

# Annual Report FY 2016







# ***Table of Contents***

<b><i>Executive Office</i></b>	<b><i>7</i></b>
<b><i>Human Resources</i></b>	<b><i>17</i></b>
<b><i>Legal and Risk Management</i></b>	<b><i>29</i></b>
<b><i>Information Technology</i></b>	<b><i>39</i></b>
<b><i>Special Projects</i></b>	<b><i>49</i></b>
<b><i>Security Operations</i></b>	<b><i>61</i></b>
<b><i>Property Management &amp; Tenant Selection</i></b>	<b><i>69</i></b>
<b><i>Leased Housing</i></b>	<b><i>83</i></b>
<b><i>Resident Services</i></b>	<b><i>99</i></b>
<b><i>Facilities Management</i></b>	<b><i>117</i></b>
<b><i>Finance, Accounting and Budgeting</i></b>	<b><i>131</i></b>





# *Executive Office*





## PUBLIC HOUSING ASSESSMENT SYSTEM (PHAS) & SECTION EIGHT ASSESSMENT MANAGEMENT PROGRAM (SEAMAP) SCORES

### PHAS

Every year the Department of Housing and Urban Development (HUD) rates a housing authority's performance based on their Public Housing Assessment System (PHAS). HUD's PHAS rating system measures performance and defines acceptable public housing standards for key areas of public housing management.

The PHAS consist of four major components with various subcomponents. It measures the physical condition of the housing portfolio; it measures key financial indicators reflecting the PHA's financial condition; it measures management operations indicators; and it measures the satisfaction and dissatisfaction of residents.

PHAS INDICATOR	FY 2015 SCORE	MAXIMUM SCORE
Physical	33	40
Financial	23.91	25
Management	24	25
Capital Fund	10	10
<b>PHAS Total Score</b>	<b>91</b>	<b>100</b>

**In FY2016, the PHA earned a HIGH PERFORMER status for the previous fiscal year. The total score for the PHA was 91 points out of a possible 100 points. The PHA's employees and residents work together to continually assess and improve operations that directly impact the PHAS rating.**

### SEAMAP

For the FOURTEENTH consecutive year, the PHA received an outstanding score of 104% for its Section Eight Management Assessment Program (SEMAP) from HUD. This ranking earns the PHA the HIGH PERFORMER status in the agency's Section 8 Program and appropriately recognizes the PHA's efforts and commitment to excellence. This fiscal year, the PHA staff provided services to more than 2,500 families.



HUD's scoring system uses fourteen performance measures (with bonus points available) to evaluate the administration of Section 8 programs nationwide. Key indicators include proper selection of applicants, determining reasonable rents for each unit participating in the program, timely annual housing quality inspections, prompt correction of housing deficiencies, and success in enrolling voucher recipients in family self-sufficiency programs. SEAMAP helps HUD target monitoring and assistance to PHA programs that need the

most improvement.

The HIGH PERFORMER rating in both areas of operations provides an understanding of the level of dedication and collaboration from the PHA's team of experienced employees. The efforts to provide quality customer service to the residents and applicants the PHA serves allows the PHA to be recognized as a clear leader in the affordable housing arena.



## **COMMISSIONER APPOINTMENTS**

In FY2016, at a ceremony in City Hall, Mayor Jorge Elorza administered the oath of office to Commissioners Cascella, Giraud and Waters who were appointed for five year terms. In November of 2015, Jessica Cigna was appointed (taking Commissioner Kevin Jackson's place) on the PHA's Board of Commissioners.

## **UNION CONTRACT NEGOTIATIONS**

Fiscal Year 2016 marked the negotiations of the full contracts of all four unions proactively. In October, Management met with the Board of Commissioners in executive session to seek authorization to conclude contract settlement with prescribed parameters. Soon after, three of the four unions (Teamsters, Laborers and Painters) ratified and fully executed new contracts. The only outstanding bargaining unit that did not reach full agreement at this time was Rhode Island's Carpenters, Local 94 representing 7% of the PHA's unionized workforce. As a result of the failed attempts to negotiate the collective bargaining contract and the Carpenter's request for mediation, both parties were assigned a Federal Mediation and Conciliation Service (FMCS) to mediate any and all unresolved issues.

The PHA's Other Post-Employment Benefits (OPEB) were a matter of concern to the agency due to the sizeable projected liability of \$15.6 million (2029). The successful contract negotiations addressed this issue by eliminating the benefit of lifetime health insurance for new employees and for those with less than 15 years of service. This approach reduced the OPEB obligation by \$5.2 million and reduced the 2016 annual contribution by \$406K and should be beneficial to the PHA's future borrowing needs.

In June, the RI Laborers' District Council on behalf of Local 1217 petitioned the RI State Labor Relations Board to organize and certify the ten (10) currently non-union full time security guards as union employees. This process would establish a new and separate bargaining unit and would require negotiation of a new and separate labor contract in the future.

## **FY2016 EMPLOYEE AWARDS**

Each year, nominations are collected for two employee award categories by senior staff recommendations; Employee of the Year and Employees of the Quarter. In addition to the yearly Employee of Year and Quarter awards, this fiscal year the PHA created additional categories named NEW Team Member awards to highlight specific areas, functions and milestones within the agency. The Team Member awards were determined by the most employee votes. The employee awards represent a subset of shining star employees and highlight employee contributions that take place throughout the year. The award winners are listed below:



**2015 Employee of the Year and Runner Up:**

<b>EMPLOYEE OF THE YEAR</b>		
Ed Patriarca	Foreman at Hartford Park	Facilities Management Department
<b>EMPLOYEE OF THE YEAR RUNNER UP</b>		
Lois Gordon	Program Representative	Leased Housing Department

**2015 Employees of the Quarter:**

Quarter 1	Yessys Espinal	Management Aide at Kilmartin Plaza	Property Management Department
Quarter 2	Carol Dion-Reyes	Bookkeeping Specialist	Finance Department
Quarter 3	Gene Richardson	Exterminator	Facilities Management Department
Quarter 4	Josselyn Velasquez-Florian	Workforce/Education/Employment Specialist	Resident Services Department

**2015 Team Member Awards (NEW this year)**

<b>MAINTENANCE TEAM MEMBER OF THE YEAR</b>	
Ramon Calderon (Hartford Park)	Plasterer
Scott Franco (Garage)	Auto/Small Engine Technician
Juan Espinal (Chad Brown)	Laborer
Robert Lavallee (High Rise Staff)	Painter
Curtis Starks (Manton Heights)	Maintenance Custodian
<b>ADMINISTRATIVE TEAM MEMBERS OF THE YEAR</b>	
Tom Yakey (Dispatch Office)	Dispatch Clerk
Lisa Cancelliere (Executive Office)	Paralegal/Human Resources Assistant
Liz Perreault (Leased Housing)	HQS Inspector
Demaris DeoLeo-Rosario (Prop Mgmt-Manton Heights)	Management Aide
Elia Santana (Resident Services)	FSS Coordinator
<b>SECURITY TEAM MEMBERS OF THE YEAR</b>	
Tina Perreault	Dispatch Clerk
Tom Green	Security Guard
<b>SUPERVISOR OF THE YEAR</b>	
Ed Hill	Foreman
Joe Murphy	Foreman
<b>SPECIAL AWARDS</b>	
Frank Manfredi - Longest Standing Employee	Property Manager
Ramona Rodriguez-Mejia - Outstanding Commitment	Resident Services Coordinator
Anthony Schiano - Good Will Ambassador Award	Mail Clerk

## PLANS DEVELOP TO OPEN THE PHA'S SECTION 8 WAIT LIST IN COLLABORATION WITH RI HOUSING

The PHA's Section 8 waiting list has been closed to the public since October of 1998. Eighteen years later, as the PHA's list of applicants for the Housing Choice Voucher program dwindled, the PHA understood that it needed to prepare to open the list again within the fiscal year if possible. In April, the PHA met with Rhode Island Housing (RIH) with plans to duplicate an online application process that RIH conducted the previous winter for the homeless. As RIH's Section 8 applicant pool for its main wait list was also diminishing, the parties agreed to collaborate in order to effectively and jointly open the waiting lists and to simultaneously modernize the old-fashioned paper application process with online applications. The online strategy had been implemented in other states with success and RIH's experience with their recent online, homeless list made the venture promising.

The PHA and RIH team knew that while online servicing was very popular in general, they were mindful to want to comprehensively serve all populations who would be in the market for affordable housing. It was determined that "in person" application assistance in addition to online applications would be offered in remote locations across Rhode Island with the support of community partner agencies. Other elements of the collaboration included; allowing applicants to apply for the PHA's wait list, RIH's wait list or both simultaneously, a one week window for application submissions, a lottery style list (not time and date stamped) with a maximum list size of 5,000 for each agency and a multi-lingual and comprehensive marketing plan.

It was during this time that the PHA's Board established an adhoc committee to evaluate and determine new wait list preferences (which would be included in the PHA's Section 8 Administration Plan) in preparation for the list opening. The adhoc committee made recommendations to the Board of Commissioners in May to remove the "working families" preference and establish a Rhode Island preference and Victim of Domestic Violence preference (generally encouraged by HUD).



The collaboration between the PHA and RI Housing with the wait list opening and the new preferences prompted both agencies, with HUD guidance, to revise their Annual Plans—in order to reflect the changes within their Section 8 Administrative Plans.

By the end of the fiscal year, resolutions to officially revise both the PHA's FY2016 Annual Plan and the PHA's Section 8 Administrative Plan were passed, RIH selected YARDI housing software system to design the online application process and more than 15 community partners committed

to open their doors to assist the public seeking to apply to either the PHA or RIH lists simultaneously (or both) agencies.

## **BARBARA JORDAN II**

During FY2016, the PHA's Project Based Rental Assistance development known as Barbara Jordan II became subject to scrutiny and criticism due to property deterioration and extreme vacancies. Of the 74 units, forty one (41) were vacant. The PHA worked collaboratively with HUD, City Officials and others to address concerns and most importantly to protect the safety and well-being of the current tenants. Additional and shared global concerns were the overall preservation of affordable units in the city of Providence and the impact of the property's condition on the surrounding neighborhood.

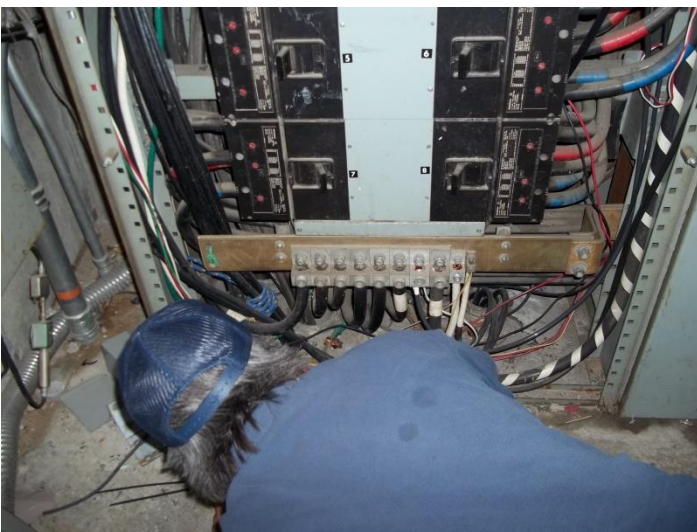
Per HUD instructions the PHA applied for and was awarded 33 "Tenant Protection Vouchers" in order to relocate the families who did occupy Barbara Jordan II. Funding from Mod Rehabilitation reserve funds were established for relocation expenses for the moving families. By the end of the fiscal year, the issuance and relocation of all but one family was successfully completed.

## **CAPITAL IMPROVEMENT HIGHLIGHTS**

### **Automated Sprinkler Systems**

Previously, the state of Rhode Island enacted law which required the PHA install fire sprinkler systems in five of the high-rise buildings by January 2016. The PHA filed an appeal which was denied. It was then resolved to attain assistance to determine a cost estimate to comply and explore possible funding sources and approach. By July 2016, the PHA hopes to select the firm of Edward Rowse Architects in order to assist in the plan development, RFP implementation and project management of said fire safety sprinkler system.

The estimated project cost is \$6.3 million dollars. To further the project, an RFP will be issued for a Financial Advisor to assist and guide the financing aspect of this project. If selected, the Architects will work closely with both city and state fire officials to complete the plans and prepare an RFP for the selection of a general contractor.



### **Elevator Modernization**

As many of the high-rise building were built in the 1960s, the PHA has nine elevators in need of modernization. Due to the high cost, (approximately \$265K each), the PHA implemented the strategy to award contracts for elevator repairs as funds become available. In FY2016, a contract was awarded to ThyssenKrupp and work commenced for the two elevators located at Carroll Tower. To

complicate matters, a complete modernization can take up to four months, during which time that elevator must remain out of service. During the Carroll Tower elevator modernization, the PHA could only offer the residents one operational elevator which left the agency and resident community in a very precarious but unavoidable position of possibly having no operational elevator. The PHA truly appreciated the challenges this caused residents and worked diligently with ThyssenKrupp to emphasize the urgency of their utmost cooperation in minimizing such situations.

## REENTRY INITIATIVES & JUVENILE REENTRY ASSISTANCE DEMONSTRATION PROGRAM

Within the overall need to revamp the PHA's Admissions and Continued Occupancy Plan, the PHA began to dial into the admissions area specifically as HUD began introducing an emphasis regarding the housing and employment barriers for the formerly incarcerated that are reentering society. HUD's encouragement for PHAs to better serve this population through policy and program modification became clearer as several, recent HUD initiatives and guidance around this topic were released to include:

- Clarification to Housing Agencies that ONE STRIKE RULES are not required
- PIH Notice 25-19 Arrest Records
- New funded programs: (1) Juvenile Reentry Assistance Grant and (2) Pay for Success with Supportive Housing Demonstration for ex-offenders
- HUD's Re-entry Toolkit (released June 2016) called *It Starts with Housing: Public Housing Agencies are Making Second Chances Real*
- HUD's Legal Counsel implemented a Ban on Blanket Policies for landlords--banning ex-offenders from housing opportunities without fair consideration of circumstances



During this fiscal year, the PHA has evaluated national practices, local trends and new practices regarding "look-back periods" and special housing programs in order to evaluate the possible impacts of adopting a more lenient admissions policy.



In the beginning of the year, the PHA collaborated with Rhode Island Legal Services (RILS) and applied for the Juvenile Reentry Assistance Program Demonstration (JRAP). In April, to recognize National Reentry Month, the PHA and RILS were one of only 18 public housing authorities awarded the funding for this demonstration. The JRAP program aims for PHAs to work with public housing youth (up to 24 years old) to clear up their records and licenses and in some cases expunge



records to improve employment and housing opportunities.

In order to build support and awareness within the agency and the resident community regarding reentry, PHA leadership attended the first ever Rhode Island Roadmap to Reentry Summit in May 2016. The PHA consistently communicated with residents and partners regarding reentry initiatives in order to accumulate a comprehensive array of stakeholder views.

The PHA felt strongly that the current admissions policy was outdated and could use improvement. The original policy included automatic denials and long look back periods: 10 years for violent and drug crimes and 5 years for misdemeanor category crimes. In May 2016, the PHA team made prudent policy improvements that were presented to its Resident Advisory Board.

The month of June began an important collaboration with the RI Department of Corrections (DOC) to work collectively to discuss various reentry services offered at the DOC. Both agencies discussed process and paperwork "glitches" that may cause housing and employment barriers for those released from prison. Also discussed was the anticipated upgrade in the DOC's data reporting system and a recently awarded grant for substance abuse initiatives and a \$500,000 federal grant to help people being released from prison find jobs and reintegrate into the community. The agencies are excited to work together to maximize the impacts of the programs and policy improvements.





# *Human Resources*







## PAYROLL SYSTEMS



Two years ago the Housing Authority began the process of outsourcing its payroll function to Paychex Inc. This company offered all of the products and services we were looking for. In addition to processing payroll we implemented a Human Resources Online (HRO) system that stores employee information relating to demographics, compensation, performance and training. Employees are able to view and update their personal

information at any time, as well as change their home address, direct deposit account information and their tax filing status. They are able to view and print their paystub as well as their W-2 at year end. We also implemented an automated Time and Labor (TLO) System which automated employee timekeeping using electronic timesheets and time scanners. This system is used to request time off in a continuing effort to become paperless. This past fiscal year we implemented another phase by introducing employees to the Benetrac System. Benefit information stored in this system automatically feeds data to our health and dental insurance carriers each week, constantly updating benefit record information. Employees were given access to this system during the month of December. They are now able to view their dependent information, health and dental insurance plans including their weekly cost, as well as their Mutual of America pension and life insurance plan information. Our goal for FY17 is for employees to be able to make plan design changes electronically during our open enrollment period.

## HEALTH/DENTAL INSURANCE

Throughout the year the Housing Authority works with its healthcare consultant, Gallagher & Associates, to review and monitor claim experience and healthcare trends as well as to negotiate with insurance providers. A rate increase of 4% was negotiated for fiscal year 2016. Dental insurance premiums have remained consistent over the past few years with no change in premium for FY2016.

In addition to insurance negotiation, Gallagher & Associates provides other services which greatly benefit our employees. This past year they worked with us to create a Benefit Newsletter. This newsletter contains information on our medical and dental insurance plans including employee contributions and premiums, information on life insurance and pension plans, holidays, paid time off and many other employee benefits. At the same time they introduced a Advocacy Call Center. Employees are able to contact a local representative to ask questions about their medical and dental insurance coverage, request assistance navigating the claim process, or request assistance finding a medical provider. PHA employees have a dedicated advocate at the Call Center to assist them and follow-up until the issue has been resolved. Human Resources will be provided with usage reports which will indicate the types of calls/questions coming into the Call Center so that we will know what, if any, training is needed.

The Patient Protection Affordable Care Act (PPACA) put in place by the Obama Administration, requires all non-exempt individuals to either maintain minimum essential health insurance coverage or pay a penalty as part of their income tax return for every month they go without minimum essential coverage. In an effort to comply with this mandate the Housing Authority offered health insurance coverage to all of its temporary employees, previously considered ineligible, who work more than twenty-nine (29) hours each week. Not only are we required to offer health insurance coverage to all full time equivalent employees but the cost of said

insurance must be affordable. In order for the federal government to assure compliance with this mandate employers are required to report its status annually. Calendar year 2016 was the first year we were required to report our compliance providing minimum essential coverage to our full time equivalent employees. We worked with our Benetrac representatives to prepare this information and submit timely filings to both the IRS and to our employees.

## OSHA TRAINING

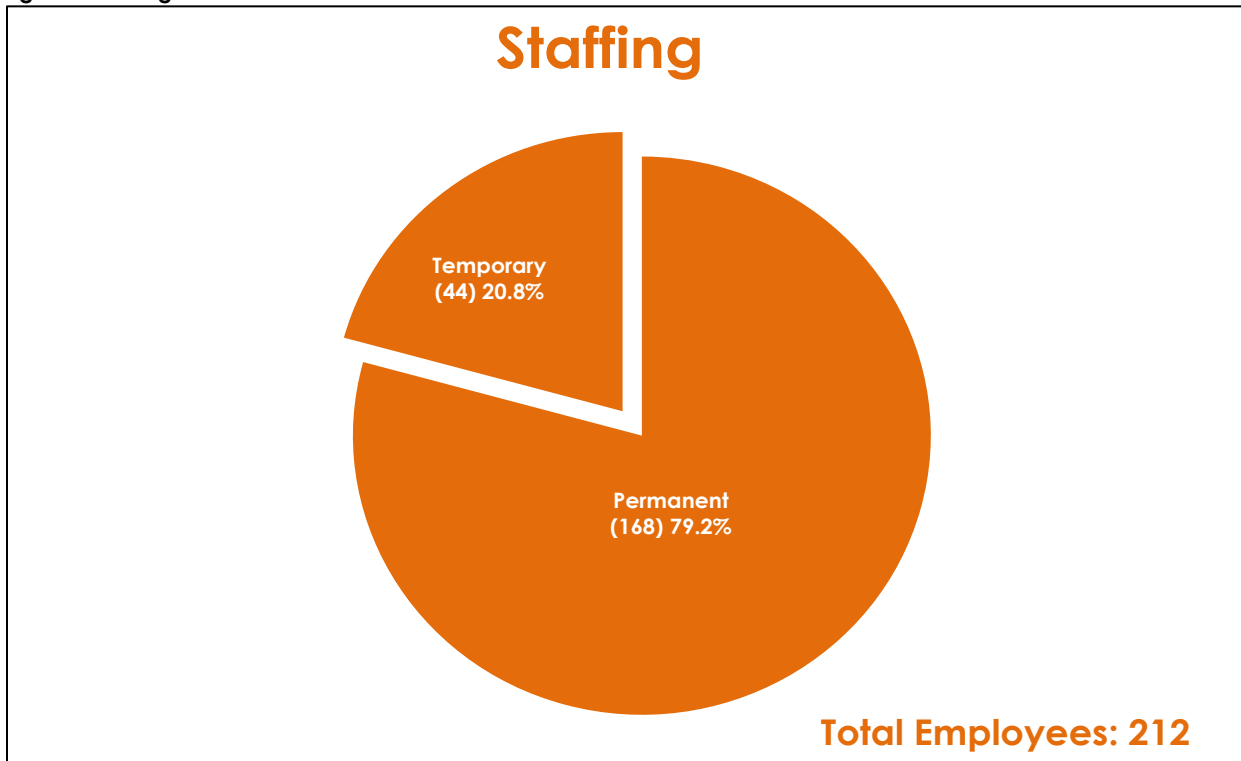
Providence Housing Authority maintenance employees are required to participate in OSHA mandated safety training each year. In the last few years the Housing Authority attempted to utilize an online training system offered by our workers compensation carrier, Beacon Mutual. However, after careful consideration we have decided this method is not as effective as on-site training and it is much more difficult to keep track of. During 2016 Beacon Mutual Insurance conducted in-house training in the following categories: Season Landscape Safety, Blood Borne Pathogens, Personal Protective Equipment, Hazard Communication, Hearing Conservation, Ladder Safety, Lockout Tagout, Electrical Safety, and Snow Removal Safety. Employees who utilize the aerial lift/bucket truck were trained and certified.

## PERSONNEL STATISTICS

### Staffing

The Housing Authority prides itself on our ability to remain competitive in the employment marketplace. We offer competitive wage and benefit packages. Doing so enables us to hire and retain a talented group of individuals. Staff levels at the Housing Authority have remained relatively consistent over the years. At the close of fiscal year 2016 we employed two hundred twelve (212) people, the same number as this time last year. One hundred sixty-eight (168) individuals are employed in permanent positions. Forty-four (44) more are employed on a temporary basis.

