

# PROGRESS REPORT: BHA FIVE-YEAR PLAN (FY 2010 – 2014)

The Boston Housing Authority created its 5 year plan covering the years 2010-2014 as part of the 2010 Annual Plan. Each year with the submission of the annual plan, the BHA will provide an update in the Progress Report. The goals and key initiatives from 2010 are listed below in the left hand column and those will remain the same for the five-year period. The updates and progress made on achieving those goals and key initiatives are described below in the right hand column and will be updated each year.

Goals and Key Initiatives	Updates and Progress Made
Continue to preserve and enhance housing opportunities with an emphasis on deep affordability and sustainability;	BHA is making unprecedented investments in preservation with its Capital Fund Financing Program (CFFP), Energy Services Contract (ESCO), American Recovery and Reinvestment Act (ARRA) and redevelopment programs.
Maintain High Performer Status (Public and Leased Housing);	The BHA's Leased Housing Division achieved a score of 100% in 2009 and 2010 in HUD's Section Eight Management Assessment Program (SEMAP). HUD has not yet released new PHAS scores for Public Housing due to a transition in the assessment system.
Invest in resident capacity building and self-sufficiency initiatives to the greatest extent possible;	<p>BHA has convened resident leaders and advocate organizations to develop sustainable strategies to enhance resident engagement. The group has been meeting for several months and BHA has indicated its willingness to provide resources to help fund this effort. Current areas of focus are 1) general resident engagement, 2) task force sustainability, 3) Section 8 resident engagement, and 4) multi-lingual and multi-cultural outreach.</p> <p>In 2009-2010, the BHA increased the number of households participating in its Section 8 Family Self-Sufficiency Program from 167 to 369 households. During this same period, 3 households graduated from the program with 2 households receiving a pay out from established escrow accounts. In addition, 1 households became homeowners through the BHA's Section 8 Homeownership Program. In 2010-2011, the BHA will continue outreach to Section 8 households with a particular focus on households receiving TANF or unemployment income.</p>
Enhance systems, training and ongoing support for managers and staff to ensure that they have the tools to effectively carry out the BHA mission;	The BHA will continue to explore and implement improvements to our policies and procedures as well as changing technology, all with the goal of enhancing service to our landlords, applicants, participants and employees. During 2011 (BHA Fiscal year 2012), the BHA will implement technology to create Internet portals for landlords,

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	<p>applicants and participants into the BHA's systems that will allow secure access to relevant data, and will allow the BHA's customers to manage details of their own "accounts". In addition, the BHA continues to evaluate staff roles and responsibilities and to train staff on changing technology, new programs and policy changes.</p> <p>In 2009-2010, the BHA provided training to Leased Housing and Occupancy Staff in the following areas Public and Indian Information Center, Earned Income Verification, VMS, Limited English Proficiency Policy, Violence Against Women Act, Reasonable Accommodation, Section 8 Administrative Plan and Admissions and Continued Occupancy Policy, Ethics, Workplace Harassment, HUD National Healthy Homes for Inspectors and Commonwealth of Massachusetts Inspectors' Training and Certification.</p> <p>Property Management staff of the four Regions, Resident Services Coordinators, staff of the Community Service Programs and the Work Order Center, Human Resources personnel, Grievance and Appeals hearing officers, and the sworn officers of the Public Safety Department, have all received training on the Limited English Proficiency Policy.</p> <p>Commenced in June, 2010, the BHA Bilingual Internship Program has provided ongoing training to interns to become advanced Spanish and Chinese translators for the agency, and to help build its multilingual capacity by translating Vital Documents, and by recruiting and training volunteer interpreters from local colleges and universities. Currently referred as the BHA-VIP (Volunteer Interpreters Program), this pilot program has trained 15 volunteer interpreters (Spanish, Chinese, Vietnamese, Somali, Arabic, French,/Haitian Creole, and Portuguese) and will continue with its outreach and training efforts.</p>
<p>Continue to improve customer service in all areas such that the BHA is consistently experienced internally and externally as an efficient, pleasant and responsive organization.</p>	<p>A BHA Training Committee has been established and meets approximately every two months. All BHA staff will be trained on the newly revised Workplace Harassment policy. Other trainings such as</p>

