

**ATTACHMENT (A)****FY2024 – FY2028 GOALS and OBJECTIVES**

The BHA is committed to the communities we serve throughout the City of Boston. We view our role as a partner with each resident interaction. We embrace the goals of the affordable housing community, understand the challenges of resource constraints, and are equally committed to delivering quality, value, accountability, fiscal stewardship, and integrity in every aspect of our operations.

The main vision guiding the BHA's CIP FY 2024 – FY2028 is to pursue housing and community development goals that create strong and vibrant communities through a range of affordable housing options and opportunities for all residents. Further, the strategies across all goal areas will help promote equity, with a special emphasis on helping households at the lowest income levels, underserved protected classes, and persons with special needs, and provide housing and related support in BHA's diverse and inclusive communities. Given the severe cost burden of housing and risk of homelessness experienced by those at the lowest income levels with limited funding resources, the BHA prioritizes the stabilization and expansion of affordable housing. The objective is to increase the supply of affordable units across its State Portfolio to enable low to moderate income households from the public to live and be productive citizens within Suffolk County. To the extent possible, priority will be given to projects and programs that allow the BHA to meet this goal and provide a high quality of life to their residents. As in previous years, increasing affordable housing options through various methods continues to be a priority.

The BHA strives to provide our residents with superior service as we deal with the management challenges presented by our diverse State portfolio, which include family, elderly developments, scattered sites and special occupancy units.

The BHA's decades of experience has resulted in sound organizational structure and proven processes as one of the most successful and respected Public Housing Authorities.

To provide a further insight and overview into the CIP projects included in the Annual Plan, FY2024 – FY2028 GOALS & OBJECTIVES highlights specific projects included in the Annual Plan, which were broken out into the following categories: 1) Current Projects, 2) Sustainable Initiatives, and 3) BHA's First Home Ownership Program (pilot).

<b>1 PROJECT NAME</b>	<b>HVAC &amp; Energy Upgrades - Monsignor Powers – Phase II</b>
<b>Development</b>	<b>Monsignor Powers</b>
<b>Neighborhood</b>	South Boston
<b>Needs Addressed</b>	<i>Modernization Replace Existing HVAC Systems, Improve Occupants Comfort, and System Reliability, Increase Efficiency, and Decrease BHA’s Carbon Footprint</i>
<b>Funding</b>	Formula Funded: <b>\$10,508,089.81</b>
<b>Description</b>	<p>Scope of work includes Replacement of radiant baseboard heating with a ductless air-to- air heat pump system to provide both heating and cooling to the occupants, venting modification, and Electrical panel box upgrades.</p> <ul style="list-style-type: none"> <li>• The System will provide space heating / air- conditioning for each occupant.</li> <li>• The System will provide space heating / air- conditioning to all communal areas</li> <li>• Individual climate controls for each occupancy unit.</li> <li>• Installation of ductwork, bathroom exhaust fans, and kitchen hoods with venting to the exterior.</li> <li>• New communal area lighting</li> <li>• New Switch gear</li> </ul> <p>Under a separate project:</p> <ul style="list-style-type: none"> <li>• Closure in-place of an existing 3,000-gallon, single wall steel underground storage tank, which was closed–in place according to Mass DEP standards and regulations.</li> </ul>
<b>Completion Date</b>	05/30/2024
The number of units affected and type of development that will benefit from the proposed activities	68 units   Elderly

<b>2 PROJECT NAME</b>	<b>Urgent Roofing Repairs at South Street and Archdale</b>
<b>Development</b>	<b>South Street and Archdale Development</b>
<b>Neighborhood</b>	Jamaica Plain   Roslindale
<b>Needs Addressed</b>	<i>System Component Replacement to Improve, Maintain and/or Preserve Existing Building Envelope Asset and Prevent Interior Infrastructure damage.</i>
<b>Funding</b>	Formula Funded: <b>\$657,852</b>
<b>Description</b>	<p>Correct Roof Deficiencies that were identified in the 2021 Authority Roof Survey included, but not limited to:</p> <ul style="list-style-type: none"> <li>• Roof membrane covering exceeding exceeded useful life,</li> <li>• Damage to the membrane, seams, and/or flashing</li> <li>• Multiple leaks including at Penthouses and Chimneys;</li> <li>• Water habitually pools in certain areas;</li> <li>• impact if damage from a fallen tree branch or other debris.</li> </ul>
<b>Completion Date</b>	05/30/2024
<b>The number of units affected and type of development that will benefit from the proposed activities</b>	South Street 68 units   Family Archdale 68 units   Family

