268,250	(\$628,110)	-	-	-

*HAP Reserve on Non-MTW Voucher Programs

ANALYSIS OF FY 2011 OTHER FEDERAL PROGRAMS (NON-MTW)

Other Federal Programs consist of Moderate Rehabilitation Programs, Designated Housing Voucher Program (Mainstream), Veteran Affairs Supportive Housing Program, Resident Opportunity & Self Sufficiency Program, Service Coordinator Program and other Grants. The funding received in the Voucher programs included funding provided for new and incremental awards. However, the Authority experienced slow leasing rates compared to its proposed schedule creating unspent voucher funds at year-end. The bulk of funds constitute HAP Reserves. The authority expects to fully lease these non-MTW programs in FY 2012. The operating deficit incurred under Tenant Services program was covered by unrestricted funds from prior years.

OTHER FEDERAL FUNDS - FY 2011 ANNUAL REPORT					
	Non-MTW Vouchers	Tenant Services	Total Other Federal Funds	Total Other Federal Funds Budget	VARIANCE
SOURCES					
Operating Receipts	\$274	\$667,507	\$667,781	\$255,805	\$411,976
HUD Grants	\$4,723,105	\$193,894	\$4,916,999	\$3,701,542	\$1,215,457
TOTAL SOURCES	\$4,723,379	\$861,401	\$5,584,780	\$3,957,347	\$1,627,433
USES					
Administrative	\$323,515	\$580,521	\$904,036	\$721,458	\$182,578
Tenant Services		\$247,809	\$247,809	\$294,303	(\$46,494)
General	\$18,296	\$241,294	\$259,590	\$193,903	\$65,687
Rent Payments	\$2,886,097		\$2,886,097	\$3,146,207	(\$260,110)
TOTAL USES	\$3,227,908	\$1,069,624	\$4,297,532	\$4,355,871	(\$58,339)
NET INCOME (DEFICIT)	\$1,495,471*	(\$208,223)	\$1,287,248	(\$398,524)	\$1,685,772

ANALYSIS OF FY 2011 STATE PROGRAMS

Total sources of funds in State Programs were \$11 million. The expenditure charged against this \$11 million amounted to \$12.8 million thus resulting in a deficit of \$1.5 million. This deficit was reduced to \$405,000 as a result of the operating transfers from the MTW programs. The balance of the deficit will be made up by existing operating reserve funds and anticipated capital funds.

STATE FUNDS: ACTUAL vs. BUDGET - FY 2011 ANNUAL REPORT							
	State Public Housing	MRVP	State Capital Fund	Other	Total State Funds	Total State Budget	VARIANCE
SOURCES							
Operating Receipts	\$2,317,579	\$221	\$297	\$1,597,297	\$3,915,394	\$4,123,848	(\$208,454)
Operating Subsidy	\$1,393,298	\$1,286,113	\$4,794,612		\$7,474,023	\$7,342,019	\$132,004
TOTAL SOURCES	\$3,710,877	\$1,286,334	\$4,794,909	\$1,597,297	\$11,389,417	\$11,465,867	(\$76,450)
USES							
Administrative Expenses	\$1,393,980	\$214,494	\$48,537	\$346,647	\$2,003,658	\$1,946,740	\$56,918
Tenant Services	\$45,366			\$4,862	\$50,228	\$73,250	(\$23,022)
Maintenance Labor	\$427,289			\$159,811	\$587,100	\$581,965	\$5,135
Materials & Supplies, Contract Costs	\$1,278,089			\$385,240	\$1,663,329	\$1,486,744	\$176,585
General Expenses	\$464,978	\$2,587	\$55,110	\$212,815	\$735,490	\$651,859	\$83,631
Rent Payments		\$1,218,888		\$189,745	\$1,408,633	\$1,300,000	\$108,633
Utilities	\$1,126,097			\$265,711	\$1,391,808	\$1,811,345	(\$419,537)
Non-Routine Maintenance	\$7,549			\$65,922	\$73,471	\$28,995	\$44,476
Mixed financing transactions			\$784,701		\$784,701		\$784,701
TOTAL OPERATING EXPENSES	\$4,743,348	\$1,435,969	\$888,348	\$1,630,753	\$8,698,418	\$7,880,898	\$817,520
Capital Improvements	\$129,942		\$4,008,036	\$36,219	\$4,174,197	\$4,579,028	(\$404,831)
TOTAL USES	\$4,873,290	\$1,435,969	\$4,896,384	\$1,666,972	\$12,872,615	\$12,459,926	\$12,459,926
NET INCOME (DEFICIT)	(\$1,162,413)	(\$149,635)	(\$101,475)	(\$69,675)	(\$1,483,198)	(\$994,059)	(\$994,059)

ANALYSIS OF FY 2011 COCC

The management fee earned was higher than the budget due to a revised higher rate in effect subsequent to the budget preparation. Some central staff functions covered under the management fee were revised thus fees-for-service earned were reduced. However corresponding expenses were also reduced. Expenses incurred in the COCC included \$100,000 for software, the funding from this was from a prior year set-aside.

CENTRAL OFFICE COST CENTER (COCC) – FY 2011 ANNUAL REPORT			
	FY 2011 Actual	FY 2011 Budget	VARIANCE
SOURCES			
Total Management Fees	\$1,989,192	\$1,908,251	\$80,941
Fee-for-Service	\$3,247,362	\$3,706,366	(\$459,004)
Miscellaneous	\$2,395	-	\$2,395
TOTAL SOURCES	\$5,238,949	\$5,614,617	(\$375,668)
USES			
Salaries	\$2,127,852	\$2,244,838	(\$116,986)
Benefits	\$662,166	\$1,105,556	(\$443,390)
Central Maintenance Labor	\$964,197	\$986,250	(\$22,053)
Administrative Contracts	\$383,341	\$323,100	\$60,241
Office Rent	\$355,730	\$198,941	\$156,789
Other Administrative Overhead	\$587,307	\$753,692	(\$166,385)
Capital/Equipment	\$100,613	-	\$100,613
TOTAL USES	\$5,181,206	\$5,612,377	(\$431,171)
NET INCOME (DEFICIT)	\$57,743	\$2,240	\$55,503

ANALYSIS OF FY 2011 MTW BLOCK GRANT *(next page)*

The Block Grant continues to be the vehicle for moving available funds for redistribution or consolidation as business needs or program changes demand. The account received additional funds (compared to the beginning year budget) from the Housing Choice Voucher (HCV) program. \$3.5 million was budgeted and over \$5 million was actually released to the Block Grant Account. Unspent prior year capital funds were brought over as well to support the significant capital expenditures undertaken in this fiscal year. Mixed finance projects account for a significant portion of the expended funds as CHA manages approximately \$80 million in capital projects – the most capital work undertaken in the history of the organization.

BLOCK GRANT FUNDS: ACTUAL vs. BUDGET – FY 2011 ANNUAL REPORT

	FY 2011 Actual	FY 2011 Budget		FY 2011 Actual	FY 2011 Budget
ESTIMATED BEGINNING CASH-4/1/2010	\$7,898,387	\$1,723,431	<i>BLOCK GRANT PROJECTS</i>		
SOURCES OF CASH			Building Fund	\$143,787	-
Retired Loans	\$37,329	-	Energy & Miscellaneous Projects	\$32,976	-
Trans-MTW HCV	\$5,035,000	\$3,531,188	Consulting	\$182,459	-
Misc Income	\$32,992	\$14,000	Tenant Services Activities	\$95,975	-
TOTAL CASH	\$5,105,321	\$3,545,188	SUBTOTAL	\$455,197	-
USES OF CASH			TOTAL USES OF CASH	\$10,100,494	\$4,295,518
<i>OPERATING TRANSFERS</i>			NET CASH	\$2,903,214	\$973,101
Transfers to FED LIPH	\$160,000	-	<i>OBLIGATED PROJECTS</i>		
Transfers to State LIPH	\$891,032	\$839,603	FY 2011 Carry-Over Projects	\$480,343	-
Transfers to MRVP	\$150,000	\$130,000	Building Fund	\$1,150,000	-
Transfers to Shelter + Care	\$10,000	-	Capital Projects - P&D Dept	\$1,088,067	-
Transfers to P&D – Admin Expenses	\$877,088	\$190,800	SUBTOTAL	\$2,718,410	-
P&D Salary & Benefits	\$1,106,577	\$1,315,515	NET CASH	\$184,804	\$973,101
SUBTOTAL	\$3,194,697	\$2,475,918			
<i>CAPITAL EXPENDITURES</i>					
Federal LIPH Capital	\$313,150	-			
State LIPH Capital	\$27,000	-			
P & D small capital	\$24,581	\$25,000			
P & D capital	\$29,192	\$1,794,600			
P & D Mixed Financed Projects	\$6,056,677	-			
SUBTOTAL	\$6,450,600	\$1,819,600			

ANALYSIS OF FY 2011 RESERVE LEVELS

As required by Asset Management, CHA maintains reserve levels for the AMPS. Reserves are maintained at one month of the operating expense for the subsequent year, which translates to just over \$1.5 million.

The Voucher program is maintained at the level of two months of operating expense as required by CHA's MTW Agreement, which translates to just over \$5.4 million.

Together, reserves total just under \$7 million.

OPERATING RESERVES – FY 2011 ANNUAL REPORT	
	FY 2011 Actual
DEVELOPMENTS	
Washington Elms	\$186,697
Corcoran Park	\$147,682
Putnam Gardens	\$131,465
Newtowne Court	\$227,667
Truman Apartments	\$44,379
Burns Apartments	\$167,126
Millers River	\$205,921
Valentine	\$7,233
Jefferson Park	\$179,788
Garfield	\$12,872
Roosevelt Towers	\$114,134
Hingham	\$8,518
Inman	\$7,530
Willow Street	\$13,727
Woodrow Wilson	\$49,227
Windsor Court (Non-dwelling)	\$10,658
JFK & Miscellaneous	\$2,996
SUBTOTAL	\$1,517,620
MTW Housing Choice Vouchers	\$5,479,936
TOTAL RESERVES	\$6,997,556

VIII. Administrative

REPORTING

- A. CHA does not have any corrections to be made.
- B. CHA does not currently have an Agency-directed evaluation of the demonstration.
- C. Details pertaining to Capital Fund activities can be found in Appendix 1 of this report.
- D. 1. During FY 2011, 3,886 households were served in CHA's Federal Public Housing and Housing Choice Voucher (HCV) programs; of those households, 3,557 – approximately 91.3% – had incomes below 50% of AMI.

2. NUMBER OF LOW-INCOME FAMILIES SERVED

Baseline number of families to be served (total number of families)	3,259
Total families served in FY 2011	3,886
Numerical Difference	+ 627
Percentage Difference	+ 19.2%

NOTES:

182 Non-MTW vouchers were rolled into the MTW program in June 2009. The number of families served at time that Agency entered MTW is based on CHA inventory, not actual HHs served as reported in FY 2000 Annual Report. PBA program.

3. MIX OF BEDROOM SIZES SERVED

	1 BR	2 BR	3 BR	4 BR
Baseline percentages of household sizes to be maintained	50.7%	23.9%	19.7%	5.5%
Number of families served by household size in FY 2011	839	480	392	104
Percentages of families served by household size in FY 2011	46.2%	26.4%	21.6%	5.7%
Percentage Difference	- 4.5%	+ 2.9%	+ 1.9%	+ 0.2%

APPROVAL

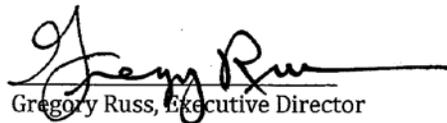
**EXTRACT OF THE MINUTES OF THE SPECIAL MEETING OF THE
BOARD OF COMMISSIONERS OF THE
CAMBRIDGE HOUSING AUTHORITY
WEDNESDAY, JUNE 29, 2011 -5:30 P.M.**

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

ALSO PRESENT: GREGORY RUSS, EXECUTIVE DIRECTOR
MICHAEL JOHNSTON, DEPUTY EXECUTIVE DIRECTOR
TERRY DUMAS, PLANNING & DEVELOPMENT DEPARTMENT
SUSAN COHEN, GENERAL COUNSEL
CAROLINA LUCEY, COMMUNICATIONS & POLICY
KATHLEEN THORNTON, COMMUNICATIONS & POLICY
SHIRLEY SANFORD, RECORDING SECRETARY

MTW 2011 ANNUAL REPORT

MOTION: Mr. Clark moved that the Moving To Work Deregulation Program FY 2011 Annual Report be approved. Mr. Stockard seconded the motion, which upon being put to vote, was passed unanimously.


Gregory Russ, Executive Director

Attest
Seal



SUBMITTAL

**EXTRACT OF THE MINUTES OF THE SPECIAL MEETING OF THE
BOARD OF COMMISSIONERS OF THE
CAMBRIDGE HOUSING AUTHORITY
WEDNESDAY, JUNE 29, 2011 -5:30 P.M.**

MEMBERS PRESENT:

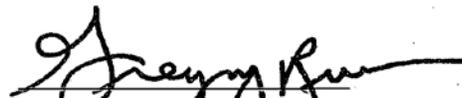
JACQUELINE F. ADAMS, CHAIRPERSON
WARREN R. MCMANUS, VICE-CHAIRPERSON
ANTHONY PINI, ASSISTANT TREASURER
JAMES G. STOCKARD, JR., TREASURER
GERARD J. CLARK, MEMBER

ALSO PRESENT:

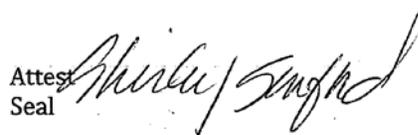
GREGORY RUSS, EXECUTIVE DIRECTOR
MICHAEL JOHNSTON, DEPUTY EXECUTIVE DIRECTOR
TERRY DUMAS, PLANNING & DEVELOPMENT DEPARTMENT
SUSAN COHEN, GENERAL COUNSEL
CAROLINA LUCEY, COMMUNICATIONS & POLICY
KATHLEEN THORNTON, COMMUNICATIONS & POLICY
SHIRLEY SANFORD, RECORDING SECRETARY

MTW 2011 ANNUAL REPORT

MOTION: Mr. Clark moved the authorization to submit the final Report to U. S. Department of Housing and Urban Development, pursuant to the memorandum from Carolina Lucey to Gregory Russ, Executive Director, dated June 22, 2011. Mr. Pini seconded the motion, which upon being put to vote, was passed unanimously.


Gregory Russ, Executive Director

Attest
Seal



APPENDICES

Appendix 1: Construction Update

1-1A AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA) FUNDS

DEV	WORK ITEM	TOTAL CONTRACT / COST	ARRA PORTION	TOTAL ARRA OBLIGATION	TOTAL ARRA SPENT
FORMULA GRANT - MA06S00350109					
3-1	Bathroom Modernization - Mock-Up, Washington Elms	\$50,726	\$49,300	\$49,300	\$49,300
3-1	Bathroom Modernization - Washington Elms	\$5,427,866	\$823,528	\$823,528	\$611,813
3-3	UDIC Modernization - Fairmont	\$1,024,443	\$1,024,443	\$1,024,443	\$637,602
3-11	UDIC Modernization - Valentine	\$553,159	\$553,159	\$553,159	\$401,585
3-21	UDIC Modernization - Jackson	\$1,034,221	\$1,034,221	\$1,034,221	\$664,317
3-45	Accessibility Upgrades - 116 Norfolk Street	\$147,790	\$78,000	\$78,000	\$78,000
3-45	Elevator Refurbishment - 116 Norfolk Street	\$245,000	-	-	-
3-46	Exterior Refurbishment - Hingham	\$9,850	\$8,000	\$8,000	\$8,000
3-46	Site Improvements - Hingham	\$6,948	-	-	-
3-47, 3-49	LBP Abatement and Window Replacement - Inman/Family Condos	\$57,347	\$8,000	\$8,000	\$8,000
3-48, 3-53	Kitchen and Bathroom Upgrade - Linnaean/Elderly Condos	\$53,621	\$50,000	\$50,000	-
3-49, 3-54	Kitchen and Bathroom Upgrade - Family Condos	\$91,880	\$34,000	\$34,000	\$34,000
3-50	Elevator Refurbishment - Manning	\$848,770	\$111,633	\$111,633	\$111,633
3-50	Exterior Refurbishment - Manning	\$464,480	\$286,367	\$286,367	\$286,367
3-51	Window Replacement - Russell	\$153,300	\$102,000	\$102,000	\$102,000
3-52	Kitchen and Bathroom Upgrade - St. Paul's	\$78,795	\$40,000	\$40,000	\$40,000
3-55	Site Work - Willow Street	\$37,174	\$28,000	\$28,000	\$28,000
3-56	Hallway, Masonry & Site Improvements	\$149,975	\$136,000	\$136,000	\$136,000
SUBTOTAL		\$10,435,345	\$4,366,651	\$4,366,651	\$3,196,617

1-1B AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA) FUNDS

DEV	WORK ITEM	TOTAL CONTRACT / COST	ARRA PORTION	TOTAL ARRA OBLIGATION	TOTAL ARRA SPENT
L.B. JOHNSON - MA00300311109G					
3-11	Revitalization of LB Johnson Apartments	\$68,367,716	\$10,000,000	\$10,000,000	\$10,000,000
SUBTOTAL		\$68,367,716	\$10,000,000	\$10,000,000	\$10,000,000
CAMBRIDGE AFFORDABLE PRESIDENTIAL APARTMENTS - MA0038000109T					
3-57 to 3-59	Revitalization of Jackson Gardens and Lincoln Way	\$58,286,338	\$10,000,000	\$10,000,000	\$3,662,624
SUBTOTAL		\$58,286,338	\$10,000,000	\$10,000,000	\$3,662,624
TRUMAN APARTMENTS - MA00300030609R					
3-6	Soft Costs (Admin and Fees and Cost)	\$344,947	\$121,020	\$121,020	\$121,020
3-6	Heating and Ventilation Improvements	\$1,917,523	\$1,591,450	\$1,591,450	\$822,900
SUBTOTAL		\$2,262,470	\$1,712,470	\$1,712,470	\$943,920
JEFFERSON PARK - MA00300032110R					
3-21	Soft Costs (Admin and Fees and Cost)	\$312,500	\$565,000	\$312,500	\$23,000
3-21	Heating and Ventilation Improvements	-	\$1,624,470	-	-
SUBTOTAL		\$312,500	\$2,189,470	\$312,500	\$23,000
TOTAL		\$139,664,369	\$28,268,591	\$26,391,621	\$17,826,161