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	<p>Diversity (Cultural Competency) training and trainings specific to maintenance staff are ongoing. The Committee also meets to review all trainings that are underway and the need for others.</p> <p>Employee New Hire Orientation takes place twice yearly and reviews all policies and practices of the BHA to include emphasis on Customer Service.</p> <p>In 2009-2010, Section 8 began the implementation of Direct Deposit for all Landlords. This service enables landlords to receive payments in a more efficient manner.</p> <p>BHA staff continue to update the BHA website as much as possible. We continue to publish the Employee Bulletin weekly as well as the BHA Today Newsletter periodically.</p>
<p><b>Capital Construction:</b></p>	
<p>Currently \$200 million in repairs are underway or planned for the next five years, and the Authority is focused upon completing this renovation on schedule and within budget, in a manner that creates as little disruption for residents as possible. Physical assessments are conducted annually with input from many sources: residents, managers, superintendents, capital staff, etc. Health and safety, security, operating efficiencies, and basic preservation of building stock are the highest concern.</p>	<p>Thanks to a huge cooperative effort amongst many BHA staff, residents and outside contractors, BHA has been successfully meeting the many deadlines and other requirements of these many multiply-funded improvements. BHA staff and residents met again this summer in 2010 to undertake the annual needs assessments of all federal properties.</p>
<p><i>Capital Fund Program:</i></p> <p>The CFP provides about \$24 million annually, and will continue to help address the physical needs of the portfolio in years to come. The CFP is the critical cornerstone of the overall plan to preserve the BHA's public housing stock, but it is not sufficient to address the comprehensive needs of the federal portfolio, estimated at over \$500 million—hence the other strategies highlighted below. The listing of all CFP projects is included in the BHA's Annual Statement and Five-Year Capital Plan, which are reviewed by residents and made available for</p>	<p>Since the exact amount of CFP11 funds to be received will probably not be known until summer 2011, for planning purposes the CFP11 Five-Year Plan is therefore based on the amount received last year for CFP10, which was \$25.8M. However, there is talk in Washington that the Capital Fund Grant may be reduced this year due to the large amounts that housing authorities received recently from the American Recovery and Reinvestment Act programs (ARRA; also known as "stimulus funds"). As always, the BHA will continue to prioritize the CFP resources carefully.</p>

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<p>public comment each year. A summary of the plans is available in the BHA Planning Library or on the BHA web site at <a href="http://www.bostonhousing.org">www.bostonhousing.org</a>.</p>	
<p><i>Capital Fund Finance Program:</i></p> <p>HUD regulations permit housing authorities to issue bond debt to be repaid out of future CFP subsidy allocations. A portion of the annual CFP subsidy to be received from HUD in future years can be pledged to leverage a lump-sum infusion of capital funding from the bond market today. This is called the Capital Fund Financing Program (CFFP).</p> <p>In May 2008, the BHA issued CFFP bonds that brought in \$77 million. BHA staff has proceeded to obligate and expend these funds on schedule with major upgrades at Charlestown and Mary Ellen McCormack, and additional repairs at Old Colony and numerous Elderly/Disabled sites. Ninety percent (90%) of funds must be obligated by April, 2010 and spent by April, 2012.</p> <p>More specifically, bathroom plumbing and ventilation contracts are underway at Charlestown, Mary Ellen McCormack and Old Colony, as well as storm and sewer line replacements, building envelope repair and hot water improvements at these sites. By February, 2010, the last phase of building envelope work at Mary Ellen McCormack will be under contract as well as \$9.9 million for upgrades at Charlestown in conjunction with the Energy Performance Contract described below. Within the Elderly/Disabled portfolio, elevator modernization began at nine developments in September 2008 and will be completed in late 2010. Improvements to fire alarm systems at 12 elderly sites will also begin construction in February 2010.</p>	<p>BHA met its obligation deadline for the CFFP bond funds this year and is on track for the final expenditure deadline in April 2012.</p> <p>The two largest projects, bathroom and plumbing improvements at Charlestown and Mary Ellen McCormack will modernize 873 and 861 units respectively and will wrap up in fall 2011. The bathroom project at Old Colony was reduced by seven buildings (due to Phase One redevelopment at that site) and will finish up fall 2010.</p> <p>The energy performance contract with AMERESCO has been signed and \$9.9M of bond funds will be used at Charlestown in conjunction with that program to further modernize the heating system. Building envelope work at Old Colony is complete, and the final phases at Charlestown and Mary Ellen are in full swing. A \$4M project to replace broken and settled underground storm and sewer utilities at Mary Ellen and Old Colony is also drawing to a close by the end of 2010.</p> <p>Fire alarm system upgrades began at eight Elderly/Disabled developments in February 2010 and are expected to reach completion by fall 2011. The elevator modernization which began in 2008 is closing out in fall 2010.</p>
<p><i>Energy Performance Contract</i></p> <p>HUD allows public housing authorities to enter into Energy Performance Contracts with companies called ESCOs (Energy Services Companies) that provide heating, ventilation, plumbing, electrical and other energy-related upgrades in exchange for a fee derived from the utility cost</p>	<p>A more detailed listing of projects can be found at <a href="http://www.bostonhousing.org">www.bostonhousing.org</a>. The Boston Housing Authority received approval from HUD on January 2010 to execute a contract with Ameresco on a \$63,407,776, 20 year term, Energy and Water Performance Contract (EPC). In March 2010, BHA and Ameresco executed the contract documents to move forward with that EPC. The</p>