Figure 1: Staffing

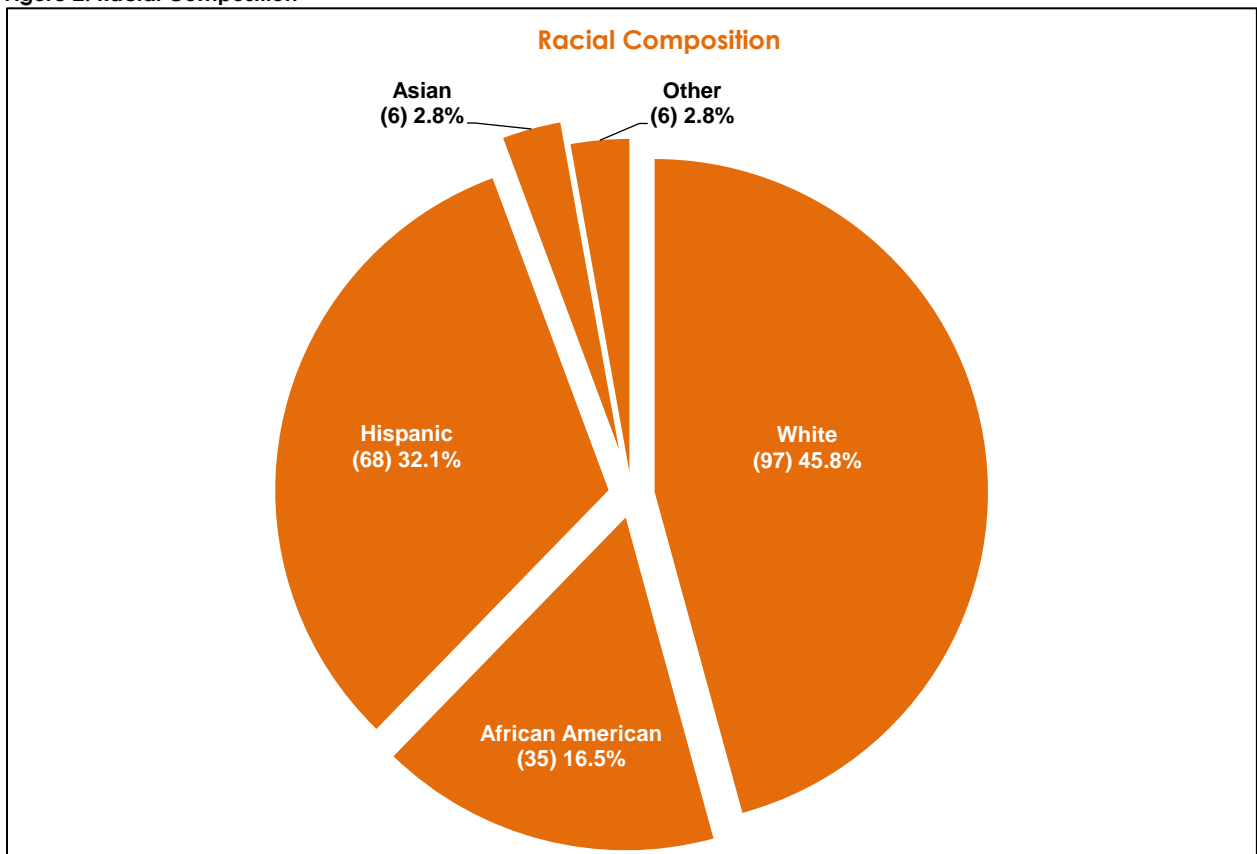


The Facilities Management Department, which consists of maintenance and modernization, is the largest department within the Housing Authority with 106 employees (91 permanent and 15 temporary). Property Management employs 27 individuals, all permanent employees. Resident Services employs 17 staff members (11 permanent and 6 temporary). The Leased Housing Department has 19 employees, eighteen of whom are permanent. Remaining staff members come under the umbrella of the Executive Office and include Information Technology, Finance, Security Services, Special Projects and Human Resources totaling 43 employees (21 permanent and 22 temporary). The majority of temporary workers (22) in the Executive office are security personnel.

**Racial Composition**

The Housing Authority employs a diverse workforce. The racial composition of PHA staff members is as follows: White 97 (45.8%); African American 35 (16.5%); Hispanic 68 (32.1%); Asian 6 (2.8%) and Other 6 (2.8%).

Figure 2: Racial Composition



**Gender Composition**

The gender composition of both permanent and temporary personnel for FY 2016 is 59% male and 41% female. Male employees comprise 93 permanent and 32 temporary employees while female employees consist of 75 permanent and 12 temporary workers.

**New Hires**

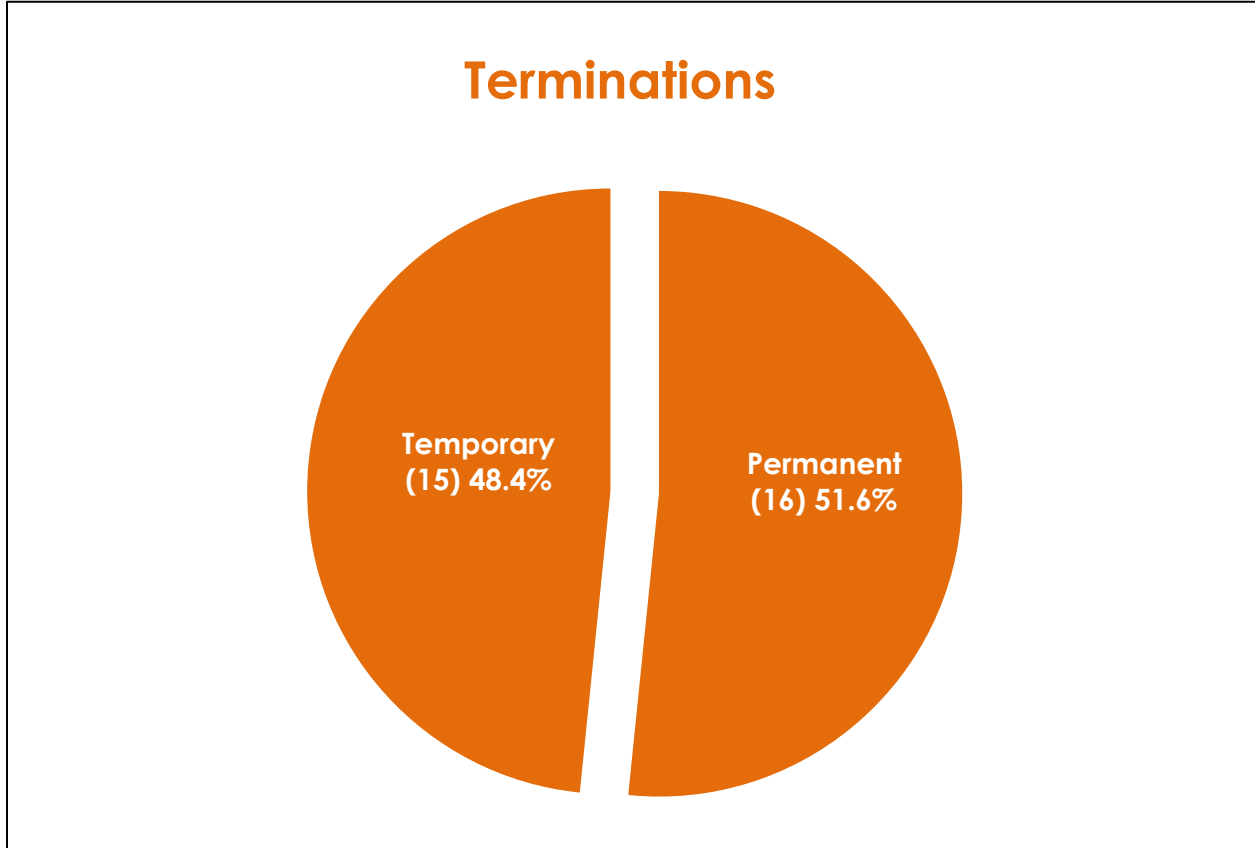
Twenty-eight (28) employees were hired between July 2015 and June 2016. Eight (8) of these employees were hired in permanent positions. Twenty (20) were hired to fill temporary positions. The majority of temporary staff members are employed in the Security Operations Office and in

the Resident Services Department. Others fill positions in Facilities Management and the Executive Office.

### Terminations

In FY 2016, thirty-one (31) employees terminated their employment with the Housing Authority. Of this number, sixteen (16) were permanent and fifteen (15) were temporary employees.

**Figure 3: Terminations**



### Section 3 Compliance

The Department of Housing and Urban Development (HUD) mandates Housing Authorities to implement policies that ensure employment and other economic opportunities generated by HUD financial assistance be directed towards low and very low income persons, particularly those who are recipients of government assisted housing, also known as Section 3 residents. Section 3 requires that a specific percentage of new hires be Section 3 residents. It also requires the adaptation of contracting policy whereby a specific percentage of contracts are awarded to Section 3 Business Concerns. The Housing Authority is required to file a status report on Section 3 compliance each year.

Seven (25%) of the new hires in FY 2016 were Section 3 qualified residents. In addition to hiring Section 3 residents, the Housing Authority offered several training programs. Some of the programs offered to Section 3 residents include.

- Employment Skills Training
- Northstar Digital Literacy Training
- Sherwin Williams Painters Training

- Applying for State Jobs Workshop
- ESL / GED / ABE

**Bargaining Units**

The majority of permanent Housing Authority employees are covered by one of four unions; Teamsters, Laborers, Carpenters and Painters. The Teamsters Union represents 45 (28.8%) employees; the Laborer's Union represents 88 (56.4%) employees; the Painter's Union represents 13 (8.3%) employees; and the Carpenters Union represents 10 (6.4%) employees. All employees, with the exception senior staff members and temporary personnel, are covered by one of the four bargaining units cited above. The Housing Authority maintains cordial relations with all unions.

**WAGES & BENEFITS**

**Wages**

Wages and benefits consume a large portion of the Housing Authority's budget. In FY 2016, the Housing Authority spent a total of \$14,826,749 on salaries (\$10,406,078) and benefits (\$4,420,671). Wages and benefits are funded by the operating budget, capital fund budget, Section 8 budget and various grants. Housing Authority Cost of Living increases have kept pace with or surpassed the Consumer Price Index. In FY 2016, unions were offered a 3% wage increase. Increases in union pensions were deducted from this wage increase.

Figure 4: Wage Increase vs. Consumer Index

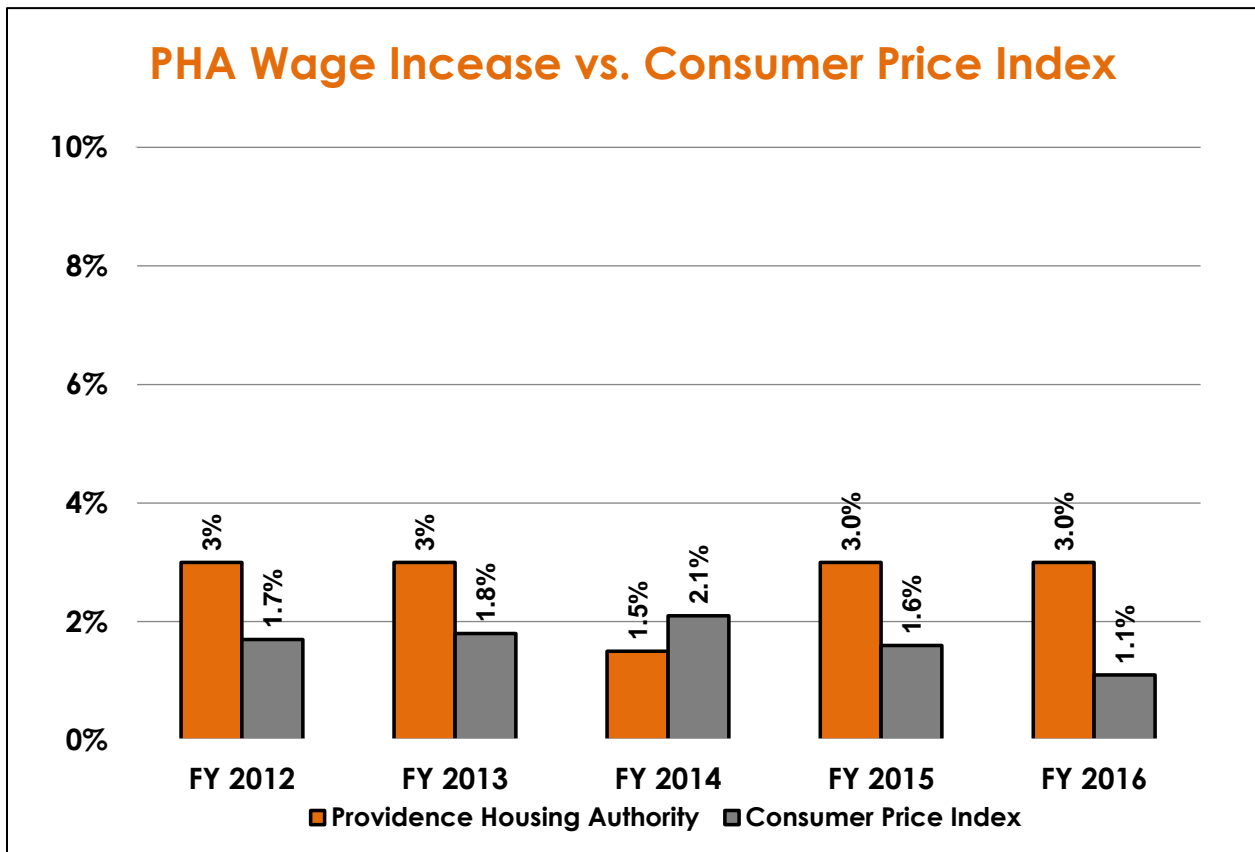


Table 1: Wages and Benefits

Sources	Salary	Benefits	Total
Ops-AMPs	5,391,477	2,529,126	7,920,603
Ops-COCC	3,271,918	1,130,586	4,402,504
Grants	616,334	249,532	865,866
CFP	41,480	25,272	66,752
Section 8	1,084,869	486,155	1,571,024
<b>Total</b>	<b>10,406,078</b>	<b>4,420,671</b>	<b>14,826,749</b>

## HEALTH & DENTAL BENEFITS

### Healthcare

The cost of health insurance continues to rise. Changes in healthcare reform have had and will continue to have an impact on future costs. Our healthcare consultant continues to work on the Housing Authority's behalf to negotiate the best rates for health and dental insurance. In fiscal year 2016 our health insurance coverage was initially projected to increase almost 6%. However we were able to negotiate that figure down to 3.9%. This resulted in an increased premium of \$74,958.96. You may recall last year's increase was 9.9% which equated to a premium increase of \$203,547.60. Because of this we did not feel we needed to make any changes to the plan design. Employee deductibles and co-payments remained the same. The cost for this insurance is offset by employee contributions. The percentage of plan cost contributed by the employee is determined by their annual wage. For example, employees earning less than \$40,000 per year contribute 13% of plan cost. Employees earning between \$40,000 and \$49,999 contribute 15% of plan cost and employees earning over \$50,000 contribute 18% of plan cost. Doing this allows us to keep this benefit affordable for all employees.

The Housing Authority continues to maintain its health reimbursement account (HRA). The HRA funds the difference between the amounts of the deductible the employee pays (\$250/\$500) annually for specific services and the actual plan deductible (\$3,000/\$6,000). In FY 2016 the Housing Authority spent \$94,682.39 on HRA expenses. This is 6.3% decrease (\$6,410.09) compared to the amount spent in FY2015. Of the amount spent in FY 2016, \$11,136.00 was for administrative fees. The balance (\$83,546.39) was for actual reimbursement of deductible expenses.

Table 2: Health Reimbursement Account

Year	Total Cost	# Employees	Cost per Employee
FY 06	1,709,137	158	10,817
FY 07	1,606,530	150	10,710
FY 08	1,543,542	148	10,429
FY 09	1,434,105	146	9,823
FY 10	1,475,605	154	9,582
FY11	1,719,678	166	10,360
FY12	1,981,175	162	12,229
FY13	1,894,328	160	11,840
FY14	1,795,475	160	11,222
FY15	1,948,211	160	12,176
FY16	1,965,144	155	12,678
<b>Change FY15-16</b>	<b>4%</b>	<b>N/A</b>	<b>4%</b>
<b>Change FY06-16</b>	<b>15%</b>	<b>N/A</b>	<b>17%</b>

During FY 2016, the Housing Authority paid medical insurance premiums totaling \$1,965,144. This figure includes reimbursements to the Painters Union (\$18,748) for temporary worker medical insurance and to the Carpenters Union (\$143,813) for both permanent and temporary members,



as well as payments made to our retiree health insurance plan (\$32,670) for qualified retired employees and the amount paid to employees (\$138,376) opting out of health insurance due to coverage under a spouse's plan. We were able to offset some of this expense by collecting \$1,765 in COBRA payments and \$325,419 in employee contributions. If the employees waiving coverage were on the Authority's health plan, it would have cost the PHA an additional \$510,868. The amount paid (\$138,376) directly to employees waiving health coverage saved the Authority \$372,492 (72.9%).

**Dental**

Delta Dental of RI continues to provide dental coverage to employee of the Housing Authority. In FY 2016 Delta Dental billed the Housing Authority \$126,569 in premiums. Employees waiving coverage were paid \$4,156 for a total of \$128,613. This figure was offset by COBRA payments of \$2,112.

**Pension**

Permanent union employees of the Housing Authority have two basic pension plans; a union pension which the Authority remits funds into on their behalf, and a defined contribution pension plan which both the employee and the PHA contribute 5% of the employee's annual salary.

FY2016 pension expenses, which include payments made to union pension plans as well as matching contributions made to Mutual of America for our Defined Contribution Plan, increased by 5.2% as did the cost per employee by 5.8%. This expense has increased by 65% over the past ten years.

**Table 3: Pension**

Year	Total Cost	Number of Employees	Cost per Employee
FY 06	875,358	187	4,681
FY 07	856,458	173	4,951
FY08	862,654	163	5,292
FY 09	846,631	165	5,131
FY 10	965,835	174	5,551
FY 11	1,101,112	182	6,050
FY 12	1,205,278	184	6,550
FY13	1,244,661	169	7,365
FY14	1,209,463	171	7,073
FY15	1,341,455	169	7,938
FY16	1,411,041	168	8,399
<b>Change FY15-16</b>	<b>5.1%</b>	<b>-.5%</b>	<b>5.8%</b>
<b>Change FY06-16</b>	<b>61%</b>	<b>-10%</b>	<b>79%</b>

The following table illustrates the percentage of funds the Authority contributed to each plan in FY 2016.

**Table 4: Authority Contribution**

Pension Plan	Costs to PHA	% of Total
Laborers	492,128	34.9%
Teamsters	279,500	19.8%
Painters	93,407	6.6%
Carpenters	135,938	9.6%
Mutual of Amer.	410,069	29.1%
<b>Total</b>	<b>1,411,041</b>	<b>100.0%</b>

## WORKERS COMPENSATION

Workers compensation is a form of insurance that provides wage replacement and medical benefits for employees who are injured during the course of employment. The Rhode Island Department of Labor and Training mandates employers with one or more employees to carry this type of insurance to protect workers. Policy premiums are calculated based upon a number of factors including claim experience. Worker compensation insurance premiums are one area where the Housing Authority can control costs by reducing the number and severity of work related injuries.

In FY 2016 workers compensation premiums increased by 68.5% (or \$174,645) from \$254,903 in FY2015 to \$429,548 in FY 2016. The cost per employee also increased by \$793 or 65.3%. The reason for this substantial increase is directly related to the change in our experience modification (MOD factor) from 1.21 in FY15 to 1.5 in FY16. The MOD factor is in part determined by the number of claims reported as well as the severity and expense of each claim. A MOD factor of 1.5 or more is considered a much higher risk and as such, comes at a much higher cost. We will continue to provide safety training to our employees and our supervisors in an effort to reduce the number and severity of injuries which will in turn reduce our MOD factor.

**Table 5: Workers Compensation**

FY Year	Premium	% Change	# Employees	Cost per. Emp.
2006	\$158,410	+2.7%	228	\$695
2007	\$191,120	+20.6%	209	\$914
2008	\$214,138	+12%	219	\$978
2009	\$221,506	+3.4%	229	\$967
2010	\$180,034	-19.2%	237	\$760
2011	\$223,492	24.1%	242	\$924
2012	\$249,807	11.8%	247	\$1,011
2013	\$215,218	-13.8%	232	\$928
2014	\$233,309	8.4%	218	\$1,070
2015	\$254,903	9.3%	210	1,214
2016	\$429,548	68.5%	214	2,007

In compliance with OSHA (Occupational Safety and Health Administration) mandates, the Housing Authority provides safety training to its employees each year. In addition, safety inspections are conducted at each worksite to identify and correct potential problems before accidents or injuries can occur.

In FY 2016, thirty-eight (38) PHA employees sustained injuries during the course of their work day. This is equal to the number of injuries reported in FY2015. During the fiscal year, two hundred and fifty-three (253) days were lost from work. Although the number of injuries remained the same, the number of days lost from work increased by ninety-seven (97) days. Of thirty-eight (38) employees injured during the fiscal year, twenty-eight (28) employees lost no time from work. The average number of weeks lost was approximately seven (7) weeks.

**Table 6: Time Lost**

Time Lost	Injuries FY 2016	Injuries FY 2015
No Time Lost	28	29
< 1 Wk.	0	6
> 1 Wk. & < 6 Wks.	5	1
> 6 Wks. & < 8 Wks.	0	1
> 8 Wks.	5	1

## WORKPLACE SAFETY

The safety of employees and tenants is a primary concern of the Housing Authority. Our mission is to ensure employees both live and work in an environment free of hazardous conditions so that injuries can be avoided. The PHA Safety Committee's (which is comprised of fourteen staff members) purpose is to detect any safety concerns and to correct them immediately. PHA employees spend many hours attending safety training seminars each year. Trainings provide information on safety regulations, safe work conditions and safety habits. They reinforce the importance of utilizing proper protective equipment to avoid injury. Occupational Safety & Health Administration (OSHA) is a federal agency charged with the enforcement of safety and health legislation. The Housing Authority is mandated by OSHA to provide employee specific safety trainings each year. During FY16, Human Resources coordinated with Beacon Mutual Insurance, our workers compensation insurance carrier, to provide the majority of this training at no cost. During the year, Areas covered included the following:

- OSHA Blood Borne Pathogens
- OSHA Safety-Hazard communication
- OSHA Safety-Personal Protective Equip
- Hearing Conservation/Testing
- Landscape Equipment Safety
- Winter Preparedness Safety Training
- Ladder Safety
- Electrical Safety

Quarterly meetings are conducted with Beacon Mutual, our workers compensation insurance provider, to review claim experience and identify training needs.

## FAMILY MEDICAL LEAVE

In compliance with the Family Medical Leave Act of 1993, and the RI Parental & Family Medical Leave Act, the Providence Housing Authority maintains a policy that provides generous leave to employees who meet the eligibility requirements with family or medical problems requiring them to be absent from work.