1-2A MTW CONSTRUCTION EXPENDITURE LOG – FEDERALIZATION OF STATE PUBLIC HOUSING

DEV	Total Construction	Estimated Completion	Actual Completion	Revised Completion	FY 11 Budget	FY 11 Expenditures	Comments
WILLOW STREET HOMES							
Parking Lot Renovation	\$37,174	-	Jun-10		\$0	\$37,174	Parking lot renovations complete. Transferred to Fed. PH July 1, 2010.
HINGHAM STREET HOMES							
Exterior Refurbishments	\$8,798	-	Jul-10		\$0	\$16,798	Transferred to Fed. PH July 1, 2010.
WOODROW WILSON							
Selective Modernization	\$154,569	Mar-10	Jun-10		\$0	\$154,569	Construction complete and transferred to Fed. PH October 1, 2010.
INMAN STREET FAMILY CONDOS							
Lead-based Paint Abatement	\$57,347	-	Aug-10		\$0	\$57,347	Construction complete and transferred to Fed. PH October 1, 2010.
ST. PAUL'S RESIDENCE							
Kitchen and Bathroom Upgrades	\$79,623	-	Oct-10		\$0	\$79,623	Construction complete and transferred to Fed. PH of April 1, 2010.
116 NORFOLK STREET							
Accessibility Upgrades	\$147,790	-			\$0	\$128,196	Substantially complete in FY 2011. Property passed REAC inspection, transferred to Fed. PH April 1, 2011.
Elevator Upgrades	\$245,000	-	Dec-10		\$0	\$40,028	Construction underway in FY2012.
MANNING APARTMENTS							
Waterproofing	\$464,480	-		Jun-11	\$0	\$422,942	Construction will be complete in early FY2012. Property transferred to Fed. PH April 1, 2011.
Elevator Upgrades	\$848,770	-		Nov-11	\$0	\$106,052	Construction will proceed in FY2012.
RUSSELL APARTMENTS							
Window Replacement	\$153,300	-	Oct-10		\$0	\$152,100	Project closed out in October 2010. Property transferred to Fed. PH April 1, 2011.
LINNAEAN STREET; ELDERLY CONDOS							
Kitchen and Bathroom Upgrades	\$53,621	-	Mar-11		\$0	\$0	Linnaean Street was substantially complete in March 2011 and transferred to Fed. PH April 1, 2011. REAC inspection of Elderly Condos scheduled for June 2011.
FAMILY CONDOS							
Kitchen and Bathroom Upgrades	\$29,000,196	Oct-12			\$7,686,547	\$3,515,728	Construction underway.
FEDERALIZATION OF STATE PUBLIC HOUSING SUBTOTAL					\$27,636,975	\$17,373,865	

1-2B MTW CONSTRUCTION EXPENDITURE LOG – FEDERAL PUBLIC HOUSING

DEV	Total Construction	Estimated Completion	Actual Completion	Revised Completion	FY 11 Budget	FY 11 Expenditures	Comments
CORCORAN PARK							
Window Replacement	\$1,592,195	Oct-09	Sept-10		\$0	\$79,610	Final payment made in FY2011.
BURNS APARTMENTS							
Phase 2 Elevator Repairs Building Connector	\$1,000,000	Jan-12		Jan-13	\$1,450,000	\$0	Project cost significantly higher than anticipated. Design focused shifted to constructing new elevators and increasing number of accessible units at site.
Energy Efficiency upgrades	\$1,163,400		Mar-10		\$1,430,000	\$704,429	
VARIOUS DEVELOPMENTS							
Masonry Refurbishment	\$2,115,385	Jun-09	Various		\$1,250,000	\$1,490,210	Work 95% completed on masonry repairs at Truman Apartments and additional buildings at Jefferson Park, Washington Elms, and Newtowne Ct.
Emergency Generators	\$1,256,221		Oct-09		\$0	\$17,691	Consolidated Close-out January 2011.
WASHINGTON ELMS							
Bathroom Modernization	\$5,427,866	Feb-12			\$2,764,500	\$2,911,914	Construction underway on modernization of 175 units. 130 bathrooms complete.
TRUMAN APARTMENTS							
Energy Efficiency Upgrades	\$1,917,523	-		Sept-12	\$625,000	\$765,755	Construction underway and will continue into FY2012.
UDIC							
Comprehensive Modernization	\$2,898,797	-		May-11	\$2,208,242	\$1,808,538	Construction underway and will continue into FY2012.
LINCOLN WAY; JACKSON GARDENS							
Revitalization - Federal portion	\$37,200,006	Aug-12		Mar-13	\$10,222,686	\$6,079,990	Construction underway at both sites.
L.B. JOHNSON							
Revitalization	\$29,000,196	Oct-12			\$7,686,547	\$3,515,728	Construction underway.
FEDERAL PUBLIC HOUSING SUBTOTAL					\$27,636,975	\$17,373,865	

1-2C MTW CONSTRUCTION EXPENDITURE LOG – STATE PUBLIC HOUSING

DEV	Total Construction	Estimated Completion	Actual Completion	Revised Completion	FY 11 Budget	FY 11 Expenditures	Comments
WILLOW STREET HOMES							
Comprehensive Modernization	\$2,769,694	Mar-10	Mar-10		\$150,000	\$280,613	Final payment made in FY2011. Property was transferred to federal public housing as of July 2010.
MANNING APARTMENTS							
Handicapped Accessibility Upgrades	\$344,404	Apr-10	Apr-10		\$320,000	\$42,065	Work complete in April, closeout activities pending.
PUTNAM SCHOOL							
Masonry, Roof & Window Modernization	\$1,161,000	Jun-10		Sep-10	\$1,110,150	\$747,617	Work awarded in Fall 2009. Winter conditions delayed construction. Work will be complete in FY2012.
116 NORFOLK STREET; JACKSON GARDENS							
Masonry, Roof & Window Modernization	\$1,671,287	-		May-11	\$1,226,437	\$1,218,916	90% of work is complete with remaing to be completed in FY2012. Property transferred to federal public housing as of April 1, 2011.
LINCOLN WAY; JACKSON GARDENS							
Revitalization – State Portion	\$37,200,006	Aug-12		Mar-13	\$0	\$1,080,977	Construction underway at both sites.
VARIOUS							
Emergency Generators	\$1,256,221		Oct-09		\$0	\$57,440	Consolidated Close-out January 2011.
STATE PUBLIC HOUSING SUBTOTAL					\$27,636,975	\$17,373,865	
FY 2011 CONSTRUCTION SPENDING TOTAL					\$30,443,562	\$22,040,843	

Appendix 2: Households Served Demographics

2-1A CAMBRIDGE FEDERAL PUBLIC HOUSING: HOUSEHOLDS SERVED BY UNIT SIZE - FY 2011 ANNUAL REPORT*								
PROGRAM		1999 Baseline	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
FEDERAL PUBLIC HOUSING								
FAMILY	OBR	0	3	2	4	0	0	0
	1BR	144	148	144	151	149	150	178
	2BR	466	454	448	448	460	450	477
	3BR	386	374	366	370	380	376	392
	4 +BR	108	96	94	96	98	96	104
	SUBTOTAL	1,104	1,075	1,054	1,069	1,087	1,072	1,151
ELDERLY/ DISABLED	OBR	574	354	361	364	453	462	419
	1BR	274	210	208	247	246	259	242
	2BR	3	3	3	3	3	3	3
	3BR	0	0	0	0	0	0	0
	4 +BR	0	0	0	0	0	0	0
	SUBTOTAL	851	567	572	614	702	724	664
TOTAL FEDERAL PUBLIC HOUSING		1,955	1,642	1,626	1,683	1,789	1,796	1,815

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

NOTE: At the end of FY 2011, 416 state family public housing units were transferred to the Federal program. However, 326 units completed the federalization process on March 31, 2011, the last day of the fiscal year. These units are counted as part of the federal portfolio in the inventory chart. However, the households residing in these units continued to receive state subsidies up to March 31, 2011. Hence, they are counted under the state public housing households served.

2-1A CAMBRIDGE STATE PUBLIC HOUSING: HOUSEHOLDS SERVED BY UNIT SIZE - FY 2011 ANNUAL REPORT*

PROGRAM		1999 Baseline	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
FEDERAL PUBLIC HOUSING								
FAMILY	0BR	-	-	23	0	10	11	4
	1BR	-	-	48	73	53	57	82
	2BR	-	-	140	147	152	131	98
	3BR	-	-	98	95	94	70	36
	4 +BR	-	-	9	10	3	5	3
	SUBTOTAL	-	-	318	325	312	274	223
ELDERLY/ DISABLED	0BR	-	-	43	43	50	43	52
	1BR	-	-	256	259	248	243	275
	2BR	-	-	11	10	12	11	11
	3BR	-	-	0	0	1	1	0
	4 +BR	-	-	0	0	0	0	0
	SUBTOTAL	-	-	310	312	311	298	338
TOTAL STATE PUBLIC HOUSING		-	-	628	637	623	572	561
GRAND TOTAL PUBLIC HOUSING		-	-	2,254	2,320	2,412	2,368	2,376

NOTES:

1. Data for State Public Housing is not available for years prior to FY 2007.
2. Data for the State Public Housing Program for FY 2007 and FY 2008 is based on the respective fiscal year's MTW Annual Plans.
3. At the end of FY 2011, 416 state family public housing units were transferred to the Federal program. However, 326 units completed the federalization process on March 31, 2011, the last day of the fiscal year. These units are counted as part of the federal portfolio in the inventory chart. However, the households residing in these units continued to receive state subsidies up to March 31, 2011. Hence, they are counted under the state public housing households served.

2-2A CAMBRIDGE FEDERAL PUBLIC HOUSING: HOUSEHOLDS SERVED BY INCOME RANGE – FY 2011 ANNUAL REPORT*										
		0-30% of AMI		30-50% of AMI		50-80% of AMI		> 80% of AMI**		TOTAL
FAMILY	Washington Elms	91	53.5%	45	26.5%	24	14.1%	10	5.9%	170
	Corcoran Park	87	57.2%	36	23.7%	25	16.4%	4	2.6%	152
	Putnam Gardens	79	66.9%	28	23.7%	8	6.8%	3	2.5%	118
	Newtowne Court	168	63.9%	68	25.9%	20	7.6%	7	2.7%	263
	UDIC***	8	80.0%	1	10.0%	1	10.0%	0	0.0%	10
	River Howard	21	65.6%	7	21.9%	3	9.4%	1	3.1%	32
	Jefferson Park	112	64.7%	32	18.5%	19	11.0%	10	5.8%	173
	Scattered Sites****	9	69.2%	3	23.1%	0	0.0%	1	7.7%	13
	Garfield Street	5	62.5%	0	0.0%	2	25.0%	1	12.5%	8
	Roosevelt Towers	69	55.6%	38	30.6%	9	7.3%	8	6.5%	124
	Hingham Street	3	75.0%	1	25.0%	0	0.0%	0	0.0%	4
	Inman Street	1	25.0%	2	50.0%	1	25.0%	0	0.0%	4
	Willow Street	7	53.8%	3	23.1%	1	7.7%	2	15.4%	13
	Woodrow Wilson	49	73.1%	13	19.4%	5	7.5%	0	0.0%	67
	SUBTOTAL		709	61.6%	277	24.1%	118	10.3%	47	4.1%
ELDERLY / DISABLED	H. S Truman Apts.	46	85.2%	6	11.1%	2	3.7%	0	0.0%	54
	Daniel F. Burns	146	83.4%	20	11.4%	8	4.6%	1	0.6%	175
	Millers River	232	83.2%	39	14.0%	8	2.9%	0	0.0%	279
	Lyndon B. Johnson	121	87.7%	15	10.9%	2	1.4%	0	0.0%	138
	Robert S. Weaver	15	83.3%	3	16.7%	0	0.0%	0	0.0%	18
	SUBTOTAL		560	84.3%	83	12.5%	20	3.0%	1	0.2%
FEDERAL PUBLIC HOUSING TOTAL		1,269	69.9%	360	19.8%	138	7.6%	48	2.6%	1,815

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

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

***UDIC sites include Jackson Street, Fairmont Street and Valentine Street.

****Scattered sites include Norfolk St, Centre St, Roberts Rd, Whittemore St, Seagrave, Columbus, and Richdale St Condos.

2-2B CAMBRIDGE STATE PUBLIC HOUSING: HOUSEHOLDS SERVED BY INCOME RANGE – FY 2011 ANNUAL REPORT

		0-30% of AMI		30-50% of AMI		50-80% of AMI		> 80% of AMI*		TOTAL
FAMILY	Jefferson Park - State	73	70.2%	24	23.1%	5	4.8%	2	1.9%	104
	Lincoln Way	9	36.0%	7	28.0%	7	28.0%	2	8.0%	25
	Jackson Gardens	-	-	-	-	-	-	-	-	-
	St. Paul's Residence	4	80.0%	1	20.0%	0	0.0%	0	0.0%	5
	Scattered Condos	4	57.1%	1	14.3%	2	28.6%	0	0.0%	7
	Cambridgeport Condos	4	40.0%	2	20.0%	2	20.0%	2	20.0%	10
	Roosevelt Towers - State	51	70.8%	12	16.7%	7	9.7%	2	2.8%	72
	SUBTOTAL	145	65.0%	47	21.1%	23	10.3%	8	3.6%	223
ELDERLY / DISABLED	Manning	157	84.0%	24	12.8%	6	3.2%	0	0.0%	187
	116 Norfolk Street	32	88.9%	3	8.3%	1	2.8%	0	0.0%	36
	Linnaean Street	16	84.2%	2	10.5%	1	5.3%	0	0.0%	19
	Russell Apartments	40	78.4%	7	13.7%	4	7.8%	0	0.0%	51
	Elderly Condos	3	60.0%	2	40.0%		0.0%	0	0.0%	5
	St. Paul's Residence	14	100.0%	0	0.0%	0	0.0%	0	0.0%	14
	Putnam School	16	61.5%	8	30.8%	2	7.7%	0	0.0%	26
	SUBTOTAL	278	82.2%	46	13.6%	14	4.1%	0	0.0%	338
STATE PUBLIC HOUSING TOTAL		423	75.4%	93	16.6%	37	6.6%	8	1.4%	561
PUBLIC HOUSING OVERALL TOTAL		1,692	71.2%	453	19.1%	175	7.4%	56	2.4%	2,376

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

2-3A CAMBRIDGE FEDERAL PUBLIC HOUSING: HOUSEHOLDS SERVED BY RACE: FY 2011 REPORT*												
		American Indian		Black		Asian		White		Other		TOTAL
FAMILY	Washington Elms	3	1.8%	103	60.6%	6	3.5%	58	34.1%	0	0.0%	170
	Corcoran Park	4	2.6%	96	63.2%	3	2.0%	49	32.2%	0	0.0%	152
	Putnam Gardens	0	0.0%	79	66.9%	4	3.4%	34	28.8%	1	0.8%	118
	Newtowne Court	2	0.8%	165	62.7%	13	4.9%	83	31.6%	0	0.0%	263
	UDIC**	0	0.0%	5	50.0%	0	0.0%	5	50.0%	0	0.0%	10
	River Howard	0	0.0%	17	53.1%	2	6.3%	13	40.6%	0	0.0%	32
	Jefferson Park	1	0.6%	124	71.7%	9	5.2%	39	22.5%	0	0.0%	173
	Scattered Sites***	0	0.0%	6	46.2%	0	0.0%	7	53.8%	0	0.0%	13
	Garfield Street	0	0.0%	6	75.0%	0	0.0%	2	25.0%	0	0.0%	8
	Roosevelt Towers	1	0.8%	78	62.9%	6	4.8%	39	31.5%	0	0.0%	124
	Hingham Street	0	0.0%	2	50.0%	1	25.0%	1	25.0%	0	0.0%	4
	Inman Street	0	0.0%	3	75.0%	0	0.0%	1	25.0%	0	0.0%	4
	Willow Street	0	0.0%	10	76.9%	1	7.7%	2	15.4%	0	0.0%	13
	Woodrow Wilson	0	0.0%	43	64.2%	0	0.0%	24	35.8%	0	0.0%	67
	SUBTOTAL		11	1.0%	737	64.0%	45	3.9%	357	31.0%	1	0.1%
ELDERLY / DISABLED	H. S Truman Apts.	0	0.0%	10	18.5%	2	3.7%	42	77.8%	0	0.0%	54
	Daniel F. Burns	2	1.1%	43	24.6%	7	4.0%	123	70.3%	0	0.0%	175
	Millers River	1	0.4%	62	22.2%	7	2.5%	208	74.6%	1	0.4%	279
	Lyndon B. Johnson	0	0.0%	57	41.3%	2	1.4%	79	57.2%	0	0.0%	138
	Robert S. Weaver	0	0.0%	8	44.4%	0	0.0%	10	55.6%	0	0.0%	18
	SUBTOTAL		3	0.5%	180	27.1%	18	2.7%	462	69.6%	1	0.2%
FEDERAL PUBLIC HOUSING TOTAL		14	0.8%	917	50.5%	63	3.5%	819	45.1%	2	0.1%	1,815

