

ATTACHMENT (A)

FY 2025 – FY 2029 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, which serves as our commitment to our affordable housing community. We understand the challenges of resource constraints, and are equally committed to delivering quality, accountability, fiscal stewardship, and integrity in every aspect of our operations.

The main vision guiding the BHA's CIP FY 2025 – FY 2029 is to pursue housing and community development goals, which create strong and vibrant communities. The BHA's intent is to implement strategies across each of the goal areas stated in the Annual Plan. Coupled with a goal of promoting housing equity with an emphasis on helping households at the lowest income levels of an underserved group, including persons with special needs. Given the severe cost burden of housing in Boston greatly affects the lowest income group households, which have limited funding resources and may be forced to contend with homelessness. The BHA prioritizes the stabilization and expansion of affordable housing so that can provide both housing and related support services to its diverse and inclusive communities.

BHA's objective is to increase the supply of affordable housing units across its Portfolio that will enable low to moderate income and special occupancy households to live and be productive citizens. Additionally, to the extent possible the BHA will prioritize its projects and programs that allow the BHA to meet its goal resulting in providing high quality of life to their residents. As in previous years, increasing affordable housing options through various programing continues to be BHA's 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.

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To provide a further insight and overview into the CIP projects included in the Annual Plan, FY2025 – FY2029 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).

1 PROJECT NAME	HVAC & Energy Upgrades - Monsignor Powers – Phase II Total \$10,508,089.81
Development	Monsignor Powers
Neighborhood	South Boston
Needs Addressed	<i>Modernization Replace Existing HVAC Systems, Improve Occupants Comfort, and System Reliability, Increase Efficiency, and Decrease BHA’s Carbon Footprint</i>
Funding	Formula Funded: \$8,372.142 ABCD \$2,135,947
Description	<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"> • The System will provide space heating / air- conditioning for each occupant. • The System will provide space heating / air- conditioning to all communal areas • Individual climate controls for each occupancy unit. • Installation of ductwork, bathroom exhaust fans, and kitchen hoods with venting to the exterior. • New communal area lighting • New Switch gear <p>Under a separate project:</p> <ul style="list-style-type: none"> • 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.
Completion Date	05/30/2025

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The number of units affected and type of development that will benefit from the proposed activities	68 units Elderly
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2 PROJECT NAME	Auth-Wide: Stair Hall Systems (Survey) Total \$98,800
Development	Development Wide [State Portfolio]
Neighborhood	Boston
Needs Addressed	<i>Modernization Life and Safety</i>
Funding	Formula Funded: \$98,800
Description	<p>The Auth-Wide: Stair Hall Systems (Survey) documents the existing stair halls deficiencies, and their associated repairs based on variable sets of criterion, 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"> • Metal treads, risers, and pans, • Metal carriers, stringers, railings, and balusters • Tile at treads and landings • Vinyl coverings at the treads and landings <p>Crumbling and cracked concrete in stair pans</p>
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

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3 PROJECT NAME	Investigative Site Survey	Total \$96,390
Development	76 & 78 Torrey Street	
Neighborhood	Dorchester	
Needs Addressed	<i>Modernization, Life and Safety Reliability, and Maintenance</i>	
Funding	Formula Funded: \$96,390.00	
Description	<p>The Goals of this project for the designer are as follows:</p> <ul style="list-style-type: none"> • Development of the Site by increasing the density for Residential Affordable Apartments. • Increasing the Green Space on the Site for both the DDS Program and the Residential Apartments. • Improving the DDS-State Group Home with respect to increasing the square feet of the bedrooms and support spaces for this program. • 	
Completion Date	04/15/2025	
The number of units affected and type of development that will benefit from the proposed activities	<p>The Modernization of the Life and Safety Reliability and Maintenance is being addressed by:</p> <ul style="list-style-type: none"> • Designing at least two-(2) 5-Bedroom Group Homes with arrangements on the Ground Floor of the proposed building. The Group Homes are being designed as a stand-alone building at the (2)-vacant Lots next to the existing triple decker buildings on Torrey Street with Residential Apartments above. The Street elevation is designed to match the existing triple deckers at (3)-Stories and the rear of this DDS planned Building location is (4)-Stories. • Designing for the BHA, Family style units on the site, at the corner of Torrey & Wentworth Streets; that includes 1, 2 and 3-Bedroom Units. The 3-Bedroom are to be designed with 1-1/2 Bathrooms. 	
The number of units affected and type of development that will benefit from the proposed activities	2 -Four Bed Room Units Special Occupancy	