During FY 2016, thirty (30) employees requested and were granted time out of work for serious illnesses or injuries or to care for a seriously ill/injured family member. Additionally, two employees on family medical leave in FY2015 carried leave into FY 2016. The combined average length of time away from work was approximately seven (7) weeks per employee. Eight hundred eighty-four (884) days (176.8 weeks) were lost from work during FY16. This is an increase of 72 days or 8.8% from FY2015.

Table 7: Employee Claims

Fiscal Year	# Emp. Claims	% Inc.-Dec	# Days Lost	% Inc.-Dec
FY 2011	29	12%	1,040	8.1%
FY 2012	26	-10.3%	627.5	-39.7%
FY 2013	23	-11.5%	1,066	69.9%
FY 2014	32	23.1%	1,080	72%
FY 2015	26	18.8%	812	-24.8%
FY 2016	30	15.4%	884	-8.8%

## STAFF TRAINING AND DEVELOPMENT

The Providence Housing Authority is committed to the continued education of its staff members, assuring they receive the necessary training to perform the essential functions of their position. Safety is a key component of the PHA's training program. Employees spend many hours each year participating in programs designed to ensure their safety and the safety of our residents. Training is provided both on and off the job. On-the-job training takes place during the normal course of business with employees using the tools and materials that will be utilized in their position. Off-the-job training takes place out of the workplace. It has the advantage of taking employees away from the office to completely concentrate on what they are learning. Training is an integral part of any successful organization. However, it can be costly and time consuming. The Housing Authority spends thousands of dollars on training each year. Training programs are designed to develop and enhance job skills to perform more effectively. Training is conducted by both in-house personnel and through third party providers. The Housing Authority provides web-based training or E-Learning, allowing employees to train at their own work station.

The Housing Authority Insurance Group offers online training courses via the Housing Television Network (HTVN). Programs offered include risk management, public housing, Section 8, maintenance, human resources, management and more. There are no travel costs and no time away from the office. HTVN delivers professional development for housing professionals. Employees can train at work or at home twenty-four hours a day, seven days a week acquiring industry-specific skills. With advances in technology, viewing these programs has become a very efficient way to train staff.

Beacon Mutual, our workers compensation insurance carrier, also offers training through their online university. They offer courses in health & safety, driver safety, ergonomics, Spanish, computer software programs and many more. Beacon Mutual also provides 95% of all OSHA required safety training on site. These courses/trainings are provided to policy holders at no additional cost.



# *Legal and Risk Management*





## INTRODUCTION



This annual report describes various legal and insurance related matters occurring in FY 2016 that were referred or directed to Attorney Mark C. Ouellet as the Housing Authority's designated: General Counsel, Risk Control Manager, Public Records Officer, and/or Informal Hearing Officer. As in past annual reports, information is provided below as to the current and past nine (9) year number of public housing Grievances. That information is followed by Information on the

number of Informal Hearings conducted for Leased Housing participants during FY 2016. A report on the growing number of contract transactions that were reviewed for compliance with procurement requirements is included followed by a variety of other miscellaneous legal matters. Finally, this report concludes with information concerning current and historical insurance costs and related risk control matters. For a more detailed description of specific events or matters, the reader is referred to FY 2016 Monthly Management Reports.

This report does not describe or contain details of activities formerly carried out by Attorney Michelle Bergin, the Authority's in-house Staff Attorney for five and one half years. She unexpectedly resigned from the Authority in order to work independently in private practice. Immediately following her departure, an outside law firm named Darrow Everett LLP was hired to temporarily represent the Authority in new and pending Landlord/Tenant legal proceedings filed in the State of Rhode Island's Sixth Division District Court. The Authority's Executive and Deputy Directors subsequently directed General Counsel to review and verify the status of interim and outstanding legal matters; draft and distribute a formal RFP to solicit proposals to provide future ongoing eviction and related legal services to the Authority; and, then assist in the review and ranking of proposals from five (5) law firms, and negotiation of terms and conditions of two replacement firms/attorneys selected to commencing working at the beginning of FY 2017 (one firm, Law Offices of Michael Crane with two designated attorneys, Michael Crane and Murray Gereboff, was selected to handle the higher volume of eviction matters occurring in family developments and a separate, sole practitioner, Attorney Nancy Davis, was selected to handle the Authority's Elderly/Disabled developments Landlord/Tenant matters and assist in other related legal matters as directed by the Authority's Executive and Deputy Directors).

It should also be noted that during FY 2106 General Counsel was required to confer and consult with a number of different outside attorneys and others relative to locating, assembling and reviewing various documents and records involving the Housing Authority, or its operations, before and during FY 2016. For instance, in FY 2016, General Counsel conferred with and assisted the law firm of Partridge, Snow and & Hahn LLP in its representation of the Authority in a comprehensive IRS Audit of a third party developer and the GNMA Collateralized Mortgage Revenue Bonds issued by the Authority in 2007 in connection with the financing of housing project called New



Canonchet Cliffs Project in Hopkinton, RI. The audit which began in FY 2015 was eventually concluded in FY 2016 with no adverse findings against the Authority and all fees and costs incurred in connection with the matter were reimbursed to the Authority by the Project's owners.

Also in FY 2016, General Counsel also conferred with and assisted the law firm of Olenn & Penza, LLP in its representation of the Authority in connection with a complaint filed against the Authority, Mutual of America, and others in November of 2013 by a number of PHA Employee Retirement Plan participants. A Final Order was finally entered on FY 2016 that dismissed all claims pending against the Authority with prejudice and without costs.

General Counsel also assisted staff, PHA Financial Auditors and several bond counselors in the locating and review of a various other records and documents relative to the Authority's Annual Audit, and/or pertaining to the payoff and/or refinancing of several property and bond transactions (i.e. Lockwood Plaza, Cathedral Square Apts., Canonchet Cliffs, Williams Woods, Roger Williams replacement lots, and PHA Revenue Bonds).

## **PUBLIC HOUSING GRIEVANCE HEARINGS**

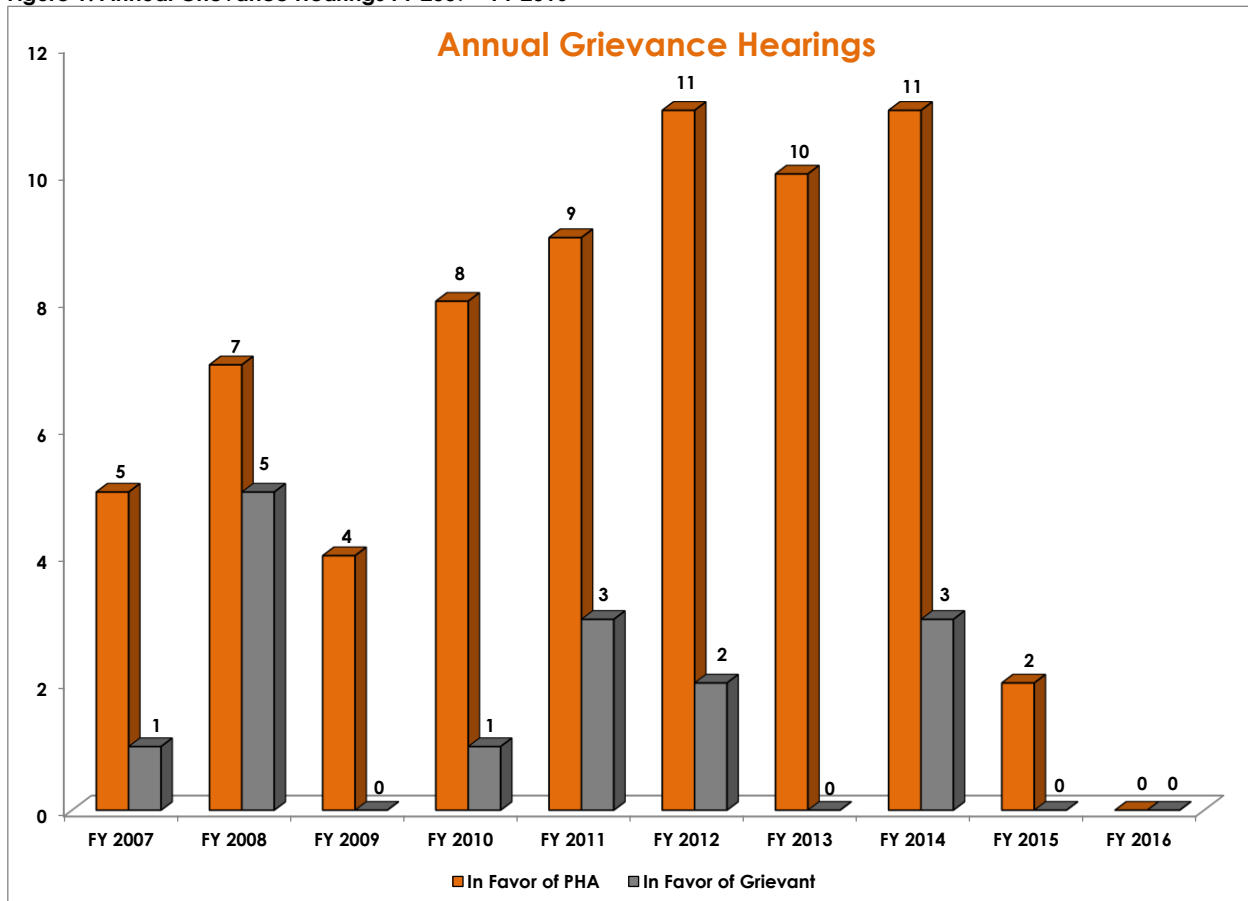
The Housing Authority and its' tenants and applicants are required by Order of the U.S. Federal District Court of Rhode Island in the Matter of Johnson, et al v. Housing Authority, C.A. 82-0169S to follow a specified Grievance Procedure to resolve any disputes that the Authority may have with its' applicants and/or residents. A grievance is any dispute or complaint which a tenant/applicant may have with



respect to PHA action or failure to act in accordance with the individual tenant's lease, Federal statute or regulation, PHA rule or regulation, or other law. The mandatory procedure doesn't apply to any grievance concerning an eviction or termination of tenancy that is based upon a tenant's creation or maintenance of a serious threat to the health or safety of other tenants or PHA employees. It is also not a forum for initiating or negotiating policy changes between a group or groups of tenants and the PHA Board of Commissioner or Executive Director, nor is it a forum for disputes between tenants or class grievances. If a complaint or dispute that an applicant or tenant has against the Authority is not resolved or otherwise excluded from the procedure, they can file a written complaint or objection on a Grievance form that is available at all PHA locations request action or reconsideration from the staff that made an the initial determination on behalf of the PHA; if the PHA response is unacceptable, the person can sign and return the form to request reconsideration by the Executive Director or his designee; and if that is not satisfactory, the person can request a formal hearing before a three member Grievance Panel comprised of a neutral third party, a resident and a PHA employee.

Up until last year, the PHA had a ten year average of eleven (11) Grievance Panel Hearings. Most hearings have involved the denial of applications for admission and the PHA denial of admission was usually upheld based on well documented evidence presented to the Panels. 2016 was a year however in which no public housing applicant or resident filed a Grievance Request to dispute determinations made against them by the Housing Authority's Tenant Selection and/or Housing Management staffs.

Figure 1: Annual Grievance Hearings FY 2007 – FY 2016



### Section 8 Informal Hearings

The Department of Leased Housing administers the Authority's federally funded, Section 8 Rental Assistance Programs. The Authority periodically terminates or adjusts assistance to participants it has determined have violated program rules and/or failed to fulfill their family obligations. In accordance with Federal Regulations, participants can and frequently do request an Informal Hearing to object to the Authority's determination. The Authority's General Counsel served as Hearing Officer at eight (8) hearings; and up until her departure, the Authority's former Staff Attorney conducted eleven (11) hearings in FY 2016. At each hearing, a representative from Leased Housing explained the grounds for PHA action and presented evidence in support of the PHA's action or determination. The Hearing Officer then asks the participant to explain why they disagree with the action/determination and to present any witnesses and/or evidence they have in support of their objection. After reviewing all of the evidence presented by both parties, the hearing officer renders a finding of facts and a decision based on the

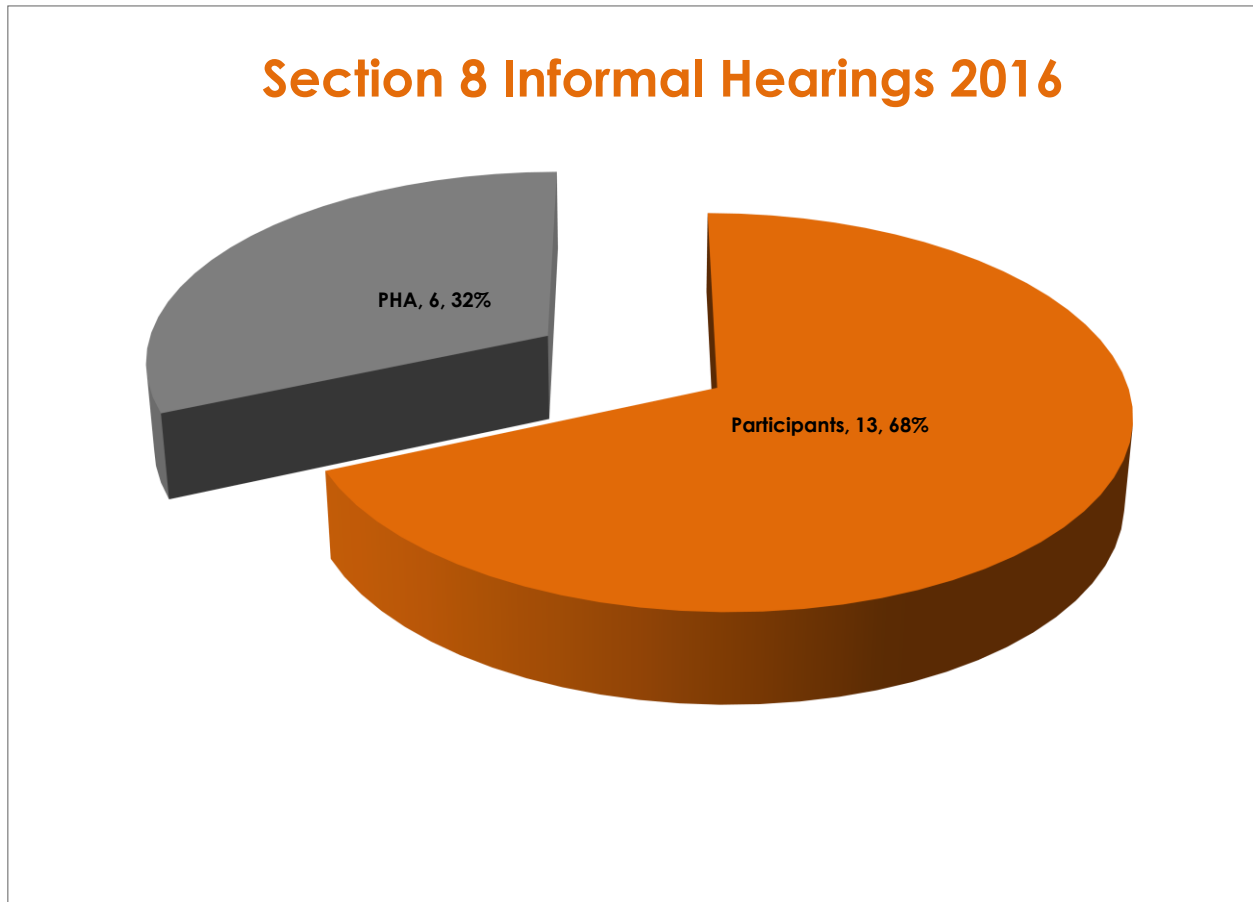
evidence presented. The grounds for termination and/or adjustment are generally characterized as unreported income, drug/criminal activity, unauthorized person residing in the unit and/or other good cause.

The PHA's General Counsel and former Staff Attorney served as Hearing Officers and conducted a total of nineteen (19) Informal Hearings in FY 2016.

As noted above, Section 8 Program participants and applicants are generally terminated or denied assistance for unreported income, criminal activity of a household member, unauthorized boarders/lodgers, and/or violation of a proscribed family obligation.

A majority (13 or 68%) of the 19 initial determinations made by Section 8 staff that resulted in an Informal Hearing were in fact reversed, dismissed or modified by the Hearing Officers and those Section 8 participants were allowed to remain on the program unless it was for money owed and the entire amount was not paid in full. Six or 32% of the Hearing Officer decisions upheld the PHA's termination or determination. The termination and determinations that were reversed were done so for a variety of reasons including the lack of sufficient evidence of wrong doing, prompt repayment of excess assistance, and/or evidence of mitigating circumstances.

Figure 2: Total Decisions Upheld or Reversed in FY 2016



## **CONTRACTS**

Throughout FY2016, General Counsel conferred and/or consulted with vast array of staff, contractors and others in the drafting, review and/or auditing of agreements, documents, statements and other information used connection with more than 161 separate procurement actions taken by the PHA. General Counsel reviewed and assisted to facilitate most of the PHA's significant procurement actions to assure that the PHA complies with its regulatory obligations and with fiscal best practices. The procurement actions reviewed by General Counsel involved a wide array of routine and non-routine purchases and/or the use of various facilities, equipment, goods and services during the fiscal year. The number of formal Procurement Action Certificate reviews (161) done in 2016 by General Counsel is 20% more than were done in 2015 (i.e. 128). General Counsel also researched and reported on the application of changes in relevant procurement laws and in regulations pertaining to the use of federal funding and specific Grants. On an as needed and regular basis, General Counsel conferred (often multiple times) with staff and others relative to the review and auditing of fiscal transactions, and the drafting or reviewing of certain specific agreements, contracts, and grants, as well as, other types of legal instruments that pertained to either the regular or periodic use of Housing Authority facilities and/or to the provision of special services by various public, private and non-profit entities.

## **MISCELLANEOUS OTHER MATTERS**

As the Authority's designated Public Information Officer, General Counsel participated in and completed annual training that is required pursuant to Rhode Island's Access to Public Records Act. The Authority's General Counsel also completed required annual continuing legal education training in order to maintain his license to practice law. In other matters, the Authority's General Counsel reviewed, negotiated and/or processed payments for periodic City of Providence Department of Public Works' Environmental Violation Notices (tickets) issued for improper trash disposal and/or recycling at scatter sites owned by the Authority and Notices of Zoning, Licensing and other City of Providence municipal matters.

## **RISK CONTROL MANAGEMENT**

Mark C. Ouellet, also acting as the Authority's Risk Control Manager, handled the responsibilities of risk/safety management and duties of administering, with the exception of Workers Compensation and employee health insurance matters, all aspects of the seven other types of insurance coverage, policies and policy endorsements that the Authority has (i.e. insurance coverage and policies for: property, general liability, auto, Directors and Officers, Employee Dishonesty, Boilers/ Equipment, Cyber Protection and Term Life Policy for Employees and Commissioners). Additionally, in his role as Risk Control Manager, Mr. Ouellet served as the Authority's representative on the Risk Control and Marketing Advisory committees of the Housing Authority Insurance Risk Group and attended quarterly meeting of those committees. Mr. Ouellet continued to monitor the terms and conditions of those seven existing policies, processed changes as they occurred, reviewed, and evaluated proposals for new coverage to assure all policies and coverages were renewed with new or existing insurers in a timely manner. Two types of insurance specified above, Cyber Protection and Term Life Policy for Employees and Commissioners, are provided as no cost to the

Authority as additional benefits to members of the Housing Authority Insurance Risk Group.

After increasing substantially in each of the two prior years (primarily as a result of major increases in property and Officer/Directors insurance), the Authority's total insurance premium cost of \$726,488 in FY2016 represents a modest decrease of less than .14% from FY2015. Current and historical premium costs for each of the Authority's individual types of Insurance that it pays for, i.e. property, general liability, fleet auto, Directors and Officers, Employee Dishonesty, and Boilers/ Equipment, are reported below separately. As seen in past years, some variations in each type of insurance continued to occur due to a variety of variables that include but not limited to: terms and limits of coverage, amount of deductibles, claims experience, other market conditions, physical improvements and changes, depreciation, replacement and upgrade of vehicles, and improvements to boilers and other equipment.

**INSURANCE PREMIUM COSTS AND TRENDS**

**Auto Insurance:** In FY2016 the Authority experienced an increase of 8.49% in auto insurance premium costs as compared to the prior year's cost for auto insurance due the continued retirement of older vehicles and the addition of newer leased replacement vehicles. Auto premium costs for FY2016 (\$73,984) were still lower than the Authority's overall ten (10) year average of auto insurance premium costs (\$75,196).

Table 1: Auto Insurance Costs FY 2007 - FY 2016

Year	Costs	% Increase/ Decrease
FY2007	\$71,596	4.68%
FY2008	\$74,856	4.55%
FY2009	\$70,266	-6.13%
FY2010	\$72,210	2.77%
FY2011	\$72,234	.01%
FY2012	\$71,946	-0.37%
FY2013	\$83,151	13.50%
FY2014	\$81,517	-1.97%
FY2015	\$73,675	-9.04%
FY2016	\$80,505	8.49%
<b>Total</b>	<b>\$751,956.00</b>	<b>(\$73,984 avg.)</b>

**Property Insurance:** Property Insurance premium increases for several prior years were substantial and problematic for the Authority; however, three years ago, the Authority was able to change its carrier (and increased its deductible to \$50,000 per incident) which resulted in a substantial savings over the prior year's cost. However, as a results of claims history and market conditions, in FY2014 the PHA saw another increase of 10.5%; FY2015 and FY2016 saw modest decrease of 2.04% and 2.25% respectively. In 2016 the Annual cost of property insurance remained substantially higher than the Authority's overall ten(10) year average cost of \$435,861.

Table 2: Property Insurance Costs FY 2007 - FY 2016

Year	Costs	% Increase/ Decrease
FY2007	\$410,176	51.61%
FY2008	\$365,070	-11.0%
FY2009	\$346,879	-4.98%
FY2010	\$346,561	-.09%
FY2011	\$443,874	28.08%
FY2012	\$532,037	19.86%
FY2013	\$468,671	-11.91%
FY2014	\$492,108	10.5%
FY2015	\$482,054	-2.04%
FY2016	\$471,176	<b>-2.25%</b>
<b>Total</b>	<b>\$4,358,606.</b>	<b>(\$435,861 10 Year Avg.)</b>

**General Liability:** Not counting dividend credits received as a member of the Housing Authority Insurance Group, General liability premium costs increased (1.77%) from last fiscal year as a result an increase in the number of personal injury claims made that Fiscal Year and previously. FY2016 cost of general liability insurance (\$115,846) remained substantially less than its ten (10) year average costs of \$135,890.

