



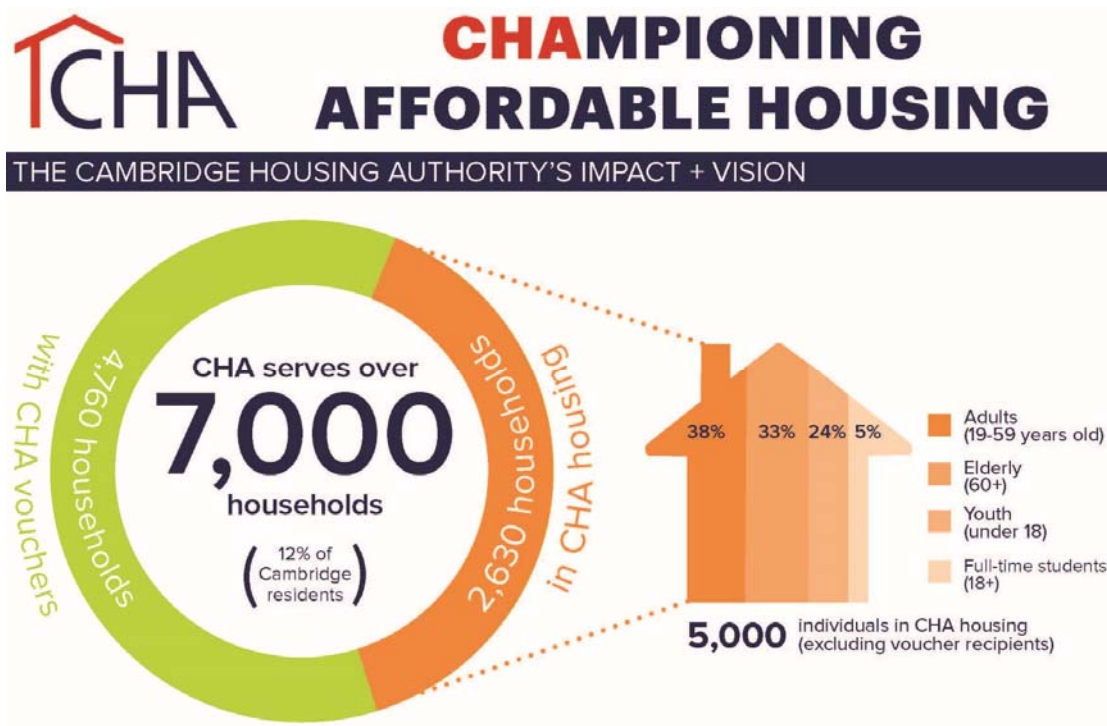
## Presentation to the Needham Housing Authority Board of Commissioners

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August 19, 2021



## About Cambridge Housing Authority



CHA has converted 96% of its federal public housing to project-based Section 8 either through RAD or Section 18, and 100% of its state public housing to either federal public housing or to project-based Section 8.

### Quick Facts:

- **Nationally recognized and innovative housing authority; an original participant of HUD's Moving to Work (MTW) program**
- **Over 21,000 distinct applicants on its waiting list**
- **Manages approximately 3,000 units including over 2,600 formerly public housing units**
- **A staff of 220 with an annual operating budget over \$170 million**

CHA is accredited by the Affordable Housing Accreditation Board





# Stories of the Can't Wait List

Who are the 21,000?



A collection of powerful stories by real people experiencing hardships and dwindling hopes from years spent on CHA waiting lists to secure a home in one of the most in-demand and expensive real estate markets in the country.

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"Staying with family currently, but it may change very soon. My great aunt owns this home, she is 96-years-old. It has already been set in her will to sell the house upon her passing. It is almost like a ticking time bomb waiting to go off. It's a horrible feeling."

"Sleeping in a spare room at a friend's house. It's obviously not the ideal situation but rent is way too much in Mass."

"We rent and pay 80% of our income."

"Rent is more than I can afford. When COVID hit and school was out, I had to quit my job to do school with my kids. I am completely behind on bills and in danger of being homeless."

"I am paying more than 50% of my income to sleep on my sister's couch in the apartment that she rents."

"My freshman year of college was Fall 2020; I was a student living at UMass Boston. During COVID-19, the rates went up and my FASFA did not cover it. I lost my S.S.I. income when I began to work at Stop & Shop. I slept in a U-Haul storage, I rented for my dorm stuff. I could not afford rent prices in Cambridge without roommates. I was scammed by someone on Craigslist. He took my money but never gave me the key to the apartment. I had to go to a domestic violence shelter after I went to stay with my dad."

"I live in my son's friend's house who is helping us. We sleep in the living room on an airbed. We open it at night and close it during the day. I'm very grateful."



## Did you know?

Twenty months after staying in an emergency shelter, children scored worse in pre-reading skills and had higher rates of overall behavior problems and early development delays compared to national averages for children their age.

Source: U.S. Department of Health and Human Services (2017) - Well-being of Young Children after Experiencing Homelessness.