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<p>savings resulting from those improvements. The arrangement allows a housing authority to leverage private sector funds to make improvements rather than use scarce federal capital funds.</p> <p>The BHA outlined plans for its third energy performance contract to address improvements at 13 federal sites in the <i>Approach to Preservation</i> in September 2007. These upgrades are not only critical in terms of sustaining these buildings, but will reduce operating costs significantly. We are pleased to be moving from planning to reality on this program, with a fully negotiated and financed project awaiting HUD approval. The negotiated program represents over \$60 million in critical energy and water efficiency investment. The measures under the program (which vary from site to site) include</p> <ul style="list-style-type: none"> <li>• High Efficiency Natural Gas Boilers and Domestic Hot Water Systems</li> <li>• High Efficiency Low Flow Toilets</li> <li>• Solar Photovoltaic Panels</li> <li>• Co-Generation Systems</li> <li>• Web Based Energy Management Systems</li> <li>• High Efficiency Lighting and Controls</li> <li>• New “Cool” Roofing Systems</li> <li>• High Efficiency Low-E Window Systems</li> </ul> <p>A more complete listing of projects by site can be found at <a href="http://www.bostonhousing.org">www.bostonhousing.org</a>. The BHA submitted the final contract to HUD for approval in September, 2009 and is anticipating approval in November, 2009. Construction will begin toward the end of 2009, and will be completed in 2012.</p>	<p>construction work has begun with the installation of water conservation measures at all participating developments. The project is scheduled for substantial completion in December 2012.</p>
<p><i>American Reinvestment and Recovery Act (ARRA) Fund Projects:</i></p> <p>In March, 2009, the BHA was awarded a one-time formula allocation of \$33 million under the American Reinvestment and Recovery Act (ARRA), allowing the BHA to address significant additional repairs over</p>	<p>All BHA ARRA formula funds are now under contract and the work is underway.</p> <p>BHA is using these funds to complete the remaining previously unfunded 365 bathrooms at Charlestown and Mary Ellen McCormack</p>