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

**UDIC sites include Jackson Street, Fairmont Street and Valentine Street.

***Scattered sites include Norfolk St, Centre St, Roberts Rd, Whittemore St, Seagrave, Columbus, and Richdale St Condos.

2-3B CAMBRIDGE STATE PUBLIC HOUSING: HOUSEHOLDS SERVED BY RACE – FY 2011 ANNUAL REPORT												
		American Indian		Black		Asian		White		Other		TOTAL
FAMILY	Jefferson Park - State	0	0.0%	59	56.7%	7	6.7%	38	36.5%	0	0.0%	104
	Lincoln Way	0	0.0%	16	64.0%	0	0.0%	9	36.0%	0	0.0%	25
	Jackson Gardens	-	-	-	-	-	-	-	-	-	-	-
	St. Paul's Residence	0	0.0%	3	60.0%	0	0.0%	2	40.0%	0	0.0%	5
	Scattered Condos	0	0.0%	3	42.9%	0	0.0%	4	57.1%	0	0.0%	7
	Cambridgeport Condos	0	0.0%	7	70.0%	0	0.0%	3	30.0%	0	0.0%	10
	Roosevelt Towers - State	0	0.0%	28	38.9%	0	0.0%	43	59.7%	1	1.4%	72
	SUBTOTAL	0	0.0%	116	52.0%	7	3.1%	99	44.4%	1	0.4%	223
ELDERLY / DISABLED	Manning	1	0.5%	82	43.9%	17	9.1%	87	46.5%	0	0.0%	187
	116 Norfolk Street	0	0.0%	8	22.2%	3	8.3%	25	69.4%	0	0.0%	36
	Linnaean Street	0	0.0%	2	10.5%	0	0.0%	17	89.5%	0	0.0%	19
	Russell Apartments	0	0.0%	16	31.4%	0	0.0%	35	68.6%	0	0.0%	51
	Elderly Condos	0	0.0%	2	40.0%	0	0.0%	3	60.0%	0	0.0%	5
	St. Paul's Residence	0	0.0%	5	35.7%	0	0.0%	9	64.3%	0	0.0%	14
	Putnam School	1	3.8%	9	34.6%	1	3.8%	15	57.7%	0	0.0%	26
	SUBTOTAL	2	0.6%	124	36.7%	21	6.2%	191	56.5%	0	0.0%	338
STATE PUBLIC HOUSING TOTAL		2	0.4%	240	42.8%	28	5.0%	290	51.7%	1	0.2%	561
PUBLIC HOUSING GRAND TOTAL		16	0.7%	1,157	48.7%	91	3.8%	1,109	46.7%	3	0.1%	2,376

2-4A CAMBRIDGE FEDERAL PUBLIC HOUSING: HOUSEHOLDS SERVED BY ETHNICITY: FY 2011 REPORT*						
		Hispanic		Non-Hispanic		TOTAL
FAMILY	Washington Elms	30	17.6%	140	82.4%	170
	Corcoran Park	13	8.6%	139	91.4%	152
	Putnam Gardens	10	8.5%	108	91.5%	118
	Newtowne Court	31	11.8%	232	88.2%	263
	UDIC**	1	10.0%	9	90.0%	10
	River Howard	4	12.5%	28	87.5%	32
	Jefferson Park	16	9.2%	157	90.8%	173
	Scattered Sites***	2	15.4%	11	84.6%	13
	Garfield Street	0	0.0%	8	100.0%	8
	Roosevelt Towers	21	16.9%	103	83.1%	124
	Hingham Street	2	50.0%	2	50.0%	4
	Inman Street	1	25.0%	3	75.0%	4
	Willow Street	3	23.1%	10	76.9%	13
	Woodrow Wilson	12	17.9%	55	82.1%	67
		SUBTOTAL	146	12.7%	1,005	87.3%
ELDERLY / DISABLED	H. S Truman Apts.	1	1.9%	53	98.1%	54
	Daniel F. Burns	11	6.3%	164	93.7%	175
	Millers River	22	7.9%	257	92.1%	279
	Lyndon B. Johnson	5	3.6%	133	96.4%	138
	Robert S. Weaver	-	0.0%	18	100.0%	18
		SUBTOTAL	39	5.9%	625	94.1%
	FEDERAL PUBLIC HOUSING TOTAL	185	10.2%	1,630	89.8%	1,815

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

**UDIC sites include Jackson Street, Fairmont Street and Valentine Street.

***Scattered sites include Norfolk St, Centre St, Roberts Rd, Whittemore St, Seagrave, Columbus, and Richdale St Condos.

2-4B CAMBRIDGE STATE PUBLIC HOUSING: HOUSEHOLDS SERVED BY ETHNICITY: FY 2011 REPORT						
		Hispanic		Non-Hispanic		TOTAL
FAMILY	Jefferson Park - State	17	16.3%	87	83.7%	104
	Lincoln Way	4	16.0%	21	84.0%	25
	Jackson Gardens	-	-	-	-	-
	St. Paul's Residence	1	20.0%	4	80.0%	5
	Scattered Condos	2	28.6%	5	71.4%	7
	Cambridgeport Condos	3	30.0%	7	70.0%	10
	Roosevelt Towers - State	8	11.1%	64	88.9%	72
	SUBTOTAL	35	15.7%	188	84.3%	223
ELDERLY / DISABLED	Manning	15	8.0%	172	92.0%	187
	116 Norfolk Street	2	5.6%	34	94.4%	36
	Linnaean Street	0	-	19	100.0%	19
	Russell Apartments	2	3.9%	49	96.1%	51
	Elderly Condos	0	0.0%	5	100.0%	5
	St. Paul's Residence	2	14.3%	12	85.7%	14
	Putnam School	2	7.7%	24	92.3%	26
	SUBTOTAL	23	6.8%	315	93.2%	338
STATE PUBLIC HOUSING TOTAL		58	10.3%	503	89.7%	561
PUBLIC HOUSING GRAND TOTAL		243	10.2%	2,133	89.8%	2,376

2-5 CAMBRIDGE PUBLIC HOUSING: YOUNG DISABLED TENANT COMPOSITION - FY 2011 ANNUAL REPORT*

FEDERAL PUBLIC HOUSING				STATE PUBLIC HOUSING					
		Units Available	Households	% of Total Served		Units Available	Households	% of Total Served	
FAMILY	Washington Elms	170	11	6.5%	FAMILY	Jefferson Park - State	108	5	4.6%
	Corcoran Park	153	6	3.9%		Lincoln Way	25	1	4.0%
	Putnam Gardens	122	3	2.5%		Jackson Gardens	0	-	-
	Newtowne Court	268	28	10.4%		St. Paul's Residence	2	-	-
	UDIC**	13	1	-		Scattered Condos	7	-	-
	River Howard	32	2	6.3%		Cambridgeport Condos	10	1	10.0%
	Jefferson Park	175	12	6.9%		Roosevelt Towers - State	77	13	16.9%
	Scattered Sites***	13	1	7.7%		TOTAL	229	20	8.7%
	Garfield Street	8	0	0.0%		DESIGNATED ELD / DISABLED	Manning	194	23
	Roosevelt Towers	124	5	4.0%	116 Norfolk Street		37	12	32.4%
	Hingham Street	4	0	0.0%	Linnaean Street		24	1	4.2%
	Inman Street	4	1	25.0%	Russell Apartments		51	5	9.8%
	Willow Street	14	1	7.1%	Elderly Condos		5	1	20.0%
	Woodrow Wilson	68	0	0.0%	St. Paul's Residence		18	12	66.7%
	TOTAL	1,168	71	6.1%	Putnam School		33	4	12.1%
				TOTAL	362		58	16.0%	
DESIGNATED ELD / DISABLED	H. S Truman Apts.	54	7	13.0%	FEDERAL PUBLIC HOUSING TOTAL	1,846	155	8.4%	
	Daniel F. Burns	180	21	11.7%	STATE PUBLIC HOUSING TOTAL	591	78	13.2%	
	Millers River	284	37	13.0%					
	Lyndon B. Johnson	140	17	12.1%					
	Robert S. Weaver	20	2	10.0%					
TOTAL	678	84	12.4%						

Note: CHA's Designated Housing Plan requires that 13.5% of residents in Elderly sites be non-elderly disabled households.

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

**UDIC sites include Jackson Street, Fairmont Street and Valentine Street.

***Scattered sites include Norfolk St, Centre St, Roberts Rd, Whittemore St, Seagrave, Columbus, and Richdale St Condos.

2-6 CAMBRIDGE FEDERAL HOUSING CHOICE VOUCHER PROGRAM: HOUSEHOLDS LEASED BY UNIT SIZE - FY 2011 ANNUAL REPORT

PROGRAM		1999 Baseline	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
FAMILY MTW HCV	0BR	35	35	67	58	53	55	109	62
	1BR	169	169	407	343	372	434	522	536
	2BR	438	438	648	587	543	580	543	547
	3BR	304	304	413	371	315	338	311	345
	4 +BR	45	45	73	62	58	61	51	52
	SUBTOTAL	991	1,608	1,421	1,341	1,468	1,523	1,536	1,542
ELDERLY MTW HCV	0BR	21	19	35	31	38	43	87	44
	1BR	155	127	259	242	299	306	275	349
	2BR	115	71	97	87	120	134	124	115
	3BR	22	20	26	17	24	29	17	16
	4 +BR	0	3	4	2	3	4	4	5
	SUBTOTAL	313	240	421	379	484	516	507	529
TOTAL MTW HCV		1,304	1,848	1,842	1,720	1,952	2,039	2,043	2,071
Non-MTW HCV		884*	516	516	516	505	514	464	461
GRAND TOTAL FEDERAL HCV		2,188	2,364	2,358	2,236	2,457	2,553	2,507	2,532

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

Notes:

1. Non-MTW vouchers were rolled into the MTW program in June 2009 with HUD approval. The figures given under Non-MTW HCV for FY 2010, and FY 2011 includes Mainstream, DHAP, VASH, Moderate Rehabilitation, and Shelter Plus Care voucher programs. In addition to Pot-Ins from other housing agencies.
2. The administrative software that was replaced in FY 2010 provided no specific fields to classify HCV households by type. Hence, in prior reports CHA classified households by age and disability status, and reported disabled households in the Elderly/Disabled category regardless of their age. Under the new software however, there is a specific field to classify households by Elderly, Family or Disabled households. CHA feels that reporting on disabled households under the Elderly category does not provide a coherent representation of the households it serves. CHA will continue reporting on households according to their age and will not classify disabled households under the Elderly/Disabled category based only on disability status. CHA would provide specific information regarding the number of households with disabilities upon request.

2-7 FY 2010 AREA MEDIAN INCOME (AMI) LIMITS BY HOUSEHOLD SIZE: 5/2010			
HOUSEHOLD SIZE	30% of AMI	50% of AMI Very Low-Income	80% of AMI Low-Income
1	\$19,300	\$32,150	\$45,100
2	\$22,050	\$36,750	\$51,550
3	\$24,800	\$41,350	\$58,000
4	\$27,550	\$45,900	\$64,400
5	\$29,800	\$49,600	\$69,600
6	\$32,000	\$53,250	\$74,750
7	\$34,200	\$56,950	\$79,900
8	\$36,400	\$60,600	\$85,050

Note: Effective May, 2010. These limits are determined by the U.S. Department of Housing and Urban Development and are subject to change.

Appendix 3: Waiting List

3-1A CAMBRIDGE FEDERAL PUBLIC HOUSING AND HOUSING CHOICE VOUCHER PROGRAMS: WAITING LIST BY UNIT SIZE - FY 2011 ANNUAL REPORT

PROGRAM	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	
FEDERAL PUBLIC HOUSING						
FEDERAL FAMILY PUBLIC HOUSING	OBR	0	13	98	0	0
	1BR	1,564	2,224	3,083	1,141	732
	2BR	1,320	1,698	2,357	1,551	2,125
	3BR	332	663	970	793	1,056
	4 +BR	107	130	170	162	174
	SUBTOTAL	3,323	4,728	6,678	3,647	4,087
FEDERAL ELDERLY PUBLIC HOUSING	OBR	178	1,282	1,384	1,177	1,404
	1BR	931	113	220	179	791
	2BR	41	50	81	34	71
	3BR	0	2	3	0	786
	4 +BR	0	1	1	0	0
	SUBTOTAL	1,150	1,448	1,689	1,390	3,052
FEDERAL PUBLIC HOUSING TOTAL	4,473	6,176	8,367	5,037	7,139*	
Federal Housing Choice Voucher	The HCV waitlist does not contain bedroom size data.					
SUBTOTAL	2,364	5,832	6,772	6,691	6,087	
GRAND FEDERAL PH and HCV TOTAL	6,837	12,008	15,139	11,728	13,226*	

NOTES:

1. The total number of applicant households by bedroom size (3-1A), may differ from the total number of applicants by race (3-2A), ethnicity (3-2A and 3-3A), and by income range (3-4A) may differ as many applicants apply for several different bedroom sizes and all applicants are permitted to choose up to three different sites.

2. The total number of applicant households does not include households in the regional waiting lists. The regional waiting lists East, Mid and North Cambridge, are mostly made up of Federal Family properties, however there are some properties within each list that are part of the State program. This mix of properties from different programs makes it difficult to report on these lists under individual programs. For this reason a separate chart is provided for the regional waiting lists.

**3-1B CAMBRIDGE STATE PUBLIC HOUSING AND MASSACHUSETTS RENTAL VOUCHER PROGRAMS:
WAITING LIST BY UNIT SIZE - FY 2011 ANNUAL REPORT**

PROGRAM		FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
STATE PUBLIC HOUSING						
STATE FAMILY PUBLIC HOUSING	OBR	191	0	20	98	0
	1BR	4,630	633	1,862	2,904	503
	2BR	3,413	507	1,754	2,192	1,032
	3BR	1,504	78	616	1,002	390
	4 +BR	324	64	117	136	23
	SUBTOTAL	10,062	1,282	4,369	6,332	1,948
STATE ELDERLY PUBLIC HOUSING	OBR	2,440	956	1310	1,590	237
	1BR	370	126	135	162	1,427
	2BR	111	45	62	77	55
	3BR	6	0	3	4	1
	4 +BR	2	0	0	0	0
	SUBTOTAL	2,929	1,127	1,510	1,833	1,720
STATE PUBLIC HOUSING TOTAL		12,991	2,409	5,879	8,165	3,668

STATE Voucher Programs

CHA no longer maintains a separate voucher waiting list for the State Programs

GRAND TOTAL FEDERAL AND STATE PROGRAMS	19,828	14,417	21,018	19,893	16,894
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NOTES:

1. The total number of applicant households by bedroom size may differ from the total number given in 3-2a through 3-4b. This is due to applicant households applying for more than one bedroom size, as well due to the site-based waiting lists policy that allows applicants to choose up to three different sites.
2. The total number of applicant households does not include households in the regional waiting lists. The regional waiting lists East, Mid and North Cambridge, are mostly made up of Federal Family properties, however there are some properties within each list that are part of the State program. This mix of properties from different programs makes it difficult to report on these lists under individual programs. For this reason a separate chart is provided for the regional waiting lists.
3. Data for State Public Housing from FY 2007 to FY 2010 is based on data reported in each of the respective Annual Plans.

3-1B CAMBRIDGE PUBLIC HOUSING: REGIONAL WAITING LIST BY UNIT SIZE - FY 2011 ANNUAL REPORT						
PROGRAM	1999 Baseline	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
REGIONAL WAITING LISTS						
FAMILY PUBLIC HOUSING	OBR	-	-	-	1,337	1,300
	1BR	-	-	-	163	96
	2BR	-	-	-	416	463
	3BR	-	-	-	148	180
	4 +BR	-	-	-	26	27
	SUBTOTAL	-	-	-	-	2,090

The regional waiting lists East Cambridge, Mid Cambridge, North Cambridge, SROs, are mostly made up of Federal Family sites. However, there are some sites within each list that are part of the State PH program. The mix of sites from different programs makes it difficult to report on these lists under the Federal or the State program. For this reason a separate chart is provided for these regional lists.

East Cambridge:

- 118 Trowbridge Street
- 15-C Roberts Road
- 226 Norfolk Street
- 244 Hampshire Street
- 87 Armory Street
- 88 Hancock Street
- Willow Street Homes

Mid Cambridge:

- 12-18 Hingham Street
- 15 Inman Street
- 19 Valentine Street
- 6-8 Fairmont Street
- 4 Centre Street
- 2-20 Chestnut Street

North Cambridge:

- 125-127 Whittemore Avenue
- 13 Seagrave Road
- 175 Richdale Avenue
- 41 Concord Avenue
- 8-10 Columbus Avenue
- Garfield Street

3-2A CAMBRIDGE FEDERAL PUBLIC HOUSING: SITE WAITING LISTS BY RACE: FY 2011 REPORT*

		American Indian		Black		Asian		White		Other		TOTAL
FAMILY	Washington Elms	11	0.8%	672	50.4%	98	7.3%	545	40.9%	8	0.6%	1,334
	Corcoran Park	8	0.8%	539	51.5%	46	4.4%	448	42.8%	6	0.6%	1,047
	Putnam Gardens	9	1.0%	485	56.3%	45	5.2%	315	36.6%	7	0.8%	861
	Newtowne Court	7	0.5%	718	47.1%	126	8.3%	665	43.6%	10	0.7%	1,526
	River Howard	5	0.8%	363	56.9%	26	4.1%	243	38.1%	1	0.2%	638
	Jefferson Park	15	0.9%	750	44.2%	100	5.9%	820	48.3%	11	0.6%	1,696
	Roosevelt Towers	0	0.0%	283	45.0%	48	7.6%	294	46.7%	4	0.6%	629
	Woodrow Wilson	8	0.9%	406	47.0%	36	4.2%	410	47.5%	3	0.3%	863
	SUBTOTAL	63	0.7%	4,216	49.1%	525	6.1%	3,740	43.5%	50	0.6%	8,594
ELDERLY / DISABLED	H. S Truman Apts.	3	1.4%	71	32.1%	10	4.5%	137	62.0%	0	0.0%	221
	Daniel F. Burns	3	0.4%	251	35.6%	24	3.4%	427	60.5%	1	0.1%	706
	Millers River	9	1.0%	303	34.5%	31	3.5%	532	60.7%	2	0.2%	877
	Lyndon B. Johnson	3	0.7%	146	32.7%	31	7.0%	266	59.6%	0	0.0%	446
	Robert S. Weaver	1	1.3%	19	24.7%	10	13.0%	47	61.0%	0	0.0%	77
	SUBTOTAL	19	0.8%	790	33.9%	106	4.6%	1,409	60.6%	3	0.1%	2,327
FEDERAL PUBLIC HOUSING TOTAL		82	0.8%	5,006	45.8%	631	5.8%	5,149	47.1%	53	0.5%	10,921

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

NOTES:

1. The total number of applicant households by bedroom size (3-1A), may differ from the total number of applicants by race (3-2A), ethnicity (3-3A), and by income range (3-4A) may differ as many applicants apply for several different bedroom sizes and all applicants are permitted to choose up to three different sites.
2. Certain small Federal sites are now part of the regional waiting lists listed in the next page.

