**BHA Five Year Plan (2025-2029) Goals and Objectives**

**BHA Vision:** We envision a strong, vibrant, and equitable city where every resident thrives.

**BHA Mission:** We foster sustainable communities by providing high quality affordable housing, bringing stability, opportunity, and peace of mind to thousands of low-and moderate-income individuals and families across Greater Boston, and to the City of Boston. We strive to break down the barriers to racial equity and justice in housing that disproportionately impact Black, Indigenous, and people of color (BIPOC) communities.

BHA ensures affordability for Boston area families and individuals through its Public Housing communities and the Section 8 rental assistance programs. BHA is guided by four key principles outlined below:

* *Public support for housing works:* Boston, like most major cities, is facing a housing crisis. The BHA’s publicly supported housing programs are longstanding anchors of affordability that must continuously evolve to meet the needs of the present and future.
* *We are people, not buildings:* The BHA is not about buildings or vouchers. It's about people: those residents we support through our services, and the employees who, day in and day out, dedicate their lives to our mission.
* *There is no home without community:* Community is at the center of everything we do. We don't just provide access to affordable housing; we foster diverse, healthy communities and improve quality of life for everyone.
* *We are essential to Boston:* Our staff, residents, and partners are all part of a system that fosters the kind of city we want to live in: diverse, equitable, and inclusive.

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| **Priority Area** | **Goals** | **Key Metrics** |
| **Lead with customer service** | Institutionalize and report back on resident wide survey on BHA programs and services  Adopt and implement best practices in design and web accessibility on the BHA website  Develop and implement an annual customer service oriented training series for all BHA staff  Implement a comprehensive training program for all housing programs staff to improve knowledge of policies, procedures, and cultural competency skills  Enhance applicant experience by reducing the average number of days in the screening process from the current average to 30 days  Close 95% of resident-initiated work orders in 60 days (exception for emergency related work orders) | Number of respondents to resident survey; Percentage of resident survey respondents who “agree / strongly agree” that BHA is responsive to their needs  Enhance compliance with the American Disabilities Act (ADA) requirements for web content and mobile applications; Number of unique website visitors  Percentage of staff who participated in annual customer service training;  Percentage of customer service survey respondents who “agree/strongly agree” that they received quality customer service  Percentage of staff who participated in housing program focused training  Percentage of applicants screened within 30 days  Percentage of resident-initiated work orders closed in 60 days |
| **Invest in high quality maintenance, management, and inspections** | Maintain current HUD-calculated occupancy rate of 97% or better  Maintain current HUD-calculated completed recertification rate of 98% or better  Maintain Section 8 Management Assessment Program (SEMAP) High Performer status  Ensure 100% of public housing units are annually inspected by professionally trained BHA inspectors  Implement resident service plans for 8 BHA elderly/disabled communities  Monitor and enforce compliance for the fair housing obligations across BHA’s portfolio, including private management firms operating at BHA properties | HUD-calculated occupancy rate  HUD-calculated completed recertification rate  SEMAP High Performer status  Percentage of units with inspections completed in past year; Percentage of inspections generated work orders completed in 60 days  Number of sites with resident service plans  Monitoring frameworks updated and all properties in compliance with fair housing obligations |
| **Create economic opportunity-job training, career ladders, wealth building–for BHA residents and staff** | Increase employment and training of targeted Section 3 workforce, including through Project Labor Agreement mechanisms  Expand M/WBE contracting and subcontracting opportunities, including through Project Labor Agreement mechanisms  Support 120 new BHA first time homebuyers  Support 100 BHA households who wish to relocate to Expanded Choice Communities  Enroll 2,000 households in Family Self Sufficiency (FSS) program or other wealth building programs  Increase resident participation in Workforce development/Self Sufficiency events: Job Fairs, Scholarship info sessions, citizenship fairs, resource fairs, and other informational sessions by 50%  Host 100 digital literacy classes where at least 95% of participants successfully complete classes and accomplish at least one goal identified during their training  Host annual information sessions for BHA staff on employee benefits including tuition reimbursement and transportation benefits | Number of targeted Section 3 participations in BHA contracts; Targeted Section 3 participants in pre-apprenticeship programs  Overall M/WBE participation in prime and subcontracting opportunities; M/WBE participating in emerging industries including clean tech and digital equity  Number of new first time homebuyers  Number of BHA households in Expanded Choice Communities  Number of FSS and participants; Amount of escrow savings; Number of Boston Saves participants  Number of attendees for workforce development/self- sufficiency events; Number of residents in Charlestown Adult Education programming; Number of BHA households operating family childcare businesses;  Number of BHA Northeastern Scholars  Number of digital literacy classes; Number of digital literacy program participants who accomplished one training goal  Number of BHA staff utilizing tuition reimbursement and transportation benefits |
| **Partnering with residents and community stakeholders to promote community safety** | Successfully launch and grow place-based after school programming at 4 BHA communities, including Franklin Field, Commonwealth, and Hailey  Develop and implement site based community safety plans for 10 sites    Invest in technologies that enhance resident sense of safety    Develop and implement an annual training plan for BHA safety division | Number of sites with place based after school programming; Number of families participating in site based youth programming  Number of sites with community safety plans  Number of sites with new intercom systems; Percentage of resident survey respondents who “agree/strongly agree” feeling safe in the property they live in  Percentage of safety division who have completed training |
| **Create green and healthy communities** | Implement a data and people centered comprehensive planning process for BHA communities  In keeping with Mayor Wu’s January 2023 announcement of the BHA’s intention to decarbonize its portfolio, weatherize, insulate, and provide heat pumps to 1,500 BHA apartments  Modernize 2,700 BHA apartments  Complete 10 accessibility and open space projects through federal and state capital programs  Complete solar development projects for 10 BHA sites  Partner with green workforce training programs on 20 site based sustainability projects | Number of sites with comprehensive capital plans  Number of PH units weatherized/ insulated/ provided with heat pumps  Number of PH modernization units permitted or completed  Number of PH sites with completed green workforce supported projects  Number of PH sites solarized  Number of sites with green workforce training program partnerships |
| **Plan for long term financial sustainability at BHA** | Convert at least 5 properties from public housing to BHA owned project based vouchers  Reduce accounts receivable by 25% annually | Number of sites repositioned from public housing to project based vouchers  Percent decrease in accounts receivable |
| **Build new public housing** | Complete 4 Faircloth to RAD transactions on publicly and privately owned sites  Redevelop 3 BHA owned sites to increase housing opportunities for individuals with developmental disabilities, older adults, and families with children  Redevelop at least one BHA owned site to increase housing opportunities for veterans; per HUD Title 24 Code of Federal Regulations 983.51(c) BHA hereby provides notice of its intention to non-competitively select one or more projects for Project-Based Voucher (PBV) assistance  In keeping with Mayor Wu’s January 2024 announcement of the BHA’s intention to develop all of its remaining Faircloth units over the next decade, develop net new deeply affordable housing at BHA owned and other public and private sites | Number of completed Faircloth to RAD transactions  Number of new permitted and occupied units for individuals with developmental disabilities, older adults, and families with children  Number of permitted and occupied units for veterans focused housing  Number of new permitted and occupied units at redeveloped sites; Number of Faircloth development plans initiated with public and private partners |
| **Promote well-being and leadership for BHA residents and staff** | Complete 28 LTO elections  Coordinate activities with the Youth Council that encourage youth interaction, leadership development, and solicit feedback to BHA on topics that are important to youth  Increase BHA staff participation in leadership development training | Number of sites with completed elections  Number of youth council participants who develop public speaking and policy/program development experience  Number of staff participating in leadership development training |