

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 has made unprecedented investments over the past 5 years in preservation with its Capital Fund Financing Program (CFFP), Energy Services Contract (ESCO), American Recovery and Reinvestment Act (ARRA) and redevelopment programs. In addition, we have utilized project-based vouchers at Heritage and Lower Mills to help preserve and enhance these properties. We have also launched the development of a Strategic Sustainability Plan with Final Draft available July 11, 2013.
Maintain High Performer Status (Public and Leased Housing);	The BHA's Leased Housing Division achieved a score of 100% in 2009, 2010, 2011, 2012 and in 2013 in HUD's Section Eight Management Assessment Program (SEMAP). HUD unveiled a new PHAS in 2011 to be effective for BHA's fiscal year ending 3/31/11. BHA received its first score of 74 under the new PHAS system in April 2012 for the year ending 3/31/11 with a magnified emphasis on occupancy that was primarily responsible for the score. Under the new system a 95% occupancy as of 3/31/11 only yields 8 out of a possible 16 points in that category. Only a small improvement in occupancy rate is anticipated in the fiscal year ending 3/31/12. PHAS score for year ending 3/31/12 was 77. Between April 2012 and March 2013 BHA has increased occupancy substantially to 97%. BHA's occupancy is now 98% portfolio-wide as of September 30, 2013.
Invest in resident capacity building and self-sufficiency initiatives to the greatest extent possible;	BHA convened resident leaders and advocacy organizations to form the Resident Empowerment Coalition of BHA (REC). The purpose of REC is to develop sustainable strategies to enhance resident engagement through the collection of BHA data,

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evaluating current resources and identifying gaps and review best practice models to promote grassroots participation and outreach. This includes the implementation of the Resident Housing Corp Member Program (RHCM), which helps connect residents at their local sites to the organizing and planning efforts of REC.

The BHA has made important progress through the hiring and training of five RHC Members supervised by the Resident Capacity Coordinator. Other accomplishments to date include **a)** training of five election committees and nine LTOs trained on roles and responsibilities, **b)** completion of ten additional local tenant organizations elections in both Family and Elderly/Disable Developments with forty three **(43)** new emerging leaders who have never been part of their LTO, **c)** continuing to work with the LEP department to provide language access to limited English speakers, **d)** development of culturally sensitive and linguistic outreach materials **e)** successfully drafting two navigation manuals (hope to finalize in 2014) and aiding in the preparation for the launch of a new website that will make it easier for applicants, landlords and residents to access information they currently have difficult accessing and **f)** collaboration with the Resident Advisory Board, Section Eight Tenants Incorporated (S8TI) and Representative Elizabeth Malia to host a Policy Summit titled “The Future of Public Housing is Resident Empowerment “ at the Massachusetts State House in which thirty nine BHA staff and two hundred and eleven residents participated.

A copy of the REC work plan can be obtained through the REC Coordinator by calling 617-988-5316.

It is the section title Provide Support for capacity building with

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	<p>residents: Here is what we have been doing:</p> <p>Resident Housing Corp Members are assigned to specific developments to help</p> <ul style="list-style-type: none">a: educate residents on what resident engagement meansb: provide training on leadership development and skillsc: educate residents on how to form an election committeed: train election committees on roles and responsibilities and how to run an electione: provide technical support through-out the election process including providing sample materials in various languages with the support of the LEP department.f: training LTOs on roles and responsibilities, officer responsibilities, how to conduct meetings, setting up office space, managing filesg; connecting tenants to REC and other resident engagement programs happening around the city <p>In addition, the RHC Members and the Resident Capacity Coordinator have connected one LTO to assist in the election process of another LRO for example, Bellflower monitored the Codman elections, Codman monitored the Lower Mills elections, St. Botolph and Hassan monitored the Franklin Field State elections.</p> <p>We have also partnered with the Boston Foundation and other partners on an authority-wide initiative to evaluate ways to improve educational and employment opportunities for BHA youth.</p> <p>The BHA continues to work with the RAB to implement the</p>
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	<p>BHA/RAB Memorandum of Agreement and formal budget.</p> <p>The BHA supported the efforts, both financially and with staffing and technical assistance, of the Section 8 Task Force Initiative (S8TI)—the first authority-wide Section 8 task force.</p> <p>Expanded language access for LEP residents by providing Spanish/ Chinese/Vietnamese interpreters at LTO meetings and training, as well as trilingual LTO election materials, reusable meeting poster and flyers.</p> <p>In 2012-2013, the BHA’s Public Housing Family Self-Sufficiency Program maintained full enrollment in its program (36 HHs) and we have now begun maintaining a waiting list as we look to expand the program this year to 50 households. The Section 8 Family Self-Sufficiency Program remained stable, serving approximately 400 households. In 2012-2013, the BHA will continue outreach to Public Housing and Section 8 households with a particular focus on households receiving TANF or unemployment income. As job opportunities continue to rise it is anticipated that the enrollment number should correspondingly increase.</p>
<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;</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 2013, 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”. This project is occurring as a part of the website redesign. In addition, the BHA continues to evaluate staff roles and</p>

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responsibilities and to train staff on changing technology, new programs and policy changes.