3-2B CAMBRIDGE STATE PUBLIC HOUSING: SITE WAITING LISTS BY RACE – FY 2011 ANNUAL REPORT

		American Indian		Black		Asian		White		Other		TOTAL
FAMILY	Lincoln Way	5	1.0%	194	40.6%	18	3.8%	261	54.6%	0	0.0%	478
	Jackson Gardens	4	0.5%	324	43.0%	46	6.1%	380	50.4%	0	0.0%	754
	Roosevelt Towers - State	7	1.1%	288	45.4%	32	5.0%	303	47.8%	4	0.6%	634
	SUBTOTAL	16	0.0%	806	43.2%	96	5.1%	944	50.6%	4	0.2%	1,866
ELDERLY / DISABLED	Manning	13	1.2%	346	32.5%	104	9.8%	599	56.3%	2	0.2%	1,064
	Linnaean Street	0	0.0%	48	20.4%	10	4.3%	177	75.3%	0	0.0%	235
	Russell Apartments	3	0.6%	155	33.2%	37	7.9%	272	58.2%	0	0.0%	467
	Putnam School	4	1.8%	75	32.9%	10	4.4%	139	61.0%	0	0.0%	228
	SUBTOTAL	20	1.0%	624	31.3%	161	8.1%	1,187	59.5%	2	0.1%	1,994
STATE PUBLIC HOUSING TOTAL		36	0.9%	1,430	37.0%	257	6.7%	2,131	55.2%	6	0.2%	3,860
PUBLIC HOUSING GRAND TOTAL		118	0.8%	6,436	43.5%	888	6.0%	7,280	49.3%	59	0.4%	14,781

NOTES:

1. The total number of applicant households by bedroom size (3-1B), may differ from the total number of applicants by race (3-2B), ethnicity (3-3B), and by income range (3-4B) may differ as many applicants apply for several different bedroom sizes and all applicants are permitted to choose up to three different sites.
2. Only certain State Public Housing properties have a waiting list associated with them.

3-2C CAMBRIDGE PUBLIC HOUSING: REGIONAL SITE WAITING LISTS BY RACE – FY 2011 ANNUAL REPORT

		American Indian		Black		Asian		White		Other		TOTAL
REGIONAL LISTS	East-Cambridge*	4	1.4%	127	44.7%	12	4.2%	140	49.3%	1	0.4%	284
	Mid-Cambridge**	4	1.4%	123	43.2%	12	4.2%	145	50.9%	1	0.4%	285
	North-Cambridge ***	5	1.4%	168	48.4%	15	4.3%	158	45.5%	1	0.3%	347
	SROs	24	1.3%	767	42.5%	43	2.4%	926	51.3%	45	2.5%	1,805
REGIONAL LISTS TOTAL		37	1.4%	1,185	43.6%	82	3.0%	1,369	50.3%	48	1.8%	2,721

*East-Cambridge includes the following sites: 15-C Roberts Rd., 226 Norfolk St., Willow St. Homes, 118 Towbridge St., 244 Hampshire St., and 87 Amory St., 88 Hancock St.

**Mid-Cambridge includes the following sites: 19 Valentine St., 6-8 Fairmont St. (reported in prior reports as part of the UDIC sites), 4 Centre St., 12-18 Hingham Street, and 15 Inman Street.

***North-Cambridge includes the following sites: 121 Jackson St., 125-127 Whittemore Ave., 13 Seagrave Rd., 175 Richdale Ave., 8-10 Columbus Ave., and Garfield St. (reported in prior reports as part of the UDIC sites).

3-2D HOUSING CHOICE VOUCHER PROGRAM: WAITING LISTS BY RACE – FY 2011 ANNUAL REPORT

		American Indian		Black		Asian		White		Other		TOTAL
HOUSING CHOICE VOUCHER TOTAL		67	1.1%	3,055	51.9%	198	3.4%	2,565	43.6%	0	0.0%	5,885

3-3A CAMBRIDGE FEDERAL PUBLIC HOUSING: SITE WAITING LISTS BY ETHNICITY: FY 2011 REPORT*						
		Hispanic		Non-Hispanic		TOTAL
FAMILY	Washington Elms	355	26.6%	979	73.4%	1,334
	Corcoran Park	282	26.9%	765	73.1%	1,047
	Putnam Gardens	189	22.0%	672	78.0%	861
	Newtowne Court	410	26.9%	1,116	73.1%	1,526
	River Howard	165	25.9%	473	74.1%	638
	Jefferson Park	494	29.1%	1,202	70.9%	1,696
	Roosevelt Towers	197	31.3%	432	68.7%	629
	Woodrow Wilson	225	26.1%	638	73.9%	863
	SUBTOTAL	2,317	27.0%	6,277	73.0%	8,594
ELDERLY / DISABLED	H. S Truman Apts.	32	14.5%	189	85.5%	221
	Daniel F. Burns	110	15.6%	596	84.4%	706
	Millers River	146	16.6%	731	83.4%	877
	Lyndon B. Johnson	59	13.2%	387	86.8%	446
	Robert S. Weaver	10	13.0%	67	87.0%	77
	SUBTOTAL	357	15.3%	1,970	84.7%	2,327
FEDERAL PUBLIC HOUSING TOTAL		2,674	24.5%	8,247	75.5%	10,921

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

NOTES:

1. The total number of applicant households by bedroom size (3-1A), may differ from the total number of applicants by race (3-2A), ethnicity (3-2A and 3-3A), and by income range (3-4A) may differ as many applicants apply for several different bedroom sizes and all applicants are permitted to choose up to three different sites.
2. Certain small Federal sites are now part of the regional waiting lists listed in the next page.

3-3B CAMBRIDGE STATE PUBLIC HOUSING: SITE WAITING LISTS BY ETHNICITY: FY 2011 REPORT

		Hispanic		Non-Hispanic		TOTAL
FAMILY	Lincoln Way	150	31.4%	328	68.6%	478
	Jackson Gardens	241	32.0%	513	68.0%	754
	Roosevelt Towers - State	156	24.6%	478	75.4%	634
	SUBTOTAL	547	29.3%	1,319	70.7%	1,866
ELDERLY / DISABLED	Manning	155	14.6%	909	85.4%	1,064
	Linnaean Street	22	9.4%	213	90.6%	235
	Russell Apartments	55	11.8%	412	88.2%	467
	Putnam School	31	13.6%	197	86.4%	228
	SUBTOTAL	263	13.2%	1,731	86.8%	1,994
STATE PUBLIC HOUSING TOTAL		810	20.1%	3,050	79.0%	3,860
PUBLIC HOUSING GRAND TOTAL		3,484	23.6%	11,297	76.4%	14,781

NOTES:

1. Applicants can choose up to three properties and may qualify for more than one program, therefore the total number on all site-based waiting lists differ from the total number of applicant households.
2. Only certain State Public Housing properties have a waiting list associated with them.

3-3C CAMBRIDGE PUBLIC HOUSING: REGIONAL SITE WAITING LISTS BY ETHNICITY – FY 2011 ANNUAL REPORT

		Hispanic		Non-Hispanic		TOTAL
REGIONAL LISTS	East-Cambridge*	66	23.2%	218	76.8%	284
	Mid-Cambridge**	65	22.8%	220	77.2%	285
	North-Cambridge ***	102	29.4%	245	70.6%	347
	SROs	248	13.7%	1,557	86.3%	1,805
REGIONAL LISTS TOTAL		481	17.7%	2,240	82.3%	2,721

*East-Cambridge includes the following sites: 15-C Roberts Rd., 226 Norfolk St., Willow St. Homes, 118 Towbridge St., 244 Hampshire St., and 87 Amory St., 88 Hancock St.

**Mid-Cambridge includes the following sites: 19 Valentine St., 6-8 Fairmont St. (reported in prior reports as part of the UDIC sites), 4 Centre St., 12-18 Hingham Street, and 15 Inman Street.

***North-Cambridge includes the following sites: 121 Jackson St., 125-127 Whittemore Ave., 13 Seagrave Rd., 175 Richdale Ave., 8-10 Columbus Ave., and Garfield St. (reported in prior reports as part of the UDIC sites).

3-3D HOUSING CHOICE VOUCHER PROGRAM: WAITING LISTS BY ETHNICITY – FY 2011 ANNUAL REPORT

		Hispanic		Non-Hispanic		TOTAL
HOUSING CHOICE VOUCHER PROGRAM TOTAL		1,323	22.5%	4,561	77.5%	5,884

3-4A CAMBRIDGE FEDERAL PUBLIC HOUSING: WAITING LIST BY INCOME RANGE – FY 2011 ANNUAL REPORT*

		0-30% of AMI		30-50% of AMI		50-80% of AMI		> 80% of AMI**		TOTAL
FAMILY	Washington Elms	1,253	93.9%	61	4.6%	15	1.1%	5	0.4%	1,334
	Corcoran Park	955	91.2%	70	6.7%	18	1.7%	4	0.4%	1,047
	Putnam Gardens	804	93.4%	42	4.9%	13	1.5%	2	0.2%	861
	Newtowne Court	1,432	93.8%	71	4.7%	19	1.2%	4	0.3%	1,526
	River Howard	577	90.4%	51	8.0%	9	1.4%	1	0.2%	638
	Jefferson Park	1,628	96.0%	48	2.8%	15	0.9%	5	0.3%	1,696
	Roosevelt Towers	584	92.8%	37	5.9%	5	0.8%	3	0.5%	629
	Woodrow Wilson	823	95.4%	32	3.7%	7	0.8%	1	0.1%	863
	SUBTOTAL	8,056	93.7%	412	4.8%	101	1.2%	25	0.3%	8,594
ELDERLY / DISABLED	H. S Truman Apts.	207	93.7%	7	3.2%	6	2.7%	1	0.5%	221
	Daniel F. Burns	657	93.1%	37	5.2%	12	1.7%	0	0.0%	706
	Millers River	826	94.2%	39	4.4%	11	1.3%	1	0.1%	877
	Lyndon B. Johnson	415	93.0%	21	4.7%	9	2.0%	1	0.2%	446
	Robert S. Weaver	68	88.3%	7	9.1%	1	1.3%	1	1.3%	77
	SUBTOTAL	2,173	93.4%	111	4.8%	39	1.7%	4	0.2%	2,327
FEDERAL PUBLIC HOUSING TOTAL		10,229	93.7%	523	4.8%	140	1.3%	29	0.3%	10,921

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

NOTES:

1. The total number of applicant households by bedroom size (3-1A), may differ from the total number of applicants by race (3-2A), ethnicity (3-3A), and by income range (3-4A) may differ as many applicants apply for several different bedroom sizes and all applicants are permitted to choose up to three different sites.
2. Certain small Federal sites are now part of the regional waiting lists listed in the next page.

3-4B CAMBRIDGE STATE PUBLIC HOUSING: SITE WAITING LISTS BY INCOME RANGE – FY 2011 ANNUAL REPORT

		0-30% of AMI		30-50% of AMI		50-80% of AMI		> 80% of AMI**		TOTAL
FAMILY	Lincoln Way	466	97.5%	10	2.1%	2	0.4%	0	0.0%	478
	Jackson Gardens	739	98.0%	14	1.9%	0	0.0%	1	0.0%	754
	Roosevelt Towers - State	596	94.0%	31	4.9%	7	1.1%	0	0.0%	634
	SUBTOTAL	1,801	96.5%	55	2.9%	9	0.5%	1	0.0%	1,866
ELDERLY / DISABLED	Manning	998	93.8%	44	4.1%	18	1.7%	4	0.0%	1,064
	Linnaean Street	215	91.5%	14	6.0%	5	2.1%	1	0.0%	235
	Russell Apartments	436	93.4%	20	4.3%	9	1.9%	2	0.0%	467
	Putnam School	214	93.9%	9	3.9%	4	1.8%	1	0.0%	228
	SUBTOTAL	1,863	93.4%	87	4.4%	36	1.8%	8	0.0%	1,994
STATE PUBLIC HOUSING TOTAL		3,664	94.9%	142	3.7%	45	1.2%	9	0.00%	3,860
PUBLIC HOUSING OVERALL TOTAL		13,893	94.0%	665	4.5%	185	1.3%	38	0.00%	14,781

NOTES:

1. The total number of applicant households by bedroom size (3-1B), may differ from the total number of applicants by race (3-2B), ethnicity (3-3B), and by income range (3-4B) may differ as many applicants apply for several different bedroom sizes and all applicants are permitted to choose up to three different sites.
2. Only certain State Public Housing properties have a waiting list associated with them.

3-4C CAMBRIDGE PUBLIC HOUSING: REGIONAL SITE WAITING LISTS BY INCOME RANGE – FY 2011 ANNUAL REPORT

		0-30% of AMI		30-50% of AMI		50-80% of AMI		> 80% of AMI**		TOTAL
REGIONAL LISTS	East-Cambridge*	263	92.6%	15	5.3%	6	2.1%	0	0.0%	284
	Mid-Cambridge**	258	90.5%	22	7.7%	3	1.1%	2	0.7%	285
	North-Cambridge ***	321	92.5%	19	5.5%	6	1.7%	1	0.3%	347
	SROs	1,730	95.8%	66	3.7%	8	0.4%	1	0.1%	1,805
REGIONAL LISTS TOTAL		2,572	94.5%	122	4.5%	23	0.8%	4	0.1%	2,721

*East-Cambridge includes the following sites: 15-C Roberts Rd., 226 Norfolk St., Willow St. Homes, 118 Towbridge St., 244 Hampshire St., and 87 Amory St., 88 Hancock St.

**Mid-Cambridge includes the following sites: 19 Valentine St., 6-8 Fairmont St. (reported in prior reports as part of the UDIC sites), 4 Centre St., 12-18 Hingham St., and 15 Inman St.

***North-Cambridge includes the following sites: 121 Jackson St., 125-127 Whittemore Ave., 13 Seagrave Rd., 175 Richdale Ave., 8-10 Columbus Ave., and Garfield St. (reported in prior reports as part of the UDIC sites).

3-4D HOUSING CHOICE VOUCHER PROGRAM: WAITING LISTS BY INCOME RANGE – FY 2011 ANNUAL REPORT

		0-30% of AMI		30-50% of AMI		50-80% of AMI		> 80% of AMI**		TOTAL
HOUSING CHOICE VOUCHER PROGRAM TOTAL		5,771	98.1%	98	1.7%	14	0.2%	1	0.1%	5,884

Appendix 4: Management Indicators

4-1A CAMBRIDGE FEDERAL PUBLIC HOUSING: OCCUPANCY LEVELS – FY 2011 ANNUAL REPORT*					
		FY 2011 Plan		FY 2011 Actual	
		Gross %	Adjusted %**	Gross %	Adjusted %
FAMILY	Washington Elms	99.0%	99.5%	98.9%	99.2%
	Corcoran Park	98.9%	99.5%	98.4%	98.8%
	Putnam Gardens	98.9%	98.9%	98.1%	98.1%
	Newtowne Court	99.6%	99.6%	98.5%	98.6%
	UDIC**	92.0%	98.8%	49.4%	92.0%
	River Howard	99.2%	99.2%	99.7%	99.7%
	Jefferson Park	98.6%	98.6%	98.9%	98.9%
	Scattered Sites	100.0%	100.0%	98.9%	98.9%
	Garfield Street	100.0%	100.0%	100.0%	100.0%
	Roosevelt Towers	99.1%	99.1%	98.3%	98.3%
	Hingham Street	n/a	n/a	99.7%	100.0%
	Inman Street	n/a	n/a	97.6%	100.0%
	Willow Street	n/a	n/a	98.8%	97.0%
	Woodrow Wilson	n/a	n/a	99.6%	98.4%
	SUBTOTAL	-	-	97.6%	98.6%
ELDERLY / DISABLED	H. S Truman Apts.**	98.2%	98.2%	97.0%	99.6%
	Daniel F. Burns**	98.9%	98.9%	92.0%	97.9%
	Millers River**	94.7%	97.2%	96.0%	96.4%
	Lyndon B. Johnson**	94.3%	97.0%	86.5%	94.0%
	Robert S. Weaver	100.0%	100.0%	99.5%	99.5%
	SUBTOTAL	-	-	92.9%	96.7%
FEDERAL PUBLIC HOUSING TOTAL		98.0%	-	95.8%	97.9%

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

** Adjusted for modernization activities

NOTE:

The calculation of occupancy levels is made using a gross count of units that excludes non-dwelling units. These include office space and special use units, totaling 22 non-dwelling units.

4-1B CAMBRIDGE STATE PUBLIC HOUSING: OCCUPANCY LEVELS - FY 2011 ANNUAL REPORT					
		FY 2011 Plan		FY 2011 Actual	
		Gross %	Adjusted %*	Gross %	Adjusted %
FAMILY	Jefferson Park - State	n/a	n/a	96.5%	96.7%
	Lincoln Way*	n/a	n/a	47.2%	97.2%
	Jackson Gardens*	n/a	n/a	3.8%	100.0%
	Scattered Condos	n/a	n/a	97.6%	97.6%
	Cambridgeport Condos	n/a	n/a	99.0%	99.0%
	Roosevelt Towers - State	n/a	n/a	n/a	n/a
	SUBTOTAL	n/a	n/a	66.0%	97.6%
ELDERLY / DISABLED	Manning*	n/a	n/a	95.9%	96.7%
	116 Norfolk Street*	n/a	n/a	95.5%	97.2%
	Linnaean Street *	n/a	n/a	90.7%	98.6%
	Russell Apartments	n/a	n/a	97.7%	97.7%
	Elderly Condos	n/a	n/a	100.0%	100.0%
	St. Paul's Residence	n/a	n/a	84.3%	84.3%
	Putnam School	n/a	n/a	n/a	n/a
	SUBTOTAL	n/a	n/a	95.2%	96.5%
STATE PUBLIC HOUSING TOTAL		n/a	n/a	83.1%	96.9%

*Adjusted for modernization activities

NOTE:

In the FY 2011 Annual Plan, CHA did not report on the occupancy levels of its state developments.