Table 3: General Liability Insurance FY2007-FY2016

Year	Costs	% Increase/ Decrease
FY2007	\$213,006	-6.37%
FY2008	\$182,546	-14.30%
FY2009	\$159,490	-12.63%
FY2010	\$132,069	-17.19%
FY2011	\$118,083	-10.59%
FY2012	\$104,421	-11.57%
FY2013	\$108,780	4.01%
FY2014	\$110,833	-6.87%
FY2015	\$113,828	2.75%
FY2016	\$115,846	1.77%
<b>Total</b>	<b>\$1,358,902.00</b>	<b>(\$135,890 10 Year Avg.)</b>

**Boiler and Equipment.** Boiler and Equipment insurance premium cost remained relatively unchanged from last year at \$10,312 and remained well below the ten (10) year average cost of \$10,937.

Table 4: Boiler/Machinery Insurance FY 2007 – FY 2016

Year	Costs	% Increase/ Decrease
FY2007	\$15,760	-60.84%
FY2008	\$ 9,653	-38.75%
FY2009	\$ 9,750	.99%
FY2010	\$ 9,677	-.75%
FY2011	\$13,560	28.64%
FY2012	\$10,069	-25.74%
FY2013	\$10,072	-.03%
FY2014	\$10,258	1.82%
FY2015	\$10,258	0.00%
FY2016	\$10,312	0.52%
<b>Total</b>	<b>\$109,369.00</b>	<b>(\$10,937 10 Year Avg.)</b>

**Fidelity Insurance.** In FY2016, the Authority entered into the first year of a three year term Employee Fidelity Insurance policy option which limited future increases. In doing so, the Authority's FY2016 cost of \$4,661 for Fidelity Insurance decreased and will remained the same as in FY2017 and FY 2018.

**Table 5: Fidelity Insurance FY 2007 – FY 2016**

Year	Costs	% Increase/ Decrease
FY2007	\$3,088	0%
FY2008	\$3,227	4.5%
FY2009	\$3,227	0%
FY2010	\$4,847	50.20%
FY2011	\$4,847	0%
FY2012	\$4,847	0%
FY2013	\$4,945	2.2%
FY2014	\$4,945	0%
FY2015	\$4,945	0%
FY2016	\$4661	-0.057%
<b>Total</b>	<b>\$43,579.</b>	<b>(\$4,358 10 Year Avg.)</b>

**Officers and Directors.** After several years of holding steady, the Authority saw three years in a row of substantial increases in premium costs for Officers and Directors insurance (2015 being the largest - a 63% increase) as result of employment practice claims brought by three former employees (all of which were settled or dismissed) followed in 2016 by a modest increase of due to a claim made at the end of FY 2015 by certain former employees relative to the Authority's administration of its Employee Retirement program which the Authority successfully moved to be dismissed. Annual costs remain nearly double the ten (10) year average cost of \$21,580.

**Table 6: Officers/Directors Insurance FY 2007 – FY 2016**

Year	Costs	% Increase/ Decrease
FY2007	\$17,300	-.05%
FY2008	\$14,274	-17.49%
FY2009	\$14,274	0%
FY2010	\$14,274	0%
FY2011	\$13,560	-5%
FY2012	\$13,560	0%
FY2013	\$15,600	13.08%
FY2014	\$26,226	40.52%
FY2015	\$42,749	63%
FY2016	\$43,988	2.9%
<b>Total</b>	<b>\$215,805.00</b>	<b>(\$21,580 10 Year Avg.)</b>





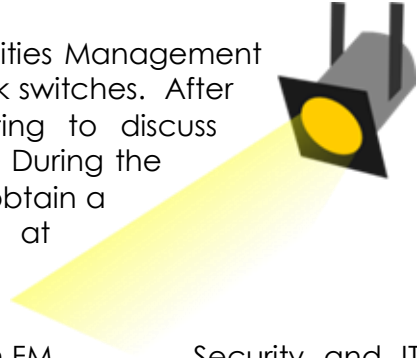
# *Information Technology*





## FY 2016 HIGHLIGHTS

Our Wireless Network vendor was contacted by our Facilities Management (FM) staff requesting a quote to upgrade/replace network switches. After reviewing the quote, the vendor requested a meeting to discuss additional network information and switch requirements. During the meeting a few things were determined; first we need to obtain a maintenance contract, and then look at replacing/upgrading our network switches/equipment.



During the month of June 2015, Monday mornings at 9 am FM, Security and IT staff met to draft a Wireless Network Maintenance RFP. The RFP purpose; solicit proposals for a one year Maintenance Contract for our Wireless Network and Equipment, with an option to extend annually to a maximum of five (5) years. The RFP was published on the NAHRO eProcurement website on June 24<sup>th</sup>. Interested vendors were invited to a pre-bid Q & A meeting on July 14<sup>th</sup>, along with an on-site infrastructure hardware review at three developments. Proposals were to be received at the PHA by 2 pm on July 26<sup>th</sup> and vendor selection scheduled for September 1<sup>st</sup>. Four vendors submitted Proposals; the committee selected Advanced Telesystems to maintain our network. A benefit from this maintenance contract, interdepartmental communication has been established between the three departments for-mentioned regarding our Wireless Network.

During the year our Xerox leases began to expire, the IT Director requested Quote's (RFQ's) from seven vendors to replace these printers. This is a list of Xerox printers replaced:

- A Xerox WC5655PT printer located in the Tenant Selection office, replaced with a Toshiba eStudio 557.
- A Xerox ColorQube 9203 printer located in the Special Projects office, replaced with a Toshiba eStudio 5560C printer.
- A Xerox 7435 multi-function printer located in the Executive office, replaced with a Xerox 7845 multi-function printer.
- A Xerox 7435 multi-function device located in the Resident Services office at 50 Laurel Hill Avenue will not be replaced, due to lack of funds.

In the upcoming Fiscal Year; other Xerox leases will expire, so this process will be repeated.

Firewall replacements; the IT Director discussed this project with three vendors; Advanced Telesystems, Dell and Envision. A RFQ was sent out in December 2015 and the project was awarded to Advanced Telesystems. The hardware was installed March 2016, and is covered under a two (2) year manufactures warranty. Unless the equipment experiences hardware issues, we will look at replacing these devices in five (5) years.

April 2016 we tried to test our Disaster Recovery plan but were unable due to the current configuration. Instead of modifying the software to test our Disaster Recovery plan, then later upgrading the Virtual Environment hardware and software. We decided to group these projects into one, making the overall project cost and time effective. This project will take place in FY 2017.

This is a brief breakdown of the replace/upgrade Virtual Environment project; along with the factors that determined combining this project:

- Virtual Server hardware old needs to be replaced.
- VMware Software needs to be upgraded to current version.
- Our SAN (Storage Area Network) running out of space.
- Upgrade VEEAM software to current version.
- Disaster Recovery (DR) plan needs to be reconfigured and tested for all critical servers.
- Establish an Annual Maintenance contract so services are completed during the year.

We determined that it would be cost effective and easier to replace the hardware, do a fresh install of the current VMware software, setup/configure the vSAN, move our files over to the new storage, install the current version of VEEAM then configure and test our backups, setup Disaster Recovery and test our DR plan. If we broke these into multiple projects, the costs would increase and would take quite a bit of time to complete.

In preparation of next year's IT Audit, a few items were mentioned by the Auditor that "should" be implemented, which are now in place.

- A New Employee and Employee Termination forms have been created which are used as new employees are hired and as existing employees leave the PHA.
- A keypad to the IT office has been installed, now the IT office is restricted to all staff with the exception of IT staff, Executive and Deputy Directors.
- A Network Password policy began January 4, 2016.

During the year Cox Communication upgraded to Digital Cable TV, now TV's connected to Cox Cable needs a digital convert box. Our Maintenance staff installed the devices in each of our Community Rooms which has cable TV available to our Residents, courtesy of Cox Communications.

## Network



A bi-annual review of our Active Directory (AD) Network Users and Groups was completed in April and October. Each Director confirmed their users and network groups were correct. The Auditors will want to see a review was completed during the year.

An early evening UPS failure at Parenti Villa caused a network failure on the Hartford Park side of our network. This failure resulted in the Dispatch and Security Offices losing network access. A new APC SMT1500 Smart UPS was installed at Parenti Villa that sends

"warning" and "critical" errors via e-mail to the FM Electrician and IT staff, which allows repairs to the device before a failure takes place. In following is a list of locations that this model UPS has been installed throughout the year, which protects the wireless equipment should the emergency generator switch on.

- Manton Heights - roof
- Chad Brown - Management Office
- 40 Laurel Hill Ave - roof
- Kilmartin Plaza - roof

All failed UPS's were disposed thru Goodwill Industries.

In July, the Network Systems Specialist and FM Electrician completed a physical inventory of all UPS connected to our wireless network. Information was gathered and documented such as: location, battery life, battery replacement date, equipment age and serial numbers. Equipment near end of life will be replaced. We are trying to be very proactive with our network and fix/repair any problems before they become critical. Included in future IT FY budgets will be funds to replace older UPS's, with "Smart" UPS's.

The Network System Specialist setup the scanning feature on the Savin printer located in the FM Admin office. This allows Contracts to be scanned and saved to a network drive, thus allowing select Finance staff the ability to view Contracts via the network.

The Network System Specialist compiled a list of computers with installation dates and Service Tag information. This information will be used to determine computer replacements - oldest first.

We included in our FY 2016 budget to replace approximately 30 computers annually. We are hoping to have all computers replaced within four (4) years, and then continue annually to replace computers. Since technology changes so often, we're planning not to have computers older than four (4) years; this plan depends on funding.

Numerous e-waste pick-ups have been completed during the year with Goodwill Industries. Items disposed: computers, printers, flat screen monitors, calculators, old video cards, numerous power cords, printer cables and UPS (Uninterruptible Power Supply). There is a benefit to both agencies; no cost to the PHA for this service and Goodwill Industries uses this equipment in their training program for staff, volunteers and community programs.

## **HAB**

A request was made to view the HAB Mobile WO system, a demonstration was viewed in April 2016 by IT staff, FM Director, FM Foreman and the Energy Manger. This software allows WO's to be accessed, created, modified and closed via a Tablet with Wi-Fi access; giving staff up-to-date information and no longer having to pick up paper WO's at the Maintenance offices. After the demo, a link and login information was provided; along with contact information of two Housing Authorities using this software. The FM Director decided not to proceed with this module at this time, since the Maintenance staff currently doesn't have the necessary Tablets.

Bi-annually the IT Director will contact Directors to discuss their staffs Encompass training needs. Below is a list of HAB trainings that have taken place, the trainings are viewed via the Internet at the 40 LHA training room.

- **Property Management**
  - Letter Assistance - June 23<sup>rd</sup>.
- **AMP Management** – one hour training sessions for new Dispatchers and other staff members have been scheduled as follows:
  - WinFAM – June 22<sup>nd</sup>
  - WinWORK – June 29<sup>th</sup>
  - HMS Mgr. – July 6<sup>th</sup>
- **Resident Services** – overview training for new staff members will be viewed with the AMP Management trainings listed above.
- **Finance** - will be supply their training needs at a later time.

In preparation for next year's IT audit, the IT Director reviewed access for all Encompass Users by job function and forwarded reports to each Director for review and approval. This will be done after each Encompass software update, software updates were installed November 2015 and June 2016.

We had an issue in August 2015 with the HAB database disconnecting. After a bit of research, a Microsoft Software update was the cause. Once the update was removed from the server and users computers, Encompass no longer received database disconnects.

After the Encompass software update installed November 2015, a few users experienced unusual errors when accessing tenant records. After a review by HAB staff, a recommendation was made to upgrade our database to the latest version 11.7. The upgrade was installed on December 21<sup>st</sup>.

The IT Director assisted the Leased Housing Director with getting the Encompass Debit Card direct deposit module activated. Tenants, if they choose, have their funds deposited directly to their Debit Cards.

A project that's been discussed briefly automating Tenant Account Receivable payments. HAB Inc. has partnered with PayLease to offer a fully integrated online rent payment solution. In FY 2018 IT, Finance and Property Management staff will meet and discuss if this could benefit the agency, tenants and staff.

## Virus Protection



The IT Director has contacted our Symantec representative requesting a review; is our software configured correctly, are we licensed correctly and inquired about Malware protection. After the review everything is setup, working and licensed correctly.



## Document Imaging

A major IMS/21 software upgrade was installed February 25<sup>th</sup>, with no problems resulting from the upgrade. This software is at the latest version, 7.10 PTF03 (Build 20140909). Early March, the IT staff completed the process of upgrading the software on the user's computers. Two software "How To" trainings were conducted by the vendor via the Internet on April 15<sup>th</sup> at 10am and 2pm.



The Leased Housing Director requested the S8 Inspectors pc be setup allowing the S8 Auditor access to view tenant data via the Merritt system. IT staff reformatted the pc, reinstalled the necessary software and staff from Joseph Merritt reinstalled their software. The S8 Auditor is now able to access tenant data from the Merritt system. Also, the IT Director assisted the Leased Housing Director in getting the requested digitalized S8 folders in a format that the Auditors can view off site.

Trying to automate staffs daily tasks within Public Housing and Leased Housing as much as possible; April 2016 staff viewed an on-line demonstration of File Vision software, which digitalizes documents and stores them within Encompass. A meeting was scheduled for June 2016 to discuss this product in more detail. A second on-site demonstration was conducted by the vendor. More discussion is necessary before making a decision regarding moving forward with this project. March 2017, Department Directors will meet and decide if we should move forward with this project. If yes, a RFP will be created and distributed by May 2017; furthermore, this software will replace Vanguard Systems (Public Housing) and Joseph Merritt (Leased Housing) scanning products, reducing our monthly digitization expense, paper and printer usage.

All SerJob Workers have access to a computer and scanner. This allows them to assist staff with office tasks, such as scanning tenant folders into the IMS/21 system.

### Document Scanning

- All departments have the ability to scan and retrieve documents via the IMS/21 system.
- Accounts Payable has the ability to scan/retrieve vouchers, checks and invoices.
- The Dispatch office has the ability to scan/ retrieve closed work orders.
- Facilities Mgmt staff has the ability to view closed workers.
- The Facilities Management Department has the ability to scan/retrieve compensation notices, unit turnaround data and monthly reports.
- The Facilities Management Director and Procurement Officer have the ability to retrieve documents scanned by the A/P clerk.
- The Executive Department has the ability to scan/retrieve personnel folders and HUD correspondence.
- The Housing Management Department and Tenant Selection staff has the ability to scan/retrieve tenant and applicant information.
- The Capital Fund Staff has the ability to scan/retrieve contracts.

Joseph Merritt & Company digitalized all Leased Housing folders. Monthly, the vendor picks up the changes/updates and digitalizes them as well. This system seems to be working well for the Leased Housing staff.



## Computer Labs

All HighRise buildings with the exception of Parenti Villa have computer labs for residents; computers were donated by United HealthCare of RI. Dexter Manor has 6 laptops and Kilmartin Plaza has 5 laptops running Windows 7 and Microsoft Office 2010 Home Edition. Dominica Manor and Carrol Tower have 6 laptops at each location running Windows Vista Business (license that came with the laptop,) Microsoft Office Home and Student 2010. Three computers at Carroll Towers have been installed in Spanish, a request of the residents. This allows Spanish residents to use these computers in a language that is familiar to them.

The Family Developments computer labs are as follows. Chad Brown, 8 computers donated by RI Housing Authority. Codding Court has 8 computers donated by Amos House. Hartford Park has two computer labs, Youth and Adult. The Youth computers were upgraded with computers donated from RI Housing Authority. The Youth computer lab has 8 computer and the Adult computer labs has 11 PHA computers. Manton Heights, 8 computers donated by GTECH. All the computers in the Family Computer labs use Windows 7 and Microsoft Office 2010 Professional Edition.

The Internet access for the computer labs located in the 4 High-Rises mentioned above and Hartford Park is donated by Cox Communications.

All Lab Computers have K9 Protection software installed, preventing access to inappropriate websites. Along with Deep Freeze software, which doesn't allow changes to the hard drive unless logged in as the Administrator. Should there be a software issue, virus or hardware driver problem; restarting the computer resolves the problem. This saves a considerable amount of troubleshooting time.

## Phones

The IT Director and our Cox Representatives meet Quarterly for account review. Our phone system and Internet are working as expected, no problems to report/discuss. October 2017, our phone and Internet access contracts will expire; March 2017 we will begin creating a Phone and Internet access RFP's.

## HUD

Staff has the ability to access HUD's on-line resources such as:

- PIH Information Center (PIC),
- Real Estate Assessment Center (REAC),
- Enterprise Income Verification (EIV),
- Systematic Alien Verification for Entitlements program (SAVE), which allows access to the Immigration National Service (INS) system.
- Financial Assessment Submission (FASPHA)
- Line of Credit Control Systems (eLOCCS)
- Physical Assessment Subsystems (PASS)
- Voucher Management System (VMS)

The IT Director sets each PIC user account to expire annually on January 1st. She then reviews our PIC users and reactivates only those users needing access to PIC. This list is reviewed bi-annually as well.

All PHA EIV users are certified bi-annually (April and October) by the IT Director, as required by HUD.

An annual mandatory EIV security training is to be viewed by all EIV users by October 30. If an EIV user does not view the scheduled security training, they are not recertified thus denying access to EIV data until they complete the training. All PHA staff required to view this training has done so.

Submitting and maintaining Public Housing PIC transaction's is the responsibility of each AMP Manager, along with maintaining their residents Public Housing EIV Debts Owed to PHA's and Termination Information.

A Rental Housing Program Representative is responsible for submitting Section 8 PIC transactions, and maintaining Section 8 EIV Debts Owed to PHA's and Termination Information for Rental Housing clients.

Monthly, the Leased Housing Director electronically submits the PHA S8 addresses to the RI Department of Health (RIDOH). RIDOH uses this information to monitor elevated lead blood levels of children living in PHA S8 apartments. Over the past year, we have not had any matches.

On a monthly basis:

- The Leased Housing Director and A Rental Housing Program Representative electronically transmit Multi-Family Tenant Characteristic System (M.T.C.S.) information to HUD via the Internet.
- The Office of Finance and Accounting uses the Internet daily to download resident rent payments from the bank and to view banking information.
- Section 8 and Public Housing staff view their client's employment information via the HUD EIV system, especially during tenant recertifications.

### **Software Licensing**

Semi-annually, software licensing is reviewed authority-wide and purchased according to the vendor's licensing policy. The PHA software policy is "no software will be installed on any computer without first obtaining a license".

The IT Director renewed our VMware Product Support licenses; the three contracts will co-terminate on May 30, 2017.

Our Microsoft Licensing Software Assurance contracts have been renewed through DELL/ASAP Software, the contract is renewed annually. Other license contracts purchased from Dell/ASAP are: VERITAS (backup software), Symantec (anti-virus software) and Websense (Internet monitoring software).



## Hardware

Table 1: List of Hardware

Location	Personal Computers	Printers	Scanners	Laptop/Tablets	PDA/iPAQ's
Executive Office	8	1	4	3	-
IT	5	1	1	1	-
Special Projects	3	1	1		-
Security	5	4	1	1	-
Finance	10	7	2	-	-
Rental Housing	17	5	4	-	5
Resident Services	23	19	8	6	-
Tenant Selection	8	2	4	-	1
Property Mgmt.	27	12	20	9	-
Facilities Mgmt.	31	17	4	7	1
MOD	5	0	0	-	-
Resident Services Computer Labs	53	5	-	23	-
<b>Total</b>	<b>195</b>	<b>74</b>	<b>49</b>	<b>50</b>	<b>7</b>

## IT Help Desk

Manage Engine software has been installed allowing IT staff to inventory computer hardware/software, and remotely manage computers.

IT has resolved approximately 757 computer questions/problems for FY 2016. This number is up from the previous year. Below, demonstrate troubleshooting calls for the last five years and troubleshooting categories respectively.



**Table 2: Troubleshooting calls for the last five years**

<b>FY 2016</b>	<b>757</b>	<b>This number increased slightly from last year. Possible reasons for the increase; the implementation of the Password Policy, users have a tough time remembering their passwords. Along with IT staff encouraging staff to submit troubleshooting issues via Manage Engine software when possible.</b>
<b>FY 2015</b>	<b>628</b>	<b>This number has increased quite a bit, due to the IT staff requesting staff to submit troubleshooting calls via the Manage Engine software. The requests are the same as previous years; unable to access files, software unresponsive and needing help with a particular product. Just now being counted.</b>
<b>FY 2014</b>	<b>371</b>	<b>This number decreased a bit due to staff familiar with the software/hardware products used at the PHA.</b>
<b>FY 2013</b>	<b>485</b>	<b>This number has doubled since last year, due to IT staff requesting staff to use the Mange Engine software designed to record troubleshooting calls. Most staff likes to contact IT staff directly, but if a staff member is or out of the office the troubleshooting response gets delayed.</b>
<b>FY 2012</b>	<b>277</b>	<b>This number has decreased quite a bit due to staff's familiarity with the Encompass computer system, and the Microsoft products being used at the PHA.</b>



## PROJECTS

### Protect Providence with One Click (PPOC)



During FY 2016, the Providence Housing Authority (PHA), through its non-profit organization the Providence Community Opportunity Corporation (PCOC), expanded the previously implemented "Protect Providence with One Click" campaign. The expansion of the PPOC campaign aimed to continue to effectively promote and increase seatbelt safety education, awareness and usage in our urban community by expanding its reach and

scope in two ways: including all PHA developments; and by developing an online resource with a smart marketing strategy to expose the community to seatbelt safety messages and overall driving safety cues with an interactive mapping tool of Providence's Top 10 Crash Locations.

The PHA aimed to CONTINUE TO PROTECT THE MULTICULTURAL, PROVIDENCE COMMUNITY WITH ONE CLICK—the click of a seatbelt or the click of a computer mouse—by engaging residents directly and through connecting people with seatbelt education, roadway awareness and ideas around protecting their community. The campaign's new target population reached more than 5,600 multi-cultural, public housing residents and countless constituents of the City of Providence and the state of Rhode Island.

Throughout the grant period the PPOC campaign reached approximately more than 64,000 people through surveying, meetings, presentations, postings, newsletters and public advertising which comprehensively focused on evaluating and enhancing awareness regarding seatbelt safety as well as RI's Primary Seat Belt Law.

The PPOC campaign focused its outreach and education efforts using several methods in order to maximize the number of individuals reached as well as the project's impact to change how the PHA's multi-cultural residents perceive and regard the importance of seatbelt safety in their community.

During this round of the PPOC Campaign, the PHA expanded its online resource. The ProtectProvidence.com website aimed to reach a larger population throughout the PHA and Providence in an accessible and innovative manner by providing users with information regarding common crash locations across the City as well as data and information about seatbelt use. Throughout the grant period, the Project Coordinator and Software Developer worked together to update the website with pertinent information provided by RIDOT and other grant partners. Information pertaining to City crash sites, statistics, event announcements, program implementation information and other updates.