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<p>the next three years. The BHA will use these funds to expand and enhance work funded under the CFFP program as well as to upgrade some additional heating systems at elderly/disabled properties. Specific projects are listed in the Agency Plan Annual Statement and 5-Year Plan, a summary of which is available in the BHA Planning Library or on the BHA web site at <a href="http://www.bostonhousing.org">www.bostonhousing.org</a></p> <p>In addition, the BHA applied for \$57 million in several categories over the summer of 2009 for ARRA funds through HUD's Competitive Recovery Fund Competition program. We were delighted to be awarded over \$40 million in September, 2009. \$18 million of these funds will go to the following capital construction projects (an additional \$22 million was awarded to Old Colony as described in the Mixed Finance Redevelopment section below):</p>	<p>developments; these contracts will be ongoing until the end of 2011. Worn-out and inefficient heating and domestic hot water boilers at three family and two elderly developments have been replaced; this work is already completed in time for the 2010-2011 heating season. Underground oil storage tanks are being removed in conjunction with a conversion to gas heating at Commonwealth development and critical repairs are being made to the exterior masonry at Walnut Park. Systems are being installed at four family and 22 elderly/disabled developments which will use cameras to monitor personal security and vandalism at elevators. Additionally, lead-based paint abatement of units, interior common areas and building exteriors at four family sites is being undertaken.</p>
<p><u>Green Rehab at Bromley Heath and Cathedral</u> -- BHA received \$14 million to create a green public housing renovation demonstration at its Bromley-Heath and Cathedral developments. BHA will seek LEED for Homes certification and establish a cost-effective, replicable model for sustainable public housing rehabilitation at 24 units at Heath and 56 units at Cathedral. Improvements at the buildings and the surrounding site will include: white roofing, a rainwater collection system, new storm and sewer service lines, new energy efficient windows, solar thermal and/or electric panels, designated recycling areas and designated bike rack areas, new kitchens and baths incorporating green sustainable fixtures, finishes and coverings, energy-efficient lighting, enhanced insulation, and energy-efficient heating and utility service improvements.</p>	<p>These projects have been successfully bid, are under contract and will begin construction in the fall of 2010 with completion anticipated for the fall of 2011. The Bromley Heath rehab will require an additional contract to fully complete the interior work. Although the available budgets did require some adjustments of program, both projects are expected to receive at least Silver LEED certification, if not Gold.</p>
<p><u>Elder Services Center at Amory Street</u> – BHA received \$4 million to build a comprehensive services center for frail elders at its Amory Street Elderly/Disabled development. These funds will enable BHA to renovate a portion of the ground floor at this site into a 10,000 square foot full-service center serving the needs of BHA elders and people with disabilities who are over the age of 55. The programs and services to be offered by this facility are described further in the Resident Services section below.</p>	<p>Although the program remains the same, the primary location for this service program has shifted from the main Amory Street building to the small office building on site as a result of discussions with Amory Street residents. Due to the ambitious program undertaken, like the Bromley Heath ARRA project, this project will also require an additional contract to complete the final interior fit-out. After a year of planning, design, resident process and pre-development activities, BHA has awarded the construction contract for this project and will</p>

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	break ground in December 2010. Our services partner Uphams Elder Service Plan (UESP) is actively engaged in planning for the Center.
<b>Operations</b>	
<p><b>Achieve a twenty day unit turnaround time at all developments:</b> In order to appropriately serve all those eligible the BHA must reduce the amount of time units are off-line between residents. In addition to maintaining 97% or better occupancy, decreased vacancy days will also maximize the affordable housing resource for the community.</p>	With the receipt of nearly \$40 million in competitive capital stimulus for redevelopment of a portion of Old Colony and substantial rehabilitation at Cathedral and Bromley, the Authority had to undertake extensive relocation efforts during the past year. These projects required BHA to relocate greater than 300 families. The relocation process requires the BHA to hold substantial numbers of units in reserve to accommodate relocated families. The reservation of units artificially increases the number of vacancy days. The relocation efforts are now complete and in the upcoming year, the BHA expects to make progress on this goal. These efforts also temporarily reduced the occupancy rate to 95%. We expect to return to 97% occupancy by the end of this fiscal year (March 2011).
<p><b>No more than 10% of the rent roll outstanding in any year:</b> Timely collection of rent is essential to the success of any property, particularly under HUD's project-based funding system.</p>	The BHA has set a goal to reduce tenant account receivables by 25% by the end of this fiscal year (March 2011). A similar reduction in each of the years of this 5 year plan will allow the BHA to attain this goal.
<p><b>Fully implement preventive and planned maintenance schedules and increase the percentage of staff-initiated work items to 70% of the total:</b> Performing maintenance from a solid maintenance plan is the most cost effective way to provide maintenance services to BHA's residents and therefore makes the most of the scarce resources available for public housing.</p>	Currently near 50% of the work orders are initiated by staff. The Authority continues to perform regularly scheduled inspections and maintenance throughout the properties. We continue to work towards capturing our cyclical and routine maintenance work on the work order system. Doing so will provide a more accurate picture of the work performed at each site and also help us meet this goal.
<p><b>Fully implement asset management by developing site-based plans that will ensure high occupancy, collection of all potential rent and preservation of the physical asset:</b> The essence of asset management is to understand the circumstances of each development and develop strategies that permit each development to achieve its highest potential to provide affordable housing for the longest possible period.</p>	BHA has implemented site-based asset management which enables BHA to track site-based performance on all key management indicators.
<p><b>Provide operations staff training required to meet agency goals:</b> It is incumbent upon the BHA to ensure that its staff has the skills,</p>	The BHA continues to provide staff with required training. BHA has sent all necessary staff to EIV training and many to Nan McKay rent