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, Voucher Management System, 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.

In 2011-2012 Leased Housing has continued to provide staff training in the following areas: Enterprise Income Verification (EIV), Rent Calculations, Reasonable Accommodation, Hoarding, Housing Quality Standards, Healthy Homes and Customer Service. Leased Housing staff have also hosted trainings regarding inspection issues (ie "Why do Decks Fail?") and landlord outreach, specifically regarding the VASH program.

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 by the BHA Office of Civil Rights Language Access Division.

By building upon the prior year's effort and ground work, the Language Access Division of the Office of Civil Rights continued to provide and expand the much needed language support

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services to BHA's applicants, residents, and staff. From October 1, 2011 to September 30, 2012, the Language Access Division translated 230 pages of documents from English to Spanish and Chinese, and a total of 637 pages to date. From October 1, 2012 to September 30, 2013 294 pages of documents were translated from English to Spanish and/or Chinese (116 pages are new and 178 pages are with updates). All translated documents (upon approval by departments) are available for use in the agency's online document directory. Examples of this year's translation work include:

- Final Application and Screening Package (Occupancy Dept.)
- Lease Signing Package (Leased Housing Dept.)
- Family Abuse Law Advisory (Public Safety Dept)
- Reasonable Accommodation Forms (Office of Civil Rights)
- Manager's Manual (Legal Dept)
- Smoke Free Lease Addendum and notices (Administration Dept.)
- *Welcome Home Healthy Living Handbook* (Operations Dept.)
- Liability and release of claims forms (Risk Management)
- Multilingual Notices (Walk-In Center, housing developments)

BHA has also fulfilled 1,181 requests for interpreters in 19 languages from 10/1/2011 to 9/30/2012, representing a 68% jump in the number of requests reported in the prior period. The requests were for client appointments, hearings, residents meetings, public safety transfer interviews, and walk-in inquiries. From October 1, 2012 to September 30, 2013, BHA has filled

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1,302 documented (and generally, pre-arranged) requests for interpreters in 21 languages (Akan, Albanian, Amharic, Arabic, Bamileke, Bosnian, Cape Verdean, Chinese [134 Cantonese, 66 Mandarin, and 2 Toisanese], Farsi, French, Haitian Creole, Italian, Mende, Nigerian, Polish, Portuguese, Russian, Somali, Spanish, Tigrinya, and Vietnamese). From September 1, 2012 to June 30, 2013, BHA utilized the Language Line in 210 occasions to provide swift coverage in 19 languages, including Akan, Albanian, Amharic, Arabic, Cambodian, Chinese (17 Cantonese and 9 Mandarin and 1 Toisanese), Dinka, Farsi, French, Haitian Creole, Patois, Polish, Portuguese, Russian, Somali, Spanish, Thai, Tigrinya, and Vietnamese.

Also included in the requests were these community events:

- Old Colony Hope VI Phase 2 community meeting
- Public comment sessions for the ACOP & Section 8 Administrative Guide revisions
- Whittier Choice Neighborhood Planning Grant meeting
- Relocation of residents of condemned housing in Chinatown

Of the 1,181 requests, bilingual staff members of various departments were able to assist with 224 requests (19 %). The Language Access Division staff, volunteers and vendors assisted with 873 requests, or 74%. It is noteworthy that the Division's volunteer interpreters had assisted with more requests than paid vendors had (151 vs. 85), and hence, contributed considerably to BHA's limited resources. Relatedly, because of BHA's growing capacity to provide language access this past period, it used the AT & T Language Line Service modestly (85 calls), and used the vendor mainly for providing less commonly used languages or meeting an unanticipated need.

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In addition to providing interpretation service to BHA clients in person, the Language Access Division staff and volunteers are standing by 3 phone lines (2 Spanish and 1 Chinese) to interpret for callers during regular business hours. Together they have assisted over 8,300 calls in 2011-2012, a 34% increase in call volume when compared to the previous year's (6,200 calls). A few of the incoming callers to the Spanish Lines were actually Cape Verdean, Portuguese, and Haitian Creole speakers, a phenomenon which prompted the Language Access Division to currently explore establishing a multilingual line that would mirror the AT&T Language Line in concept but would be staffed by volunteer interpreters and on-call, community-based vendors, and all of whom would be BHA trained. The staff and volunteers have assisted over 10,300 calls from October 1, 2012 to September 30, 2013 and a handful of the calls that came through the Spanish Lines were Haitian Creole, Cape Verdean, Portuguese, Somali, and Vietnamese.

