

PROGRESS REPORT: BHA FIVE-YEAR PLAN (FY 2025 – 2029)

The Boston Housing Authority created its Five-Year plan covering the years 2025-2029 as part of the 2025 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 2025 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.

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.

Background:

Boston Housing Authority owns and manages more than 7500 units of public housing and administers housing subsidies for an additional more than 17,500 families in Boston and eastern Massachusetts through its Leased Housing programs. It is BHA’s purpose to provide quality homes and strong communities for low and moderate income Bostonians. BHA housing is truly affordable to Boston’s most vulnerable families and individuals, and the Authority strives to ensure that its housing resources serve as a platform for opportunity for residents and a resource to the broader community.

BHA is a critical Boston institution and our housing communities are integral parts of most neighborhoods across the city. Employing nearly 800 workers, many of whom live in the city, BHA contributes significantly to the local economy.

One of the priorities laid out in BHA’s previous five-year plan, 2020-2024, was to develop a framework to ensure the long-term viability of BHA’s public housing communities in the face of persistent federal funding shortfalls. One important strategy has been repositioning BHA housing. Over the years BHA has pursued several public-private partnerships with mission driven developers to redevelop BHA communities. BHA has articulated a set of firm principles to guide its partnerships: Engage residents and community members in meaningful participatory planning; ensure tenant protections; fully preserve on a one-for-one basis all deeply subsidized housing units; and focus on sustaining BHA’s assets to fulfill its mission to serve future generations. In addition to public-private partnerships, BHA is comprehensively modernizing BHA communities

PROGRESS REPORT: BHA FIVE-YEAR PLAN (FY 2025 – 2029)

that will remain under BHA ownership—which is the majority of BHA’s housing (more than 7,500 apartments). While amassing the resources to upgrade and maintain BHA’s public housing portfolio remains a challenge, the BHA is committed to investing in the long term preservation of our housing communities using a variety of tools including HUD’s Restore Rebuild program, HUD’s Rental Assistance Demonstration program, comprehensive capital planning, and better use of technology to deliver our housing services.

Alongside BHA’s efforts to preserve and modernize our public housing assets, BHA’s Leased Housing program has steadily grown to cover more than 17,500 homes, providing a critical tool for affordable housing preservation and development throughout Boston. BHA is continually implementing strategies to ensure that the Leased Housing program is effectively serving low-income families and individuals. As part of BHA’s commitment to affirmatively further fair housing, in July 2019, BHA implemented Small Area Fair Market Rents (SAFMRs) as exception payment standards in those zip codes where they are necessary to make communities accessible and affordable for voucher holders. The goal of implementing SAFMR exception payment standards is multifold: expand choice for voucher holders and decrease the concentration of vouchers in high poverty areas; preserve people’s ability to remain where they live, preventing displacement and harmful gentrification; and minimize the risk of artificially inflating rents throughout the city.

Over the coming five years, as we continue to invest in public housing preservation and expand the reach of the Leased Housing program, BHA will adjust our business processes and expand our internal capacities. For this 2025-2029 Plan, we identify eight broad strategic priorities:

1. Lead with customer service.
2. Invest in high quality maintenance, management, and inspections.
3. Create economic opportunity-job training, career ladders, wealth building—for BHA residents and staff.
4. Partnering with residents and community stakeholders to promote community safety.
5. Create green and healthy communities.
6. Plan for long term financial sustainability at BHA.
7. Build new public housing.
8. Promote well-being and leadership for BHA residents and staff.

PROGRESS REPORT: BHA FIVE-YEAR PLAN (FY 2025 – 2029)

Within this context, the Authority proposes the following initiatives:

1. Strategic Focus: Lead with customer service:	
Goals	Updates and Progress Made
Institutionalize and report back on resident wide survey on BHA programs and services.	BHA finalized and is beginning the roll out a resident-wide survey to BHA voucher holders and public housing residents. Responses will be collected through the rent determination process and will be reviewed and analyzed on a quarterly basis.
Adopt and implement best practices in design and web accessibility on the BHA website.	BHA reviewed audit findings on website accessibility and has completed updates to ensure ADA compliance.
Develop and implement an annual customer service-oriented training series for all BHA staff.	BHA is finalizing the curriculum for customer service training series and anticipates launching training for Public Housing and Leased Housing staff by the end of 2025.
Implement a comprehensive training program for all housing programs staff to improve knowledge of policies, procedures, and cultural competency skills.	BHA has implemented an onboarding program for all new staff in Leased Housing and is developing a training series for Leased Housing and Public Housing staff.
Enhance applicant experience by reducing the average number of days in the screening process from the current average to 30 days.	Due to an ongoing construction project in BHA’s housing service center this goal has been delayed to 2026.
Close 95% of resident-initiated work orders in 60 days (exception for emergency related work orders).	BHA has made a concerted effort to address work order processes and has successfully closed 90% of work orders within 30 days. As a result, BHA has updated our metric for this goal to close 95% of resident-initiated work orders in 30 days. In the past year BHA has seen a significant decrease in the number of open work orders. In October 2024 the BHA had around 16,500 open work orders and in September 2025 the number of work orders was reduced to 730. Additionally, in comparison to October 2024 when there were 10,230 work orders older than 60 days, in September 2025 BHA has only 26 work orders over 60 days old.
2. Strategic Focus: Invest in high quality maintenance, management, and inspections:	
Goals	Updates and Progress Made
Maintain current HUD-calculated occupancy rate of 97% or better.	BHA continues to focus on streamlining screening processes and currently has a federal 97.9% occupancy rate at the end of Sept 2025.
Maintain current HUD-calculated completed recertification rate of 98% or better.	For the fiscal year ended 3/31/2025 recertification rate was 96%. In October 2025, Public Housing is currently at 97.27%, and will continue its efforts to reach and