The PHA considered the Protect Providence with One Click Campaign an overall success since the PHA always considers programs that promote safety or healthy living



and that encourage information sharing and education a success as they support the PHA's organizational beliefs and vision.

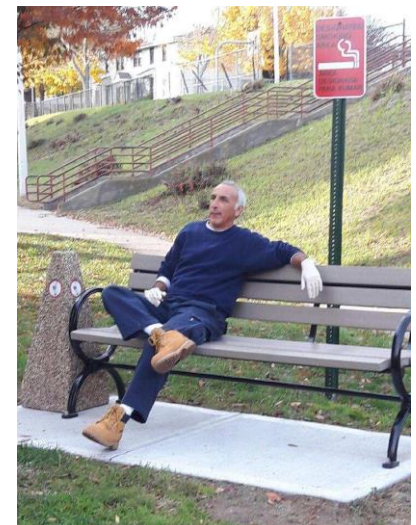
**Table 1: RIDOT Survey Results:**

Total Surveys	98	%	83	%
Did you know that wearing a seatbelt as a driver or passenger is a law in RI?				
YES	88	90%	80	96%
NO	10	10%	3	4%
How often do you wear your seatbelt when you're driving?				
ALWAYS	61	62%	70	84%
SOMETIMES	14	14%	10	12%
NEVER	6	6%	3	4%
How often do you wear your seatbelt when you're a passenger?				
ALWAYS	76	78%		
SOMETIMES	12	12%		
NEVER	10	10%		
Do you think wearing a seatbelt is important?				
YES	89	91%	82	99%
NO	9	9%	1	1%
How often do you make sure that kids are buckled up safely when in the car?				
ALWAYS	77	79%	66	80%
SOMETIMES	0	0%	13	15%
NEVER	0	0%	4	5%
Do you believe that your child's car seat/booster seat is age and weight appropriate?				
YES			69	83%
NO			1	1%
NOT SURE			13	16%

**Resident knowledge of the RI Seatbelt Law increased from 90% to 96% from the start of the grant to end. Also, note that seatbelt usage increased from 62% to 84%. Residents also placed more importance on wearing a seatbelt from the beginning of the grant until the end, 91% to 99%, respectively.**

### Health Equity Zone (HEZ) Grants

The Department of Health's Health Equity Zone (HEZ) projects are eleven federal, state, and local partnerships to support innovative place-based approaches to preventing chronic disease, improving birth outcomes, and improving the social and environmental conditions of neighborhoods. During FY 2016, the PHA assisted with the execution of two HEZ grants: one led by the City of Providence to increase the use of the Selim Rogers and Neutakoncanut Recreation Centers and one managed by One Neighborhood Builders (ONB) to implement the Smoke Free Policy at Manton Heights, provide TA to ONB for the Smoke Free





Policy at Amherst Gardens and host two Youth Police Initiative (YPI) sessions.

The City's Health Equity Grant consisted of conducting a community-side assessment of the use and needs connected to Providence's Recreational Centers. PHA staff worked with Fio Partners, a research company, to host focus groups at Chad Brown and Hartford Park. During the focus groups, residents were asked to share their experiences while in the recreation centers and to also share what types of new services would attract them to the recreation centers. Once the information was collected, staff from Fio Partners worked to create and distribute a survey to residents. The results of the survey will be made available in early FY 2017.

The HEZ Grant with ONB focused on educating, and preparing the residents of Manton Heights for the implementation of the Smoke Free Policy. Residents attended meetings, viewed slideshow presentations and received information on second hand smoke and quit line phone numbers. The staff at Manton Heights was also educated on the Policy. With grant funds, the PHA purchased policy supplies: signs, benches, ash burns and cement pads for the Designated Smoking Areas (DSAs). The Smoke Free Policy will be implemented mid-FY 2017. Also, the PHA provided technical assistance to ONB in order to make their property, Amherst Gardens a Smoke-Free environment.

### **Jobs Plus Initiative Grant Application**

The Providence Housing Authority has applied for the Jobs Plus Program, which is a federally-funded initiative to assist public housing residents enter the workforce and/or increase wages. The PHA is seeking \$3M in funding over 4 years for the Hartford Park and Manton Heights communities.

An extensive network of partners will join forces with aligned visions to create the JPP program which aims to increase residents' earned income and advance employment gains by effectively integrating the three main components of the Job Plus Initiative: employment related services; financial incentives and the creation of a network of peer and community "supports for work".



services.

The JPP program incorporates workforce development strategies to help the unemployed secure jobs by offer in industry-driven training programs, apprenticeships, progressive education and credentialing pathways. The PHA hopes to identify local partners to deliver comprehensive employment-related services in five areas: (1) employment readiness, (2) job training; (3) job placement; (4) job retention and advancement, and (5) work-enabling

The Job Plus Program will maximize access to critical supportive resources among public housing residents such as child care, counseling and mental health services and

citizenship preparation. The program will financially encourage participants through what is called earned income disregard, which allows increased earnings without increased rent for the grant period of 4 years.

Also vital to JPP's success will be genuine resident engagement through the formation of a Mentor Advisory Board and the employment of three new Community Coaches from the target sites. The PHA believes that community and peer involvement will be an essential ingredient for strategic program outreach and acceptance that will lead to achievable outcomes and foster a culture of work.

The Jobs Plus Program will offer public housing families an important opportunity to increase and sustain their level of employment and earnings. The funding from HUD will support a comprehensive and well-coordinated effort among committed agencies and public housing mentors to create a positive impact on our community and local economy.

The Resident Advisory Board, the Resident Associations and Planning Committees will play vital roles in the Jobs Plus Program. As always, their input and feedback are essential to the success of any and all PHA programs. Award announcements are expected in late summer or early fall.

### Food on the Move Program



The Rhode Island Public Health Institute (RIPHI), in partnership with the Providence Housing Authority (PHA), offers a solution to food deserts and lack of incentives offered when purchasing fruits and vegetables. The Food on the Move (FOTM) Program aims to provide discount, fresh fruit and vegetable markets, along with providing nutrition education and cooking demonstrations in conjunction with the markets. The goal is to increase SNAP participants' purchase and consumption of fruits and vegetables by providing financial incentives that double the value of SNAP benefits spent on fruits and vegetables. In addition, the RIPHI and the PHA have partnered with URI's Cooperative Extension Service to provide on-site nutrition education and cooking demonstrations in conjunction with the markets at the PHA housing sites.

Through the FOTM Program, PHA residents living in the elderly/disabled high-rises have ongoing, year-round access to affordable, healthy, culturally appropriate and local fruits and vegetables through the FOTM mobile markets. SNAP recipients who shop at the markets receive financial incentives to purchase local fruits and vegetables that DOUBLE the value of their SNAP benefits.

As a result, an increase has been reported in the purchase and consumption of fruits and vegetables among SNAP recipients, which should lead to decreased prevalence rates of obesity and other food-related chronic diseases, as well as increased food security. **During FY 2016, a total 2,214 transactions took place during 76 markets.** The

local food system has been strengthened as a result of the increased distribution of local food into the PHA's high-rises. Perhaps most exciting of all is the fact that these mobile markets have the potential to become self-sustaining interventions, which could serve as replicable, model programs that, could be implemented in other cities and states facing similar food access and affordability challenges.

The PHA plans to continue their partnership with the Rhode Island Public Health Institute. Both agencies frequently write grants pertaining to gaps in services regarding nutrition and health in Providence. Hopefully, the federal level emphasis on health, specifically nutrition, continues to provide funding opportunities for programs such as the Food on the Move Program. To date, the FOTM Program has received support from Senators Whitehouse, Reed and Congressman Cicilline. The RI Governor's Office also supports the FOTM Program and has hired a Food Strategist to complete future grants for the Program. Additionally, the PHA consistently seeks innovative strategies to provide healthier living conditions to their residents.

Unfortunately, due to decreased participation rates, the produce truck discontinued its visits to Hartford Park and Kilmartin Plaza. The residents of these communities already have access to fresh produce through area markets. Please note residents are also welcome to participate in the markets at other PHA sites.

### Fire Safety

The PHA's annual Fire Safety & Prevention training aims to increase awareness and participation throughout the community regarding the dangers and prevention methods necessary during a fire.

During the summer of 2015, SPO partnered with the Resident Services Department to combine their annual Back to School Celebration with the Family Fire Safety Training in order to maximize attendance and human resources. Nearly 450 people participated in the events. Children and partners received bilingual educational information about the importance of alarms, fire escapes and safety.

The presentations at the elderly and disabled developments involved a more interactive and personal approach by using a slideshow presentation and open ended conversations. Presentations focus primarily on cooking fires since they are the number one cause of death and injury among this population.



**During FY 2016, the number of fire incidents reported decreased from 56 to 49. However, the leading cause of fire incidents in the PHA's elderly/disabled high-rises is still cooking fires accounting for 76% of all fire incidents that are reported from the elderly/disabled high-rises.** In FY 2016, Parenti Villa reported the most fire incidents of all of the high-rises

with 17 incidences called into the Fire Department. Also, the level of damages in the apartments that report fire incidents has decreased due to the installation of the Safe-T Elements.



### **FY 2016 Annual Plan**

The PHA's Plan is a comprehensive guide to the organization's policies, programs, operations, and strategies for meeting local and federal housing needs and goals. There are two parts to the PHA's Plan: the 5-Year Plan, which the PHA submits to the Department of Housing and Urban Development (HUD) once every fifth fiscal year, and the Annual Plan, which is submitted to HUD every year. A Plan Template is submitted to HUD which includes specific elements and updates to the PHA's policies and procedures. During FY 2016, a new Plan Template was released and provided the PHA with a more guided and comprehensive approach to completing the Plan.

The Special Projects Office conducted three preliminary meetings in preparation of the Annual Plan process in which the Resident Advisory Board (RAB) was informed about existing housing authority policies, Departmental procedures, and any new or

proposed policies and programs Valuable comments and feedback from residents is received during this time by the PHA.

Some of the new updates in the FY 2016 Annual Plan were: the Choice Neighborhood Initiative (CNI) Planning and Action Grant NOFA, the Over-Income Policy, the Smoke Free Policy, HUD's Emergency Safety and Security Grant, revisions to the Admissions and Continued Occupancy Plan (ACOP) and revisions to the Section 8 Administrative Plan.

During February 2016, the RAB and Board of Commissioners (BOC) approved the Annual Plan. The public hearing took place on April 8<sup>th</sup> where there were no public comments to document and the PHA officially submitted the FY 2016 Annual Plan to HUD's regional office in April 2016.

During FY 2016, the PHA was required to submit a revision to the FY 2016 Annual Plan. The very modern approach and the organization of the Section 8 Waitlist as well as the addition of two preferences: domestic violence victims and RI residents triggered a Significant Amendment resulting in the revision. The revision warranted an additional public comment period and public hearing.



## PHA Website

Due to several internal and external delays, the progress of the new website has been delayed. As a result, towards the end of FY 2016, the PHA decided to end its contract with Riverzedge and to proceed with the procurement of a new website designer. The website wireframe, although not live, is approximately 75% complete. The PHA has four main goals set for the new designer: develop the site to 100% completion, train staff to maintain and administer and update the site and make the site live. More updates will follow.



## RESIDENT ADVISORY BOARD

The main purpose of the PHA's Resident Advisory Board (RAB) is to actively encourage residents to participate in planning, organizing and coordinating activities in order to meet the needs of their communities. The RAB seeks to build a strong sense of unity among residents, to increase collaborations with outside organizations in order to gain additional supportive services that meet residents' needs and to ensure that residents' feedback are considered when new policies, programs and procedures are developed and implemented. The PHA recognizes that by sustaining a strong, positive



relationship with the RAB, the residents of their communities will undoubtedly have better access to education, job training, and health programs. The shared knowledge, interaction at the administrative level and clear recognition of their valuable input will continue to empower resident leaders and augment the overall mission of the PHA.

The PHA and RAB have the following goals: (1) to increase resident participation, (2) to provide training for resident leadership, (3) to ensure each development has resident representation, (4) to ensure resident associations have funds to operate, (5) to ensure that all resident associations are properly organized by monitoring activities and budgets and (6) to provide formal feedback on all policies, programs and procedures.

The PHA encourages leadership and teamwork at each development. Residents are encouraged to participate in planning, organizing and conducting activities to meet the needs of their communities. With RAB leadership, resident participation increases. It is the PHA's expectation that Providence's public housing communities will build stronger RAs and PCs and increase collaboration with organizations to gain additional supportive services to meet residents' needs.

During FY 2016, the Resident Advisory Board (RAB) members attended six RAB meetings. Residents discussed Security issues and received updates on grants and programs. Additionally, RAB members were given detailed presentations outlining current Resident Services Department programs and supportive services available to PHA youth,

families/adults and elderly populations. RAB members also provided feedback during slideshows and received information regarding the Summer Meals Program, the Jobs Plus Program, the PHA's Section 8 Waitlist and the Centralized Waitlist as well as the PHA's Reentry Initiatives.

### **PHA Resident Representatives Nomination Process**

Similar to last fiscal year, the nomination process of PHA Resident Representatives took place. This year, the focus was solely on resident representation for the Board of Commissioners, one resident seat on the Board. The campaign was used to inform and assemble a list of interested residents to represent the resident population on the PHA's Board of Commissioners and complete the required number of resident membership.



Preceding this process, meetings were held at each community and residents were provided with bilingual informational packets highlighting the role of the Board of Commissioners and membership. A list of nine residents was collected to be submitted to the Mayor for consideration in July 2016.

### **Resident Associations & Planning Committees**

The PHA continues to make progress on its goal to have active Resident representation at each of the developments. Typically, Resident Associations represent resident needs and concerns within their community. The PHA began forming Planning Committees at the various sites where consistent resident participation was a challenge despite dedicated, educational outreach efforts. A Planning Committee consists of the Resident Liaison from the Special Projects Office, the Property Manager, the Resident Service Coordinator, and interested residents. Additionally, residents will invite their neighbors to attend a meeting and over time the attendees multiple.

The purpose of the Planning Committee is to meet monthly, when possible, to hear residents' needs and concerns, plan activities, share available support services and ideas from other PHA developments. By participating, the residents are being trained on Resident Association rules, regulations, and purposeful activity planning. By reaching the goal of having functioning resident representation at each development, the PHA can improve resident participation and the important connection to their clientele.



Throughout FY 2016, the Resident Associations and Planning Committees experienced an increase in participation during scheduled monthly meetings which were at times combined with Management/Tenant Meetings.

Of the nine PHA developments, 2 or 22% are represented by a traditional Resident Association while 7 or 78% are represented by a Planning Committee. The Dominica Manor Planning Committee was established in 2009, the Chad/Ad/Sun Planning Committee has been growing with an average of 12 consistent residents since 2011, while the Manton Heights Planning Committee was formed in October 2012, during the Choice Neighborhood Planning Grant activities and has 10 active members. The Parenti Villa Planning Committee established a resident-run Food Pantry in 2011, which serves over 40,000 meals to the community per year.

Throughout FY2016, the RAs/PCs also assisted the PHA by posting flyers throughout their communities for education, training, and safety events such as the “Home-to-Work” Sherwin-Williams Resident Painting Program, Fire Safety Events, the Seat Belt Safety Grant, as well as health and self-sufficiency programs organized by the Resident Services Department. This distribution of information is an important aspect of RAs/PCs since their efforts help the PHA meet its program enrollment targets and connect residents with opportunities and services that can better their lives and their community. For example, the required Fire Safety Events and Back-to-School Events hold high participant levels due to supplemental RA and PC outreach efforts.

The SPO's Resident Liaison, along with other PHA staff members, works closely with the RAs/PCs in coordinating activities. The combined efforts of the RAs, PCs and PHA staff ensure that activities are properly planned and executed.

### **FY 2016 Legislative Grants**

The Legislative Grant monies provide PHA developments, elderly/disabled and family, with the opportunity to benefit their residents by bringing programs and services and beautifying their communities with the purchase of furniture, gym equipment, art classes, Holiday toys for children, food for a resident run Food Pantry and many other activities. Funds can also be utilized to promote the spirit of unison and community through hosting community-wide events.



The PHA hopes this funding will assist the elderly/disabled residents of the developments in their goal of promoting interpersonal relationships, health and wellness education and community unity. State Senators and Representative provide the funds necessary to execute the above-mentioned activities. Below, please find a table highlighting the community and donors.



The table below highlights each development that applied for a grant, the source of funding and the use of the monies:

**Table 2: Legislative Grants**

<b>Development</b>	<b>Sen./Rep.</b>	<b>Funds Amount</b>	<b>Items purchased</b>
Carroll Tower	Sen. Goodwin/Rep. Ajello	\$6,500	Gym Equipment/ Stoves/Safe-T Elements/ May Breakfast, summer BBQ, board games
Dominica Manor	Sen. Jabour/Rep. Lombardi	\$4,000	Gym Equipment/Art Classes/Community Events
Kilmartin Plaza	Rep. Slater	\$1,000	Gym Equipment
Manton Heights	Rep. Hull	\$2,000	Holiday Toys
Parenti Villa	Sen. Jabour/Rep. Lombardi	\$4,500	Food for Food Pantry



# *Security Operations*





## FISCAL YEAR SUMMARY



The information contained in this section represents the Security Department activity generated and recorded for Fiscal Year 2016. This information, when compared to previous FY activity, provides for an opportunity to analyze the information and assess where new or continual problems, such as an increase in reported crime, exists. The assessment of that information allows for the planning of a “deterrence plan of action” such as an increase in

PHU patrolling, additional security officer assignment or new camera installation in the problem area that is out of view of the current cameras.

### Arrests and Crimes Reported

For Fiscal Year 2016 the officers of the Providence Police Public Housing Unit (PHU) apprehended 91 individuals for a total of 139 criminal charges. Sixty-four (64) Part 1 Offenses were reported to the PHU officers and 187 Part 2 Offenses were reported to the officers. In total 251 crimes were reported to or encountered by the PHU. Of the 251 crimes reported or encountered by the PHU officers 139 (55.3%) were cleared by arrest. For FY16 the PHU officers responded to 1,173 radio calls for service in the PHA developments.

As compared to FY15 the number of people apprehended increased 10.9% (81 for FY15) and the number of crimes cleared by arrest increased 14.3% (119 for FY15). The number of Part 1 Offenses (crimes) reported or encountered by the PHU increased 25% (48 FY15) and the number of Part 2 Offenses (crimes) reported or encountered increased 2% (183 FY15). The total number of offenses reported or encountered increased 7.9% (231 FY15). Radio calls for service responded to increased 6.3% as compared to the 1,099 responses in FY15.

Three homicides were recorded in the PHA developments in FY16. One occurred in Hartford Park and a murder/suicide occurred in Dexter Manor. There was one homicide recorded in FY15.

Table 1: Crime and Incident Report FY 2016

Public Housing Unit Crime and Incident Report FY 2016												
Incident	Hartford	Manton	Chad Brown	R. Williams	Codding Ct.	Dexter Mnr.	Parenti Villa	Kilmartin Pl.	Dominic a	Carroll Twr	S.Sites	Sub Total
<b>Part 1 Crimes</b>												
Murder	1					2						3
Rape		1										1
Robbery	3	1										4
Assault	5	1					2					8
B&E	4	4	7		1	1	1	1				19
Larceny	9	6	4		2	1	2	2				26
Motor Veh. Theft		2	1									3
<b>Sub Total</b>	<b>22</b>	<b>15</b>	<b>12</b>		<b>3</b>	<b>4</b>	<b>5</b>	<b>3</b>				<b>64</b>
<b>Part 2 Crimes</b>												
Simple Assault	8	7	9	1		4	6	3				38
Stolen Property	1				1							2
Malicious Mischief	9	9	18		1	1	1					39
Weapons Offenses	3	7	3									13
Prostitution/Vice												
Other Sex Offenses		1	2			1						4
Narcotics	4	4	4	1		3						16
Gambling												
Family&Children												
DUI												
Liquor Violations												
Disorderly Conduct	9		4			1	2					16
All Other Offenses	18	16	14	1			7		3			59
<b>Sub Total</b>	<b>52</b>	<b>44</b>	<b>54</b>	<b>3</b>	<b>2</b>	<b>10</b>	<b>16</b>	<b>3</b>	<b>3</b>			<b>187</b>
<b>Total</b>	<b>74</b>	<b>59</b>	<b>66</b>	<b>3</b>	<b>5</b>	<b>14</b>	<b>21</b>	<b>6</b>	<b>3</b>			<b>251</b>

Table 2: Arrest and Activity Report FY 2016

Public Housing Unit Arrest and Activity Report FY 2016												
Incident	Hartford	Manton	Chad Brown	R. Williams	Codding Ct.	Dexter Mnr.	Parenti Villa	Kilmartin Pl.	Dominic a	Carroll Twr	S.Sites	Sub Total
<b>Part 1 Crimes</b>												
Murder												
Rape												
Robbery	3			1								4
Assault	1	1					1					3
B&E		1					1					2
Larceny		1						1				2
Motor Veh. Theft		1										1
<b>Sub Total</b>	<b>4</b>	<b>4</b>		<b>1</b>			<b>2</b>	<b>1</b>				<b>12</b>
<b>Part 2 Crimes</b>												
Simple Assault	5	6	5			2	6	1				25
Stolen Property	1											1
Malicious Mischief	3	2	1				1					7
Weapons Offenses	1	7	1									9
Prostitution/Vice												
Other Sex Offenses												
Narcotics	3	4	3			3						13
Gambling												
Family&Children												
DUI												
Liquor Violations												
Disorderly Conduct	9		4			1	2					16
All Other Offenses	16	16	14	1			6		3			56
<b>Sub Total</b>	<b>38</b>	<b>35</b>	<b>28</b>	<b>1</b>		<b>6</b>	<b>15</b>	<b>1</b>	<b>3</b>			<b>127</b>
<b>Total</b>	<b>42</b>	<b>39</b>	<b>28</b>	<b>2</b>		<b>6</b>	<b>17</b>	<b>2</b>	<b>3</b>			<b>139</b>
<b>People Arrested</b>	<b>32</b>	<b>17</b>	<b>19</b>	<b>2</b>		<b>6</b>	<b>11</b>	<b>2</b>	<b>2</b>			<b>91</b>

Table 3: Activity performed by the Public Housing Unit

Activity Performed by the Public Housing Unit (PHU)												
Incident	Hartford	Manton	Chad Brown	R. Williams	Codding Ct.	Dexter Mnr.	Parenti Villa	Kilmartin Pl.	Dominic a	Carroll Twr	S.Sites	Sub Total
Radio Calls PPD	371	153	242	13	27	73	54	19	7	17	9	985
Radio Calls PHA	49	25	41	8	3	17	23	4	8	2	8	188
M/V Summons/Tags	18	6	54									78
Dispersals	16	9	18	1	3	4	2	1	1			55
Lease Violations						1						1
Meefings	12	21	43	1	11	3	8	1				100
Eviction Hearings		2										2
<b>Total</b>	<b>466</b>	<b>216</b>	<b>398</b>	<b>23</b>	<b>44</b>	<b>98</b>	<b>87</b>	<b>25</b>	<b>16</b>	<b>19</b>	<b>17</b>	<b>1409</b>

### Juvenile Arrest Activity

The Public Housing Unit monitors juvenile arrest activity that takes place in the PHA developments. Due to the fact that the PHA and the PHU officers are participants in youth oriented programs, such as the Youth Police Initiative Program, the impact those programs have on juvenile arrest activity is important, especially in planning future juvenile orientated programs. The juvenile arrest activity assists in determining successes or failures such as determining if a specific age group should receive more participation in these programs. In addition the PHU officers sponsor hot-dog roasts to allow for interaction between the police and the community, especially resident youth. Most important the PHU officers have dedicated themselves to maintain daily contact with resident youth by conducting informal “chats” between the officers and resident youth.