The Language Access Division also offered, for the third summer, bilingual internships to college and graduate students. For summer 2012, two interns majoring in Applied Linguistics and Social Work and who were native speakers of Spanish, Cape Verdean, and Portuguese, interpreted 20 hours a week at the Bromley Heath Housing Development, in support of latter's customer service and management transition.

In addition to the strong support by senior management and appreciation by numerous clients and direct service staff at BHA, the Language Access Division attributes its accomplishments and effectiveness to its 1) dedicated staff, 2) staff development and team leadership training 3) use of technology to optimize operation and service coordination, assessment and

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improvement and 4) program innovation such as the Volunteer Interpreters Program (VIP).

Applying a service-learning approach and the notion of “from the community, to the community”, the Volunteer Interpreters Program (VIP) reaches out to bilingual and multilingual individuals from colleges and community networks, and trains them to become volunteer interpreters and translators. The program has 92 volunteers, and in 2011-2012 contributed 528 hours of interpretation in 9 languages. It held 19 trainings this past year (37 cumulatively since 2010), and the training mandated a seminar, observation(s), and a guided interpretation assignment. As of September 2012, there had been at least one to 4 volunteers assisting with interpretation requests, the Spanish Lines, and translation assignments on any given day. Sustaining the VIP program does require ongoing recruitment efforts of distributing info materials and speaking at organizations, participating in colleges’ volunteer fairs, and initiating service partnerships with Bunker Hill Community College, UMass Boston, Northeastern University, and the Bottom Line program. The Volunteer Interpreters Program sustains a pool of 116 active volunteers who have in 2013, provided 928 hours of service in 13 languages. The pool currently has the capacity to cover 25 languages.

The OCR Language Access Division will continue to seek innovative ways to expand BHA’s language capacity, and to ensure language access for Limited English Proficiency clients by providing the best interpretation and translation services possible.

Commenced in 2011, the BHA Office of Civil Rights secured a

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	<p>software package capable of monitoring public housing regulatory and policy compliance in three areas: Federal and State Wage Rates, Minority and Women Business Enterprise and Workforce Participation (“MWPP”), and Section 3 compliance. The BHA procured an integrated system to monitor these three areas based on required weekly payroll reporting and periodic contracting reports submitted electronically by vendors. The BHA is transitioning from paper-based to paperless compliance monitoring and reporting. The new software will enhance monitoring and tracking.</p> <p>In 2010/2011/2012 property management staff has received additional training in rent recertification and property management. Staff has also received additional training in HUD’s EIV system which continued in 2012. The Operations Dept. has begun implementation of the new Elite software system. To date the tenant information and recertification system and tenant accounting system is complete. Management staff at each site has received multiple trainings on the new software. The implementation process will continue through next year. Staff also received training on the Non-Smoking Policy implementation.</p> <p>In 2013 Operations staff has continued to enhance the tenant accounting system and to receive additional training in that area including new rent collection protocol and additional Nan McKay Rent Training. Staff has received PIC training. Additionally this year site staff were able to take part in the Essentials of Healthy Housing training course.</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 will continue to meet periodically to identify new training initiatives and review existing training models. Supervisory training is being developed in the areas of</p>

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	<p>attendance management and performance management. Other trainings such as Diversity (Cultural Competency) training and trainings specific to maintenance staff are ongoing.</p> <p>Employee New Hire Orientation will continue to take place periodically commensurate with hiring trends.</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 is in the process of a complete overhaul of the BHA website to provide more timely and more coordinated information to residents, applicants, advocates and the general public. This initiative is being coordinated with other BHA initiatives such as enhancing customer service through the creation of the new Elite web portals (page 19), efforts to assist with resident capacity building and LEP activities. In addition to integrating the new portals, the new website will also include BHA use of social media sites such as Facebook and Flickr, which are currently up, to provide event and historical photos and more timely information online. Some information will also be provided in multiple languages. Going forward, meetings will be held with all departmental staff as well as members of the Resident Empowerment Coalition and other resident leaders regarding the content and presentation of information on the new website. Meanwhile, staff continue to update the BHA website as much as possible. Due to funding restrictions and lack of adequate resources the Employee Bulletin weekly, the BHA Today Newsletter and e-newsletter have been suspended and are not currently being published.</p>
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<p>Capital Construction:</p> <p>Currently significant 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 the cooperative efforts of BHA staff, residents and outside contractors, BHA has managed approximately \$75 million of federally-funded capital improvements at many BHA sites this year. Details are available under the Annual Capital Plan, below. Rather than conducting the typical annual physical needs assessment this year, BHA focused its efforts on preparing for the new Green Physical Needs Assessment (GPNA) and Energy Assessment (EA) introduced by HUD in 2012 and expected to be required of all housing authorities by 2014.</p>
<p><i>Capital Fund Program:</i></p> <p>The CFP provides about \$16 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 public comment each year. A summary of the plans is available in the BHA Planning Library or on the BHA web site at www.bostonhousing.org.</p>	<p>CFP continues to be reduced. FY 13 allocation is \$16 million, another reduction from last year. The BHA's ability to keep pace with physical needs is extremely compromised.</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>All CFFP obligations have been successfully met.</p>