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4 PROJECT NAME	Investigative Site Development Study	Total \$155,899.49
Development	1492 Tremont Street	
Neighborhood	Mission Hill	
Needs Addressed	<i>Modernization, and Maintenance</i>	
Funding	Formula Funded: \$155,899.49	
Description	<p>The Goals of this project for the designer are as follows:</p> <ul style="list-style-type: none"> • The Modernization of the Life and Safety Reliability and Maintenance of the newly designed building. • Development of the Site by increasing the density for Residential Apartments up to (4)-stories. • Increasing the Green Space on the Site for both the DDS Program and the Residential Apartments. • Design (2) DDS Group Home Spaces with (5) Bedrooms each on its own floor with access to grade to Burney Street. • Design Family/ Affordable Units with Residential amenities; such as parking and bike storage. • Design a Community Space for the neighbors and local leaders fronting Torrey Street. • Design Residential Family/ Affordable Units from 1-bedroom to 3-bedroom. 	
Completion Date	11/01/2025	
The number of units affected and type of development that will benefit from the proposed activities	<p>The Number of Family/ Affordable Units is (16)-(4)-Stories; consisting of the following:</p> <ul style="list-style-type: none"> • (1)-bedroom: (2)-Apartments. • (2)-bedroom: (8)-Apartments. • (3)-bedroom: (4)-Apartments. <p>The DDS Group Homes will have the following:</p> <ul style="list-style-type: none"> • (2)-Group Home Spaces at approximately 3,678s.f. & 3,178s.f. with each having Accessible Bedrooms, Kitchens, Living and Dining Areas; and Support Spaces such as Office, Storage and Activity Room. 	

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The number of units affected and type of development that will benefit from the proposed activities	2 -Four Bed Room Units Special Occupancy
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5 PROJECT NAME	Load Center Upgrade	Total \$558,468
Development	Gallivan	
Neighborhood	Mattapan	
Needs Addressed	<i>Modernization, Life and Safety Reliability, and Maintenance</i>	
Funding	Formula Funded: \$558,468	
Description	Upgrade remaining 217 Load Centers to 100A and provide exterior shut-off. Noted deficiencies include, but not limited to: <ul style="list-style-type: none"> • Currently 217 of 252 Load centers are substandard 60A service. • All Load Centers are located below water lines and many are mounted above water pipes without arc fault protection or surge protection. • Exterior shutoffs are needed, to facilitate maintenance without utility company • Concrete pad from former boiler locations create Code violation for safe load center access. 	
Completion Date	12/31/2025	
The number of units affected and type of development that will benefit from the proposed activities	252 units Family	

6 PROJECT NAME	Authority-Wide: Mechanical Systems Survey	Total \$88,535
Development	Development Wide [State Portfolio]	
Neighborhood	Boston	
Needs Addressed	<i>Create Action Plan to Replace Existing HVAC Systems, Improve Occupants</i>	

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	<i>Comfort and Systems Reliability, Increase Efficiency, and Decrease BHA’s Carbon Footprint.</i>
Funding	Formula Funded: \$88,535
Description	<p>The Auth-Wide: Mechanical Systems Survey documents the existing state of mechanical systems, including electrical, and plumbing defects, and associated repairs, based on variable sets of criterion, priorities, and costs. The survey created will enable the BHA to prioritize mechanical systems, electrical, and plumbing deficiencies requiring immediate repair, and to safely defer deficiencies identified as medium to low priority, requiring monitoring. Each system deficiency is provided with an action plan for repair and/or replacement.</p> <p>Systems include, but not limited to:</p> <ul style="list-style-type: none"> • Boilers, Furnaces, circulating pumps, air separators, expansion tanks and indirect hot water storage tanks • Electric service panels, emergency shut off switches and disconnects • Flue Pipe venting • Main feeders, vertical and horizontal risers • Pipe insulation • Terminal Heating units convectors, finned tube baseboard, cast iron radiators, and radiant panels • Valves, controllers, and thermostats • Vents and bathroom exhaust fans
Completion Date	02/28/2025
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

7 PROJECT NAME	Transformer Replacement	Total \$713,144
Development	West Broadway	
Neighborhood	South Boston	
Needs Addressed	<i>Modernization, Life and Safety Reliability, and Maintenance</i>	
Funding	ARPA Funded: \$713,144	

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Description	<p>Replace two 500KVA transformers with primary and secondary feed cables. Acquire third transformer to be held for replacement of last remaining 50 year old transformer.</p> <p>Noted deficiencies include, but not limited to:</p> <ul style="list-style-type: none"> • Structural failure in the transformer housing show signs of due to corrosion • Rodent infestation inside the transformer housing [gnawing away at the interior windings and feeds] • Existing transformer pads are below grade causing debris and water to settle around the base of the transformer housing. • Transformer and feeders’ cables are both past their useful life [Date of installation not known, but is estimated to be 50 years or older]
Completion Date	12/31/2025
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