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<p>systems and tools required to meet the performance and customer service goals that have been set.</p>	<p>calculation certification training. BHA has provided in-house training to implement the new computer operating system which includes each aspect of the business process.</p>
<p><b>Establish resident health, energy efficiency and sustainability as priorities in the planning and implementation of all initiatives:</b> By including these principles as priorities in all activities, the BHA can develop a comprehensive approach that recognizes the importance of establishing healthy and energy efficient affordable housing.</p>	<p>The BHA continues to partner with community, governmental, and academic organizations to improve the health of its residents. The BHA is in the midst of implementing an energy performance contract that will improve resident's health and the energy efficiency of the buildings (see update on Energy performance). The BHA sought and won capital funds to improve the energy efficiency of buildings at Old Colony, Bromley, and Cathedral (see update on ARRA awards in Capital Construction).</p>
<p><b>Mixed Finance Redevelopment:</b></p>	
<p><b>Washington Beech:</b> The BHA received a \$20 million HOPE VI grant for Washington Beech in March, 2008, and \$10 million from the ARRA formula grant in March, 2009. The project is in construction on a \$45 million 100-unit Phase 1, to be completed in the fall of 2010. Phase 2, another 106 units, will be completed late 2012. The project will provide completely new, energy-efficient and healthy homes for the existing residents of the site and people from the public housing or project-based voucher site-based waiting lists, along with significant self-sufficiency programs.</p>	<p>The first 100 units were completed and occupied in the summer/fall 2010. Construction of the final 106 units began in 2010 and will be complete in 2012. Washington Beech will be a smoke-free development.</p>
<p><b>Orchard Gardens Homeownership:</b> The Orchard Homeownership Initiative is transforming a long-vacant block in the heart of the Dudley Square neighborhood into 20 brand new, affordable, energy-efficient homes for sale to first-time homebuyers. The new homes will feature solar panels and other renewable energy features. The initiative is the final phase of development under the Orchard Park HOPE VI program, and is being developed by the Madison Park Community Development Corporation (MPCDC). Units will come on line in late 2010.</p>	<p>Construction of the units was complete in 2010. Sales of units will take place in 2010-2011.</p>
<p><b>Project-based Section 8 at Heritage and Lower Mills:</b> The transfer of these two Elderly/Disabled sites from the public housing program to Project-based Section 8 is on track for early 2010. The initiative will preserve these properties as affordable housing and leverage an estimated \$10 million for needed repairs.</p>	<p>The transfer of these sites is now expected to take place in early 2011. The leverage figure has been revised upward to \$22 million.</p>