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<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.</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 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"> • High Efficiency Natural Gas Boilers and Domestic Hot Water Systems • High Efficiency Low Flow Toilets • Solar Photovoltaic Panels 	<p>A more detailed listing of projects can be found at www.bostonhousing.org. ESCO III has been successfully implemented. The project is over 90% complete and will be fully complete in early 2014.</p> <p>Substantial completion of the base contract was realized by December 2012. Additional work continues, financed through surplus funds realized during the initial project. Final project completion scheduled for November of 2013. The additional work includes the installation of 3 new boiler rooms @ the Franklin Field as part of partial decentralization of that site. In addition, pipe insulation is being installed @ the Old Colony Development and Variable Frequency Drives are being installed @ the Charlestown Development to further enhance the performance of the new boilers systems installed under this contract.</p>

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<ul style="list-style-type: none"> • Co-Generation Systems • Web Based Energy Management Systems • High Efficiency Lighting and Controls • New “Cool” Roofing Systems • High Efficiency Low-E Window Systems <p>A more complete listing of projects by site can be found at www.bostonhousing.org.</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 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 www.bostonhousing.org</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>All BHA ARRA formula funds contracts are now completed.</p>
<p><u>Green Rehab at Bromley Heath and Cathedral</u> -- BHA received \$14 million to create a green public housing renovation</p>	<p>Both the Heath Street and Cathedral projects are complete and re-occupied. Both projects received Gold LEED certification.</p>

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<p>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>The US Green Building Council has a green building rating system called the Leadership in Energy Efficiency Design (LEED) system. More information is available on the USGBC web site at www.usgbc.org. All BHA ARRA formula funds contracts are now completed.</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>The new state-of-the-art PACE center is complete and operational. All BHA ARRA formula funds contracts are now completed.</p>
<p>Operations</p>	
<p>Achieve a twenty day unit turnaround time at all developments: 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>	<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 more than 300 families. The relocation process required the BHA to hold substantial numbers of units in reserve to accommodate the needs of relocated families. This reservation of units artificially increases the number of vacancy days for those units. These</p>

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	<p>relocation efforts also temporarily reduced the occupancy rate to 95%. The BHA has been returning relocation units to occupancy but the occupancy rate as of March 2011 was just shy of 95%. The announced funding of Old Colony Phase II in May 2011 will require additional relocation but the BHA intends to minimize the past practice of holding units. However, it is clear that unit turnaround time will not be significantly reduced until after all relocation units have been reoccupied. Efforts are underway to regain a 97% occupancy rate by the end of this fiscal year (BHA FY 13). Halfway through the FY 13 BHA has attained a 97% occupancy rate and reached 98% as of 9/30/13. BHA has introduced a new vacancy unit preparation protocol to assist maintenance superintendents to organize unit turnover tasks and perform them more efficiently. Substantial improvement in unit turnaround is still needed. BHA-wide unit turnaround time is 128.3 days in fall 2013.</p>
<p>No more than 10% of the rent roll outstanding in any year: Timely collection of rent is essential to the success of any property, particularly under HUD’s project-based funding system.</p>	<p>The BHA has set a goal to reduce tenant account receivables (TARS) 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> <p>The BHA has decreased its TARS by 25% over the past two years with a receivable amount of \$933,634 as of 9/30/11. On September 30, 2009 the tenant receivables stood at \$1,250,126. In addition the BHA typically reduces its TARs by about 15% from September 30 to the end of the fiscal year on March 31. As of 9/20/12 federal TARS were \$883,201. Midway through the BHA year, accounts receivable in the federal portfolio had reached the 2.5% benchmark set by HUD - \$717,167 Federal and \$526,785 state for a total of \$1,243,952.</p>
<p>Fully implement preventive and planned maintenance schedules and increase the percentage of staff-initiated work items to 70% of the total:</p>	<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</p>

