

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:

As of fall 2024, 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.

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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 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, BHA implemented Small Area Fair Market Rents (SAFMRs) to make communities accessible and affordable for voucher holders. The goal of implementing SAFMR 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. Partner with residents and community stakeholders to promote community safety.

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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.

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.	In 2026 BHA further refined the process for distributing the resident survey to BHA voucher holders and public housing residents. BHA initially incorporated the resident survey into the rent determination process but discovered low response rates through this mechanism. Following an evaluation of the survey distribution method, the BHA transitioned to a new distribution method that included survey specific outreach to voucher holders and residents during the month of March. This updated approach resulted in over 100 new survey responses. BHA is currently reviewing and analyzing responses and has shared initial takeaways with agency leadership.
Adopt and implement best practices in design and web accessibility on the BHA website.	BHA has procured ongoing ADA remediation services to provide real-time tracking and updates for the BHA website.
Develop and implement an annual customer service-oriented training series for all BHA staff.	BHA has finalized the customer service training curriculum, which was implemented in the latest Leased Housing new-hire onboarding session. The goal is to expand sessions beginning in early 2027 to ensure all employees complete the training.
Implement a comprehensive training program for all housing programs staff to improve knowledge of policies, procedures,	BHA has implemented an onboarding program for all new staff in Leased Housing and has developed a training series for Leased

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and cultural competency skills.	Housing and Public Housing staff. Staff from other departments also have access to a robust set of on the job trainings.
Enhance applicant experience by reducing the average number of days in the screening process from the current average to 30 days.	The Housing Service Center construction is completed and now open. Staff plan to make progress on this goal in 2027.
Close 95% of resident-initiated work orders in 60 days (exception for emergency related work orders).	<p>BHA has made a concerted effort to address work order processes. As a result, BHA has updated our metric for this goal to close 95% of resident-initiated work orders in 30 days. 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 had only 26 work orders over 60 days old.</p> <p>BHA closed 39,178 occupied in unit work orders from March 1st to Sept 16th 2026 with an average open time of 10.4 days. Looking at the time period of June 1st through Sept 16th for occupied in unit work orders, BHA closed 17,183 work orders and the average open time was reduced to 7.2 days.</p>
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 closely monitor vacancies and has consistently maintained a high federal occupancy rate, which is 98.3% as of September, 2026.
Maintain current HUD-calculated completed recertification rate of 98% or better.	<p>With respect the Housing Choice Voucher program, the fiscal year ending 3/31/2026 the recertification rate was 96.0%. For September 2026, the most recently assessed month, the Leased Housing recertification rate was 96.0%. BHA will continue efforts to reach and maintain 98%.</p> <p>With respect to Public Housing programs, for the fiscal year ending 3/31/2026, the recertification rate was 95.1%. For September 2026,</p>

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	the most recently assessed month, the Public Housing recertification rate was 97.1%. BHA will continue efforts to reach and maintain 98%.
Maintain Section 8 Management Assessment Program (SEMAP) High Performer status.	The BHA's overall SEMAP score for the fiscal year ended 3/31/2026 is 100%. As a result of the overall SEMAP score of 100%, the BHA was designated as a High Performer.
Ensure 100% of public housing units are annually inspected by professionally trained BHA inspectors.	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 January 2026, BHA reorganized to appoint a Deputy Administrator for Resident Programming and Advancement, and a Senior Director of Resident & Community Affairs. This new vertical continues to work towards developing resident service plans to determine resources, programming and/or services needed across the elderly/disabled portfolio, and is also bringing an increased focus on contract management for resident services at BHA's elderly/disabled sites.
Monitor and enforce compliance for the fair housing obligations across BHA's portfolio, including private management firms operating at BHA properties.	BHA conducted a meeting with all private management firms in February 2026 to discuss, among other subjects, fair housing obligations. Since that time, BHA has been in communication with individual private management firms to begin reviewing fair housing policies and practices.
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. Most recently, BHA was awarded a competitive HUD JobsPlus grant of \$3.7 million to launch our Boston Opportunity Hubs workforce development initiative at three sites – Ruth Barkley, Alice Taylor, and Franklin Field.
Expand M/WBE contracting and subcontracting opportunities, including through Project Labor Agreement	BHA continues to focus on increasing opportunities for M/WBE enterprises.