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<p><b>Old Colony:</b> The BHA applied for and received \$22 million through HUD’s Competitive Recovery Fund Competition program—the largest single award to a public housing authority nationwide—in September, 2009. The BHA and Old Colony residents propose to set a new standard for sustainable multi-family design and livability at Old Colony. The overall redevelopment objective at Old Colony is to transform the site into a green/sustainable, vibrant urban village, which provides attractive, quality housing and enhanced programs for residents. Phase 1 will involve the construction of approximately 100 new units, to be completed by September, 2012. At the same time, the BHA will move forward to develop a master plan for the rest of the Old Colony site by December, 2010.</p>	<p>Phase One at Old Colony involves the construction of 116 new units and a community center. The Authority will apply for HOPE VI funds for Old Colony Phase Two.</p>
<p><b>Orient Heights.</b> The BHA’s priority for redevelopment within the state portfolio continues to be Orient Heights. This site is facing significant distress due to its aged infrastructure, deteriorated site and buildings, and challenging topography. The BHA has been working with state officials to consider alternatives for redevelopment given the lack of state resources to assist in redevelopment. As more detailed plans emerge from this effort, the BHA will re-engage residents in a planning process.</p>	<p>No update at this time due to lack of state funding.</p>
<p><b>Leased Housing and Occupancy:</b></p>	
<p><b>Create and Preserve Affordable Housing.</b> The BHA will continue to maximize assistance to existing participants while serving new applicant households as appropriations allow through monitoring of voucher utilization and costs. The BHA will also actively pursue any available voucher funding.</p> <p>The BHA will also continue to utilize its Project Based Voucher (PBV) Program to create and preserve affordable housing. The BHA has committed 600 PBVs to the City’s Leading the Way III campaign for the creation of new affordable housing over the next three years. In addition, the BHA has committed up to 500 PBVs for use in the BHA’s Heritage and Lower Mills initiative described above.</p>	<p>In 2009-2010, the BHA utilized all of the funds appropriated for its HCVP. In addition, the BHA applied for and received 691 new vouchers(5 Mod Rehab conversion, 50 VASH, 122 Enhanced Vouchers, 92 Replacement Housing vouchers for Old Colony, 264 Replacement Housing Vouchers for Heritage and 159 Replacement Housing Vouchers for Lower Mills)</p> <p>In 2009-2010, the BHA also issued PBV award letters for 173 new construction and ---existing housing units to be occupied during FY 2012.</p>
<p><b>Decrease Homelessness in the City of Boston.</b> Over the past several</p>	<p>BHA staff continue to partner with the City of Boston and supportive</p>

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<p>years the BHA has partnered with a number of public and private providers to decrease chronic homelessness in the City of Boston. Over the next five years the BHA will build on these partnerships to create scattered site and project -based supportive housing programs targeted towards the specific needs of chronically homeless households. In addition, the BHA will look to mirror the success it has had with individual providers, to create a system of supportive housing programs for homeless families with the goal of significantly reducing the number of Boston households residing in shelters and motels.</p>	<p>service providers to decrease homelessness.</p>
<p><b>Enhance Customer Service.</b> The BHA will continue to explore and implement improvements to our policies and procedures as well as changing technology, all with the goal of enhancing service to our landlords, applicants, participants and employees. The BHA will utilize changing technology to create portals for landlords, applicants and participants into the BHA’s systems that will allow secure access to relevant data. The BHA is also in the process of implementing direct deposit for landlords with an anticipated completion date of June 2010. In addition, the BHA will continue to evaluate staff roles and responsibilities and will train staff on changing technology, new programs and policy changes.</p>	<p>The BHA will continue to explore and implement improvements to our policies and procedures as well as changing technology, all with the goal of enhancing service to our landlords, applicants, participants and employees. During 2011 (BHA Fiscal year 2012), the BHA will implement technology to create Internet portals for landlords, applicants and participants into the BHA’s systems that will allow secure access to relevant data, and will allow the BHA’s customers to manage details of their own “accounts”. The BHA is also in the process of implementing direct deposit for landlords, and it has been completed with the exception of the roll-out of email “advices” to the direct deposit recipients. In addition, the BHA continues to evaluate staff roles and responsibilities and to train staff on changing technology, new programs and policy changes.</p>
<p><b>Maintain High Performer Status.</b> In 2008, the BHA received an unprecedented 100% on HUD’s Section 8 Management Assessment Program(SEMAP). Over the past five years, the BHA has created and implemented a number of policies, procedures and monitoring tools specific to each of the indicators evaluated by HUD. Over the next five years, the BHA will continue to update and monitor these tools as necessary to ensure that we maintain a high level of program performance.</p>	<p>The BHA, again, achieved scores of 100% on HUD’s Section 8 Management Assessment Program (SEMAP) in 2009 and 2010. The BHA continues to monitor each specific indicator and implements policies and procedures that conform to changes in reporting requirements to ensure the BHA maintains the status of High Performer.</p>
<p><b>Resident Services:</b></p>	
<p><b>Expand employment and skills training for BHA residents:</b></p> <ul style="list-style-type: none"> <li>○ Expand the Public Housing Family Self-Sufficiency (PH FSS) program from 36 to 100 households by 2015;</li> </ul>	<ul style="list-style-type: none"> <li>● We are currently working to fully enroll the 36 households in our Public Housing Family Self- Sufficiency (PH FSS) program. After that benchmark has been met, we will seek to evaluate the</li> </ul>