1 PROJECT NAME	Building Envelope Restoration Building Electrification Comprehensive Property Rehabilitation Total \$ TBD
Development	21 Maryland Street [Triple Decker]
Neighborhood	Dorchester
Needs Addressed	<i>Sustainability Modernization Energy Efficiency Utility Reduction / Decrease of BHA’s Carbon Footprint</i>
Funding	Formula Funded \$1,000,000 MassCEC \$120.00 ARPA TBD ABCD TBD
Description	Identifying cost effective measures that can enhance the efficiency of the existing building to meet BHA’s extremely aggressive sustainable goals. Building Envelope: Energy-saving strategies include insulating composite

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	<p>clapboard siding, high-performance windows, close cell insulation, and air sealing to ensure conditioned air is kept inside the condition space.</p> <p>Building Electrification: 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"> • Electrical Service Upgrades • Electrical Infrastructure Upgrades • Heat Pump Space Heating and Cooling Systems • Heat Pump Water Heaters • Electric Cooking Induction Ranges • Electric Clothes Dryer Outlets • Rooftop Solar PV Panels • Net Metering • Sub Metering <p>Interior Renovation: 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
The number of units affected and type of development that will benefit from the proposed activities	3 units Family

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2 PROJECT NAME	SUST- FY25 Resiliency Award Total \$20,000
Development	West Broadway
Neighborhood	South Boston
Needs Addressed	<i>Mitigate Climate Change Vulnerabilities</i>
Funding	SUST- FY25 Resiliency \$20,000
Description	To conduct a feasibility study at the West Broadway Family Development, [200-01] in partnership with EOHLIC. The Development has been identified in the Climate Hazard and Resilience Masterplan "CHARM" Study, as being vulnerable to sea level rise/storm surge, rainfall-induced flooding and extreme heat. The goal of the study will be to developed readily-deployable climate resilience tools to enable BHA to direct specific sustainable grants and capital funds required to mitigate climate change vulnerabilities for residents living at this development
Award Period	FY26
Project Type	Dwelling and Non-Dwelling
The number of units affected and type of development that will benefit from the proposed activities	485 units Family and Special Occupancy

HOME OWNERSHIP

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:

HOME OWNERSHIP

4 PROJECT NAME	First Home Program
Development	Scattered Sites
Neighborhood	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 \$5,000,000
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 EOHLC. 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</p>

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	<p>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. BHA plans to replace one-for-one, scattered site units that are consolidated into larger developments on BHA owned land. [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] This plan will enable BHA to focus resources on a smaller portfolio of scattered site properties, including those operated in partnership with the Department of Developmental Services, and ensure the preservation of affordable housing opportunities in Boston.</p> <p>The BHA intends to take a gradual approach to this plan, beginning with 25 scattered site units. BHA has received support from the Executive Office of Housing and Livable Communities to replace 25 state funded scattered site units in a consolidated development at Old Colony Phase IV. BHA plans to renovate a subset of these units into affordable homeownership opportunities. BHA will be finalizing program details for the scattered site homeownership program in the coming months. BHA is currently working closely with residents of these impacted units to determine relocation needs and priorities.</p> <p>Under BHA’s First Home Program, eligible residents of scattered sites will be offered an opportunity to purchase scattered site units that are rehabbed for affordable homeownership. 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>
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	<p><u>Program Goals and Objectives</u></p> <ul style="list-style-type: none"> • Improve and maintain existing stock of affordable units • Increase supply of quality affordable owner-occupied housing in inclusive communities • Increase and sustain affordable homeownership opportunities that are accessible and inclusive for low to moderate-income residents. • Increase supply of affordable homeownership units (point is repeated) • Increase sustainable homeownership and wealth building opportunities through programming for first time homebuyers Examples include: <ul style="list-style-type: none"> ○ Implement support services and programs that help tenants access and retain housing ○ exemptions will be granted to elderly and disabled participants ○ homebuyer and credit counseling • Improve the quality of existing affordable homeownership units Examples include: <ul style="list-style-type: none"> ○ Property rehabilitation ○ Energy efficiency improvements ○ Create accessibility modifications and improvements <p><u>Eligibility Requirements</u></p> <ul style="list-style-type: none"> ○ Be a current BHA resident and in Good Standing ○ Be employed working at least 30 hours per week ○ Have at least \$6,000 in savings ○ Meet the minimum income requirement based on your household size <p>Year Outcome Project Goal 20-25 units</p>
Award Period	FY23 -FY26
Project Type	Non-Dwelling Dwelling Site