For FY16 the PHU officers arrested a total of 13 juveniles in the PHA developments. As compared to FY15, which recorded a total of 4 juvenile arrests for that fiscal year, there was a significant increase in juvenile arrests. Of the 13 juveniles arrested in the PHA developments 7 were males and 6 were females. Seven of the juveniles arrested were residents of the PHA while 6 were non-residents. The 13 juveniles arrested represented 14.2% of all of the PHU arrests that took place in the PHA developments.

The 13 juveniles were charged with a total of 18 criminal offenses. Of the 18 charges 6 were warrant arrests, 4 were for disorderly conduct, 4 were motor vehicle offenses, 1 for trespassing, 1 for simple assault, 1 for malicious mischief and 1 for larceny.



### Organization and Staffing

For FY 2016 the Security Department continued to be staffed by six Providence Police Officers assigned to the Public Housing Unit and a total of 17 PHA Security staff.

The staffing level of the PHU is crucial in determining the level of policing visibility and interaction with residents that the PHU officers have. The more visibility provided by the PHU the more deterrence of crime is achieved. More importantly resident contact is more frequent, an important factor in community relations, especially with resident youth.

The monitoring of the 245 security cameras is crucial in detecting and investigating criminal activity. The camera system has also been proven to be a very important part of crime prevention. The monitoring responsibility is shared between the Security Department and Facilities Department dispatchers, thus providing 24/7 monitoring of the cameras.

The PHA Security Officers provide security, both stationary and roving, to the PHA elderly/disabled high-rises. The fiscal year staffing of twelve officers is deemed adequate in providing effective security to these buildings. The security camera system is a secondary means to provide security to these buildings.

The Director of Security as well as the Agency Inspector provides for the necessary oversight of the Security Department. The two share the overall responsibility for the oversight and the providing of effective policing and security services to the PHA and its residents.



### **Activity Overview for FY 2016:**

In addition to the above mentioned arrest and incident reported activity the Security Department is responsible for other policing and security related activity.

### **Criminal Background Checks**

For FY16 the Security Department conducted 2,946 criminal background checks on resident and employee applicants. Of the 2,946 criminal background checks conducted 153 required fingerprinting to obtain an indicated out of state criminal records. The results of these checks, which

are conducted through the FBI database, are reviewed by Resident Selection staff to determine eligibility for housing due to criminal background check results.

### **Access Cards**

For FY16 the Security Department produced 508 access cards. These access cards allow high-rise residents and PHA staff to access doors, such as main lobby doors, and other access points controlled by the PHA access control system.

### **Fraud Investigations**

The PHA Agency Inspector initiates fraud investigations based on information received on fraud related activity. Information on fraud related activity originates from sources such as the PHA web site which has a dedicated section to report fraud on a fraud complaint form, the HUD hotline, telephone hotline and outside agencies.

For FY16 the Agency Inspector received 80 new complaints regarding suspected fraud activity of which 72 (90%) were cleared by determining if there was or was not fraud involved. In addition 14 outstanding fraud investigations were cleared. In total 86 suspected fraud related complaints were cleared and closed.



## Security Work Orders

Security Work Orders are utilized to record other police, security and fire department activity and responses to our developments. There are four types of Security Work Orders used to record this additional activity. Code 1 Security Work Orders record fire department responses, including rescue responses to our developments. Code 2 SWOs record technical (camera) activity. Code 3 SWOs record police responses other than the PHU responses and Code 4 SWOs record PHA Security Officer involved incidents.

For FY16 there were a total of 1,937 Security Work Orders generated. Of that total 1,141 (58.9%) were for responses or incidents in the family developments. A total of 796 (41.1%) Security Work Orders were generated in the high-rises.

For FY16 there were 1,123 Code 1 SWOs recorded which indicated the number of fire department responses to our developments. Code 1 SWOs represented 58% of the 1,937 total SWOs recorded for the FY.

There were only 5 Code 2 SWOs recorded for the FY representing .3% of the total 1,937 SWOs.

For the FY there were 688 Code 3 police response work orders recorded. This represented 35.5% of the total number of SWOs.

Last, there were 121 Code 4 SWOs recorded representing 6.2% of the total number of SWOs for the FY.

## Community Relations



The Public Housing Unit practices a module of policing that consists of both traditional policing practices and community policing practices. Most important residents and staff have had significant input for decades on the policing practices of the PHU. This allows for open and ongoing dialog between the PHU officers and the residents. In addition the residents have an understanding of the policing responsibility to address the residents' concerns, fears and needs and the policing tactics required to successfully do so.

The PHU officers participate in programs such as the Police Initiative Program and sponsor events such as hot-dog roasts that allow for the officers to interact with residents and resident youth. Day to day contact and interaction with the residents of the housing community has assisted in creating a trusting relationship between the PHU and the PHA community. In addition the PHU officers attend or take part in PHA events, such as the Back to School Events.

**Summary**

We appear to be in an age where the relationship between the police and the public, nationwide, has deteriorated and become full of mistrust. There are many reasons that contribute to this negative situation but the bottom line is that the police cannot do their job effectively without having a good and trusting relationship with the community that they serve. Policing is and has always been full of challenges, however, positive relations between the police and the public that they serve does make the job of policing much easier and effective. This results in a community that is safer for the residents to reside in.

In one form or another, the PHU and the Security Department have been a part of the PHA community since 1971. During this 45 year span the relationship between the PHU and the residents has evolved from a beginning that could be assessed as fragile and full of mistrust to the presently solid and trusting relationship. The contributing factors for our trusting relationship is that in addressing the problem of crime a strong partnership consisting of the police, the PHA staff and, most importantly, the residents was formed long ago and has continued to remain strong.

Moving forward into this next fiscal year we must focus on, and appreciate, our successes. Most importantly it should be emphasized that the PHU, the PHA staff and the residents have proven that the police can in fact become a trusted part of any community.



# *Property Management & Tenant Selection*



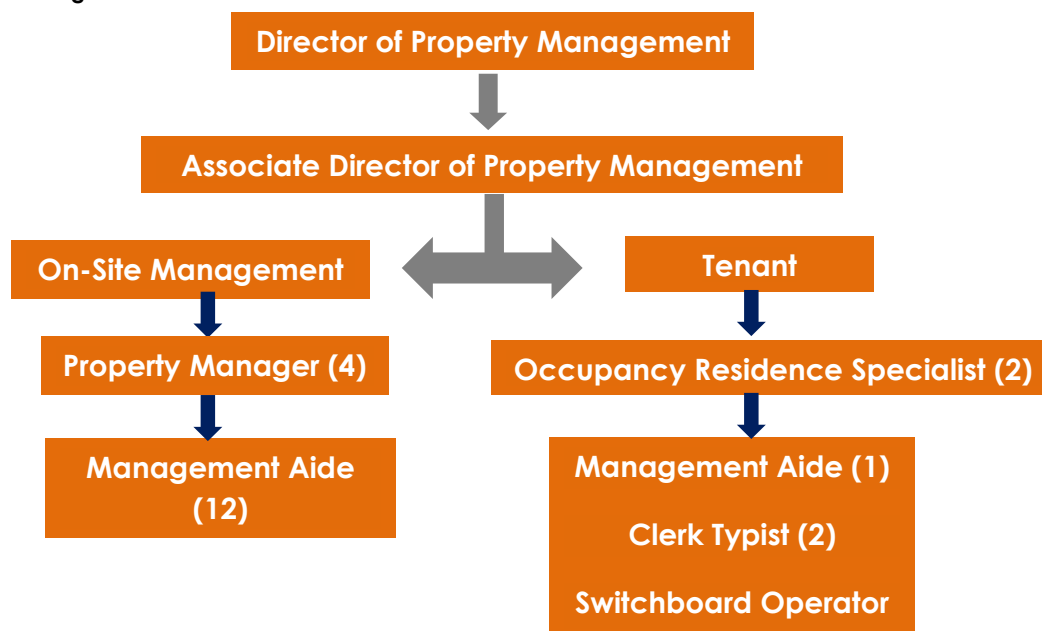


## INTRODUCTION

The Property Management Department has two main functions; **admissions** and **continued occupancy**. The nine On-Site Management Offices, the Tenant Selection Office and the Receptionist/Switchboard, located at the PHA's Administrative Offices, are all components of the Property Management Department. The Tenant Selection staff primarily handles the applicant/admission functions while the On-Site Management team handles all tenant and continued occupancy tasks.

The Property Management Department consists of a staff of 28 highly experienced and dedicated employees. Twenty of the twenty-eight staff members work at the on-site management offices. The remaining 8 employees work at the PHA's main office. Eighteen staff members are bilingual in English and Spanish. Being able to communicate in Spanish with applicants and tenants is essential as 63% of the applicants waiting for housing and 70% of PHA's tenants are Hispanic. Efforts are ongoing to cross-train all pertinent staff, establish consistent management practices throughout the department and increase the level of customer service provided to all prospective and existing tenants.

Figure 1: Staffing Structure



## ADMISSIONS

PHA tenancy begins with the application; the Tenant Selection staff assists individuals and families through the application process. Tenant Selection handles all of the tasks and procedures associated with admissions and the application process. A knowledgeable and well trained staff is an important resource and a contributing factor to Tenant Selection's success. The Tenant Selection staff is well-informed of the Providence Housing Authority's admissions policies and procedures as well as the federal regulations pertaining to admissions and wait list management. The staff keeps all applicants well-informed of what they can expect throughout their lengthy wait for

housing. Upon applying for public housing all applicants are educated about the PHA's Reasonable Accommodation Policy and the process to request an accommodation.

The family waiting list is open through a pre-application process. The waiting list for the elderly/disabled developments is open to all qualified applicants through a formal application process. Applicants qualified for the PHA's elderly/disabled developments are processed by the date and time received and placed on one central waiting list according to the bedroom size needed. Applicants applying for our family developments are placed on a pre-application wait list by date and time received. Pre-applicants waiting for the family developments are integrated to the active waiting list according to the anticipated availability of units. Each month pre-applicants at the top of the waiting list are scheduled for a formal application process. Pre-applicants are integrated monthly, as needed, to the active waiting list.

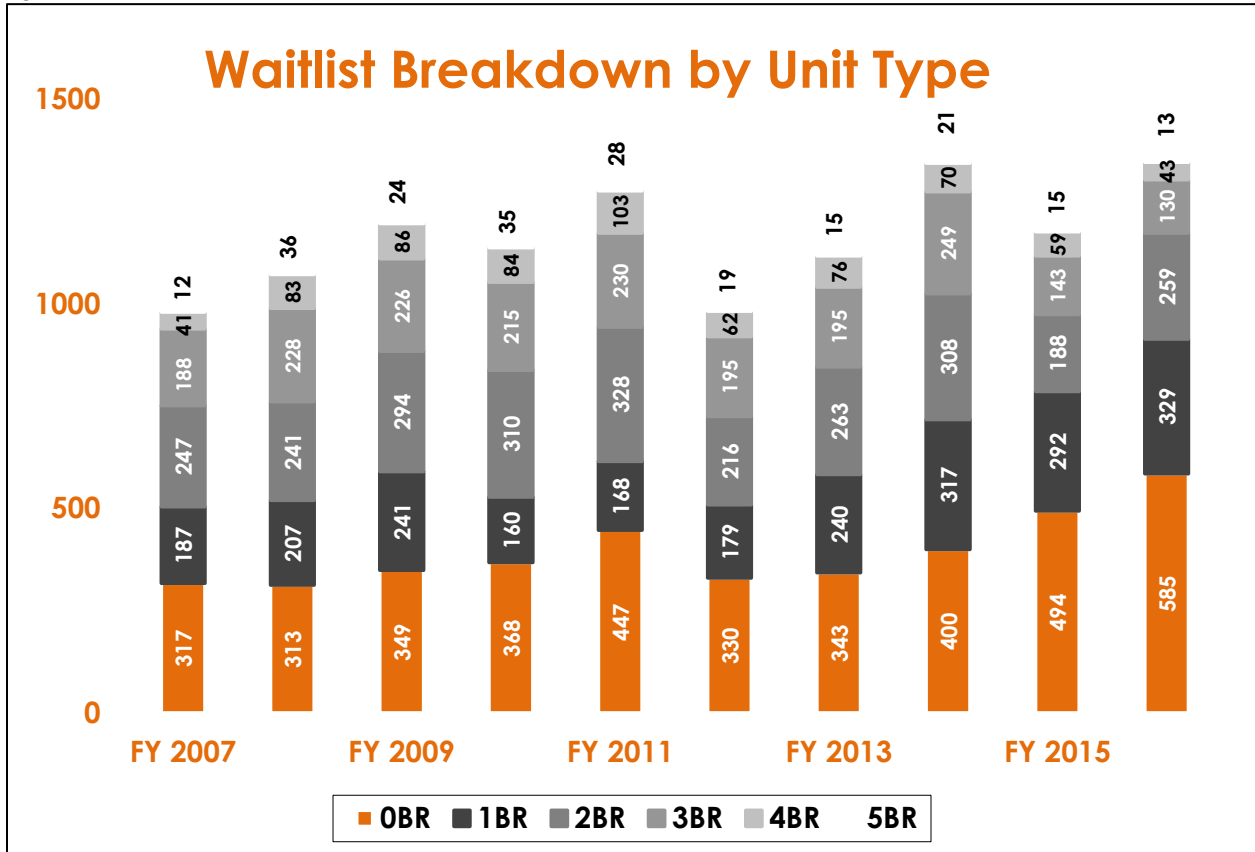
Both the pre-application wait list and the active wait list are updated monthly and posted for view at the authority's administrative offices. In addition, applicants on our active waiting list can check their application status online through the PHA's website <http://www.pha-providence.com>. Waiting list information on the PHA's website is updated at the beginning of each month.

The active waiting list and the pre-application waiting list are reviewed throughout the fiscal year to ensure that the wait lists reflect an accurate need for housing. Update notices are sent to all applicants and pre-applicants whom the PHA has not been in contact with for over 120-days. The purpose of these notices is to see if the applicant is still interested in housing and if any changes in address or family composition (bedroom size needed) have occurred. As notices are returned, the applicant's/pre-applicant's file is adjusted as needed. If they fail to respond to an update notice, a reminder is sent. If they fail to respond to the second notice, the applicant/pre-applicant is removed from the applicable wait list.

Affordable housing is scarce and families, once they are admitted, stay in public housing for a longer period of time. This decreases the number of vacant units, thus increasing the average wait for new applicants. The wait for housing continues to be long as the demand for housing far outweighs the supply. Many applicants are in crisis and need immediate solutions to their housing issues however, the PHA does not offer any type of emergency housing. Families can wait in excess of 5-years for the opportunity to live in a PHA apartment. **At the end of FY 2016, there were 4,968 individuals and families waiting for a PHA public housing unit.** There were 3,609 pre-applications on file and 1,359 individuals and families on the PHA's active waiting list. At the close of FY16, an additional 515 tenant families were waiting for a transfer from one PHA unit to another more suitable unit.



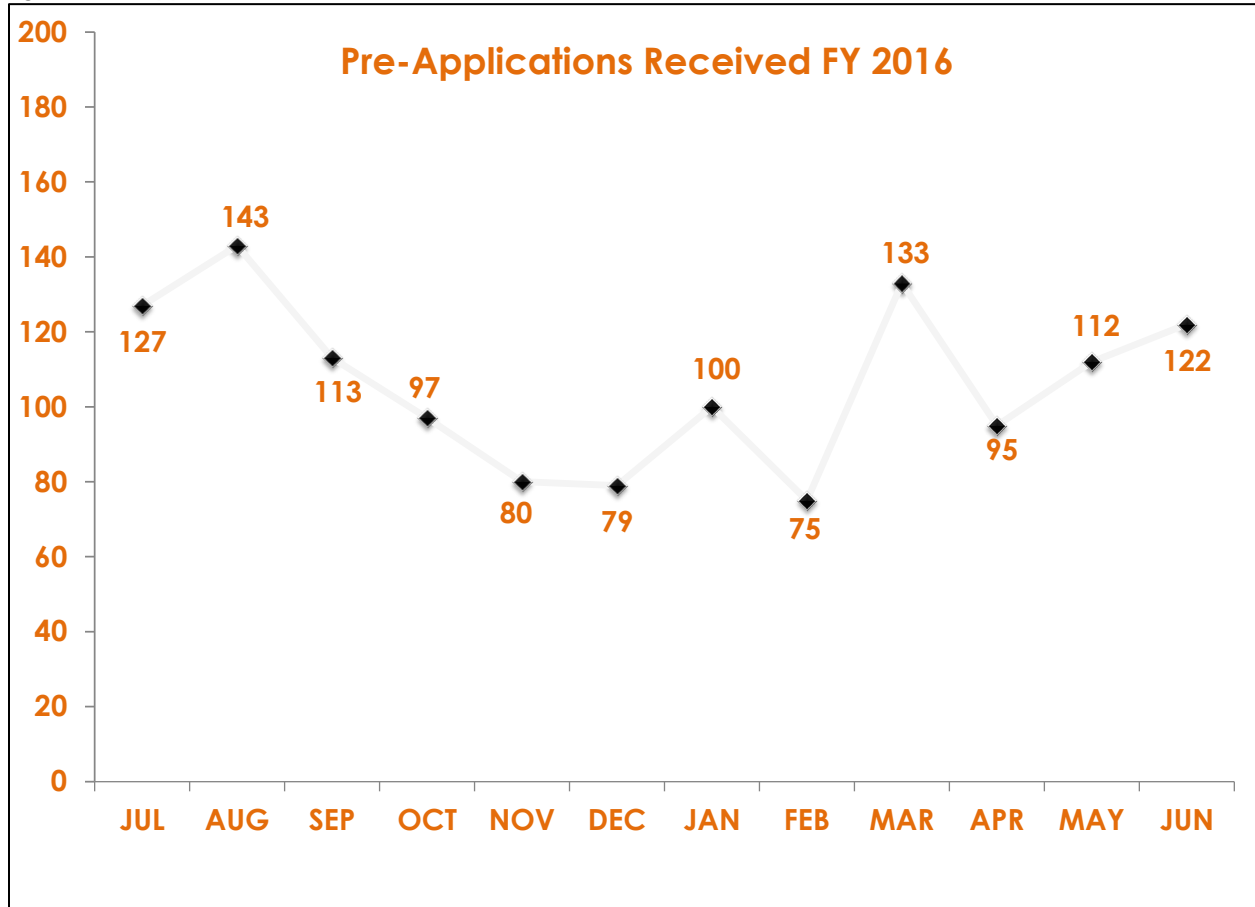
Figure 2: Waitlist Breakdown by Unit Type



The PHA has a preference for working families. Twenty-five percent of all new tenants must, at the time of leasing, include a head of household, spouse or co-head who is employed. Elderly/disabled families are also eligible for this preference. This preference is intended to encourage families with higher incomes to apply for housing, to present working role models for non-working families and increase rental income. It also helps the PHA achieve HUD's deconcentration requirements.