<b>3 PROJECT NAME</b>	<b>Auth-Wide: Mechanical Systems (Survey)</b>
<b>Development</b>	<b>Development Wide [State Portfolio]</b>
<b>Neighborhood</b>	Boston
<b>Needs Addressed</b>	<i>Create Action Plan to Replace Existing HVAC Systems, Improve Occupants Comfort and Systems Reliability, Increase Efficiency, and Decrease BHA’s Carbon Footprint.</i>
<b>Funding</b>	Formula Funded: <b>\$87,500</b>

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Description	<p>The <b>Auth-Wide: Mechanical Systems (Survey) documents</b> the existing state of mechanical, electrical, and plumbing defects, and their associated repairs based on variable sets of criterion, priorities, and costs. The survey created will enable the BHA to identify high priority mechanical systems, electrical, and plumbing deficiencies, which may require immediate repair or designated as medium to low priority, which deficiencies is safely deferred, but should be monitored. Each system’s deficiencies is provided with an action plan for their repair and/or replacement.</p> <p>Systems include, but not limited to:</p> <ul style="list-style-type: none"> <li>• Boilers, Furnaces, circulating pumps, air separators, expansion tanks and indirect hot water storage tanks,</li> <li>• Electric service panels, emergency shut off switches and disconnects,</li> <li>• Flue Pipe venting,</li> <li>• Main feeders, vertical and horizontal risers</li> <li>• Pipe insulation</li> <li>• Terminal Heating units convectors, finned tube baseboard, cast iron radiators, and radiant panels</li> <li>• Valves, controllers, and thermostats</li> <li>• Vents and bathroom exhaust fans</li> </ul>
Completion Date	05/30/2024
The number of units affected and type of development that will benefit from the proposed activities	2194 Units   Family, Elderly, Special Occupancy, and Scattered Sites

<b>4 PROJECT NAME</b>	<b>Auth-Wide: Stair Hall Systems (Survey)</b>
<b>Development</b>	<b>Development Wide [State Portfolio]</b>
<b>Neighborhood</b>	Boston
Needs Addressed	<i>Modernization Life and Safety</i>
Funding	Formula Funded: <b>\$98,800</b>
Description	The Auth-Wide: Stair Hall Systems (Survey) documents the existing stair halls deficiencies, and their associated repairs based on variable sets of criterion,

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	<p>priorities, and costs, [ageing staircases show signs of failure due to corrosion, rust and other factors which affects their structural integrity.] The survey created will enable the BHA to identify high priority stair deficiencies, which may require immediate repair or designated as medium to low priority, which deficiency is safely be deferred, and should be monitored. Each system’s deficiencies is provided with an action plan for their repair and/or replacement.</p> <p>Systems components include, but not limited to:</p> <ul style="list-style-type: none"> <li>• Metal treads, risers, and pans,</li> <li>• Metal carriers, stringers, railings, and balusters</li> <li>• Tile at treads and landings</li> <li>• Vinyl coverings at the treads and landings</li> <li>• Crumbling and cracked concrete in stair pans</li> </ul>
Completion Date	04/15/2024
The number of units affected and type of development that will benefit from the proposed activities	2194 Units   Family, Elderly, Special Occupancy, and Scattered Sites

<b>5 PROJECT NAME</b>	<b>Transformer Replacement</b>
<b>Development</b>	<b>West Broadway</b>
<b>Neighborhood</b>	South Boston
<b>Needs Addressed</b>	<i>Modernization, Life and Safety Reliability, and Maintenance</i>
<b>Funding</b>	Formula Funded: <b>\$526,935</b>
<b>Description</b>	<p>Replace two 500KVA transformers with primary and secondary feed cables. Noted deficiencies include, but not limited to</p> <ul style="list-style-type: none"> <li>• Structural failure in the transformer housing show signs of due to corrosion</li> <li>• Rodents’ infestation inside the transformer housing [gnawing away at the interior windings and feeds]</li> <li>• Existing transformer pads are below grade causing debris and water to</li> </ul>

	settle around the base of the transformer housing. <ul style="list-style-type: none"> <li>Transformer and feeders’ cables are both past their useful life [Date of installation not known, but is estimated to be 50 years or older]</li> </ul>
Completion Date	06/30/2025
The number of units affected and type of development that will benefit from the proposed activities	485 units   Family and Special Occupancy

**BHA’s SUSTAINABLE INITIATIVES**

BHA’ current energy portfolio is more than 95% reliant on fossil fuels, resulting in greenhouse gas emissions of 53,730 metric tons per year at an estimated annual cost of \$38,292,876 [determined as a 3-year average from 2018-2020]. As the resident population continues to reside and grow within BHA’s community, and despite recent green energy initiatives, the environmental impact of energy consumption will increase significantly.