4-1C CAMBRIDGE PUBLIC HOUSING: VACANCY AND OCCUPANCY OVERVIEW - FY 2011 ANNUAL REPORT

FEDERAL PUBLIC HOUSING				STATE PUBLIC HOUSING				
		FY 2011 Vacancies	FY 2011 Occupancies			FY 2011 Vacancies	FY 2011 Occupancies	
FAMILY	Washington Elms	8	12	FAMILY	Jefferson Park - State	10	12	
	Corcoran Park	17	18		Lincoln Way**	5	10	
	Putnam Gardens	12	12		Jackson Gardens**	0	0	
	Newtowne Court	26	25		St. Paul's Residence	0	0	
	UDIC**	5	6		Scattered Condos	0	0	
	River Howard	1	1		Cambridgeport Condos	0	1	
	Jefferson Park	9	11		Roosevelt Towers - State	1	1	
	Scattered Sites	1	1		SUBTOTAL	16	24	
	Garfield Street	0	0		ELDERLY / DISABLED	Manning**	21	24
	Roosevelt Towers	7	11			116 Norfolk Street**	4	5
	Hingham Street	0	0	Linnaean Street**		2	2	
	Inman Street	0	0	Russell Apartments		8	7	
	Willow Street	1	9	Elderly Condos		0	0	
	Woodrow Wilson	5	4	St. Paul's Residence		7	9	
	SUBTOTAL	92	110	Putnam School		5	7	
				SUBTOTAL		47	54	
ELDERLY / DISABLED	H. S Truman Apts.**	1	1	FEDERAL PUBLIC HOUSING TOTAL				
	Daniel F. Burns**	17	9	156	143			
	Millers River**	28	19	STATE PUBLIC HOUSING TOTAL				
	Lyndon B. Johnson**	16	4	63	78			
	Robert S. Weaver	2	0	FEDERAL PUBLIC HOUSING TOTAL				
SUBTOTAL	64	33	STATE PUBLIC HOUSING TOTAL					
		156	143	63	78			

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

**Several units were undergoing modernization activities during FY 2011

NOTE: Occupancy figures do not necessarily reflect new residents moving in. These may have been related to regular transfers or relocation due to modernization activities.

4-2A CAMBRIDGE FEDERAL PUBLIC HOUSING: WORK ORDER RESPONSE – FY 2011 ANNUAL REPORT*					
		FY 2011 Plan		FY 2011 Actual	
		EMERGENCY Completed Under 24 Hours	NON-EMERGENCY Average Days to Complete	EMERGENCY Completed Under 24 Hours	NON-EMERGENCY Average Days to Complete
FAMILY	Washington Elms	100.0%	7.0	100.0%	4.2
	Corcoran Park	100.0%	7.0	100.0%	1.7
	Putnam Gardens	100.0%	7.0	100.0%	1.6
	Newtowne Court	100.0%	7.0	100.0%	4.9
	UDIC	100.0%	7.0	100.0%	3.4
	River Howard	100.0%	7.0	100.0%	1.2
	Jefferson Park	100.0%	7.0	100.0%	2.4
	Scattered Sites	100.0%	7.0	100.0%	4.2
	Garfield Street	100.0%	7.0	100.0%	2.9
	Roosevelt Towers	100.0%	7.0	100.0%	3.0
	Hingham Street	-	-	100.0%	1.9
	Inman Street	-	-	100.0%	5.4
	Willow Street	-	-	100.0%	5.0
	Woodrow Wilson	-	-	100.0%	1.5
	SUBTOTAL	100.0%	7.0	100%	3.1
ELDERLY / DISABLED	H. S Truman Apts.	100.0%	7.0	100.0%	1.6
	Daniel F. Burns	100.0%	7.0	100.0%	2.0
	Millers River	100.0%	7.0	100.0%	1.5
	Lyndon B. Johnson	100.0%	7.0	100.0%	1.6
	Robert S. Weaver	100.0%	7.0	100.0%	1.3
	SUBTOTAL	100.0%	7.0	100.0%	1.6
FEDERAL PUBLIC HOUSING TOTAL		100.0%	7.0	100.0%	2.7

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

4-2B CAMBRIDGE STATE PUBLIC HOUSING: WORK ORDER RESPONSE – FY 2011 ANNUAL REPORT

		FY 2011 Plan		FY 2011 Actual	
		EMERGENCY Completed Under 24 Hours	NON-EMERGENCY Average Days to Complete	EMERGENCY Completed Under 24 Hours	NON-EMERGENCY Average Days to Complete
FAMILY	Jefferson Park - State	n/a	n/a	100.0%	2.9
	Lincoln Way	n/a	n/a	100.0%	1.5
	Jackson Gardens	n/a	n/a	100.0%	1.2
	St. Paul's Residence	n/a	n/a	100.0%	-
	Scattered Condos	n/a	n/a	100.0%	16.2
	Cambridgeport Condos	n/a	n/a	100.0%	6.6
	Roosevelt Towers - State			100.0%	3.1
	SUBTOTAL	n/a	n/a	100.0%	5.3
ELDERLY / DISABLED	Manning	n/a	n/a	100.0%	8.8
	116 Norfolk Street	n/a	n/a	100.0%	7.8
	Linnaean Street	n/a	n/a	100.0%	3.0
	Russell Apartments	n/a	n/a	100.0%	3.6
	Elderly Condos	n/a	n/a	100.0%	15.8
	St. Paul's Residence	n/a	n/a	100.0%	1.9
	Putnam School	n/a	n/a	100.0%	1.2
	SUBTOTAL	n/a	n/a	100.0%	6.0
STATE PUBLIC HOUSING TOTAL		n/a	n/a	100.0%	5.7

Note: In the FY 2011 Annual Plan, CHA did not report on the occupancy levels of its state developments.

4-2C CAMBRIDGE PUBLIC HOUSING: WORK ORDERS OVERVIEW BY SITE - FY 2011 ANNUAL REPORT*

FEDERAL PUBLIC HOUSING					STATE PUBLIC HOUSING					
		Start of FY 2011	Received in FY 2011	Completed in FY 2011			Start of FY 2011	Received in FY 2011	Completed in FY 2011	
FAMILY	Washington Elms	34	2,168	2,165	FAMILY	Jefferson Park - State	3	503	503	
	Corcoran Park	10	4,477	4,447		Lincoln Way	2	709	709	
	Putnam Gardens	9	1,911	1,909		Jackson Gardens	3	190	193	
	Newtowne Court	41	2,340	2,345		St. Paul's Residence	-	-	-	
	UDIC	1	296	294		Scattered Condos	2	22	23	
	River Howard	0	340	338		Cambridgeport Condos	2	66	65	
	Jefferson Park	25	1,743	1,760		Roosevelt Towers - State	5	867	866	
	Scattered Sites	3	145	145		TOTAL	17	2,357	2,359	
	Garfield Street	0	49	47		ELDERLY / DISABLED	Manning	43	3,596	3,587
	Roosevelt Towers	5	1,044	1,039			116 Norfolk Street	0	57	53
	Hingham Street	1	91	91	Linnaean Street		1	173	169	
	Inman Street	3	519	519	Russell Apartments		3	483	472	
	Willow Street	3	133	134	Elderly Condos		1	20	20	
	Woodrow Wilson	0	172	170	St. Paul's Residence		1	90	88	
	TOTAL	135	15,428	15,403	Putnam School		1	789	787	
TOTAL	135	15,428	15,403	TOTAL	50		5,208	5,176		
ELDERLY / DISABLED	H. S Truman Apts.	10	960	962	ALL WORK ORDERS					
	Daniel F. Burns	2	890	875	YEARLY TOTAL		30,312			
	Millers River	9	3,987	3,985	MONTHLY AVERAGE		2,526			
	Lyndon B. Johnson	4	1,468	1,457	WEEKLY AVERAGE		583			
	Robert S. Weaver	0	96	95						
	TOTAL	25	7,401	7,374						

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

4-3 CAMBRIDGE PUBLIC HOUSING: RENT COLLECTION LEVELS - FY 2011 ANNUAL REPORT*

FEDERAL PUBLIC HOUSING				STATE PUBLIC HOUSING			
		FY 2011 Plan	FY 2011 Actual			FY 2011 Plan	FY 2011 Actual
FAMILY	Washington Elms	98.3%	99.7%	FAMILY	Jefferson Park - State	n/a	99.5%
	Corcoran Park	98.0%	99.7%		Lincoln Way	n/a	99.6%
	Putnam Gardens	99.1%	99.7%		Jackson Gardens	n/a	-
	Newtowne Court	98.9%	99.6%		St. Paul's Residence	n/a	-
	UDIC	98.7%	100.0%		Scattered Condos	n/a	100.0%
	River Howard	98.4%	100.0%		Cambridgeport Condos	n/a	100.0%
	Jefferson Park	98.9%	99.6%		Roosevelt Towers - State	n/a	-
	Scattered Sites	99.1%	100.0%		TOTAL	n/a	98.7%
	Garfield Street	100.0%	99.8%		ELDERLY / DISABLED	Manning	n/a
	Roosevelt Towers	98.9%	99.6%	116 Norfolk Street		n/a	99.5%
	Hingham Street	n/a	100.0%	Linnaean Street		n/a	100.0%
	Inman Street	n/a	100.0%	Russell Apartments		n/a	100.0%
	Willow Street	n/a	99.6%	Elderly Condos		n/a	99.7%
	Woodrow Wilson	n/a	99.4%	St. Paul's Residence		n/a	100.0%
	TOTAL	98.7%	98.7%	Putnam School		n/a	-
			TOTAL	n/a		99.8%	
ELDERLY / DISABLED	H. S Truman Apts.	98.5%	99.7%				
	Daniel F. Burns	99.9%	99.8%				
	Millers River	99.9%	99.9%				
	Lyndon B. Johnson	99.7%	99.9%				
	Robert S. Weaver	98.7%	99.5%				
	TOTAL	99.7%	99.8%				

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

Notes:

1. This chart calculates the total rent billed for as of 3/31/11 divided by the current balance not including prepaids or other credits.
2. In the FY 2011 Annual Plan, CHA did not report on the occupancy levels of its state developments.

4-4 CAMBRIDGE PUBLIC HOUSING: INSPECTIONS - FY 2011 ANNUAL REPORT*

FEDERAL PUBLIC HOUSING						STATE PUBLIC HOUSING						
		FY 2011 Plan		FY 2011 Actual				FY 2011 Plan		FY 2011 Actual		
		Inspected	Passing UPCS	Inspected	Passing UPCS			Inspected	Passing UPCS	Inspected	Passing UPCS	
FAMILY	Washington Elms	100.0%	100.0%	100.0%	100.0%	FAMILY	Jefferson Park - State	100.0%	100.0%	100.0%	100.0%	
	Corcoran Park	100.0%	100.0%	100.0%	100.0%		Lincoln Way	100.0%	100.0%	100.0%	100.0%	
	Putnam Gardens	100.0%	100.0%	100.0%	100.0%		Jackson Gardens	100.0%	100.0%	100.0%	100.0%	
	Newtowne Court	100.0%	100.0%	100.0%	100.0%		St. Paul's Residence	100.0%	100.0%	100.0%	100.0%	
	UDIC	100.0%	100.0%	100.0%	100.0%		Scattered Condos	100.0%	100.0%	100.0%	100.0%	
	River Howard	100.0%	100.0%	100.0%	100.0%		Cambridgeport Condos	100.0%	100.0%	100.0%	100.0%	
	Jefferson Park	100.0%	100.0%	100.0%	100.0%		Roosevelt Towers - State	100.0%	100.0%	100.0%	100.0%	
	Scattered Sites	100.0%	100.0%	100.0%	100.0%		TOTAL	100.0%	100.0%	100.0%	100.0%	
	Garfield Street	100.0%	100.0%	100.0%	100.0%		ELDERLY / DISABLED	Manning	100.0%	100.0%	100.0%	100.0%
	Roosevelt Towers	100.0%	100.0%	100.0%	100.0%			116 Norfolk Street	100.0%	100.0%	100.0%	100.0%
	Hingham Street	100.0%	100.0%	100.0%	100.0%			Linnaean Street	100.0%	100.0%	100.0%	100.0%
	Inman Street	100.0%	100.0%	100.0%	100.0%			Russell Apartments	100.0%	100.0%	100.0%	100.0%
	Willow Street	100.0%	100.0%	100.0%	100.0%			Elderly Condos	100.0%	100.0%	100.0%	100.0%
	Woodrow Wilson	100.0%	100.0%	100.0%	100.0%			St. Paul's Residence	100.0%	100.0%	100.0%	100.0%
	TOTAL	100.0%	100.0%	100.0%	100.0%			Putnam School	100.0%	100.0%	100.0%	100.0%
					TOTAL	100.0%		100.0%	100.0%	100.0%		
ELDERLY / DISABLED	H. S Truman Apts.	100.0%	100.0%	100.0%	100.0%							
	Daniel F. Burns	100.0%	100.0%	100.0%	100.0%							
	Millers River	100.0%	100.0%	100.0%	100.0%							
	Lyndon B. Johnson	100.0%	100.0%	100.0%	100.0%							
	Robert S. Weaver	100.0%	100.0%	100.0%	100.0%							
	TOTAL	100.0%	100.0%	100.0%	100.0%							

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

4-5 CAMBRIDGE HOUSING CHOICE VOUCHER PROGRAM: INSPECTIONS - FY 2011 ANNUAL REPORT

	FY 2011 Plan					FY 2011 Actual					
	SAMPLE	PASSED	FAILED			SAMPLE	INSPECTED	PASSED	FAILED		
Tenant Based	539	539	100%	0	0%	867	775*	551	71%	224	29%
Project Based	52	52	100%	0	0%	312	312	151	48%	161	52%
TOTAL PROTOCOL	591	591	100%	0	0%	1,179	1,087	702	65%	385	35%
Initial Inspections							360	273	76%	87	24%
TOTAL REGULAR INSPECTIONS							1,447	975	67%	472	33%
Special Inspections							20	20		0	
Re-Inspections							142	139		3	
TOTAL INSPECTIONS	591	591	100%	0	0%	1,609					

*92 of the units in the original sample were vacated before an inspection could be conducted.

Notes:

1. CHA'S inspection protocol was revised in FY 2011. An overview of the changes can be found in the Housing Choice Voucher section of Chapter VI.
2. The FY 2011 Plan set numbers for the new protocol, but initial inspections, special inspections, and re-inspection are all performed on an as-needed basis.

Appendix 5: Ongoing MTW Initiatives Matrix

The FY 2011 MTW Annual Report is the first year that CHA reports under its Amended and Restated MTW Agreement. The following MTW Initiatives Matrix was developed to comply with the reporting requirements laid out in Attachment B of the Agreement. Attachment B requires CHA to establish metrics, baseline, and benchmarks for each ongoing initiative made possible through MTW. In the past however CHA has not reported in this manner and has developed metrics specifically for this Report. Hence, in accordance with Attachment B, baseline information for most initiatives are based on data retrieved in FY 2011. Please refer to the Status column for information on baseline data. In addition, due to the intrinsic nature of certain initiatives, the development of metrics and/or benchmarks is not feasible.

5-1A CAMBRIDGE HOUSING AUTHORITY: ONGOING MTW INITIATIVES - FY 2011 ANNUAL REPORT

FY	MTW Statutory Objective	Authorization Cited	Anticipated Impacts	Metrics	Baseline	Benchmarks	Current Outcome	Status	Data Collection Protocols
Increase Number of Households Served									
ALL	Increase Housing Choice	1999 Agreement Statement of Authorizations VI. A. and B.	Increase the number of households served through all CHA programs	a.# households served/occupied units [#]	FY 99: 3,052	Not applicable	PH: 2,376 LLH: 2,752 Total: 5,128	ACTIVE	Data collected from CHA's administrative database on a yearly basis
Expand supply of permanently affordable housing									
ALL	Increase Housing Choice	1999 Agreement Statement of Authorizations VI.A. and VI.B.	Increase housing choice in Cambridge for low-income households.	a. # new affordable units acquired or built	0	42 new units by FY14	352	ACTIVE Baseline based on first year of initiative implementation.	Data collected from the Planning and Development Department
				b. Non-HUD fund leveraged	\$0		\$68.9m		
				c. MTW funds used	\$0		\$12m		
				d. % of new units to total inventory	0%		12.7% - based on FY11 PH unit count		
				e. \$ investment per new unit	\$0		\$229,830		

5-1B CAMBRIDGE HOUSING AUTHORITY: ONGOING MTW INITIATIVES - FY 2011 ANNUAL REPORT

FY	MTW Statutory Objective	Authorization Cited	Anticipated Impacts	Metrics	Baseline	Benchmarks	Current Outcome	Status	Data Collection Protocols
Use fungibility to create single block grant									
ALL	All three objectives	1999 Agreement Statement of Authorizations V.A.		a. MTW funds allocated to the Block Grant since inception	\$39,738,971	N/A	\$39,738,971	ACTIVE Baseline based on FY 2011 outcome.	Data collected from Fiscal Department.
				b. MTW funds allocated to the Block Grant in FY (budgeted amount)	\$3,531,188	N/A	\$3,531,188		
				c. MTW funds used in FY (actual amount spent in FY)	\$5,035,000	N/A	\$5,035,000		
Rent Policy: 12 month exclusion for wage income for SSI, SSM, EAEDC and Veteran's Disability recipients that started to work									
2000	Give incentives that assist in obtaining employment and becoming self-sufficient	1999 Agreement Art. I.I.	Households receiving other welfare benefits would be encouraged to work and increase their assets while maintaining a stable housing payment.	a. # households that transitioned from SSI, SSM, EAEDC and/ or Veteran's Disability to wage income	0	N/A	0 households benefited from this policy in FY 2011	ACTIVE in LLH FY 2011 was the last year of this activity. See narrative in report for further details. Replaced by Rent Simp. in Federal PH in 2006.	Data collected from the Leased Housing Department.
				b. Total increase in HAP value issued	0				
				c. Avg. per households increase in HAP \$ value	0				
				d. Total decrease in HAP \$ value	0				
				e. Avg. per households decrease in HAP \$ value	0				
				f. Net change in HAP value	0				

