

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing

Boston Housing Authority Plans

5 Year Plan for HUD Fiscal Years 2000 – 2004

(BHA Fiscal Years 2001- 2005)

Annual Plan for Fiscal Year 2000

(BHA Fiscal Year 2001)

Amendment # 1 to the Plan approved by HUD on 11-28-00
Filename (MA002v04)

January 8, 2001

**NOTE: THIS PHA PLANS TEMPLATE (HUD 50075) IS TO BE COMPLETED IN
ACCORDANCE WITH INSTRUCTIONS LOCATED IN APPLICABLE PIH NOTICES**

HUD 50075
OMB Approval No: 2577-0226
Expires: 03/31/2002

5-YEAR PLAN
HUD FISCAL YEARS 2000-2004
BHA FISCAL YEARS 2001-2005
[24 CFR Part 903.5]

A. Mission

State the PHA's mission for serving the needs of low-income, very low income, and extremely low-income families in the PHA's jurisdiction. (select one of the choices below)

- ☐ The mission of the PHA is the same as that of the Department of Housing and Urban Development: To promote adequate and affordable housing, economic opportunity and a suitable living environment free from discrimination.
- ☒ The PHA's mission is:

It is the mission of the Boston Housing Authority:

- **To provide stable, quality affordable housing for low and moderate income persons;**
- **To deliver these services with integrity and mutual accountability; and**
- **To create living environments which serve as catalysts for the transformation from dependency to economic self-sufficiency.**

B. Goals

The goals and objectives listed below are derived from HUD's strategic Goals and Objectives and those emphasized in recent legislation. PHAs may select any of these goals and objectives as their own, or identify other goals and/or objectives. Whether selecting the HUD-suggested objectives or their own, **PHAS ARE STRONGLY ENCOURAGED TO IDENTIFY QUANTIFIABLE MEASURES OF SUCCESS IN REACHING THEIR OBJECTIVES OVER THE COURSE OF THE 5 YEARS.** (Quantifiable measures would include targets such as: numbers of families served or PHAS scores achieved.) PHAs should identify these measures in the spaces to the right of or below the stated objectives.

HUD Strategic Goal: Increase the availability of decent, safe, and affordable housing.

☒ **PHA Goal:** Expand the supply of assisted housing

Objectives:

- ☒ Apply for additional rental vouchers:
 - BHA will commit to pursuing additional funding for these vouchers whenever incremental funding is available.
 - Implement Welfare-to-Work Program, which offers 300 vouchers and counseling.
 - Implement 200 vouchers for non-elderly disabled persons as part of Designated Housing Plan for public housing Elderly/Disabled program.
 - Implement funding which will provide 400 vouchers to persons of color to utilize in areas of low poverty concentration.
- ☒ Reduce public housing vacancies:
 - Establish and utilize a special “re-occupancy crew” to reduce the length of time for vacancy turnarounds.
 - In family developments, work to attain a 30-day or less unit turnaround from date of vacate to date of re-leasing.
 - In elderly developments, decrease unit turnaround time by 50% in the first year.
- ☒ Leverage private or other public funds to create additional housing opportunities:
 - The BHA will convert 200 units of tenant based assistance to project based assistance.
- ☐ Acquire or build units or developments
- ☐ Other (list below)

☒ **PHA Goal:** Improve the quality of assisted housing

Objectives:

- ☒ Improve public housing management: (PHAS score)
 - Establish on a bi-monthly basis, a monitoring system for rent collection.
 - Aim to collect at least 98% of the current rent roll each month.
 - Have no more than 2% of the annual rent roll in arrears at any one time.
- ☒ Improve voucher management: (SEMAP score)
 - The Assistant Administrator will commit a minimum of three additional hours per week to coordinate a program to enhance the SEMAP standards.
 - Convert all Section 8 Program participants to Housing Choice Voucher Program.
 - Implement a revised Section 8 Administrative Plan.
- ☒ Increase customer satisfaction:
 - Develop an internal and external customer service program emphasizing the site staff and residents as our primary constituencies to be served.
 - Develop programs that emphasize a culture of shared-mission and mutual respect.
 - Respond to customer survey results generated by HUD and/or BHA.
- ☒ Concentrate on efforts to improve specific management functions:
 - A. Personnel and Operations Systems
 - Complete Personnel and Operations Manual and educate staff to be in compliance with them.
 - Establish and provide training for use of job performance standards.
 - Redefine job responsibilities and descriptions of the operations staff in order to more efficiently deliver services within the developments.
 - B. Management and Maintenance Systems
 - Create routine maintenance schedules for custodial and preventive maintenance staff.
 - Establish a monthly reporting system that allows managers to measure all components of property management.

C. MIS and Technology Systems

- Provide all BHA staff with computer access and training.
- Identify and install appropriate financial and property management software and Internet access to enhance employee productivity.
- Utilize cable TV and other media to develop and implement communications program for residents to enhance tenancy and exposure to community resources.
- Identify processes that can become paperless.
- Identify other technology and applications that are desirable including programming, partnerships and wiring.

D. Financial Systems

- Develop and make available to development managers and senior staff comprehensive site-based budget report formats that include operating income and all the development site costs including fringe benefits, collection loss, utilities and indirect costs generated from regional offices and from central office.



Renovate or modernize public housing units:

- Seek Hope VI assistance for at least two potential sites.
- Meet 100% obligation requirements of the BHA's Comprehensive Grant Program including 100% of the proposed life-safety improvements to the developments.



Demolish or dispose of obsolete public housing:

- Only achieved in connection with the receipt of new Hope VI grants



Provide replacement public housing:

- Only achieved in connection with the receipt of new Hope VI grants



Provide replacement vouchers:



Other: Develop an Energy Master Plan for all properties.