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<p>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>	<p>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. For the year ending September 30, 2012, 53% of BHAs work orders were management-generated. For the year ending September 30, 2013, 54% of work orders were management-generated while 46% were tenant generated.</p>
<p>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: 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>	<p>BHA has implemented site-based asset management which enables BHA to track site-based performance on all key management indicators. Site managers can track PHAS indicators for their sites on a monthly basis.</p>
<p>Provide operations staff training required to meet agency goals: It is incumbent upon the BHA to ensure that its staff has the skills, systems and tools required to meet the performance and customer service goals that have been set.</p>	<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 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>Establish resident health, energy efficiency and sustainability as priorities in the planning and implementation of all initiatives: 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). The BHA continues to focus on its Integrated Pest Management program to minimize both infestation and the unnecessary application of chemical pesticides. The BHA continues working with the city to implement recycling programs at both family and elderly/disabled developments. BHA has</p>

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	implemented the Non-Smoking Policy as of September 30, 2012. Implementation of the non-smoking policy continues along with enforcement efforts. A Green Team of BHA youth did recycling education and outreach. Recycling is being implemented at several family developments. BHA held a Sustainability Summit in July 2013 that was well-attended at the State House discussing the BHA Strategic Sustainability Plan and ways to engage residents in energy conservation.
Mixed Finance Redevelopment:	
Washington Beech: 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 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.	All construction was complete at Washington Beech by October 2011 and the property was 100% occupied by January 2012 and residents are enjoying beautiful new smoke-free units.
Orchard Gardens Homeownership: 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).	Completed in January 2011.
Project-based Section 8 at Heritage and Lower Mills: The transfer of these two Elderly/Disabled sites from the public housing program to Project-based Section 8 will preserve these properties as affordable housing and leverage an estimated \$20 million for needed repairs.	The transfer of these sites to 90% PBV units was completed in June, 2011. Phase I renovations are complete at both sites and Phase II will be ongoing through spring 2014.
Old Colony: The BHA applied for and received \$22 million	The Old Colony Master Plan was completed in February, 2011.

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<p>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.</p>	<p>Phase 1 (116 units funded with ARRA funds) was completed in December 2011. The BHA received a HOPE VI grant in May 2011 for Phase 2 which is under construction and will be complete in 2015 (169 units).</p>
<p>Leased Housing and Occupancy:</p>	
<p>Create and Preserve Affordable Housing. 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. 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>Historically, the BHA has utilized all of the funds appropriated for its Housing Choice Voucher Program.</p> <p>In 2009-2010, 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) In 2009-2010, the BHA also issued PBV award letters for 173 new construction anticipated to be occupied during FY 2012.</p> <p>In 2010-2011, the BHA applied for and received 438 new vouchers(50 VASH, 172 Enhanced Vouchers for Burbank Apartment, 93 Enhanced Vouchers for Glenville Apartments, 90 Tenant Protection Vouchers for Old Colony Phase II and 33 Tenant Protection Vouchers for Warren Hall)</p> <p>Of the 173 PBV vouchers awarded in the 09-10 timeframe six PBV contracts have been executed in 2011 encompassing 56 new affordable units and brought online. One site, Upton Street sponsored by Pine Street Inn was originally awarded 19 units which, for construction reasons, was reduced to 18 units. In</p>

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addition, in June 2011, the BHA successfully transitioned 90% of its units at the Heritage and Lower Mills Development to the PBV program. Of the remaining 116 units, 82 are under Agreement to enter Housing Assistance Payment (AHAP) representing four sites which are anticipated to be brought online by the end of 2012 and the beginning of 2013. There are four remaining sites representing 34 units that are in some level of a Subsidy Layering Review, the comprehensive review process conducted by HUD prior to permitting the BHA the ability to execute an AHAP Agreement with an owner and where construction commences shortly thereafter.

Also in July of 2010 the BHA issued an RFP with awards issued in September of 2010. A total of 43 units were awarded. One site, Roxbury Tenants of Harvard was awarded 14 units and has since revised its plans to where only ten are now requested with a HAP to be executed in January 2012; two sites have Subsidy Layering Reviews in progress representing 15 units; one site is seeking an extension of its award based upon additional funding commitments and a fifth site has been withdrawn due to funding and abutters issues.

BHA will work during 2012 to complete as many of these pending contracts in this calendar year as it can.

In 2012 the BHA applied for and received 213 new vouchers (75 VASH vouchers, 28 Enhanced Vouchers (EVs) for Conway Court, 44 EVs for Rutland, 15 EVs for Chinagate and 51 Replacement Housing Vouchers for Old Colony phase 2).