BHA often utilizes opportunities created by redevelopment and major renovation projects to upgrade buildings' ventilation, reduce energy consumption, and introduce higher efficiency systems. BHA Goals and Objectives to create Sustainable Buildings, include, but not limited to:

- Eliminate the use of fossil fuels in public housing developments by 2030
- Upgrade buildings to support BHA’s de-carbonization policy
- Utilize BHA’s purchasing power to advance energy efficiency and clean energy goals
- Implement renewable energy technology where possible
- Ensure new buildings and renovations follow certain energy and sustainability standards
- Utilize green infrastructure techniques at BHA developments
- Support the adoptions of renewable and energy efficient technology in buildings in greater Boston through BHA's voucher program

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<b>1</b>	<b>PROJECT NAME</b>	<b>Standby Emergency Generator System</b>
	<b>Development</b>	<b>Monsignor Powers</b>
	<b>Neighborhood</b>	South Boston
	Needs Addressed	<i>Life and Safety Sustainability, Systems Reliability, Increase Efficiency, Maintenance, and Decrease BHA’s Carbon Footprint</i>
	Funding	Action for Boston Community Development <b>\$354,328</b>
	Description	Replacement of Diesel Standby Emergency Generator, ATS [automatic transfer switch] and associated electrical work, which services the sprinkler pumps, elevators, door fobs, and intercom system, and communal area lights.  Reviewing installation of a UPS (uninterrupted power supply) to replace existing Diesel Back Generator. <ul style="list-style-type: none"> <li>• UPS systems produce zero carbon emission</li> <li>• UPS systems are entirely noiseless</li> <li>• UPS also requires no maintenance</li> </ul>
	Award Period	FY23–FY24
	Project Type	Non-Dwelling
<b>2</b>	<b>PROJECT NAME</b>	<b>HVAC &amp; Energy Upgrades - Monsignor Powers – Phase II</b>
	<b>Development</b>	<b>Monsignor Powers</b>
	<b>Neighborhood</b>	South Boston
	Needs Addressed	<i>Sustainability: Energy Efficiency   Utility Reduction / Decrease of BHA’s Carbon Footprint</i>
	Funding	Action for Boston Community Development <b>\$750,000</b>
	Description	HVAC Equipment / Installation & Energy Upgrades for the Roof Insulation Supplemental Funding <i>for</i> Energy Conservation Measures
	Award Period	FY23
	Project Type	Non-Dwelling

<b>3 PROJECT NAME</b>	<b>Building Envelope Restoration Building Electrification Comprehensive Property Rehabilitation</b>
<b>Development</b>	<b>21 Maryland Street [Triple Decker]</b>
<b>Neighborhood</b>	Dorchester
<b>Needs Addressed</b>	<i>Sustainability Modernization Energy Efficiency   Utility Reduction / Decrease of BHA’s Carbon Footprint</i>
<b>Funding</b>	Formula Funded <b>\$430,000</b>   MassCEC <b>\$120.00</b>   ARPA <b>TBD</b>
<b>Description</b>	<p>Identifying cost effective measures that can enhance the efficiency of the existing building to meet BHA’s extremely aggressive sustainable goals.</p> <p><b>Building Envelope:</b> Energy-saving strategies include insulating composite clapboard siding, high-performance windows, close cell insulation, and air sealing to ensure conditioned air is kept inside the condition space.</p> <p><b>Building Electrification:</b> Disconnecting the building from natural gas and switching over the appliances to operate solely on electricity, i.e., switching the existing fossil fuel infrastructure to the electric equivalents, which includes, but not limited to</p> <ul style="list-style-type: none"> <li>• Electrical Service Upgrades</li> <li>• Electrical Infrastructure Upgrades</li> <li>• Heat Pump Space Heating and Cooling Systems</li> <li>• Heat Pump Water Heaters</li> <li>• Electric Cooking Induction Ranges</li> <li>• Electric Clothes Dryer Outlets</li> <li>• Rooftop Solar PV Panels</li> <li>• Net Metering</li> <li>• Sub Metering</li> </ul> <p><b>Interior Renovation:</b> Revised Floor Plan for better utilization of the space, Kitchen, Bathroom, and Unit Modernization, low-flow water fixtures, Led Lighting and Programmable thermostats.</p> <p>The BHA will secure the funding, select contractors, develop work write-ups, and specifications, manage the construction process, and ensure quality work is completed in a timely manner.</p>