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mechanisms.	
Support 120 new BHA first time homebuyers.	<p>BHA supported 29 new first-time homebuyers in 2025. BHA has supported 30 BHA households in purchasing their first home in 2026 so far with 22 (73%) of those households purchasing in Boston and maintaining their current communities and service providers.</p> <p>As of 9/22/2026 BHA is supporting 33 additional households in purchasing their home with all closings scheduled to be completed by December 2026, and with 32 of those households purchasing within Boston. If these 33 closings are successful the total number of homeowners for 2026 would be 63 homeowners for a total of 92 homeowners within a 2-year period, already achieving 76.6% of the five-year goal of 120 households.</p> <p>There are multiple key factors contributing to these high outcomes including the City of Boston's down payment assistance for purchases within Boston, down payment assistance from external grants and non-profits, FSS escrow funds, full time homeownership staffing in Leased Housing, responsive Leased Housing staff support, willing lenders, realtors, and Massachusetts specific low interest rate first time mortgage products.</p>
Support 100 BHA households who wish to relocate to Expanded Choice Communities.	BHA has enrolled over 400+ new households interested in moving to Expanded Choice Communities since January 2025. The ECHO program has successfully moved 88 families to Expanded Choice Communities and spent \$533,131 in relocation funds.
Enroll 2,000 households in Family Self Sufficiency (FSS) program or other wealth building programs.	As of September 2026, BHA households enrolled in FSS is 1665 (1496 LH & 169 PH.) An additional 358 have graduated to date from FSS. As of September 2026, the current amount of escrow savings is over \$18M.
Increase resident participation in Workforce development/Self Sufficiency events: Job Fairs, Scholarship info sessions, citizenship fairs, resource fairs, and other	BHA hosted an in-person Job Fair in May 2026. The event took place at the newly built Ana Mae Cole Community Center. 272 residents registered for the event at which 20 community partners did outreach

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informational sessions by 50%.	<p>for their job training and placement programs. All residents who registered joined our mailing list for upcoming job and career training opportunities. In addition, BHA youth centers hosted 3 summer job application events.</p> <p>BHA is actively seeking to expand the pool of Northeastern scholars. It held an information session and campus tour in partnership with Northeastern in Fall 2025 and will host another information session in Fall 2026. BHA is also advertising the scholarship in its various youth centers and youth programming to increase awareness. There are 5 Northeastern scholarship winners this academic year: 4 for undergrad; 1 for College of Professional Studies.</p>
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 completed 22 digital literacy classes/workshops with over 90 participants as of October 5, 2026.
Host annual information sessions for BHA staff on employee benefits including tuition reimbursement and transportation benefits.	BHA continues to provide information to staff on employee benefits. BHA is implementing a new retirement savings incentive program to help its employees build their retirement accounts earlier in their careers, with the most time to achieve significant market-based and interest-based compounded returns.
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 afterschool programming at Franklin Field and Mildred C. Hailey. BHA will also launch youth programming at Faneuil Gardens and Commonwealth in Fall 2026. BHA actively operates the youth programming at Franklin Field, Commonwealth, and Faneuil Gardens, and is partnering with Boys and Girls Clubs of Boston at Mildred C. Hailey. BHA is also offering employment opportunities at each of these sites.
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

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	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. BHA is evaluating opportunities to install indoor package locker systems to prevent package theft and increase reliability of mail delivery at elderly/disabled communities.
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 customer service. In 2025 and 2026, 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. Staff with above average skills have been identified who will facilitate use of police software systems.
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 1,500 units across the BHA portfolio since 2023. Numerous other projects in design and construction will continue to increase this count or add additional measures to sites benefitting from a prior retrofit measure.
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

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	undergoing redevelopment as well as the modification of existing units at sites converting from public housing to BHA owned project-based vouchers. The BHA is completing accessibility upgrades at Lower Mills, Heritage Apartments, Mildred C. Hailey Pond Street, and Franklin Field among other locations.
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. Over the past year, BHA launched 129 new raised garden beds, enabling residents to connect with nature and grow their own healthy, tasty food!
Complete solar development projects for (10) BHA sites.	BHA will complete solar projects at 5 Mildred Hailey buildings and a solar thermal system at St. Botolph by Q2 2027. The BHA also seeks to construct solar at several other BHA sites in 2027.
Partner with green workforce training programs on (20) site-based sustainability projects.	Over the past year, BHA partnered with YouthBuild to implement two site-based sustainability projects (activating new raised garden beds at Doris Bunte and South Street); and, in partnership with PowerCorps and the Office of Workforce Development, was awarded funding to install 20 green infrastructure projects to reduce flooding and stormwater pollution (rain gardens at Fairmount and Gallivan), beginning next year.
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 first phase of St. Botolph construction has been completed. The BHA is advancing similar projects at Doris Bunte, Ausonia, and General Warren. The BHA has also conducted preliminary conversion focused resident meetings at several sites including Foley, Hampton House, Frederick Douglass, JJ Meade, Pond Street and Washington Manor.
Get 25% of accounts receivable under court-ordered	As of September 2026, approximately \$1,775,000 is in court ordered

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repayment agreements annually.	repayment agreements. BHA continues to prioritize this strategy to address historic rent arrearages.
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. See the RAD attachment to the annual plan for more detail.
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. For example, BHA is actively advancing a Restore Rebuild project at 290 N Beacon and supporting third-party-led projects in the West End, Chinatown, Charlestown, and Roslindale.
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 14 sites from 2025 to date and have 6 sites in process. We have also supported planning efforts at 14 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 operates a school-year and summer youth council program in partnership with Spoke Art and has developed a strategy for the council that has begun informing future work. The four prongs of the

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	youth council include leadership development, resident engagement, project planning, and collaboration with other youth leadership bodies and stakeholders. There should be an estimated 20 youth on the council during each session, and hiring for the 2026-2027 school year is currently underway.
Increase BHA staff participation in leadership development training.	BHA continues to offer various trainings to support staff in leadership development and other work facets to help with staff retention and to thrive in their roles.