In 2013 the funding to the Housing Choice Voucher program was dramatically reduced due to Sequestration. As a result the

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	<p>BHA was required to cease issuance of any new vouchers and to refrain from entering into any new AHAPS for Project Based Vouchers.</p> <p>Despite the drastic reduction in HAP funding, the BHA was able to preserve the subsidy for all of our current participants and to honor pre-April 2013 existing AHAPs. As well as preserving current subsidies, the BHA did receive an award of 50 new VASH vouchers (the VASH program does continue to be fully funded by Congress), as well as 22 Tenant Protection Vouchers.</p>
<p>Decrease Homelessness in the City of Boston. Over the past several 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>As part of the Mayor’s Leading the Way II campaign, the BHA has partnered with the City and numerous shelter providers and advocacy agencies to reduce the number of Long Term Individual Shelter Dwellers and Families in Shelter as well as homeless families within the Boston Public Schools.</p> <p>BHA staff members also participate in the City’s Interagency Council on Housing and Homelessness and sit on its Leadership Committee. BHA staff members also meet regularly with staff members from over 20 shelter and advocacy agencies to assist homeless households in obtaining permanent housing.</p> <p>As of 9/30/2010, Long Term Individual Shelter Dwellers was reduced by 29% from 2008 and Families in Shelter was reduced by 4% from 2008. During this same time period, the BHA housed over 1000 formerly homeless households throughout its public housing and rental assistance portfolios. The BHA continues to make progress reducing the number of homeless families/individuals.</p> <p>In 2011-2012,the BHA continued its work with the City State,</p>

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shelter providers and advocacy agencies to reduce homelessness for both individuals and families. In Calendar Year 2012-2013, the BHA once again placed over 1000 formerly homeless households throughout its public housing and rental assistance portfolios.

The City once again saw a reduction in the Long Term Individual Shelter Dwellers in 2013, and progress has been made in the reduction of Families in Shelter as a result of the BHA partnering with the Massachusetts Department of Housing and Community Development (DHCD), Metropolitan Boston Housing Partnership and the Boston Public Health Commission with the creation of three new supported housing programs targeted towards Boston Families in shelter. Under these agreements, the BHA prioritized 500 Section 8 vouchers and 275 units in its family public housing developments for Boston families in shelter and our partner agencies will provide relocation assistance and housing stabilization services for the families. Once the 275 supported public housing units are occupied the BHA and each respective agency will closely monitor the unit turnover to ensure other homeless families may be assisted through this program.

The BHA is actively working with the City of Boston staff to identify and assist homeless students within the Public School system in conjunction with other agencies to ensure appropriate supported services are made available to homeless students and their respective families. Some students are being released from the foster care system after turning 18 yrs of age and find themselves with no place to live. It is the BHA's goal to assist as many homeless families to access permanent and affordable housing and to work closely with partner advocacy agencies to bring supported and self-sufficiency services to ensure a higher

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	<p>tenancy preservation rate for families who have encounter homelessness a number of times due to lack of services once they are housed.</p> <p>In 2010, the BHA amended its Section 8 Administrative Plan to create preference for three new supportive housing programs created by the City of Boston’s ICHH namely SAMSHA, Home to Stay and Heading Home. The BHA committed a total of 325 vouchers for the SAMSHA program over the next 5 years, 50 vouchers for Home to Stay and 30 vouchers for Heading home.</p> <p>In 2011 the BHA again amended its Section 8 Administrative Plan to create a preference for another supported housing program, Leading the Way Home, in conjunction with the City of Boston’s ICHH. The BHA committed 500 vouchers to permanently house Boston families living in family emergency shelters. The State of Massachusetts committed funding for stabilization and supportive service for participants.</p> <p>During 2012 the BHA had leased 393 of the 500 families it had committed to housing in conjunction with the City of Boston’s ICHH Due to Sequestration and the resulting cuts to the Housing Choice Voucher Program, the BHA had to cease issuance of new vouchers. The BHA will continue in its commitment to house homeless families and individuals as funding permits.</p>
<p>Enhance Customer Service. 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</p>	<p>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</p>

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<p>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>addition, the BHA continues to evaluate staff roles and responsibilities and to train staff on changing technology, new programs and policy changes. In order to continue improving our customer service in a more effective and efficient manner, the BHA will be implementing document imaging, starting with the application Intake and Screening processes. The BHA will continue to build partnerships with various service providers and schedule trainings related to BHA policies and procedures in an effort to reduce barriers due to challenges arising from the various housing programs which are ruled under different regulations and policies.</p>
<p>Maintain High Performer Status. 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, 2010, 2011, 2012, and 2013. 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>Resident Services:</p>	
<p>Expand employment and skills training for BHA residents:</p> <ul style="list-style-type: none"> ○ Expand the Public Housing Family Self-Sufficiency (PH FSS) program from 36 to 100 households by 2015; ○ Strengthen existing partnerships and secure at least \$195,000 in funding annually for resident services; ○ Expand staff capacity to include at least one social work degree; ○ Work more closely with the Civil Rights Department’s Section 3 program. 	<ul style="list-style-type: none"> ● We are currently working to maintain full enrollment of the 36 households in our Public Housing Family Self- Sufficiency (PH FSS) program. Having reviewed current demand for the PH FSS Program, BHA now seeks to increase the number of families that HUD will allow us to serve to 50 (from 36). The BHA is in the process of submitting its 5th PH FSS grant request for \$69,000. ● In FY 2013, the BHA exceeded the \$195,000 goal including our Resident Opportunity and Self-Sufficiency (ROSS), PH FSS Program, Adult Education Grants, and the Boston Broadband Public Computing Centers. We have expanded