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<ul style="list-style-type: none"> <li>○ Strengthen existing partnerships and secure at least \$195,000 in funding annually for resident services;</li> <li>○ Expand staff capacity to include at least one a social work degree;</li> <li>○ Work more closely with the Civil Rights Department's Section 3 program.</li> </ul>	<p>demand for these services.</p> <ul style="list-style-type: none"> <li>● In FY 2010, the BHA exceeded the \$195,000 goal including our Resident Opportunity and Self-Sufficiency (ROSS), PH FSS Program and the Boston Broadband Public Computing Centers. We have made some new partnerships including Big Brothers Big Sisters and have expanded our work with La Alianza Hispana, Boston Centers for Youth &amp; Families, the Boston Public Library and Smart from the Start.</li> <li>● We are hoping to hire a Social Worker to provide Resident Services through the ROSS 2009 grant.</li> <li>● In FY 2010, the BHA's Community Services Department established a list-serve for jobs and skills training opportunities that includes the Civil Rights Office among others. This allows us to ensure that Section 3 opportunities are also distributed electronically to the BHA Family Developments &amp; LTOs and the Section 8 FSS Program.</li> </ul>
<p><b>Respond to the social service needs of residents:</b></p> <ul style="list-style-type: none"> <li>○ Further integrate the work of elderly resident service coordinators and family services program to better address the needs of elders living in family developments;</li> <li>○ Developing more youth services and partnerships including the development of more college pathways for BHA youth.</li> <li>○ Strengthening and expanding the BHA's Health and Wellness Initiatives such as those established through the Partners in Health and Housing Prevention Research Center.</li> </ul>	<ul style="list-style-type: none"> <li>● The Authority will explore with community based agencies who presently are working with Resident Services to better address the needs of elderly living in family developments.</li> <li>● In FY 2010, the BHA working closely with the Boston Youth Fund provided 100 BHA youth with summer employment; we also ran a second pilot of the Teen Resident Health Advocates and continued the Educating the Minds, Leaving Drugs and Violence Behind Program. With respect to college pathways for BHA youth, BHA publicized the Northeastern University Scholarship Program to all BHA Public Housing Eligible households leading to 7 new residents enrolled in the Fall 2010 term. We also promoted the Housing Authority Insurance Group's Resident Scholarship Program, which is a new scholarship opportunity for public housing and Section 8 residents applying to college. The BHA (CSD) continues to direct residents to other scholarships and grants through the Higher Education Information Center (TERI) and other community partners.</li> <li>● This Fall, the Partners in Health &amp; Housing Prevention Research Center has launched our 9<sup>th</sup> cycle of the Resident Health Advocate</li> </ul>