PROGRESS REPORT: BHA FIVE-YEAR PLAN (FY 2025 – 2029)

	maintain 98%.
Maintain Section 8 Management Assessment Program (SEMAP) High Performer status.	The BHA’s overall SEMAP score for the fiscal year ended 3/31/2025 is 97%. As a result of the overall SEMAP score of 97%, the BHA was designated as a High Performer.
Ensure 100% of public housing units are annually inspected by professionally trained BHA inspectors.	Over 96% of units were inspected by BHA Inspections staff. The remaining 4% that were not inspected were due to access issues. These cases are referred to Management for private conference (PC).
Implement resident service plans for (8) BHA elderly/disabled communities.	BHA hired a Director of Resident Services in September 2025. In the coming months this role will work towards developing resident service plans to determine resources, programming and/or services needed for three sites: St. Botolph, Pat White, and Hassan.
Monitor and enforce compliance for the fair housing obligations across BHA’s portfolio, including private management firms operating at BHA properties.	BHA compiled and is currently reviewing written agreements with management companies.
3. Strategic Focus Area: Create economic opportunity-job training, career ladders, wealth building—for BHA residents and staff:	
Goals	Updates and Progress Made
Increase employment and training of targeted Section 3 workforce, including through Project Labor Agreement mechanisms.	BHA continues to focus on increasing employment and training opportunities for Section 3 participants.
Expand M/WBE contracting and subcontracting opportunities, including through Project Labor Agreement mechanisms.	BHA continues to focus on increasing opportunities for M/WBE enterprises.
Support 120 new BHA first time homebuyers.	BHA has supported 29 new first-time homebuyers in 2025 and 65% of these buyers purchased market rate homes. BHA continues to support households access homeownership opportunities in the City of Boston and has supported 26 homebuyers in their efforts to stay in Boston.
Support 100 BHA households who wish to relocate to Expanded Choice Communities.	BHA has received 69 new applications from households interested in moving to Expanded Choice Communities and over the course of 2025 has successfully supported 26 households in relocating to date.
Enroll 2,000 households in Family Self Sufficiency (FSS) program or other wealth building programs.	BHA and Compass hosted a graduation ceremony for FSS graduates to mark their completion with the program. BHA is currently evaluating options to expand FSS to public housing residents.

PROGRESS REPORT: BHA FIVE-YEAR PLAN (FY 2025 – 2029)

	BHA households enrolled in FSS 1579 as of 9/30/25. (1498 LH & 81 PH.) An additional 45 graduated from FSS in Calendar Year 2025. FSS data: As of 09/30/25 amount of escrow savings is \$9.4M and average escrow is \$10,851; Average increase in credit score for participants is 65; Average increase in income is 59% after 4 years.
Increase resident participation in Workforce development/Self Sufficiency events: Job Fairs, Scholarship info sessions, citizenship fairs, resource fairs, and other informational sessions by 50%.	BHA hosted an in-person job fair in September 2025 to connect residents with employment and job training opportunities. BHA is also engaging with university partners to increase utilization of scholarship programs for BHA residents. There are 5 Northeastern scholarship winners this academic year: 2 for undergrad; 3 for College of Professional Studies.
Host 100 digital literacy classes where at least 95% of participants successfully complete classes and accomplish at least one goal identified during their training.	BHA has hosted 11 digital literacy classes with over 80 participants and with 21 having accomplished at least one training goal and 91% expressing confidence level 3 or above.
Host annual information sessions for BHA staff on employee benefits including tuition reimbursement and transportation benefits.	BHA has hosted a benefits fair for staff and organized a student loan forgiveness workshop for staff.
4. Strategic Focus: Partnering with residents and community stakeholders to promote community safety:	
Goals	Updates and Progress Made
Successfully launch and grow place-based after school programming at 4 BHA communities, including Franklin Field, Commonwealth, and Hailey.	BHA has successfully launched an afterschool program at Franklin Field and is working to develop similar programs at 2 other public housing communities.
Develop and implement site-based community safety plans for 10 sites.	BHA has established neighborhood-based representatives for BHA police that are available to work with BHA residents and staff on the development of community safety plans.
Invest in technologies that enhance resident safety.	BHA has successfully installed new intercom systems at public housing communities with a single point of entry.
Develop and implement an annual training plan for BHA safety division.	BHA's safety division has successfully implemented an annual training program that has focused on different topics including mental health and wellness as well as