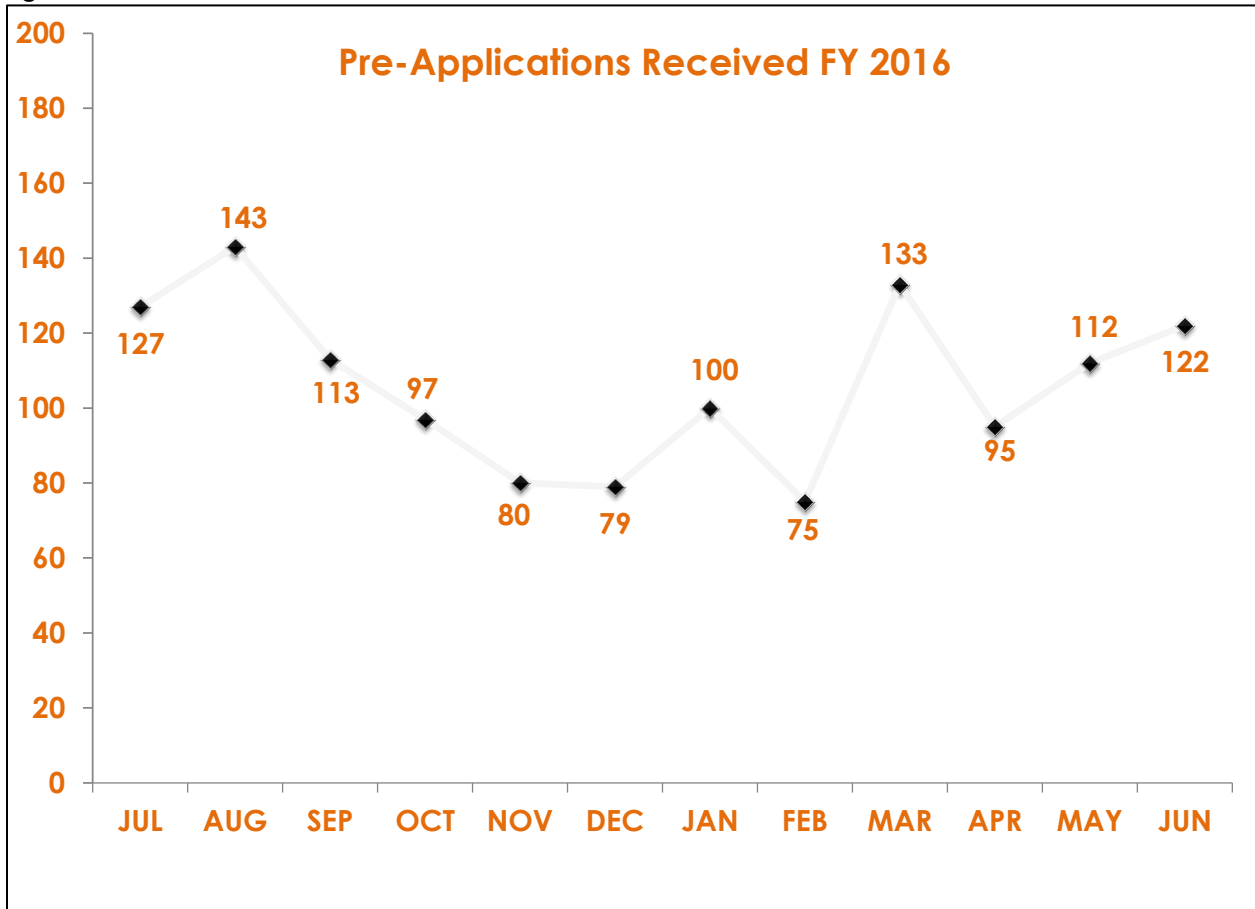
In addition to the heavy walk-in traffic and numerous telephone inquiries that are received each day, the Tenant Selection staff handles a large volume of applications each year. Applications are processed by the date/time received. A total of 1,192 new applications were received this year. This number includes the processing of the pre-applicants integrated to the waiting list and the elderly/disabled who continued to apply throughout the year. An additional 1,276 pre-applicants applied for housing throughout the fiscal year. **In FY16, between applicants and pre-applicants, Tenant Selection processed 2,468 applications for housing.**

Figure 3: Pre-Applications Received in FY 2016



A fundamental part of the application process is screening. The screening process was developed to ensure that every applicant is a suitable candidate for public housing. The PHA's comprehensive screening standards are applied consistently to every applicant. The screening process consists of a 5-year rental history check, a home visit, a national criminal background check, a sex offender registry check and when warranted a fingerprint search with the FBI. All applicants applying for family housing are required to pass a home visit inspection before the final determination of eligibility for public housing is made. During the home visit, Tenant Selection staff updates the family's application, evaluates their housekeeping habits, and speaks with their landlord to further determine family eligibility. An applicant's past rental history is also verified. Home visits are an essential component of the screening process. **In FY 2016, 35 applications for housing were denied which is less than 1% of the total applications on file.**

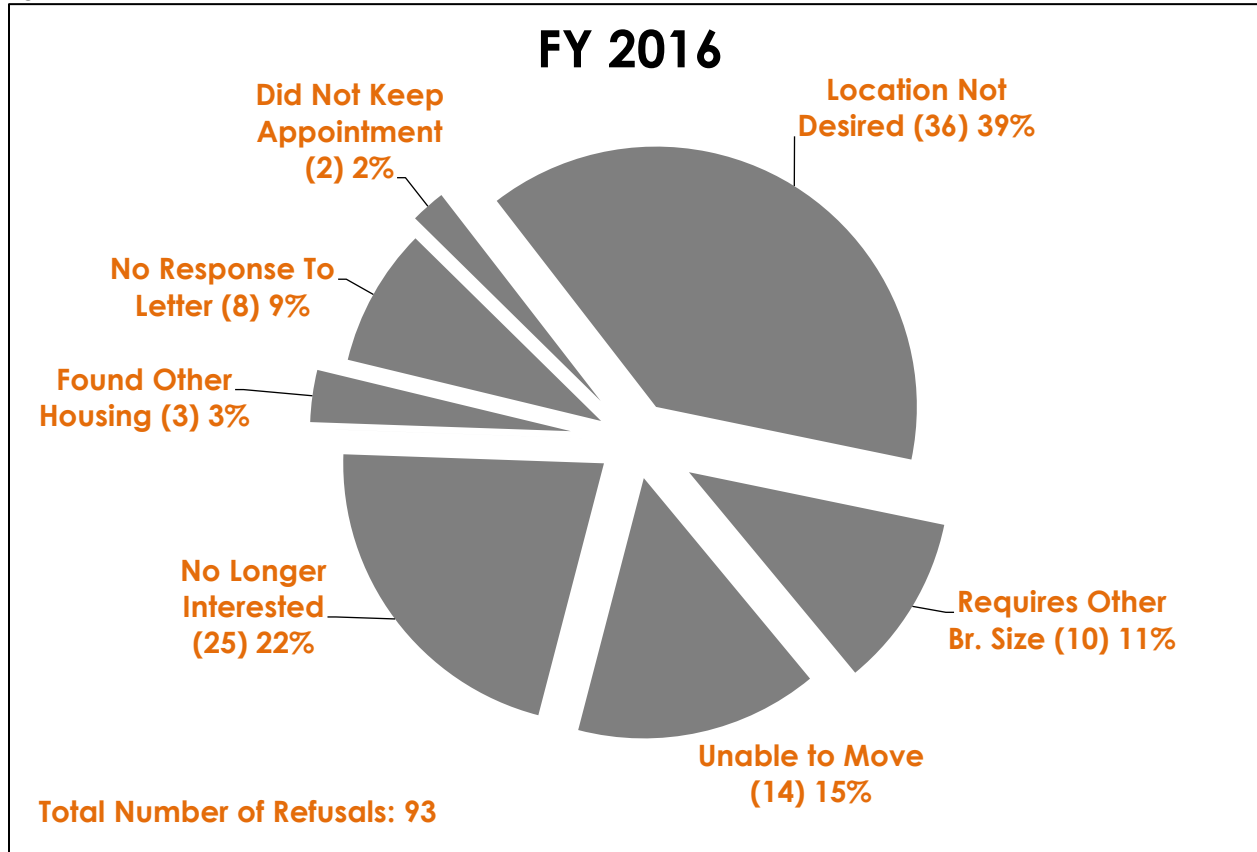
Figure 4: Total Number of Denials



Applicants for public housing go through a structured screening and interview process. They are educated on the PHA's pertinent admission and continued occupancy policies so, they can make an informed decision before accepting or refusing the unit offered. The PHA maintains one central waiting list for all of the 9 AMPS. Currently the PHA has a one-offer refusal policy. When an applicant's name reaches the top of the waiting list he or she is offered a unit at the development with the highest number of vacancies. Applicants are not allowed to wait at the top of the waiting list until a unit is available at the development of his or her choice.

Each folder that is processed and prepared for lease is checked by two staff members for accuracy. Folders are sent to the AMPs, for each vacancy, within two weeks of the anticipated ready for lease date. Tenant Selection staff work with the on-site management team to keep unit turnaround days at a minimum. Throughout FY16, the PHA offered 351 units to applicants on the waiting list. Of this number, 258 (74%) applicants responded and accepted the unit offered and 93 (26%) did not respond or refused the unit offered. **There was no change in the acceptance/refusal rate in FY16 from FY15 (74%/26%).** In FY 2016, nine additional applicant folders were remitted to the developments and returned.

Figure 5: Number of Refusals



At the end of each month the department's key performance indicators are reviewed. It is important to not only ensure that the departmental goals are being met but also to look at how we can be more efficient and achieve greater results. The staff worked together and never lost sight of the ultimate goal which is to provide a much needed service for our applicants; safe, decent, and affordable housing.

Table 1: Key Performance Indicators

Admissions Key Indicators	FY2016
New Applications Received	1192
Pre-Applications Received	1276
Applications Integrated from Pre-App. List	483
Interviews Conducted	830
Applications Withdrawn	809
Applicants Offered Units/Refused	351/93
Home Visits Conducted	285
Number Of Grievances Conducted	0
PHA Grievance Decisions Upheld	0

## CONTINUED OCCUPANCY

The Providence Housing Authority has 2,606 public housing units. There are 9 AMPs (Asset Management Projects). Within the 9 AMPs there are 7 family developments (this includes Scattered Sites) and 7 elderly/disabled buildings (this includes Sunset Village and 335 Hartford Avenue). There are 4 Property Managers who oversee all tenant functions within the 9 AMPs. Property Managers are responsible for the implementation and administration of policies and procedures to ensure the properties are managed and maintained in accordance with federal, state, and local regulations. Other duties include: rent collections, leasings, unit inspections, budget preparation, rent re-certification, resident problem resolution, assistance with capital improvement projects, and to participate in tenant/community events. Although each management office operates independently, policies and procedures are standardized throughout the department. A consistent management practice is an essential element of this successful team. Each management office is overseen by a trained and certified property manager and a clerical team.

In FY 2016, property management leased 269 units and transferred 60 tenant families. **The 269 new leasings represent a 5% turnover rate of the 4,968 applicant families waiting for housing and the 60 transfers account for approximately 12% of the tenant households waiting for a transfer.** Transfers move from one PHA unit to another and therefore have no impact on the PHA-wide occupancy rate. However, transfers do effect turnaround times for both maintenance and management and transfers from one AMP to another AMP will change the occupancy rate for the involved AMPs. Throughout FY 2016, 255 units were vacated which resulted in an **overall net gain of 14 occupied units.**

Figure 6: Units Leased vs. Units Vacated

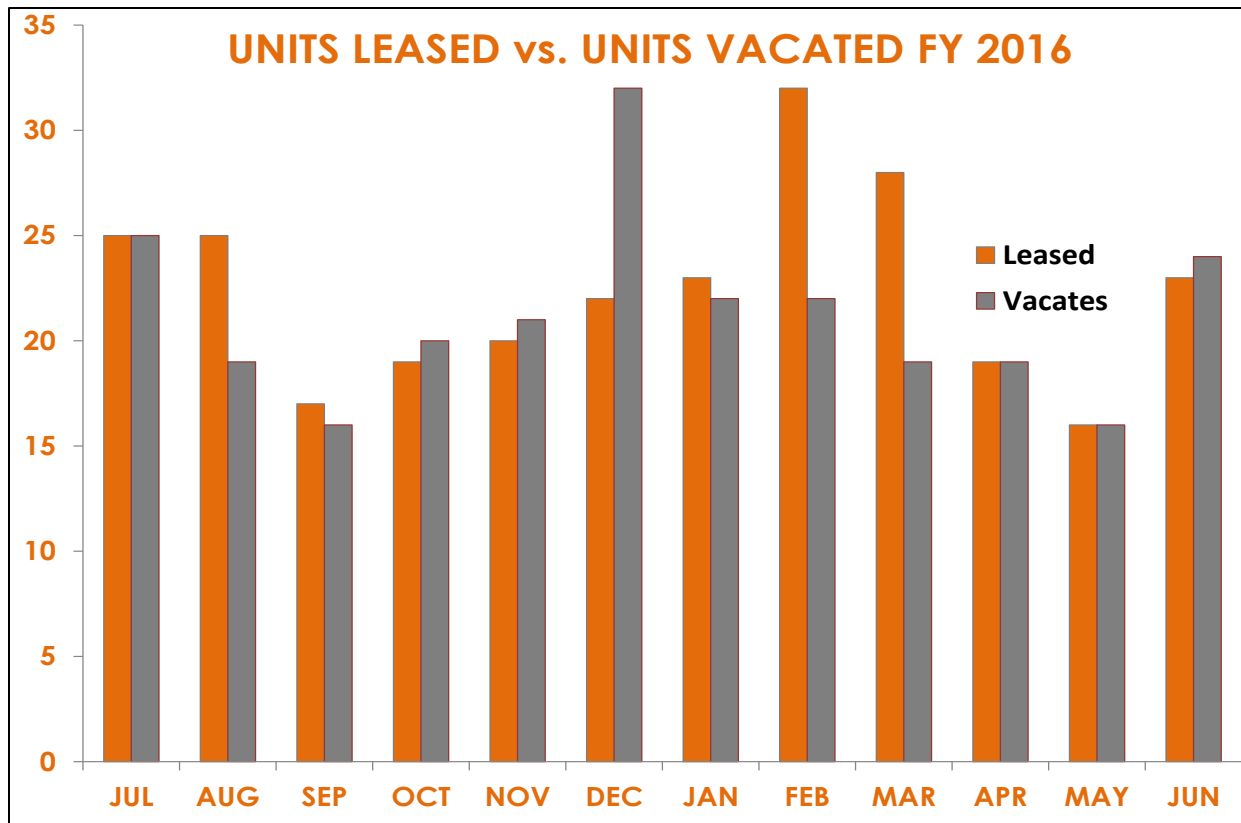
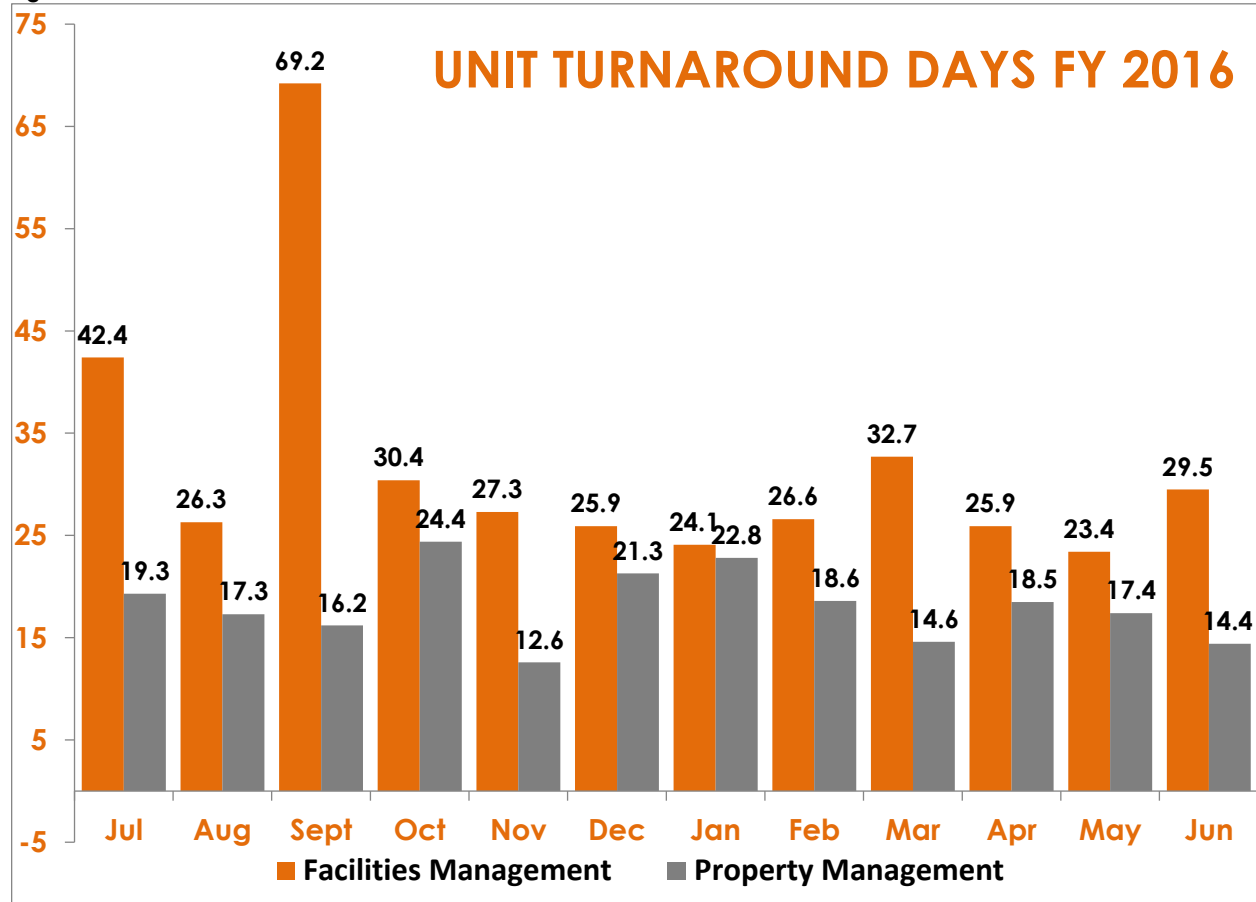


Figure 7: Unit Turnaround FY 2016

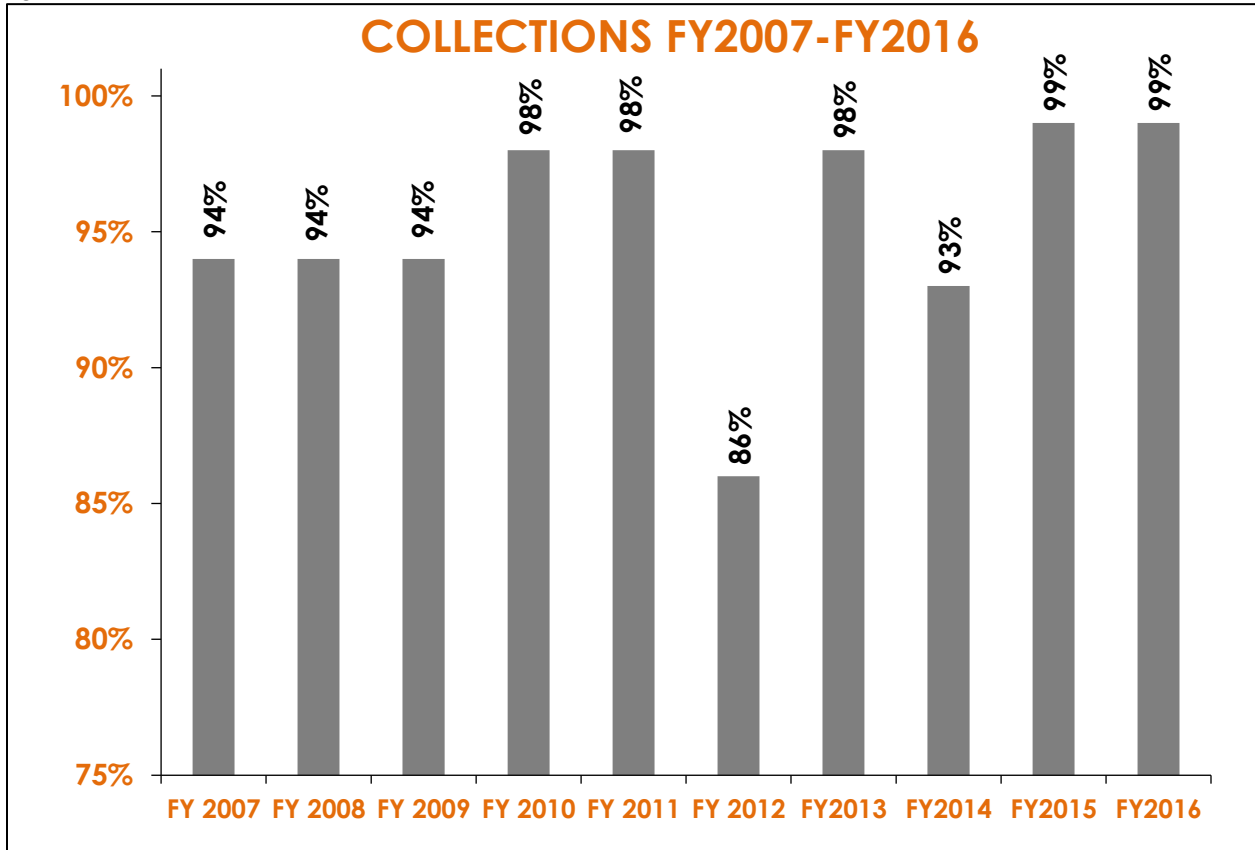


Managers work hard to have a successful collections rate to help them maintain a balanced budget. A poor collections rate could mean a shortfall, and needed items cannot be purchased. Each development's collections and spending are evaluated monthly. All developments must be profitable because they are reviewed as separate businesses. One of the most important functions of the Property Manager and the on-site management staff is collecting rent. Although most tenants are responsible in their rent paying habits, it can be a challenge to get some tenants to pay their rent. While it is necessary for site staff to observe all rent collection procedures, site staff must also be innovative in dealing with late paying and chronically delinquent residents. The goal is to collect all money owed and to avoid any legal action but at times the only option is eviction. The Property Manager must determine as soon as possible when a resident will not cooperate and aggressively pursue all the necessary steps to evict such a resident.

The PHA set an internal goal for management to collect at minimum 93% of all money owed each month. The Elderly/Disabled developments combined and individually consistently exceed the collection goal and have a strong collection rate history. Independently some of the family developments met or exceeded the goal throughout the fiscal year while others fell short. Throughout FY16, the on-site management team persistently worked on bringing the tenants delinquent in their rent to court. Cases still pending at month-end affect the monthly collection rate.



Figure 8: Collections FY 2017- FY 2016



Managers try to find solutions for tenant violations that do not involve court action. A court ordered stipulation is a formal way to resolve an issue, but other options are available to a Manager. Most tenants reach an agreement with management when notified that they are in violation of their lease or have failed to pay their rent. When management and tenants cannot resolve the issue, legal action is taken. In FY16, 24 tenants were evicted from their PHA public housing unit. Eight of these evictions were due to lease violations and the remaining 16 were due to non-payment.