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	<p>Training Program and we are also developing a new research program that will assist residents to better access health care services. BHA is also proposing a Non-Smoking Policy with this Agency Plan.</p>
<p><b>Provide support for capacity-building with residents</b> so that resident organizations are active and effective in representing the needs of residents, and more Local Tenant Organizations become recognized and are able to sustain recognition.</p>	<p>BHA has convened resident leaders and advocate organizations to develop sustainable strategies to enhance resident engagement. The group has been meeting for several months and BHA has indicated its willingness to provide resources to help fund this effort. Current areas of focus are 1) general resident engagement, 2) task force sustainability, 3) Section 8 resident engagement, and 4) multi-lingual and multi-cultural outreach.</p>
<p><u>Elder Services Center at Amory Street</u> – BHA received \$4 million to build a comprehensive services center for frail elders at its Amory Street Elderly/Disabled development. The center, which will draw residents from multiple sites, will be operated by Upham’s Corner Health Center’s Elder Service Plan. The program allows elders to remain living independently in the community, rather than in a nursing home. Services to residents will include primary care, specialty care, dental and eye care, prescription drugs, home health services, rehabilitative services, nutrition, respite care, and transportation assistance. The Center will be constructed by September, 2012.</p>	<p>After a year of planning, design, resident process and pre-development activities, BHA has awarded the construction contract for this project and will break ground in December 2010. Our services partner Uphams Elder Service Plan (UESP) is actively engaged in planning for the Center.</p>
<p><u>Early Education Center at Bromley</u> -- BHA, the Tenant Management Corporation at Bromley Heath, and Associated Early Care and Education have partnered to plan for a new state-of-the-art comprehensive Early Education Center at the Bromley-Heath site. An existing long-term vacant building will be demolished to make way for the Center, which will serve more than 80 children and families from Bromley, other BHA sites, and the surrounding neighborhood. The Center will be constructed by March, 2012.</p>	<p>The BHA designated Associated Early Care and Education (AECE) in August 2007 for the project. AECE proposes to demolish the existing building and construct a new 3-story daycare facility at the site, with some office use on the top floor.</p> <p>The project currently calls for a July 2011 groundbreaking. The Associated team will be responsible to secure funding for the project entirely without assistance from BHA. BHA will review and approve designs.</p>
<p><b>Finance and Administration:</b></p>	
<p>Move the BHA from cash to encumbrance budgeting to improve short term control over spending data;</p>	<p>The BHA is transitioning to a new software system (Emphasys – Elite) for its financial functions that permits encumbrance budgeting. Core finance functions went live on April 1, 2010. The use of an</p>

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	encumbrance-based system awaits completion of all finance modules. An encumbrance-based system will likely not be fully implemented until FY 2013 or later.
Increase the availability of real-time financial reporting;	The BHA's new enterprise software system includes an executive portal reporting module. This functionality is expected to go live at or around the end of the BHA's current 2011 Fiscal Year. This will allow system-wide reporting across all functional modules.
Use available technology to allow stakeholder access to administrative systems, e.g. vendor portals, application status, etc. from outside the BHA;	The BHA procured third party portal modules for its enterprise software package in June of 2010. Implementation of the Portals that would allow stakeholder access to administrative systems from outside the BHA is planned for Fiscal Years 2012 and 2013.
Utilize document management and automated work flow technology to improve efficiency through effective document routing and concurrent review and approval methods;	The BHA has implemented document management on a limited basis in the Capital Construction Department for electronic access to drawings and plans. A more complete roll out of the BHA's document management software for Leased Housing is in planning with a roll out expected prior to the end of the current fiscal year ending March 31, 2010.
Attract, motivate, retain, manage, and develop qualified and productive employees and provide a safe, non-discriminatory work environment for those employees;	The BHA has had great success in hiring extremely well qualified candidates due in part to the challenging economic climate. BHA jobs are very attractive due to the Authority's relatively secure federal funding stream. Candidates that in the past might have overlooked a career at the BHA have applied in large numbers to recent job postings.
Ensure that supervisors/managers have the tools to effectively manage their staff and provide ongoing guidance and training to assist them regarding the policy, regulatory, customer service, and mission aspects of their jobs.	The Human Resources Department and Legal Departments have teamed to conduct trainings on Workplace Harassment and Ethics Law regulations over the recent months. Implementation training for the Authority's LEP Policy has also provided new avenues for improving customer service to clients and applicants. Training will be ongoing.