5-1C CAMBRIDGE HOUSING AUTHORITY: ONGOING MTW INITIATIVES - FY 2011 ANNUAL REPORT

FY	MTW Statutory Objective	Authorization Cited	Anticipated Impacts	Metrics	Baseline	Benchmarks	Current Outcome	Status	Data Collection Protocols
Implement vacancy and damage payments									
2000	Increase Housing Choice	1999 Agreement Statement of Authorizations VI.A.9.	Incentive for landlords to continue providing housing options to voucher holders, thus maintaining or increasing housing choice for low-income households in Cambridge	a. Total amount paid in vacancy and damage payments per Fiscal Year	\$6,090	Unable to benchmark based on current market circumstances.	\$6,090	ACTIVE Baseline based on FY 2011 outcome. Currently at 100% of utilization so few landlords need this incentive.	Data collected from the Leased Housing Department. The total number of move outs will be recorded and compared to the total number of claims filed under this policy.
				b. Median payment	\$6,090		\$6,090		
				c. # households benefited	1		1		
				e. units retained in program (excl. PBA)	1		0		
				e. units retained in program (including PBA)	26		0		
Allow tenants to pay over 40% of their income for rent if they request and demonstrate ability to pay									
2000	Increase Housing Choice	1999 Agreement Statement of Authorizations VI.A.2.	Provide households more choices when renting	a. # households paying over 40% of their income toward rent	26	Allow a minimum of 30 households, by not to exceed 50 per FY.	26	ACTIVE Baseline based on FY 2011 outcome.	Data collected from the Leased Housing department.
				b. Average income paid toward rent	46.8%	46.8%			
				c. Median income paid toward rent	\$348/month	\$348/month			

5-1D CAMBRIDGE HOUSING AUTHORITY: ONGOING MTW INITIATIVES - FY 2011 ANNUAL REPORT

FY	MTW Statutory Objective	Authorization Cited	Anticipated Impacts	Metrics	Baseline	Benchmarks	Current Outcome	Status	Data Collection Protocols
Use MTW resources to augment State MRVP leasing program									
2001	Increase Housing Choice	1999 Agreement Statement of Authorizations V.A.h.	Preserve an otherwise unusable state subsidy, and effectively expand the number of rental vouchers over what would have been available absent the regulatory relief provided by MTW	a. # of households benefited	10	10 HHs per FY	10	ACTIVE Baseline based on FY 2011 outcome.	Data collected from the Leased Housing department.
				b. Amount of MTW funds used to augment State program per Fiscal Year	\$41,801	\$40,000 per FY	\$41,801		
				c. average cost per household	\$4,180	\$4,000 per FY	\$4,180		
Implement Local Project Based leasing program									
2001	Increase Housing Choice	1999 Agreement Statement of Authorizations VI.B.	Secure long-term affordable rental options in Cambridge	a. # PBAs units leased	537	By end of FY 2012: 106 PBA units used in CHA's own portfolio (Jefferson Park)	537	ACTIVE Baseline based on FY 2011 outcome.	Data collected from the Leased Housing department.
				b. # PBAs units under contract	566		566		
				c. PBAs as % of total MTW vouchers	25.9%		25.9%		
				d. # MTW PBAs (exclude Mainstream vouchers being project-based)	478	By end of FY13: 123 PBA units used in CHA's own portfolio	478		
				e. # of 100% PBA buildings	4		4		
				f. # of properties receiving PBA assistance	38		38		

5-1E CAMBRIDGE HOUSING AUTHORITY: ONGOING MTW INITIATIVES - FY 2011 ANNUAL REPORT

FY	MTW Statutory Objective	Authorization Cited	Anticipated Impacts	Metrics	Baseline	Benchmarks	Current Outcome	Status	Data Collection Protocols
Request for regulatory relief for Mixed Finance									
2001	Reduce cost and achieve greater cost effectiveness in Federal expenditures	1999 Agreement Statement of Authorizations XI.	Regulatory relief for mixed finance project would enable the CHA to have the flexibility to meet local conditions	Not applicable	Not applicable	Not applicable	This initiative will be included as part of the Liberating Assets initiative for FY 2013 MTW Plan		
Implementation of locally determined Annual Adjustment Factors, and establish 120% exception rents for MTW HCV									
2002	Increase Housing Choice	1999 Agreement Statement of Authorizations VI.	Retain landlords by paying rent increases over the amount determined by HUD based on local rental market estimates	a. # units leased over 110% in Cambridge	131	Implement higher AAF increases and set exception rents to allow a higher number of units to be leased in Cambridge than outside of the City.	131	ACTIVE	Data collected from the Leased Housing department.
				b. # units leased over 110% and at or below 120% in Cambridge	98		98		
				c. # of units leased over 120% in Cambridge	33		33		
				d. # units leased over 110% outside of Cambridge	37		37		
				e. # units leased over 110% and at or below 120% outside of Cambridge	34		34		
				f. # of units leased over 120% outside of Cambridge	3		3		
				g. # of households receiving AAF	310		310		
				h. # of households receiving OCAF (only PBAs)	365		365		
				i. \$ difference between regular AAF and locally determined AAF	0		0		

5-1F CAMBRIDGE HOUSING AUTHORITY: ONGOING MTW INITIATIVES - FY 2011 ANNUAL REPORT

FY	MTW Statutory Objective	Authorization Cited	Anticipated Impacts	Metrics	Baseline	Benchmarks	Current Outcome	Status	Data Collection Protocols
Design and implement rent simplification initiatives in Federal Public Housing (Part 1)									
2006	Give incentives that assist in obtaining employment and becoming self-sufficient; Reduce cost and achieve greater cost effectiveness in Federal expenditures	1999 Agreement Article I.I.	Increase number of households with wage income; and increase administrative savings overtime	a. # of family households	1,021	5% of households will show an increase in wage income	1,151	ACTIVE Baseline based on 2005 number of recertifications and actual cost is calculated based on 2005 average full-time employee salary. The time spent is assumed to have remained constant.	Data collected from database containing households detailed income information used for Rent Simp Rent Burden analysis. This is done by Report Writer. In order to calculate administrative savings, the total number of recerts and interims is reported by the Operations department on an annual basis. This number is then used in conjunction with the average manager salary to determine the actual cost.
				b. # of elderly households	561		664		
				c. Average gross income	\$19,643		\$20,757		
				d. Median gross income	\$14,513		\$15,000		
				e. Average adjusted income	\$18,540		\$20,479		
				f. Median adjusted income	\$13,175		\$14,640		
				g. Average employment income	\$26,810		\$28,567		
				h. Median employment income	\$24,440		\$24,960		
				i. Average social security income	\$9,799		\$11,646		
				j. Median social security income	\$8,561		\$9,864		
				k. Average public assistance income	\$5,031		\$5,484		
				l. Median public assistance income	\$4,656		\$4,656		

5-1G CAMBRIDGE HOUSING AUTHORITY: ONGOING MTW INITIATIVES - FY 2011 ANNUAL REPORT

FY	MTW Statutory Objective	Authorization Cited	Anticipated Impacts	Metrics	Baseline	Benchmarks	Current Outcome	Status	Data Collection Protocols
Design and implement rent simplification initiatives in Federal Public Housing (Part 2)									
2006	Give incentives that assist in obtaining employment and becoming self-sufficient; Reduce cost and achieve greater cost effectiveness in Federal expenditures	1999 Agreement Article I.I.	Increase number of households with wage income; and increase administrative savings overtime	m. Average Total Tenant Payment	\$394		\$411	ACTIVE Baseline based on 2005 number of recertifications and actual cost is calculated based on 2005 average full-time employee salary. The time spent is assumed to have remained constant.	Data collected from database containing households detailed income information used for Rent Simp Rent Burden analysis. This is done by Report Writer. In order to calculate administrative savings, the total number of recerts and interims is reported by the Operations department on an annual basis. This number is then used in conjunction with the average manager salary to determine the actual cost.
				n. Median Total Tenant Payment	\$299		\$313		
				o. Total average % of TTP to gross income	24.4%		24.7%		
				p. Total average of TTP to adjusted income	25.9%		25.0%		
				q. # of interims in Fiscal Year	563	25% less interims	704		
				r.# recertifications in FY	1,699	50% less recerts	908		
				s. Time spent (.916 hours/recert and .5 hours/interim)	1,838		1,183 hours		
				t. Total time saved	0		655 hours		
				u. Actual cost	\$46,439	No change or increase in admin. savings	\$34,496		
				v. Administrative savings	\$0		\$19,081		
				w. Total monthly rent roll	\$623,591	No loss in rental income	\$745,785		
x. Number of Hardship requests	0	No more than 25 hardships each FY	2						

5-1H CAMBRIDGE HOUSING AUTHORITY: ONGOING MTW INITIATIVES - FY 2011 ANNUAL REPORT

FY	MTW Statutory Objective	Authorization Cited	Anticipated Impacts	Metrics	Baseline	Benchmarks	Current Outcome	Status	Data Collection Protocols
Design and implement rent simplification initiatives in MTW HCV									
2006	Give incentives that assist in obtaining employment and becoming self-sufficient	1999 Agreement Article I.I.	Increase administrative savings overtime	a. # of interims in Fiscal Year	1,033		828	ACTIACTIVE Baseline based on 2005 number of recertifications and actual cost is calculated based on 2005 average full-time employee salary.	A monthly report will be set up starting in FY 2012 to track households paying minimum rent at the beginning of the fiscal year. This is done by Report Writer.
				b.# recertifications in Fiscal Year	2,120		1,952		
				c. Time spent in hours (1.25 hours per recert and .5 hours per interim)	3,167		2,854		
				d. Total time saved	0		0		
				e. Actual cost	\$80,015.02		\$74,568.38		
				f. Administrative savings	\$0.00	No change or increase in admin. savings	\$5,446.64		
				g. Total monthly rent roll	n/a		\$989,268		
				h. Number of Hardship requests	0	No loss in rental income	0		

5-1I CAMBRIDGE HOUSING AUTHORITY: ONGOING MTW INITIATIVES - FY 2011 ANNUAL REPORT

FY	MTW Statutory Objective	Authorization Cited	Anticipated Impacts	Metrics	Baseline	Benchmarks	Current Outcome	Status	Data Collection Protocols
Rent Policy: Implement minimum rents in Public Housing									
2006	Give incentives that assist in obtaining employment and becoming self-sufficient	1999 Agreement Article I.I.	Require a minimum contribution toward housing costs; Increase household income through increase in wages or transfer payments	a. # family households paying min rent	44		44	ACTIVE Modified from 2000 initiative under the Rent Simplification program established in 2006. Baseline based on FY 2011 outcome.	Monthly report will be set up starting in FY 2012 to track households paying minimum rent at the beginning of the FY. This is done by Report Writer.
				b. # elderly households paying min. rent	21		21		
				c. Average duration in minimum rent	n/a		n/a		
				d. Median duration in minimum rent	n/a		n/a		
				e. # of households that reported income change (wage or benefits)	n/a	10% of households paying minimum rent will show an increase in income as they come out of min rent	n/a		
				f. Average income on minimum rent	\$2,149		\$2,149		
				g. Median income on minimum rent	\$2,400		\$2,400		
				h. Average income after minimum rent	n/a		n/a		
				i. Median income after minimum rent	n/a		n/a		
				j. # of Hardships requests	0	No more than 25 hardships each FY	0		

5-1J CAMBRIDGE HOUSING AUTHORITY: ONGOING MTW INITIATIVES - FY 2011 ANNUAL REPORT

FY	MTW Statutory Objective	Authorization Cited	Anticipated Impacts	Metrics	Baseline	Benchmarks	Current Outcome	Status	Data Collection Protocols
Rent Policy: Implement minimum rents in MTW HCV									
2006	Give incentives that assist in obtaining employment and becoming self-sufficient	1999 Agreement Article I.I.	Require a minimum contribution toward housing costs Increase household income through increase in wages or transfer payments	a. # family households paying min rent	65		65	ACTIVE Modified from 2000 initiative under the Rent Simplification program established in 2006. Baseline based on FY 2011 outcome.	Monthly report will be set up starting in FY 2012 to track households paying minimum rent at the beginning of the FY. This is done by Report Writer.
				b. # elderly households paying min. rent	4		4		
				c. Average duration in minimum rent	n/a		n/a		
				d. Median duration in minimum rent	n/a		n/a		
				e. # of households that reported income change (wage or benefits)	n/a	10% of households paying minimum rent will show an increase in income as they come out of min rent	n/a		
				f. Average income on minimum rent	\$620		\$620		
				g. Median income on minimum rent	\$0		\$0		
				h. Average income after minimum rent	n/a		n/a		
				i. Median income after minimum rent	n/a		n/a		
				j. # of Hardships requests	0	No more than 25 hardships each FY	0		

5-1K CAMBRIDGE HOUSING AUTHORITY: ONGOING MTW INITIATIVES - FY 2011 ANNUAL REPORT

FY	MTW Statutory Objective	Authorization Cited	Anticipated Impacts	Metrics	Baseline	Benchmarks	Current Outcome	Status	Data Collection Protocols
Redesign LLH program including review of alternative subsidy approaches									
2007	Increase Housing Choice	1999 Agreement Statement of Authorizations VI.A.	Pilot programs designed. Sponsor-base program established in FY2008. Family Subsidy Program implemented in FY2010. Cambridge Career Family Opportunity Program implemented in FY2011.					ACTIVE Expanded in FY 2008 and FY 2010 Plans.	
Implement revised Project Based vouchers in cooperative effort with City's Housing Trust Fund									
2008	Increase Housing Choice	1999 Agreement Statement of Authorizations VI.B.	Preserve affordability in the Cambridge rental market	a. # PBAs issued (not just committed)	0	Negotitate one PBA project per Fiscal Year	CHA set aside 40 vouchers through this initiative since FY 2010. None of the projects are yet completed. Elm Place will have 8 vouchers and Putnam Green Apts. will have 32 by the end of FY 2012.	ACTIVE Initiative modified in FY 2010 by the creation of the Housing Preservation Fund. See 5-1Q.	Data collected from the Leased Housing department.
				b. # of sites receiving PBA through this program	0				
				c. % of PBA units by property	0				
				d. Average years of affordability preserved	15				

5-1L CAMBRIDGE HOUSING AUTHORITY: ONGOING MTW INITIATIVES - FY 2011 ANNUAL REPORT

FY	MTW Statutory Objective	Authorization Cited	Anticipated Impacts	Metrics	Baseline	Benchmarks	Current Outcome	Status	Data Collection Protocols
Establish a sponsor-based voucher program									
2008	Increase Housing Choice	1999 Agreement Statement of Authorizations VI.B.	Provide hard-to-house households housing assistance while exposing them to intensive supportive services	a. # of sponsor-based subsidies issued	59	Maintain 50 households in the program each FY	59	ACTIVE Baseline based on FY 2011 outcome.	Data collected from individual sponsor partners through the Leased Housing department.
				b. # of households served	81		81		
				c. # of households currently in program	54		54		
				d. Average household income	\$7,369		\$7,369		
				e. Median household income	\$9,732		\$9,732		
				f. # of approved sponsors	8		8		
				g. \$ median HAP vs. regular voucher median HAP	\$1066 vs. \$984		\$1066 vs. \$984		
Create MTW transfer category as part of new ACOP and Administrative Plan									
2008	Increase Housing Choice	1999 Agreement Statement of Authorizations V.6.	Increase housing options for household in crisis or in need of a reasonable accommodation	a. # MTW transfers from PH to HCV	6	No more than 24 transfers total per FY	6	ACTIVE Baseline based on FY 2011 outcome.	Data collected from the Operations and Leased Housing departments.
				b. # of MTW transfers from HCV to PH	1		1		

5-1M CAMBRIDGE HOUSING AUTHORITY: ONGOING MTW INITIATIVES - FY 2011 ANNUAL REPORT

FY	MTW Statutory Objective	Authorization Cited	Anticipated Impacts	Metrics	Baseline	Benchmarks	Current Outcome	Status	Data Collection Protocols
Implement new inspections protocol									
2008	Reduce cost and achieve greater cost effectiveness in Federal expenditures	1999 Agreement Statement of Authorizations X.2.	Streamline inspections to increase quality and reduce administrative costs	a. # units inspected	2730	Inspect 50% of vouchers issued per FY	Tenant-based: 775	ACTIVE	Data collected from the Inspections Report run by the Leased Department. Savings are calculated based on the average inspection duration and the overhead + salary and benefits from the full-time inspector.
							PBA: 312		
				b. # units passed	N/A		Tenant-based: 551		
						PBA: 151			
				c. # units failed	N/A		Tenant-based: 224		
		PBA: 161							
		d. Actual cost	\$143,052		\$84,311.60				
		e. \$ savings in FY	\$0	Maintain savings of at least \$40,000 per FY.	\$58,740.40				
Align income deductions in the HCV program with Federal PH Rent Simplification deductions									
2008	Reduce cost and achieve greater cost effectiveness in Federal expenditures; Give incentives that assist in obtaining employment and becoming self-sufficient	1999 Agreement Article I.I.		Discussions are planned to start in early FY 2012. Metrics and benchmarks will be described in the FY 2013 Annual Plan. CHA will comply with the requirements for an impact analysis and the public process established by its MTW Agreement with HUD.				PENDING	Data collected from Leased Housing department.

5-1N CAMBRIDGE HOUSING AUTHORITY: ONGOING MTW INITIATIVES - FY 2011 ANNUAL REPORT

FY	MTW Statutory Objective	Authorization Cited	Anticipated Impacts	Metrics	Baseline	Benchmarks	Current Outcome	Status	Data Collection Protocols	
Change income calculation to allow use of prior year income										
2008	Reduce cost and achieve greater cost effectiveness in Federal expenditures	1999 Agreement Article I.I.	Discussions are planned to start in early FY 2012. Metrics and benchmarks will be described in the FY 2013 Annual Plan. CHA will comply with the requirements for an impact analysis and the public process established by its MTW Agreement with HUD.				PENDING	Currently being evaluated under Admin. Plan revision.	Data collected from the Leased Housing department.	
Implement recertifications every two or three years for Elderly/Disabled households										
2008	Reduce cost and achieve greater cost effectiveness in Federal expenditures	1999 Agreement Statement of Authorizations II.	Reduce number of recertifications to increase administrative savings and provide less intrusive control for tenants	a. Total recertifications in Fiscal Year	1,029	Benchmarks will be set once the first year of implementation is evaluated.	1,029	ACTIVE	Implemented last quarter of FY 2011. Baseline based on current outcome for FY 2011.	Calculate time under the annual recertification system. Savings are calculated based on the time saved and average full-time employee salary and benefits.
				b. Time spent in hours (1.25 hours/recert)	1,286		1,286			
				c. Total time saved	0		0			
				d. Actual cost	\$33,609.71		\$33,609.71			
				e. Total \$ savings	\$0.00		\$0.00			
Implement recertifications every two years for households living in Project Based units										
2008	Reduce cost and achieve greater cost effectiveness in Federal expenditures; Give incentives that assist in obtaining employment and becoming self-sufficient	1999 Agreement Statement of Authorizations II.	Discussions are planned to start in early FY 2012. Metrics and benchmarks will be described in the FY 2013 Annual Plan. CHA will comply with the requirements for an impact analysis and the public process established by its MTW Agreement with HUD.				PENDING	Currently being evaluated under Admin. Plan revision.	Data collected from the Leased Housing department.	