- Utilize Plan to install cost-savings measures throughout the portfolio.
- Create an Energy Monitoring System that will quantify energy usage and assist with savings strategies.

☒ **PHA Goal:** Increase assisted housing choices

Objectives:

- ☒ Provide voucher mobility counseling:
 - Continue Regional Opportunity Counseling Program (ROC) for five years.
 - Provide housing counseling to assist 300 Welfare-to-Work program participants locate to areas with employment opportunities.
- ☒ Conduct outreach efforts to potential voucher landlords
 - Continue Landlord seminars for both the ROC Program as well as regular Section 8 Program for five years.
- ☒ Increase voucher payment standards
 - Increase to 110% as of October 1, 1999.
 - Apply to HUD field office for exception payment standards (up to 120% of FMR) as reasonable accommodation for a person with a disability.
 - Apply for additional neighborhood exception payment standards.
- ☒ Implement voucher homeownership program:
 - Upon receipt of final rule determination from HUD, implement a voucher homeownership program (VHP).
- ☐ Implement public housing or other homeownership programs
- ☒ Implement public housing site-based waiting lists:
 - Prepare and present plan to HUD for site-based waiting list in family program in compliance with all fair-housing laws.
- ☐ Convert public housing to vouchers:
- ☒ Other: (list below)
 - Work with the City of Boston to implement Security Deposit Loan Program for Section 8 participants.
 - Open Section 8 Waitlist to nonemergency applicants for the first time since 1990.

HUD Strategic Goal: Improve community quality of life and economic vitality

☒ **PHA Goal:** Provide an improved living environment

Objectives:

- ☒ Implement measures to deconcentrate poverty by bringing higher income public housing households into lower income developments:
 - Prepare revised Admissions and Continued Occupancy Policy (ACOP) for resident and HUD review.
- ☒ Implement measures to promote income mixing in public housing by assuring access for lower income families into higher income developments:
 - Prepare revised Admissions and Continued Occupancy Policy (ACOP) for resident and HUD review.
- ☒ Implement public housing security improvements:
 - Continue and enhance, to the extent possible, the current Public Safety program.
- ☒ Designate developments or buildings for particular resident groups (elderly, persons with disabilities):
 - Implement Designated Housing Plan.
- ☐ Other: (list below)

HUD Strategic Goal: Promote self-sufficiency and asset development of families and individuals

- ☒ **PHA Goal:** Promote self-sufficiency and asset development of assisted households

Objectives:

- ☒ Increase the number and percentage of employed persons in assisted families:
- Continue to manage resident services programs at the family developments and to seek additional funds when available.
 - Encourage Section 8 participants to enroll in the FSS program.
 - Facilitate the transition of Welfare-to-Work participants from welfare to meaningful permanent employment.
 - Implement Section 8 participant empowerment workshops.
- ☒ Provide or attract supportive services to improve assisted recipients' employability:
- Continue to seek funding to increase supportive services.
- ☒ Provide or attract supportive services to increase independence for the elderly or families with disabilities.
- Continue to implement and manage the Resident Services Program at all Elderly/Disabled Program sites.
 - Continue to seek funding to increase supportive services.
- ☐ Other: (list below)

HUD Strategic Goal: Ensure Equal Opportunity in Housing for all Americans

- ☒ **PHA Goal:** Ensure equal opportunity and affirmatively further fair housing

Objectives:

- ☒ Undertake affirmative measures to ensure access to assisted housing regardless of race, color, religion national origin, sex, familial status, and disability:
- Continue with multi-lingual occupancy information sessions.
 - Monitor the site-based wait lists at Mission Main and Orchard Park at least every three years starting in 2002 using independent testers or other means satisfactory to HUD to assure they are not being implemented in a discriminatory manner, and that no patterns or practices of discrimination exist; and such results will be reported to HUD. The BHA will take any steps necessary to remedy the problems surfaced during the review and the steps necessary to affirmatively further fair housing.
- ☒ Undertake affirmative measures to provide a suitable living environment for families living in assisted housing, regardless of race, color, religion national origin, sex, familial status, and disability:
- Continue to implement the Civil Rights Protection Plan, which was approved by HUD and the U.S. Department of Justice on 6/17/96 with revisions approved by the Department of Justice on 7/26/99.
 - Continue to provide the following resident and employment training initiatives: Building a Diverse and Empowered Community; Team Building Through Diversity; and Mediation, Leadership, and Team Building through Diversity Program
- ☒ Undertake affirmative measures to ensure accessible housing to persons with all varieties of disabilities regardless of unit size required:
- Implement a "reasonable accommodation" procedure and process for all BHA applicants and residents in both the public housing and Section 8 programs; also implement a corresponding training program for all BHA employees.
- ☐ Other: (list below)

Other PHA Goals and Objectives:

- ☒ **PHA Goal:** Decentralize the BHA based upon Real Estate Industry's Practices and Standards.

Objectives:

- ☒ Develop an organizational structure for site-based management:
- Establish the following site-based systems – Budgeting; Preventive Maintenance; Emergency Responses; Rent Collection; Purchasing and Work Orders
- ☒ PHA Goal: Establish a comprehensive community participation process to ensure that all significant BHA policies receive appropriate review and recommendation.
- Objectives:
- ☒ Continue to recognize current and approved LTO role to review and advise on new and amended BHA policy.
- ☒ Establish a citywide tenant participation policy.
- ☒ Establish a Section 8 tenant participation policy.
- ☒ Maintain Resident Advisory Board for purposes of reviewing and advising the BHA on all new and revised policies related to the Annual and Five-Year Agency Plan.
- ☒ Re-establish the BHA Monitoring Committee to respond to state statutory requirements.