PROGRESS REPORT: BHA FIVE-YEAR PLAN (FY 2025 – 2029)

	customer service. In 2025, trainings focused on enhancing computer skills for the safety division and was attended by greater than 80% of safety officers employed at the time the training was delivered.
5. Strategic Focus: Create green and healthy communities:	
Goals	Updates and Progress Made
Through a people centered participatory process, create data driven comprehensive capital plans for every BHA community.	BHA is in the process of developing a framework for comprehensive capital planning. Over the summer BHA completed an inventory of existing components of our internal planning processes and piloted enhanced resident engagement strategies at a federally funded public housing community. BHA is actively engaged in capital planning initiatives at several public housing communities.
In keeping with Mayor Wu’s January 2023 announcement of the BHA’s intention to enhance resident comfort and quality of life by weatherizing, insulating, and providing heat pumps to 1,500 BHA apartments.	BHA has completed projects that enhance comfort and improve indoor air quality for over 1,200 units across the BHA portfolio. There are several projects currently in design and will move forward in 2026.
Modernize 2,700 BHA apartments.	BHA has successfully supported the modernization of 1,987 units through redevelopment and comprehensive modernization activities.
Increase availability of accessible housing opportunities.	BHA continues to identify opportunities to increase the availability of accessible housing through the creation of new units at sites undergoing redevelopment. In addition to this work, the BHA has brought on an accessibility consultant and is evaluating opportunities for enhanced accessibility at sites including Lower Mills and Heritage.
Complete (10) open space projects.	BHA has made substantive progress on open space projects at several housing communities that will provide new and enhanced opportunities for urban agriculture and gardening.
Complete solar development projects for (10) BHA sites.	BHA has successfully solarized 2 public housing buildings.
Partner with green workforce training programs on (20) site-based sustainability projects.	BHA has completed 3 climate resilience and green infrastructure projects and formalized a green workforce training partnership around urban gardening at one site.
6. Strategic Focus: Plan for long term financial sustainability at BHA:	
Goals	Updates and Progress Made
Convert at least 5 properties from public housing to BHA owned project-based vouchers.	BHA successfully completed the closing for St. Botolph Apartments, which will transition from public housing to project-based vouchers. The BHA is also advancing

PROGRESS REPORT: BHA FIVE-YEAR PLAN (FY 2025 – 2029)

	a similar project at Doris Bunte.
Get 25% of accounts receivable under court-ordered repayment agreements annually.	The BHA has modified this goal to get \$4M of accounts receivable in court ordered repayment agreements by 12/31/25.
7. Strategic Focus: Build new public housing:	
Goals	Updates and Progress Made
Achieve financial/real estate closing for 4 Restore Rebuild transactions on publicly and privately-owned sites.	The BHA continues to work with internal departments as well as third party partners to develop new housing through the Restore Rebuild program.
Redevelop 3 BHA owned sites to increase housing opportunities for individuals with developmental disabilities, older adults, and families with children.	The BHA continues to evaluate opportunities to develop new 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.	The BHA continues to evaluate opportunities to develop new housing opportunities for veterans.
In keeping with Mayor Wu’s January 2024 announcement of the BHA’s intention to develop all of its remaining Restore Rebuild units over the next decade, develop net new deeply affordable housing at BHA owned and other public and private sites.	BHA is currently pursuing several Restore Rebuild projects on city owned land as well as privately owned sites. BHA is actively advancing a Restore Rebuild project at 290 N Beacon and supporting third party led projects in the West End, Chinatown, and Charlestown.
8. Strategic Focus: Promote well-being and leadership for BHA residents and staff:	
Goals	Updates and Progress Made
Complete 28 LTO elections.	BHA continues to work closely with existing and new LTOs to increase resident participation in leadership opportunities. BHA has successfully completed elections at 6 sites and has supported planning efforts at 10 communities.
Coordinate activities with the Youth Council that encourage youth interaction, leadership development, and solicit feedback to BHA on topics that are important to youth.	BHA continues to support the BHA youth council and is in the process of developing a comprehensive strategy for this work. There are currently 20 BHA residents who actively participate in youth council activities. The Youth Council has led four Hand-in-Hand workshops with elderly/disabled residents, presented to the Resident Advisory Board, met with the Mayor’s Youth Council and provided feedback on BHA’s work related to school readiness/topics important to youth related to school

PROGRESS REPORT: BHA FIVE-YEAR PLAN (FY 2025 – 2029)

	attendance and youth programming.
Increase BHA staff participation in leadership development training.	BHA launched a new leadership development training opportunity to support managers who had previously completed BHA’s MIB program.