## Planning and Development Department



- ❖ CHA's Planning and Development Team consists of 25 people, including staff experienced in financial structuring, project management, project development, design and design review, energy and sustainability, and construction supervision.
- ❖ The Team is responsible for CHA's modernization and development activities, including the repositioning of public housing properties from state or federal public housing program to Section 8 Project-Based Vouchers, and the development of new affordable housing.
- ❖ Since 2010, CHA financed over \$590 Million to renovate or construct 2,053 units including 214 newly constructed family units (includes the \$255 Million of construction currently underway).
- ❖ CHA has used a variety of funding sources including ARRA, low-income housing tax credits, historic tax credits, State soft loans, CPA funds, tax exempt bonds, private debt and MTW funds.
- ❖ CHA has another \$565 Million of capital work in its pipeline which will include adding over 450 new units to CHA's portfolio while renovating an additional 529 units.
- ❖ Starting in 2019 CHA began to offer consulting services to other housing authorities interested in repositioning and developing new affordable housing. Clients include: Lewiston, ME, Medford, Brockton, Watertown, Belmont, Chicopee among others.



## Key CHA Staff for NHA Engagement



### **Margaret Donnelly Moran, Principal for NHA Assignment, Director of Planning and Development**

- Over thirty years experience working in public and affordable housing with much of it at the Cambridge Housing Authority.
- Provided consulting services to housing authorities and non-profits for twenty years including Needham, Wellesley, Fitchburg, New Haven, CT, New London, CT, Milford, CT and many others.
- Architect of CHA's repositioning and reinvestment strategy over the past fifteen years resulting in nearly \$1B investment in public housing in Cambridge since 2010.



### **Nathalie Janson, Project Manager for NHA Assignment, CHA Senior Project Manager**

- A graduate of the Harvard University's Graduate School of Design with over five years of experience working in affordable housing.
- Involved in all stages of development projects from pre-development through construction closing.
- Managed the development budgets totaling \$167MM for CHA projects closing Winter 2019-2020
- CHA's Project Manager of its Medford Housing Authority engagement which recently secured a DHCD Public Housing Innovations grant.

*Some of the  
rest of the CHA  
P&D Team*







## Sample of our Work

A revitalization of a state  
public housing development

Old Lincoln Way



New Lincoln Way





## Revitalizing Senior Housing Units and Community Spaces



CHA has renovated almost 1,000 senior units in Cambridge since 2016. Improvements not only bring the buildings up to today's standards but also help seniors stay in place longer with greater accessibility in their units and potential access to services in their building. Perhaps the biggest transformation has been in the common areas -- we have created lots of different meeting and program spaces, and a welcoming, residential environment to help create community and a sense of home.







## Walkling Court, Medford MA



- Build high-quality, accessible senior housing
- Integrate the site's design into the surrounding neighborhood context and incorporate green design features.
- Optimize the number of affordable housing on site from 144 units to 238 units
- Create new affordable family housing, both in townhomes and in smaller accessible units in a mid-rise building
- Just received Phase 1 funding through DHCD's Public Housing Innovations Program





## NHA Assignment - Outline of Task 1



### **Work Item # 1 – Determine RAD, Section 18, or Section 22 Feasibility for Federal Properties (Jul to Oct 2021)**

- Review the various federal repositioning strategies with NHA staff, board and residents
- Analyze the strategies to identify potential best ones for NHA and review with stakeholders
- Prepare and present a report with findings to NHA staff, board and residents, and answer any questions or concerns residents, Board and staff have
- It is anticipated that some form of conversion will be recommended since the economic benefits to NHA would be meaningful

### **Work item # 2 – Prepare Resultant RAD, Section 18 or Section 22 Application(s) (Nov 2021 to Mar 2022)**

- Review application requirements with NHA staff, board and residents and work to complete applications
- Assist NHA at resident meetings to explain the selected option(s) and to answer any questions or concerns residents may have

### **Work Item #3 – Develop NHA Repositioning and Recapitalization Plan (October 2021 to June 2022)**

- Develop vision statement with NHA staff, board and residents with goals and objectives for NHA and each NHA property
- Collect and assess data and information on each of NHA properties, and recommend further study of redevelopment options for each property
- Review funding programs including Section 202
- Prepare preliminary development and financial strategies for each NHA property
- Prepare NHA Repositioning and Recapitalization Plan which will prioritize projects and outline a time-line for implementation



## NHA Assignment – Deliverables



### ***By Year End***

- ❖ RAD, RAD Blended, Section 18 and Section 22 Feasibility Report and Recommendations
- ❖ Memo on Comments and Considerations from Review of 2019 Facilities Maintenance Report and NHA Income and Expense Analysis
- ❖ Proposed CPA Funding Options
- ❖ CPA Funding Application(s)

### ***By Mid-2022***

- ❖ Guiding redevelopment/repositioning goals and objectives for NHA and each NHA property
- ❖ Recommendations on Further Study of Redevelopment Options for each Property
- ❖ Due diligence materials on NHA Properties
- ❖ RFP for Legal Services
- ❖ Repositioning and Recapitalization Plan