5-10 CAMBRIDGE HOUSING AUTHORITY: ONGOING MTW INITIATIVES - FY 2011 ANNUAL REPORT

FY	MTW Statutory Objective	Authorization Cited	Anticipated Impacts	Metrics	Baseline	Benchmarks	Current Outcome	Status	Data Collection Protocols
Mixed family rent formula for families with mixed immigration status									
2009	Reduce cost and achieve greater cost effectiveness in Federal expenditures	1999 Agreement Article I.I.	Simplify transaction process for administrative staff and increase procedural understanding for residents	a. Total MIX family recertifications in Fiscal Year	36	Benchmarks to be set up after the baseline and the current outcome are calculated	18	ACTIVE	Interviews with tenants are to be timed under the old system of mixed family rents and using the mixed family rent charts. Savings are calculated based on the time saved and average full-time employee salary and benefits.
				b. Time spent in hours (1 hour per recert and .5 hours per interim) - Prior to RSP (1.5 hours per recert and .75 hours per interim)	54		18		
				c. Total time saved	0		36		
				d. Actual cost	\$1,364.54		\$525		
				e. Total \$ savings	\$0		\$1,050		
Implement ceiling rents indexed to HUD's Operating Cost Adjustment Factor (OCAF)									
2009	Reduce cost and achieve greater cost effectiveness in Federal expenditures	1999 Agreement Article I.I.	Maximize rental income with a more appropriate indicator of the increased cost of operating and managing low-income housing year-to-year	This policy was designed to streamline ceiling rent calculations, making them less cumbersome to calculate and more reflective of the gradual increase in operating costs over time. HUD's methodology draws on many variables, many of which do not impact – neither directly nor indirectly – the actual costs associated with the operation and maintenance of public housing. Therefore, while the policy results in improved accuracy, the result is not quantifiable.			ACTIVE	n/a	

5-1P CAMBRIDGE HOUSING AUTHORITY: ONGOING MTW INITIATIVES - FY 2011 ANNUAL REPORT

FY	MTW Statutory Objective	Authorization Cited	Anticipated Impacts	Metrics	Baseline	Benchmarks	Current Outcome	Status	Data Collection Protocols
Heading Home Voucher Program - Family Opportunity Subsidy (FOS)									
2009	Give incentives that assist in obtaining employment and becoming self-sufficient	1999 Agreement Statement of Authorizations V.A.c.	Provide hard-to-house, formerly homeless families access to resources otherwise unavailable to them, putting them in the path towards permanent economic self-sufficiency	a. # of participants	47		47	ACTIVE Baseline based on FY 2011 outcome.	Data collected from the Heading Home, CHA's partner in this initiative. Heading Home staff reports on all metrics at every stage of the program.
				b. # participants that completed community college requirement	47		47		
				c. # of participants that passed the 12-month sponsor-based phase	0		0		
				d. \$ amount of funds allocated for subsidies	\$1,000,000		\$1,000,000		
				e. # of households with at least one adult employed for over 6 months	22	30 households employed for 6 or more months by June 2011	25		
				f. Median earned income	\$12,480		\$12,480		
				g. Median household income	\$9,330		\$9,330		
				h. # of participants that graduated from program	0	20 households graduated to the Family Subsidy stage by September 2011	0		

5-1Q CAMBRIDGE HOUSING AUTHORITY: ONGOING MTW INITIATIVES - FY 2011 ANNUAL REPORT

FY	MTW Statutory Objective	Authorization Cited	Anticipated Impacts	Metrics	Baseline	Benchmarks	Current Outcome	Status	Data Collection Protocols
Integrate near-elderly (58-59 years old) into elderly sites waiting lists									
2010	Increase Housing Choice	1999 Agreement Statement of Authorizations III.B.	Allow near-elderly applicants to be housed relatively faster than they would if they remained on the family waiting lists.	a. Average vacancy on federal elderly / disabled sites	24	CHA has no specific benchmarks for this initiative as it expects a relatively high number of vacancies due to relocation and modernization of its portfolio during the next FY.	24	ACTIVE	Data collected from the vacancy overview section of CHA's monthly board report. Average presented is based on FY average. Nearly-elderly applicant information is gathered by the Report Writer at the end of the FY.
				b. # of near elderly residents in elderly / disabled sites	5		5		
Public Housing Preservation Fund (in conjunction with Ten-Year Capital Plan)									
2010	Increase Housing Choice	1999 Agreement Statement of Authorizations	Increase operating income of properties by injecting large subsidies to ensure their long-term viability through borrowing and attractiveness to investors.	a. units preserved	0	210 units by FY 2012; 82 additional units by FY 2013	101 units under construction	ACTIVE	Data collected from the Planning and Development Department.
				b. # of vouchers used	0	17	0		

5-1R CAMBRIDGE HOUSING AUTHORITY: ONGOING MTW INITIATIVES - FY 2011 ANNUAL REPORT

FY	MTW Statutory Objective	Authorization Cited	Anticipated Impacts	Metrics	Baseline	Benchmarks	Current Outcome	Status	Data Collection Protocols
Career Family Opportunity – Cambridge Program (CFO)									
2011	Give incentives that assist in obtaining employment and becoming self-sufficient	2009 Agreement, Attachment C.B.2. and 4.	Support participants in obtaining a job and building a career path that otherwise would have been difficult to achieve.	a. # of households admitted	10	To be set upon completion of program's first year.	10	ACTIVE Baseline based on FY 2011 outcome.	Data collected from Crittenton's Women Union (CWU), CHA's partner in this initiative. Household data is collected at admittance and it is updated at each program stage.
				b. Average household income at each program stage	\$19,849		\$19,849		
				c. Median household wage income at each program stage	\$15,000		\$15,000		
				d. Median household assets at each program stage	n/a		n/a		
Expiring Use Preservation Program									
2011	Increase Housing Choice	2009 Agreement, Attachment C.D.1.a., b., e. and f. Also, C.D.2.a. and c.	Preserve affordability in the Cambridge rental market	a. # of affordable units at risk	590	116 at Inman St. units converted to Project-based by June 2011 and 92 units at Cambridge Court by fall of 2012.	0	ACTIVE Deals negotiated during FY 2011 will be executed in FY 2012.	Information is gathered through the Leased Housing department. Data is available as deals are completed.
				b. Total # of units preserved for 15 years	0		0		
				c. Total units contracted at no more than 120% FMR for 15 years	0		0		
				d. Annual savings in federal expenditures of paying Project-based Assistance contract rents vs. sticky voucher rents	\$0		0		

5-1S CAMBRIDGE HOUSING AUTHORITY: ONGOING MTW INITIATIVES - FY 2011 ANNUAL REPORT

FY	MTW Statutory Objective	Authorization Cited	Anticipated Impacts	Metrics	Baseline	Benchmarks	Current Outcome	Status	Data Collection Protocols
Liberating Assets to Leverage Funds									
2011	Reduce cost and achieve greater cost effectiveness in Federal expenditures	2009 Agreement, Attachment C.B.1.b.ii. and vii.	Preserve CHA's Federal PH Housing stock by repositing assets to leverage significant private investment needed to revitalize and preserve public housing units. It may also assist CHA in expanding its affordable housing portfolio by acquiring other properties with the proceeds of loans that are secured by its public housing properties.	a. # of units preserved/modernized/added	0	796		IN PROGRESS CHA received HUD approval for this initiative in December 2010. Hence, the details of the initiative are being worked out as of the writing of this Report.	Planning and Development department will collect data related to construction, financing and resident/voucher holder training and job opportunities. CHA's energy consultant will report on energy consumption levels at sites receiving energy upgrades.
				b. funds leveraged	0	~ \$120m			
				c. Current funding level for modernization under Capital Fund Program	\$4.24m				
				d. Energy consumption (for developments receiving energy improvements)	9,624,480 kWh 1,307392 therms				
				e. Most recent audited portfolio value	\$69.12m	To be determined as initiative is implemented.			
				f. Reduction of carbon output in pounds per year (for developments receiving energy improvements)	0				
				g. # of resident or voucher holder job or training opportunities provided	0				

Appendix 6: Resident Survey Results

Cambridge Housing Authority Public Housing Resident Satisfaction Survey

Summary of Results – 2011

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. Percentages have been rounded and therefore may not total 100% for each question.

GENERAL

1. How long have you lived in your apartment

	PERCENTAGE	NUMBER
Less than six months	0%	0
Six months to two years	6%	18
Two years to five years	36%	103
More than five years	58%	168

2. How long have you lived in Public Housing?

	PERCENTAGE	NUMBER
Less than six months	0%	0
Six months to two years	4%	11
Two years to five years	16%	46
More than five years	80%	230

3. Overall, how satisfied are you with...

	VERY SATISFIED		SOMEWHAT SATISFIED		SOMEWHAT DISSATISFIED		VERY DISSATISFIED		DOES NOT APPLY		DON'T KNOW	
The quality and conditions of your apartment?	47%	135	40%	117	10%	28	3%	9	0%	0	0	0
The quality and conditions of the outside ground, including playgrounds, sitting areas, and parking lots?	61%	172	31%	87	7%	19	2%	6	1%	3	<0.5%	1
The safety and security of your neighborhood?	55%	166	29%	82	10%	29	6%	16	1%	3	<0.5%	1
CHA's maintenance services?	58%	164	29%	83	9%	25	5%	13	<0.5%	1	0%	0

SATISFACTION WITH MAINTENANCE AND REPAIR

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

	PERCENTAGE	NUMBER
None	11%	31
1-3 Times	66%	189
More Than 3 Times	23%	67
Don't Know	< 0.5%	1
Can't Remember	< 0.5%	1

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

	VERY SATISFIED		SOMEWHAT SATISFIED		SOMEWHAT DISSATISFIED		VERY DISSATISFIED		DOES NOT APPLY		DON'T KNOW	
The process of requesting repairs?	60%	152	27%	68	7%	17	7%	18	1%	3	0%	0
The quality of repair work?	62%	70	28%	70	5%	12	6%	15	1%	3	<0.5%	1
The amount of time it took to complete the repairs?	61%	153	26%	64	6%	15	7%	17	2%	4	2%	5
The way you were treated by the person doing the repairs?	83%	204	14%	35	1%	3	1%	3	3%	8	2%	5

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

	VERY SATISFIED		SOMEWHAT SATISFIED		SOMEWHAT DISSATISFIED		VERY DISSATISFIED		DOES NOT APPLY		DON'T KNOW	
Landscaping of your development?	75%	207	18%	51	4%	10	3%	8	1%	3	<0.5%	1
Snow removal?	71%	197	18%	51	4%	12	6%	17	<0.5%	1	1	3

SATISFACTION WITH MANAGEMENT SERVICES

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

	PERCENTAGE	NUMBER
None	20%	56
1-3 Times	57%	163
More Than 3 Times	24%	68
Don't Know	< 0.5%	1
Can't Remember	< 0.5%	1

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

	PERCENTAGE	NUMBER
Called to make an appointment	34%	78
Came to the office during walk-in hours	40%	91
Called to make an appointment and came to the office during walk-in hours	27%	61

10. Based on your experience over the past year with you 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?	67%	153	22%	51	7%	16	3%	7	2%	5	0%	0
The availability of information on your rent or lease responsibilities?	64%	143	28%	62	6%	13	2%	4	4%	9	1%	2
The adequacy of answers to questions regarding CHA policies and procedures, maintenance obligations, and other questions?	64%	143	28%	62	6%	13	2%	4	4%	9	1%	2
The accuracy of information that was provided to you?	62%	137	31%	68	5%	10	3%	7	4%	10	4%	10
The way you were treated by the office staff?	75%	175	16%	38	5%	12	3%	8	0%	0	0%	0

SAFETY

11. How safe do you feel...

	VERY SAFE		SAFE		UNSAFE		VERY UNSAFE		DOES NOT APPLY	
In your unit / home?	64%	181	28%	79	5%	14	3%	8	1%	4
In the hallway and lobby of your building?	54%	137	35%	89	8%	21	3%	7	12%	34
On the outside grounds of your development?	46%	130	39%	111	12%	34	3%	8	1%	3

12. Do any of the following increase your concerns about safety in your development?

	PERCENTAGE	NUMBER
Bad Lighting	18%	53
Broken locks	11%	32
Location of the development	6%	16
Police do not respond	3%	8
Residents don't care	14%	40
Residents are loud	15%	44
Residents do not supervise their guests	16%	47
Residents are not abiding by their lease	12%	35
There are many vacant units	1%	4
Uninvited non-residents on property	25%	71
Residents allow strangers to enter	22%	65
Management is not responsive to safety issues	9%	25

NOTE:
Percentage is based on the total number of survey respondents

HEALTH AND ENVIRONMENT

13. How many smokers live in your apartment?

	PERCENTAGE	NUMBER
0	77%	222
1	20%	58
2	2%	7
3	0%	0
4	0%	0
5	0%	0
6	0%	0

13A. If there are smokers in your household, do they smoke in your unit / home?

	PERCENTAGE	NUMBER
Yes	74%	40
No	26%	14

14. Should smoking be allowed in individual units?

	PERCENTAGE	NUMBER
Yes	40%	112
No	60%	166

15. Does it bother you when people smoke in outdoor common areas at your development?

	PERCENTAGE	NUMBER
Yes	42%	121
No	58%	167

PROPERTY APPEARANCE

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

	NEVER		SOMETIMES		OFTEN		ALWAYS	
Abandoned cars?	88%	252	11%	32	0%	0	1%	2
Broken glass?	87%	249	12%	34	1%	4	0%	0
Graffiti?	95%	273	4%	12	<0.5%	1	<0.5%	1
Rodents and/or insects?	56%	161	30%	85	6%	16	8%	24
Trash / litter?	69%	196	23%	67	4%	12	4%	11
Vacant units?	69%	196	23%	67	4%	12	4%	11
Noisy gatherings?	75%	212	20%	57	3%	8	2%	7

RESIDENT SERVICES – FAMILY

17. 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	54%	95
No	46%	80

17A. Have you used any of these services?

	PERCENTAGE	NUMBER
Yes	26%	24
No	74%	70

18. Are you aware of the English classes offered through the Gateways ESOL Program?

	PERCENTAGE	NUMBER
Yes	65%	113
No	35%	61

18A. If yes, where did you hear about them?

	PERCENTAGE	NUMBER
Mailing / Flyer	94%	108
Word of Mouth	5%	6
Internet	1%	1

Some respondents gave multiple answers

19. Are you aware of the Bridge to College Adult College Prep Program offered through the Community Learning Center?

	PERCENTAGE	NUMBER
Yes	55%	97
No	45%	78

19A. If yes, where did you hear about them?

	PERCENTAGE	NUMBER
Mailing / Flyer	92%	90
Word of Mouth	8%	8
Internet	0%	0

Some respondents gave multiple answers

20. Are you aware of the Employment Services offered by the Cambridge Employment Program?

	PERCENTAGE	NUMBER
Yes	61%	106
No	39%	69

20A. If yes, where did you hear about them?

	PERCENTAGE	NUMBER
Mailing / Flyer	87%	94
Word of Mouth	12%	13
Internet	1%	1

Some respondents gave multiple answers

21. Are you aware of the parenting classes offered through Baby U?

	PERCENTAGE	NUMBER
Yes	39%	69
No	61%	106

21A. If yes, where did you hear about them?

	PERCENTAGE	NUMBER
Mailing / Flyer	93%	63
Word of Mouth	7%	5
Internet	0%	0

Some respondents gave multiple answers

22. Are you aware of the Pathways / Parents R.O.C.K. family literacy programs?

	PERCENTAGE	NUMBER
Yes	26%	46
No	74%	129

22A. If yes, where did you hear about them?

	PERCENTAGE	NUMBER
Mailing / Flyer	96%	43
Word of Mouth	4%	2
Internet	0%	0

Some respondents gave multiple answers

23. 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	71%	125
No	29%	50

23A. Has any member of your household participated in the Work Force Program?

	PERCENTAGE	NUMBER
Yes	26%	33
No	74%	92

23B. If yes, did they benefit from the program?

	PERCENTAGE	NUMBER
Yes	100%	31
No	0%	0

RESIDENT SERVICES – FAMILY

24. Do you have children in school in Cambridge?

	PERCENTAGE	NUMBER
Yes	39%	67
No	61%	106

24A. If yes, what level of school?

	PERCENTAGE	NUMBER
Elementary School	49%	39
Middle School	19%	15
High School	32%	25

Some respondents gave multiple answers

24B. If yes, what type of school?

	PERCENTAGE	NUMBER
Public	86%	59
Charter	10%	7
Private	4%	3

Some respondents gave multiple answers

24C. If yes, how many times have you communicated with your child's / children's teacher(s) over the past year?

	PERCENTAGE	NUMBER
0	6%	4
1-2	11%	7
3-4	9%	6
More than 4	74%	48

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

	PERCENTAGE	NUMBER
Yes	71%	124
No	29%	51

26A. If yes, has any member of your household used the computer centers?

	PERCENTAGE	NUMBER
Yes	31%	38
No	69%	85

26B. If yes, did they take classes or make use of open lab time?

	PERCENTAGE	NUMBER
Classes	53%	20
Open lab time	18%	7
Both	29%	11

26C. If they took classes, were they helpful?

	PERCENTAGE	NUMBER
Yes	93%	26
No	7%	2

26D. If yes, has any member of your household used the computer centers?