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our work with The Construction Institute, Action for Boston Community Development, Boston Centers for Youth & Families, the Boston Public Library, Whittier Street Health Center, Asian American Civic Association, YouthBuilding Boston, and Smart from the Start.

- In FY 2013, the BHA continued its Building Pathways Construction Trades Pre-Apprenticeship Training Program open to BHA Section 8, Public Housing and low-income Boston residents. Additional funding was secured this year in order to offer 4 more cycles of the program.
- In FY 2013, the BHA's Community Services Department maintained its list-serve for jobs and skills training opportunities, which now includes all our electronically-connected RAB Board members, community partners who are working with BHA residents while maintaining major HOPE VI redevelopment partners, all BHA staff who are working on resident services within Section 8 and Public Housing including the Civil Rights Office among others. This allows us to ensure that Section 3 opportunities are also distributed electronically to the BHA Family Developments & LTOs and the Section 8 FSS Program.
- BHA was also awarded \$729,000 for the ROSS Service Coordination 2012 Grant to continue its Developing Resources & Educating Adult & Youth Minds (DREAYM Program) at the following sites: Alice H. Taylor, Barkley (Cathedral), Franklin Field, Lenox, W. Newton, Whittier St. and expanding to Bromley Heath and Charlestown, which will be launched in early 2014.
- In September 2013, the BHA was awarded funding for a 2nd year to provide adult education programming to Charlestown residents, which provides ESL, GED, and Computer Skills Classes. BHA has also secured other funding which will

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	<p>allow us to also offer college & career readiness classes as well as basic literacy classes.</p>
<p>Respond to the social service needs of residents:</p> <ul style="list-style-type: none"> ○ Further integrate the work of elderly/disabled resident service coordinators and family services program to better address the needs of elders living in family developments; ○ Developing more youth services and partnerships including more college pathways for BHA youth. ○ Strengthening and expanding the BHA’s Health and Wellness Initiatives such as those established through the Partners in Health and Housing Prevention Research Center. 	<ul style="list-style-type: none"> ● In 2013, the Authority began exploring with community based agencies who presently are working with BHA and its elderly/disabled residents to better address the needs of elderly/disabled living in family developments. In particular, we are working with the BU School of Public Health on a new oral health initiative that was previously focused solely on residents of the elderly/disabled housing. ● In FY 2013, the BHA working closely with the Boston Youth Fund and The Boston Foundation provided 122 youth with summer employment through the Youth Leadership Institute, which provided BHA youth with mentorship and work experience at BHA or Community Partner worksites; we also 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. We also promoted the Housing Authority Insurance Group’s Resident Scholarship Program and college opportunities for adult learners through the Community Colleges and the Urban College. The BHA (CSD) continues to direct residents to other scholarships and grants through the American Student Assistance (ASA) College Planning Center (www.asa.org/plan) and other community partners. ● Fall 2013, the Partners in Health & Housing Prevention Research Center has launched our 12th cycle of the Resident Health Advocate Training Program. And we are continuing our programs to assist residents who are trying to quit smoking, providing oral health screenings and education to families with young children, and a research project to

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increase screening for health problems and then connecting residents with needed health services. In the summer of 2013, BHA through its PHH-PRC collaboration began working to offer health food options through the Fresh Truck program, which launched at Charlestown and Gallivan developments. We are working in FY 2014 to expand its offerings throughout the BHA developments.

- BHA has implemented a Non-Smoking Policy as of September 30, 2012.
- Expand in-service training for all managers and resident services staff
- Continue dialogue on integrating resident services to family developments
- FY 2013 saw the BHA's continued participation in the Mayor's Earned Income Tax Credit (EITC) & Free Tax Preparation Campaign. BHA distributed to information about free services to all its public housing sites as well as distributed the information to Section 8 households. This year 2 new sites that we within BHA developments opened – Old Colony at the Tierney Center in collaboration with ABCD and a 1 week Clinic at the Charlestown development. Through these efforts, over 100 BHA residents had their credit histories reviewed and received free credit scores.
- BHA is also expanding our Vision Care Initiative with New England Eye Institute to improve vision awareness and care. In addition, BHA has established a partners and contracted supportive service agencies meeting to better address the needs of all elderly/disabled residents city wide. This forum enhances BHA's ability to evaluate level of services and their impact.
- Pathway to Success: The BHA's Pathway to Success initiative aims to provide support to parents and their children