Award Period	FY23-FY25
Project Type	Dwelling   Non Dwelling   Site

**HOME OWNERSHIP**

<b>6 PROJECT NAME</b>	<b>First Home Program</b>
<b>Development</b>	Scattered Sites
<b>Neighborhood</b>	Boston
Needs Addressed	<i>Sustain affordable homeownership opportunities that are accessible and inclusive for low to moderate-income residents.</i>
Funding	City of Boston ARPA-Homeownership   <b>\$5,000,000</b>
Description	<p>The Boston Housing Authority has <u>119</u> public housing units located in <u>62</u> individual scattered sites addresses across Boston. The severity of the problems experienced by the BHA in managing its scattered site portfolio, given its size and the fact that individual properties are spread across the entire 48.4 square miles of the city.</p> <p>The Scattered Site Units are the most expensive of the Authority's public housing units to operate, and some repairs in the Scattered Site Units are being delayed given the shortage of Formula Funding dollars being Awarded from DHCD. As of 2023 approximately [ ]% of the formula funded is expended for capital construction, or nearly \$[ ] per unit, an amount that compares to [ ] for our Family and Elderly Developments ]; this matter is further compounded after decades of deferred maintenance, where the estimated repair costs are far more than the value of these properties.</p> <p>The Authority recognizes that without a transformation plan for this portfolio these units, which represent a critical affordable housing resource for the city of Boston, will be lost. Looking to the future, BHA is interested in creating new, high quality affordable rental housing at Old Colony and other developments throughout the BHA portfolio. [ All units in the plan will be replaced one-for-one, and the BHA will utilize the proceeds of any rental income or property sales to repair, manage, maintain, and provide services to the remaining Scattered Site Units and/or develop or acquire replacement units] While at the same</p>

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	<p>time, the BHA will begin to transition away from managing scattered site properties. This plan would represent BHA’s best hope to preserve this critical housing resource for low-income affordable housing. BHA will be finalizing program details for the scattered site homeownership program in the coming months.</p> <p>Under BHA’s First Home Program, the residents of scattered sites will be offered an opportunity to purchase the home they currently occupy. Additionally, eligible BHA residents can receive enhanced down payment assistance of up to \$75,000, contingent on funding availability, for a Scattered Sites home or a home purchased within the City of Boston.</p> <p>This assistance program can be used alongside other assistance programs such as MassDreams, STASH and other first time homebuyer programs</p> <p>This Plan enjoys staunch support from the States Executive Office of Housing and Livable Communities.</p> <p><u>Program Goals and Objectives</u></p> <ul style="list-style-type: none"><li>• Improve and maintain existing stock of affordable units</li><li>• Increase supply of quality affordable owner-occupied housing in inclusive communities</li><li>• Increase and sustain affordable homeownership opportunities that are accessible and inclusive for low to moderate-income residents.</li><li>• Increase supply of affordable homeownership units (point is repeated)</li><li>• Increase sustainable homeownership and wealth building opportunities through programming for first time homebuyers Examples include:<ul style="list-style-type: none"><li>○ Implement support services and programs that help tenants access and retain housing</li><li>○ exemptions will be granted to elderly and disabled participants</li><li>○ homebuyer and credit counseling</li></ul></li><li>• Improve the quality of existing affordable homeownership units Examples include:</li></ul>
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	<ul style="list-style-type: none"> <li>○ Property rehabilitation</li> <li>○ Energy efficiency improvements</li> <li>○ Create accessibility modifications and improvements</li> </ul> <p><u>Eligibility Requirements</u></p> <ul style="list-style-type: none"> <li>○ Be a current BHA resident and in Good Standing</li> <li>○ Be employed working at least 30 hours per week</li> <li>○ Have at least \$6,000 in savings</li> <li>○ Meet the minimum income requirement based on your household size</li> </ul> <p>Year Outcome Project Goal <b>20-25 units</b></p>
Award Period	FY23 -FY25
Project Type	Non-Dwelling   Dwelling   Site