	PERCENTAGE	NUMBER
Yes	38%	11
No	62%	18

27. How satisfied are you with....

	VERY SATISFIED		SOMEWHAT SATISFIED		SOMEWHAT DISSATISFIED		VERY DISSATISFIED		DOES NOT APPLY		DON'T KNOW	
The quality and availability of CHA's social services?	53%	51	41%	39	3%	3	3%	3	22%	37	22%	38

RESIDENT SERVICES – ELDERLY

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

	PERCENTAGE	NUMBER
Yes	60%	68
No	40%	46

29A. If yes, how satisfied were you with...

	VERY SATISFIED		SOMEWHAT SATISFIED		SOMEWHAT DISSATISFIED		VERY DISSATISFIED		DOES NOT APPLY		DON'T KNOW	
The information you received?	83%	54	15%	10	2%	1	0%	0	0%	0	0%	0

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

	PERCENTAGE	NUMBER
Yes	65%	71
No	35%	39

31. Overall, how satisfied are you with...

	VERY SATISFIED		SOMEWHAT SATISFIED		SOMEWHAT DISSATISFIED		VERY DISSATISFIED		DOES NOT APPLY		DON'T KNOW	
The quality and availability of CHA's social services?	83%	79	17%	16	0%	0	0%	0	7%	7	4%	4

RESIDENT GOVERNMENT

34. Have you heard of the Alliance of Cambridge Tenants (ACT)?

	PERCENTAGE	NUMBER
Yes	35%	102
No	65%	108

35. Do you know if there is a resident council in your development?

	PERCENTAGE	NUMBER
Yes	55%	156
No	45%	128

34A. If yes, do you know what ACT does?

	PERCENTAGE	NUMBER
Yes	48%	48
No	52%	52

36. Do you know what a Resident Council does?

	PERCENTAGE	NUMBER
Yes	47%	129
No	53%	145

34B. Are you actively involved with ACT?

	PERCENTAGE	NUMBER
Yes	12%	16
No	88%	119

37. If there is a Resident Council in your development, are you actively involved with it?

	PERCENTAGE	NUMBER
Yes	19%	28
No	81%	118

OTHER

25. (Family) and 33. (Elderly) What is the highest level of education completed by members of your household 18 years and older who are not currently in high school?

	LESS THAN HIGH SCHOOL DIPLOMA OR GED		HIGH SCHOOL DIPLOMA OR GED		SOME COLLEGE		POST-HIGH SCHOOL JOB TRAINING		TWO-YEAR COLLEGE DEGREE (ASSOCIATES)		FOUR-YEAR COLLEGE DEGREE		POST GRADUATE DEGREE	
Member 1	21%	60	33%	92	20%	55	2%	6	9%	24	12%	33	4%	12
Member 2	29%	26	37%	34	14%	13	3%	3	4%	4	10%	9	2%	1
Member 3	21%	7	29%	10	29%	10	6%	2	0%	0	12%	4	3%	2
Member 4	14%	1	43%	3	14%	1	0%	0	0%	0	29%	2	0%	0
Member 5	67%	2	0%	0	0%	0	0%	0	0%	0	33%	1	0%	0
Member 6	100%	1	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
TOTAL	24%	97	34%	139	19%	79	3%	11	7%	28	12%	49	1%	15

39. Do you or anyone in your household own a computer?

	PERCENTAGE	NUMBER
Yes	56%	160
No	44%	126

39A. If yes, what type?

	PERCENTAGE	NUMBER
Desktop	46%	88
Laptop	50%	95
Netbook	2%	3
Smartphone	2%	4

Some respondents gave multiple answers.

40. Do you have internet access in your home?

	PERCENTAGE	NUMBER
Yes	54%	149
No	46%	127

40A. If yes, what type?

	PERCENTAGE	NUMBER
Dial-Up	11%	16
High-Speed	89%	126

Appendix 7: Attachment D

Attachment D of the Moving To Work (MTW) Agreement dated January 15, 2009 includes the following requirements at paragraph A.6.d.:

EPC Reporting Requirements: Each year the Agency shall report on the performance of its EPC in its Annual MTW Report. Reporting requirements include an audited consumption baseline and an annual measurement and verification of cost and consumption savings report. The Annual MTW Report will include the following data elements for each asset management project (AMP), by project number:

Daniel F. Burns Apartments (MA3-7)

Is the project ESCo or Self-developed?

Phases 1 & 2 are ESCo-developed.

What [is] the number of rehabilitated units in the energy project?

The Phase 1 project, implemented in May 1997, affected 199 units. Subsequent unit conversions reduced the unit count to 196, which is the number included in the Phase 2 project.

What [is] the number of rehabilitated AMPs in the energy project?

One.

What is the Total Investment?

The total Phase 1 investment was \$1,465,970.

The total Phase 2 investment was contracted at \$1,859,757.

What is the Total financed?

The original Phase 1 financing closed in May 1997 and totaled \$1,448,711. The balance was refinanced in May 1999 to reduce the interest costs after two payments were made, and the par value of the refinancing

was \$1,382,983. This financing was paid off during FYE2010.

The Phase 2 financing closed 2/16/2010 and totaled \$1,908,807. The amortization commenced March 16, 2010 and continues through December 16, 2017.

What is the Debt Service (Annual)?

Please see Tables 1 and 2.

What are the Guaranteed savings?

The Guaranteed Savings is the Debt Service amount. Please see Tables 1 and 2.

What are Actual Savings?

The Actual Savings are recorded in the Tables 1 and 2.

What is the Investment per unit?

Please see Table 1.

What is the Finance per unit?

Please see Table 1.

What is the Savings per unit?

Please see Tables 1 and 2.

What is the Savings per project (AMP)?

Please see Tables 1 and 2.

What is the Term of the contract?

Please see Table 1.

What Date was the Request for Proposals issued?

Please see Table 1.

What was Date audit executed?

Please see Table 1.

What was Date energy services agreement executed?

Please see Table 1.

What was date Repayment starts?

Please see Table 1.

What types of Energy Conservation measures were installed at each AMP site?

PHASE I Energy Conservation Measures

In 1997, CHA contracted with Citizens Conservation Services (now Ameresco), to convert the electric heat and hot water systems at Daniel F. Burns Apartments from electricity to natural gas. This first such conversion in federal public housing presented challenges both technical and programmatic that CHA and Ameresco overcame to make the overall project a success.

Convert Heating, Hot Water, Laundry Systems from Electric to Gas

The majority of the Phase 1 project funding was dedicated to the installation of a gas piping, building distribution systems, and heating terminal units, and related controls and accessories throughout the occupied facility to convert the heat, hot water and laundry to natural gas. This included demolition and coring, MEP and carpentry for removing existing electric resistance terminal units, coring, trenching, piping, electrical, carpentry and finishes for fully functional gas and forced hot water heating distributions systems; last but not least, the creation of a boiler room and all associated piping, venting and accessories. The building work is an estimated 65% of the total hard cost; the boiler room brings the total conversion to roughly 86% of the total Phase I hard cost.

TABLE 1

	PHASE 1	PHASE 2
HUD Region	1	1
ESCO	Ameresco	Ameresco
Total Rehabbed Units	199	199
Total Rehabbed Development	1	1
Investment	\$1,465,970	\$1,859,767
E-Financed	\$1,382,983	\$1,908,807
Debt Service	\$1,461,061	see Table 2
Guaranteed Savings	\$1,461,061	see Table 2
Actual Savings	\$2,749,379	see Table 2
Investment per Unit	\$7,366.68	\$9,488.61
E-Financed per Unit	\$6,949.66	\$9,738.81
Actual Savings per Unit	\$13,816	see Table 2
Savings per Project	see Table 2	see Table 2
Term	12 years	7.75 years
Date of RFP Issue	3/1/1994	3/1/1994
Date of Proposal	5/1/1994	5/1/1994
Date of Audit	1/30/1995	2/26/2009
Date of ESA	5/9/1997	2/26/2010
Repayment Start	2/13/1998	3/16/2010
Heating System	x	x
Water Savings	x	x
Lighting	x	x
Controls		x
Other: Roofing and Solar PV		x

NOTES:
 All savings are subject to contract rate provisions.
 Cha has contracts in place by cha for commodity purchase of electricity and natural gas.
 Phase 1 'Actual Savings' does not account for \$135,000 of excess maintenance costs during Phase 1.

Add Time-of-Day/Demand Control to Rooftop Exhaust Fans

This measure reduced the air changes in the building to a reasonable level and further promoted the reduction in heating energy use.

Replace Water Closets

1st generation, pressurized flush 1.6-gallon toilets were installed in the majority of the units.

PHASE 2 Energy Conservation Measures

Install HET Toilets & Low-Flow Showerheads and Aerators

Ameresco installed in new HET (high-efficiency toilets) flushing at 1.0 GPF and low-flow aerators and showerheads in all apartments and common area bathrooms. (The prior retrofit included 1.6 GPF left wall-hung 5.0 GPF models.)

Address Boiler Room Maintenance Issues

The Phase I boiler systems were providing efficient heat and hot water to the building, but were producing increasingly high contracted maintenance costs. Ameresco replaced the Aerco heating boilers with four gas-fired Hydrotherm KN10 boilers. The new boilers have a higher overall efficiency than the existing boilers because they will run in condensing mode for a longer portion of the year. Concurrently,

Ameresco installed new indirect-fired Veissman boilers, a new brazed plate heat exchanger, and new primary and secondary loop circulator pumps for domestic hot water to replace the open loop DHW system; installed a new water softener in line with the cold water feed to the DHW system to reduce the occurrence of liming and scale build up; and replaced the mixing valve.

Install Hot Water Unit Ventilators in Common Areas

Ameresco replaced the existing, first-floor, common area, electric unit ventilators with new hot water coil unit ventilators. The new unit ventilators will be connected to the existing space heating distribution system and will save electric energy by converting to a gas heat source and by means of their higher cooling efficiency.

Upgrade Apartment Lighting & Upgrade Common Area Lighting and Controls

Ameresco completed lighting fixtures, retrofits, and controls. The scope of work involved 601 fixtures and 46 occupancy sensors in common area locations.

Roof Replacement and Installation of Solar Photo-voltaic Array

Ameresco replaced the existing roof, improving the insulation which resulting in a small stream of gas savings. Roof replacement also allowed for the installation of a 46 kW solar array, which will provide annual electricity savings and increase CHA's percentage of on-site generation.

TABLE 2

Payment Period	DEBT PAYMENT		GUARANTEED SAVINGS		ACTUAL SAVINGS	
	Total	per Unit	Total	per Unit	Total	per Unit
April 2010 to May 2011	\$255,037	\$1,301	\$255,037	\$1,301	\$330,407	\$1,686

Millers River Apartments (MA3-10)

Is the project ESCo or Self-developed?

This EPC was self-developed in 2002.

What [is] the number of rehabilitated units in the energy project?

This project impacted the 303 residential units at Millers River

What [is] the number of rehabilitated AMPs in the energy project?

One.

What is the Total Investment?

The total investment was \$2,699,720.

What is the Total financed?

The original amount financed was \$1,822,094.

The amortization commenced December 15, 2002 and continues through November 15, 2014.

What is the Debt Service (Annual)?

Please see Tables 3 and 4.

What are the Guaranteed savings?

The Guaranteed Savings is the Debt Service amount. Please see Tables 3 and 4.

What are Actual Savings?

The Actual Savings are recorded in Tables 3 and 4.

What is the Investment per unit?

Please see Table 3.

What is the Finance per unit?

Please see Table 3.

TABLE 3

	PHASE 1
HUD Region	1
ESCo	Ameresco
Total Rehabbed Units	301
Total Rehabbed Development	1
Investment	\$2,699,720
E-Financed	\$1,786,368
Debt Service	see Table 4
Guaranteed Savings	see Table 4
Actual Savings	see Table 4
Investment per Unit	\$8,969.17
E-Financed per Unit	\$5,934.78
Actual Savings per Unit	see Table 4
Savings per Project	see Table 4
Term	12 years
Date of RFP Issue	n/a
Date of Proposal	n/a
Date of Audit	11/15/2002
Date of ESA	n/a
Repayment Start	12/15/2002
Heating System	x
Water Savings	x
Lighting	x
Controls	x
Other	x

What is the Savings per unit?

Please see Tables 3 and 4

What is the Savings per project (AMP)?

Please see Tables 3 and 4.

What is the Term of the contract?

Please see Table 3.

What Date was the Request for Proposals issued?

Not applicable to this self-ESCO.

What was Date audit executed?

The audit was completed in November 2000.

What was Date energy services agreement executed?

Not applicable.

What was date Repayment starts?

Repayment started December 15, 2002.

What types of Energy Conservation measures were installed at each AMP site?

Energy Conservation Measures

Convert Heating, Hot Water, Laundry Systems from Electric to Gas

The majority of the project funding was dedicated to the installation of a gas piping, building distribution systems, and heating terminal units, and related controls and accessories throughout the occupied facility to convert the heat, hot water and laundry to natural gas.

The existing electric resistance heating system was replaced with a highly efficient gas fired hydronic system. The existing electric water heater was converted to an indirect gas fired water heater, and the electrical roof top ventilation units were converted to gas fired hydronic systems.

The project included demolition and coring, MEP and carpentry for removing existing electric resistance terminal units, coring, trenching, piping, electrical, carpentry and finishes for fully functional gas and forced hot water heating distributions systems; last but not least, the creation of a boiler room and all associated piping, venting and accessories.

Replace Water Closets

The existing 3-gallon per flush toilets were replaced with 1.6-gallon toilets throughout the 303 units. This project also replaced the central water booster pump and installed faucet aerators at kitchen and bathroom sinks.

TABLE 4

Payment Period	DEBT PAYMENT		GUARANTEED SAVINGS		ACTUAL SAVINGS	
	Total	per Unit	Total	per Unit	Total	per Unit
April 2010 to May 2011	\$219,996	\$731	\$219,996	\$731	\$538,835	\$1,790

Appendix 8: Public Comments

Although CHA is not required under its MTW Agreement to hold a public comment period for its Annual Report, CHA continues its commitment to foster meaningful public participation in proposed and ongoing initiatives.

As part of the drafting process of this Annual Report CHA allocated thirty days for residents and advocates to present written comments. In addition, during the thirty-day comment period CHA met with tenant council members and representatives of the Alliance for Cambridge Tenants (ACT) to discuss the agency's activities presented in this document.

C: Public Comment

R: CHA's Response

CAREER FAMILY OPPORTUNITY – CAMBRIDGE (CFOC)

C: One commenter asked if participants of the CFO Cambridge program were recruited from CHA's waiting lists.

R: No. In FY 2011 CFO Cambridge participants were recruited from Washington Elms, Newtowne Court and the Housing Choice Voucher program.

C: One commenter requested clarification with regard to CHA's involvement in the management of the CFO Cambridge program. In particular the commenter requested information on how CHA deals with the participant's personal information (e.i. income). In addition, the commenter stated that it is important for the community to be able to monitor the progress of these participants. The commenter was not sure as to how much information CHA is able to share.

R: CFO Cambridge participants are already either public housing residents or Housing Choice Voucher program participants. Therefore CHA verifies and records household data, including income regularly. In addition,

Crittenton Women's Union (CWU) collects their own participant data, which is reported to CHA quarterly.

Participants' data are used both by the evaluation teams at Boston College and Brandeis University as well as by CHA. As participants advance in through the different stages of the program, CHA will use these data to report on program progress in each year's Moving to Work Annual Report, as required by Attachment B of the Agency's Amended and Restated Moving to Work Agreement with U.S. Department of Housing and Urban Development. The Report provides interested community members, HUD and other an opportunity to track program outcomes.

C: One commenter asked CHA to discuss the safety measures in place for participants in the CFO Cambridge program that may not be able to graduate.

R: First, the application process for participation in the program is rigorous. Second, participants must comply with program requirements for a full year before being enrolled in the five-year program. This demanding screening process is intended to filter out participants who think they may be, but are not actually ready to commit fully to the CFO Cambridge program.

In addition, only housing choice voucher holders volunteer to surrender their housing assistance after program completion at the end of year five. Public housing residents do not, and therefore have much less at stake when they are fully enrolled in year two.

CHA did however include in the program design that at any program stage, a voucher holder participating in CFO Cambridge could transition back into the standard voucher program if a serious medical condition or death in the household made it impossible for them to continue.

Finally, CHA will provide a Family Grant for participating voucher households with more than two children under the age of eighteen at the time of program graduation, or up to twenty two years old if the child is enrolled in secondary or vocational school. This shallow subsidy, provided on a per-child basis was created to help support larger families that might not be able to reach a self-sufficiency wage until children reached adulthood and the heads of the households were no longer responsible for their children's expenses.

There are currently no other circumstances whereby a voucher household who enrolls in CFO Cambridge but fails to graduate will continue to receive housing assistance after five years. That is why the admissions process is as long and thorough as it is.

C: One commenter asked if the currently enrolled participants live near each other or if there is a diversified group in terms of location.

R: There does not appear to be any pattern.

ADMINISTRATIVE PLAN

C: One commenter asked if CHA will use lessons from its "alternative" voucher programs to inform changes in its Administrative Plan.

R: Not immediately. The upcoming revisions to the Administrative Plan will primarily update the document so that all recent, Board approved changes are incorporated into the document, rather than presented as amendments, as is currently the case.

The revised Administrative Plan will include some minor reforms, but CHA is not proposing any significant policy reforms with the initial Administrative Plan revision.

LIBERATING ASSETS

C: One commenter asked if CHA will share its proposal on the Liberating Assets initiative with the community.

R: The Liberating Assets initiative is described in the FY 2011 Annual Plan. CHA will engage the public as part of the redevelopment process if the initiative moves ahead. At this time CHA is determining the needs and feasibility of redeveloping several properties using principles described in the approved Plan.

RESIDENT SERVICES

C: One commenter requested information on the number of high school age children in CHA's Leased Housing programs that may benefit from the fourth Work Force site to be opened at the Cambridge Rindge and Latin School this coming fall.

R: CHA is unable to determine exactly how many school age children in the Leased Housing program attend Cambridge Rindge and Latin School, as that data is not collected. CHA can confirm that as of early June, 2011 there were 219 children between the ages of 14 and 18 living in Cambridge receiving housing assistance through one of CHA's Leased Housing programs.