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from the earliest age through each year of a youngster's schooling. In early childhood, Pathway to Success will support families through childcare resources as well as counseling around parenting skills. For children approaching school age, Pathway to Success will provide resources and opportunities so parents can choose the best schools for their children. As children progress in their education, the model calls for interventions by both the BHA and its partners at specific risk points, such as transitions between schools and during out-of-school time in order to prevent negative outcomes such as court involvement and dropping out of school. At the same time, Pathway to Success will assist those teens and young adults who find themselves out of school or out of work in order to further their education and career training. At each stage, BHA and its partners will collaborate to identify, track and support young people in order to achieve desired outcomes. The BHA has a strong array of partners in place to support the Pathway to Success Initiative. For the first year capacity building phase, the BHA is working closely with the Opportunity Agenda to identify the organizations and programs that are most successful at meeting the benchmarks of progress for young people ages 0-18. We have worked collaboratively with the Boston Public Schools and the Boston Public Health Commission to obtain relevant data on youth residing in public housing. We have worked and will continue to work with the Circle of Promise stakeholders and collaborators, ABCD, Smart from the Start, and the Mayor's Office of Jobs and Community Services (JCS) to obtain adult basic education, job readiness and industry sector focus workforce training for parents.

- In the Spring 2013, BHA partnered with the Boston Public Schools to pilot an after-school tutoring program for youth at

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	the Franklin Field and Bromley Heath developments.
Provide support for capacity-building with residents 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.	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) local tenant organization (task force) sustainability, 3) Section 8 resident engagement, and 4) multi-lingual and multi-cultural outreach.
<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.	The Elder PACE Center (Program for All-Inclusive Care for the Elderly) is complete at 125A Amory Street, and comprehensive Elder Services are provided by the Upham’s Elder Services PACE Program. The PACE center has been in operation since May 2013. Twelve units for frail elders will be established and operated by our partners from the Upham Elder Services Plan and housing units to be occupied in late 2013 or 2014.
<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 150 children and families from Bromley, other BHA sites, and the surrounding neighborhood.	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 early education facility at the site. BHA and AECE made major progress in 2011 in securing a \$5 million Capital Fund Community Facilities grant from HUD. The project now under construction will be complete in Spring 2014.
Finance and Administration:	
Move the BHA from cash to encumbrance budgeting to improve short term control over spending data;	The BHA is transitioning to a new software system (Emphasys – Elite) for its financial functions that permits encumbrance

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	<p>budgeting. Core finance functions went live on April 1, 2010. The use of an encumbrance-based system awaits completion of all finance modules. An encumbrance-based system will likely not be fully implemented until FY 2013 or later.</p>
<p>Increase the availability of real-time financial reporting;</p>	<p>The BHA's new enterprise software system includes an executive portal reporting module. This functionality is now expected to go live during the coming BHA 2014 Fiscal Year. This will allow system-wide reporting across all functional modules.</p>
<p>Use available technology to allow stakeholder access to administrative systems, e.g. vendor portals, application status, etc. from outside the BHA;</p>	<p>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 Year 2014. The BHA is conducting a complete redesign of its website. The new website due to be rolled out in early 2014 will incorporate the Portals as well as social media links to BHA created content.</p>
<p>Utilize document management and automated work flow technology to improve efficiency through effective document routing and concurrent review and approval methods;</p>	<p>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 underway with a roll out expected during the coming BHA fiscal year ending March 31, 2014.</p>
<p>Attract, motivate, retain, manage, and develop qualified and productive employees and provide a safe, non-discriminatory work environment for those employees;</p>	<p>The BHA has had great success in hiring extremely well qualified candidates due in part to the slow economic climate. BHA jobs remain attractive despite the Authority's current challenges in its federal funding stream. Candidates continue to apply in large numbers to recent job postings. The number of openings has decreased due to funding cuts arising out of sequester and continuing resolution funding levels with many recent positions funded by private foundations and grants.</p>
<p>Ensure that supervisors/managers have the tools to effectively manage their staff and provide ongoing guidance and training to</p>	<p>The Human Resources Department and Legal Department will continue to conduct trainings regarding Workplace Harassment,</p>

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<p>assist them regarding the policy, regulatory, customer service, and mission aspects of their jobs.</p>	<p>Ethics Law and regulations, Performance Management and Personnel Records Management. The Legal Department has scheduled and coordinated a training of all property managers on state and federal fair housing laws. 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.</p>