Table 2: Evictions by AMP

Evictions by AMP FY 16		
AMP	Non-Payment	Cause
01	6	1
02	1	3
03	2	1
04	1	1
05	2	0
06	2	0
07	0	1
08	2	0
09	0	1
<b>Total</b>	<b>16</b>	<b>8</b>

Figure 9: Evictions

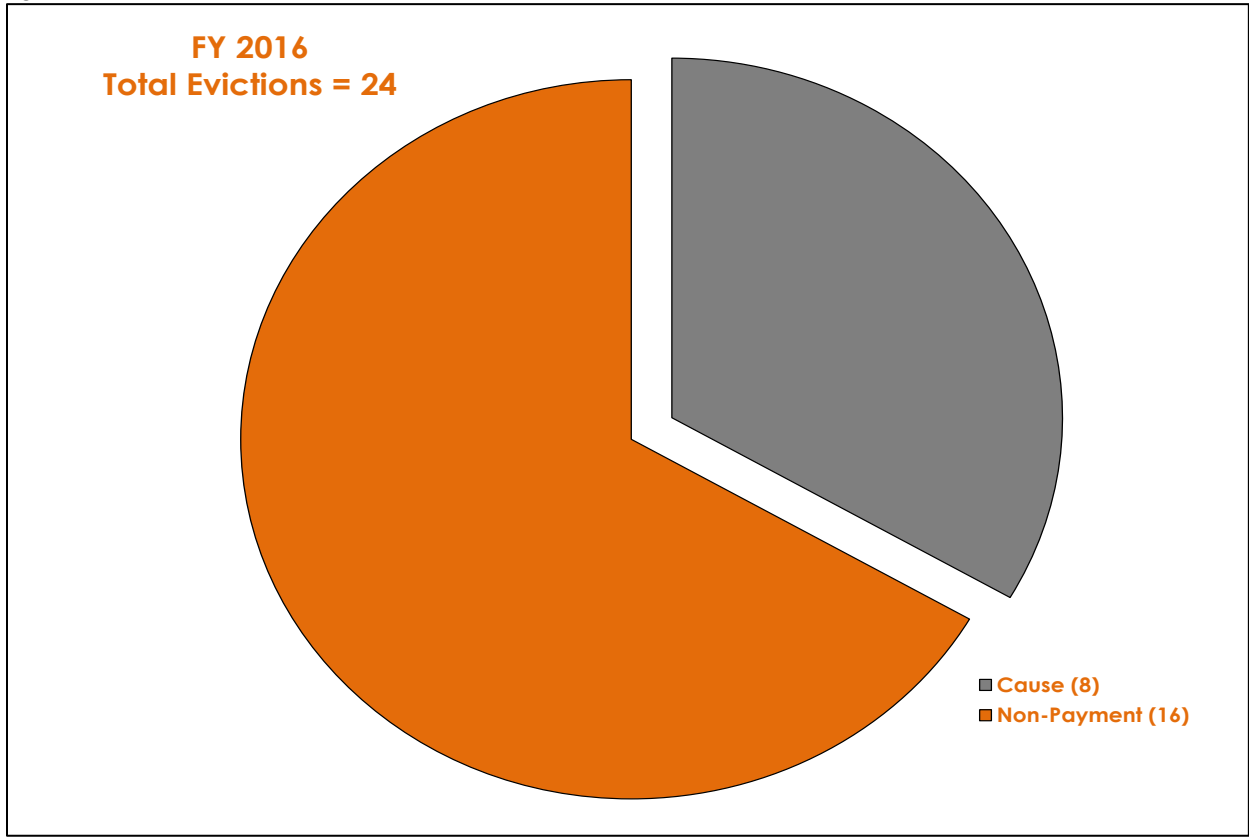


Figure 10: Evictions

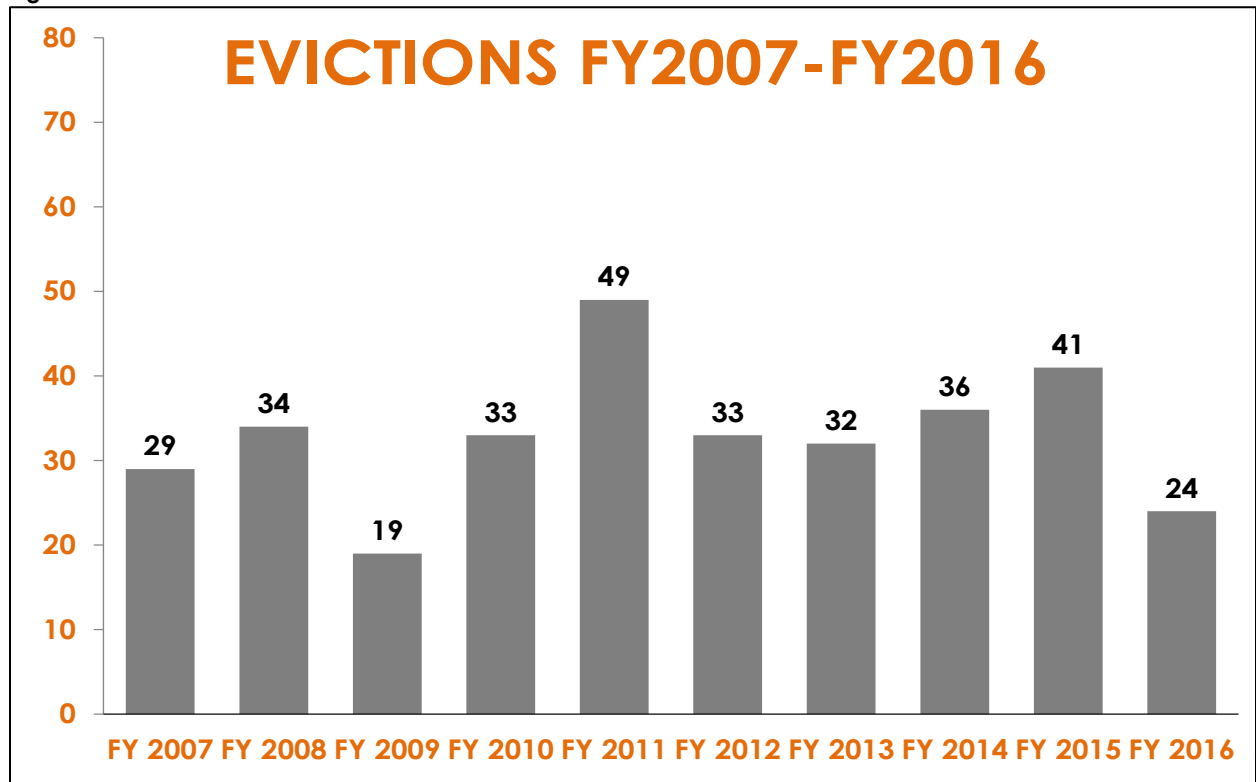


Table 3: Continued Occupancy Key Indicators

Continued Occupancy Key Indicators	FY2016
New Leasings	269
Vacates	255
Transfers	60
Net Increase (+) Decrease (-)	+14
Evictions Cause	8
Evictions Nonpayment	16
Recertifications	4524
Collection Rate	99%
Occupancy Rate	98.4%

**FY 2017**

Every fiscal year brings with it some challenges and obstacles that staff must overcome. The Property Management Department is fortunate to be staffed with some very talented and innovative individuals. When obstacles are identified we work as a team to figure out a game plan. The ever increasing workload is continuously reviewed to see if there is a better and more efficient way to not only meet all goals but to achieve greater results. The staff receives training and guidance throughout the year. We anticipate more changes, challenges, and obstacles in the upcoming fiscal year. The staff is prepared for what lies ahead and looks forward to another productive year. FY 2016 was full of changes, challenges, and obstacles and FY 2017 will be no different. The department functions well, approaches all obstacles together as a team, and is prepared and ready to handle whatever challenges lie ahead.





# *Leased Housing*



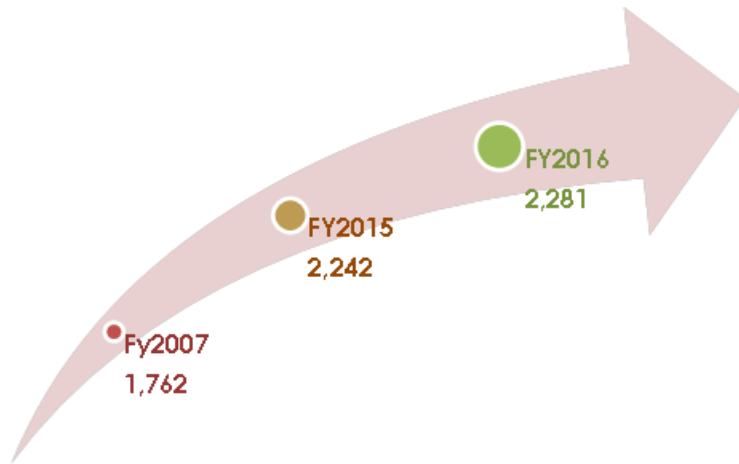




During FY 2016, the Leased Housing staff provided services to almost 2,700 participants in the rental assistance programs. Although the PHA's allocation is comprised of 2,411 vouchers and 205 Moderate Rehabs, the size of both programs fluctuated this year. Since the implementation of budget based funding, maximizing utilization has been a challenge. By dipping into the reserve, however, the department was able to increase the number of participants in the Housing Choice Voucher (HCV) Program from its lowest point (1,726) 2006.

Figure 1: Housing Choice Voucher Participants

**Housing Choice Voucher Participants**



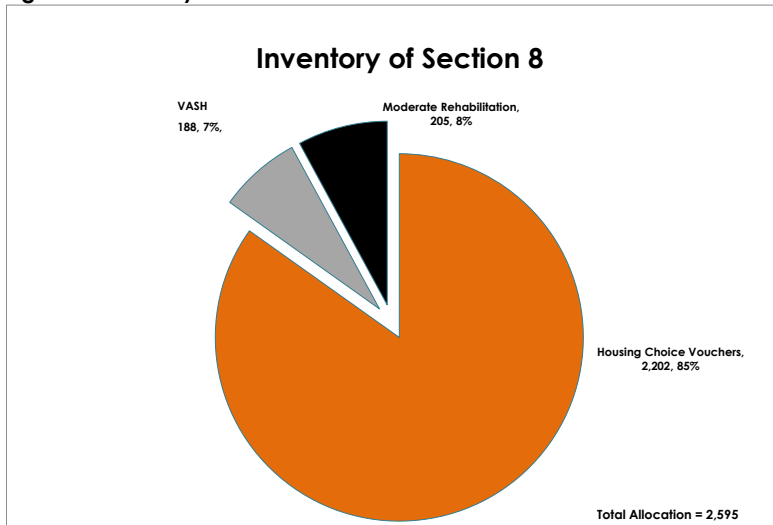
Because of the loss in admin fees in previous years, staff size decreased 15% through attrition; one position was re-instated last year and plans for the others are scheduled for FY2017. Flexibility, good planning and teamwork are the strengths of the department. In spite of these challenges, the department was designated a High Performer by HUD based on its Section Eight Management Assessment Program for the fourteenth consecutive year!

**INVENTORY OF SECTION 8 UNITS**

Five programs comprise the PHA's allocation of rental assistance in the Section 8 Program which began in 1976. The breakdown of allocations as of June 30, 2016 is:

- Housing Choice Vouchers (2,071 units)
- Project Based HCV Vouchers (131 units)
- VASH Vouchers (157 units)
- Project Based VASH Vouchers (31 units)
- Moderate Rehabilitation (205 units)

Figure 2: Inventory of Section 8



**SITE BASED ASSISTANCE**

While 86% of rental assistance moves with the tenant, site based assistance is tied to a specific unit. The family is assisted only while occupying the unit i.e., the Project Based Vouchers and Moderate Rehabilitation Programs. Site based units are located in a variety of neighborhoods to ensure that there is a consistent stock of affordable housing throughout the city. Most of the sites are large and have management agents; however, Leased Housing staff monitors and

evaluates all paperwork and conducts annual Housing Quality Standards inspections.

The Moderate Rehabilitation Single Room Occupancy units decreased in size slightly during FY2016. The units at Advent House were renovated so that there is no longer the sharing of bathroom or kitchen facilities; thus, decreasing from thirty-four (34) to twenty-six (26) units. Advent Apartments will decrease by six units (57-51 units) so that the new management company and Riverwood will maintain a 24 hour presence of staff on site.

Also, in January 2016, HUD allocated tenant protection vouchers to the remaining residents (33) in the Barbara Jordan II Apartments. Leased Housing staff interviewed families for eligibility, briefed, issued vouchers and leased 32 families in new units by June. One family is still searching for a five bedroom apartment. Many agencies and advocates were concerned about the loss of the other forty-one units; however, in Fall 2016, HUD allocated those additional vouchers to the PHA unexpectedly.



In addition to the Sgt. Belanger House which opened in 2011, twenty (20) of the Veterans Affairs Supportive Housing Program (VASH) vouchers are being utilized at Veterans for Tomorrow since September 2016. Apartments for the formerly homeless veterans are located in a renovated historic mill in the Wanskuck neighborhood.



Table 1: Site Based Assistance FY 2016

Dev.	Units	Neighborhood	Funding Source
University Heights	21	College Hill	Vouchers
Elmwood Commons	30	Elmwood	Vouchers
Sutterfield Apts.	60	Wanskuck	Vouchers
Barbara Jordan II	0	West End	Moderate Rehab
Fox Point	26	Fox Point	Moderate Rehab
Mitchell St.	6	Elmwood	Moderate Rehab
Lexington Ave. Apts.	6	Elmwood	Moderate Rehab
Crossroads	90	Upper South Providence	Moderate Rehab (SRO)
Advent House	26	West End	Moderate Rehab (SRO) To be reopened 11/1/16
Advent Apts.	51	Federal Hill	Moderate Rehab (SRO)
Sgt. Belanger House	11	Elmhurst	VASH Vouchers
Veterans for Tomorrow	20	Wanskuk	VASH Vouchers
<b>Total</b>	<b>347</b>		

## SPECIAL PROGRAMS

The PHA offers three programs funded within the Housing Choice Voucher Programs: Family Self-Sufficiency (FSS), Homeownership and Veterans Administration Supportive Housing (VASH).

Family Self Sufficiency (FSS) combines rental assistance with case managers who encourage residents in their quest for economic self-sufficiency. Participants set five year goals during which time increases in their portion of the rent are put into an escrow account. Upon successfully completing their goals, the escrow can be used as a down payment for a house, car, etc. A condition of application for the Homeownership Program is enrollment in FSS. As of June 30, 2016, seventy (70) Section 8 families are taking advantage of this opportunity.

Since 2003, the PHA provides rental assistance in the Homeownership Program. Qualified participants in the HCV Program are able to buy a single family home while the subsidy assists in payment of the mortgage and utilities. Although numerous families express interest and attend the monthly orientation sessions, the majority must first improve their credit score. As of June 30, 2016, forty-seven (47) own property. Over the years, seventy-three participated but for various reasons withdrew mostly due to increased income; a few committed fraud or moved to another state. During FY2016, five new families purchased a home and there are several just waiting for closings. The average housing assistance payment is \$503.00 per month. Participants are finding

beautiful single family homes throughout the city with the heaviest concentrations in Silver Lake, Washington Park and Mt. Pleasant neighborhoods.

Collaboration between the housing authority and the Veterans Administration has provided rental assistance combined with case management for homeless veterans since 2008. The Providence Housing Authority has received a new allotment annually for a current total of 209 for the closing of FY2016.

**Table 2: Special Programs FY 2016**

Program	Contracted	Active	Funding Source
Family Self Sufficiency	27	70	Vouchers
Homeownership	N/A	47	Vouchers
VASH	209	181	Vouchers

The PHA issued 60 VASH vouchers during FY2016. Since the program's inception, 332 veterans have been leased. Those who left the program were non-compliant with the VA's case management, needed a nursing home, passed away, or became over-income.

As of June 30, 2016, the lease rate for the VASH Program is 96%. Seventy-six (76) veterans reside in Providence and one hundred five (105) in other cities. Moves to other cities cost the PHA more than \$4,600 per month in administrative fees. Most move, however, to distance themselves from those with whom they may have abused alcohol or drugs in the past.

**PORTABILITY**

All tenant based participants have the option to move to other cities, states, and U.S. territories. There is a consistent interest in living in Providence; i.e., 232 families during FY2016. In FY2010, only 76 voucher holders moved out of Providence as opposed to 181 this fiscal year. Sixty-eight percent (68%) remained in Rhode Island and the others went out of state.

The majority of those porting-out of Providence participate in the VASH Program. Fifty-eight percent (58%) of the veterans do not live in Providence vs. 5% of voucher holders. More than 89% of the VASH participants need one bedroom units which are limited in Providence. Unfortunately, with 108 veterans living outside the jurisdiction, the PHA spends more than \$4,600 additional every month in administrative fees to other housing authorities.

**Table 3: Voucher Portability Administered Assistance as of June 30, 2016**

Program	Incoming	Outgoing	Net Effect
Vouchers*	50	113	-63
VASH	8	108	-100
<b>Total</b>	<b>58</b>	<b>221</b>	<b>-163</b>

Besides widespread administrative burdens: screening, monthly billing, absorbing, tracking late payments and coordinating moves with other housing authorities, portability is costly for the PHA. The 215 families residing in other jurisdictions cost the PHA \$148,736.00 in administrative fees during the fiscal year.

On the other hand, the Leased Housing Department provided services and charged an administrative fee for an average of 57 transfers monthly which is 30% less than last year. Most were absorbed into the PHA's program to use funding more quickly, increase program size and earn more as a PHA unit vs. 80% as an administered transfer. In FY2016, \$43,391.00 was earned for providing such services to transferring families. This is, however, an 11% decrease from the previous fiscal year.

**WAITING LIST**

After seventeen years with a closed waiting list, 870 applicants remained on the waiting list at the beginning of the fiscal year. Because of more funding, screening of applicants began again in FY2015. Update letters were sent; however, many families did not respond. Surprisingly, there are still interested families on the list in need of housing. As in the past, the majority require two and three bedroom units. This fiscal year, 39 applicants were issued vouchers and at the end of June, only 10 remained on the waiting list and 147 on the pre-application list.

Meanwhile the PHA and Rhode Island Housing have been working on an innovative method to have a joint opening of the waiting list online in the Fall of 2016. This will serve as a pilot program for the Centralized Waiting List for the State and should alleviate the typically long lines waiting for applications.

**APPLICANT SCREENING**

The staff interviews families at the top of the waiting list whenever there is a rare opportunity to issue new vouchers. The family composition, household income, criminal check, citizenship status and qualifications for any deductions are verified. During this fiscal year, 455 went through this process: 163 applicants, 60 veterans and 232 transfers.

Table 4: Screening FY 2016

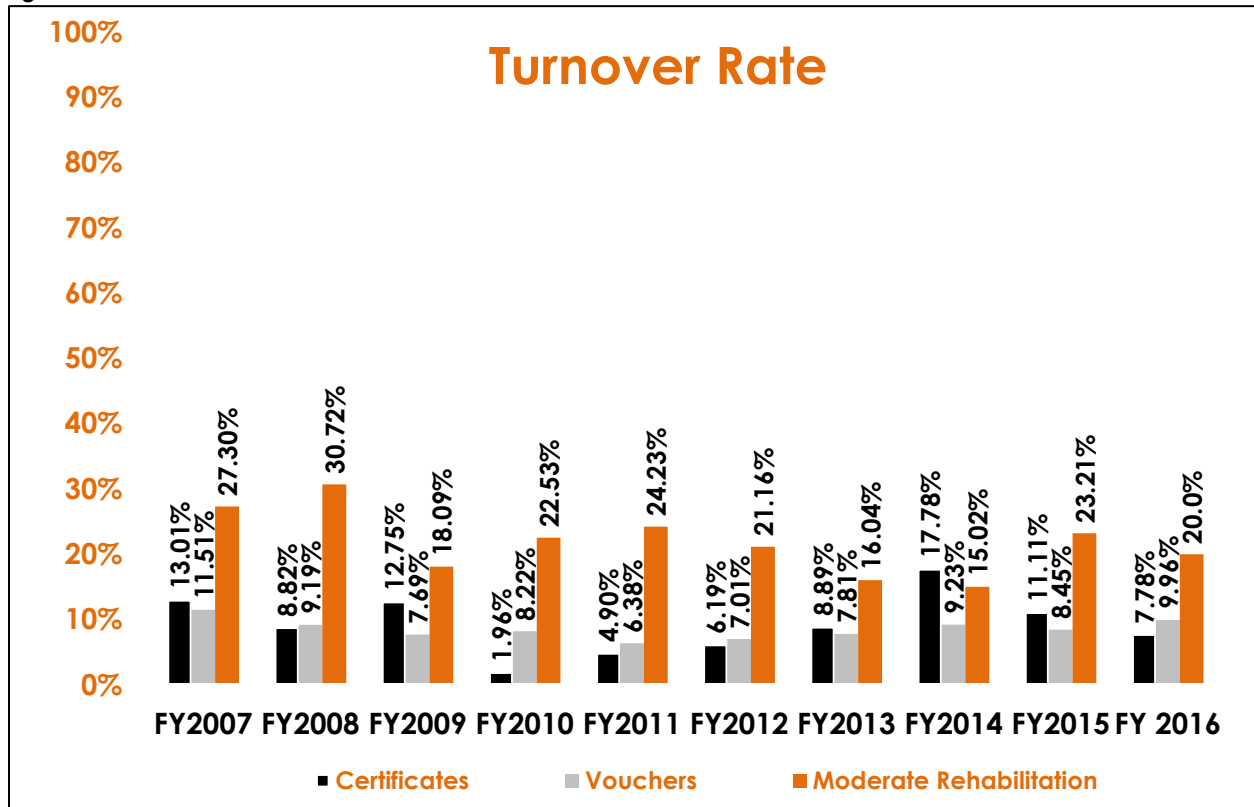
	Total Applicants Interviewed	Total Vouchers Issued	Ineligible Applicants
Waiting List	163	39	2
VASH	60	60	0
Transfers	232	N/A	0
Total	455	99	2

**TURNOVERS**

**Turnover Rate**

When a voucher is no longer being used, it can be turned over to the next applicant on the waiting list. The average monthly rate of subsidies returned is less than 1% of the total program size. In addition to participants having a better knowledge of the policies, a low turnover rate is also a reflection of the economy; i.e., families are not leaving voluntarily and the income of only twenty families increased enough to become over-income.

Figure 3: Turnover Rate

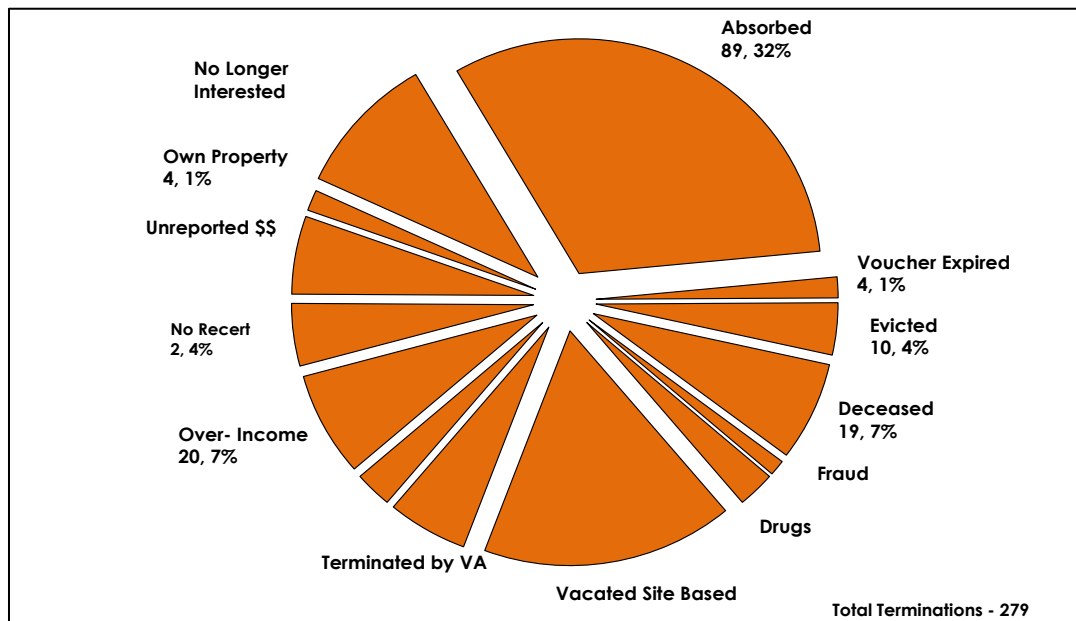


**Reasons for Turnover**

During FY2016, rental assistance in the voucher program was discontinued for 265 families; 47 moved from site-based units and 215 with tenant based vouchers. These “turned in” vouchers give an applicant on the waiting list an opportunity for long-awaited rental assistance. Participants left the program for a variety of reasons; some were voluntary; others were the result of non-compliance with program rules.

This year, 28% left the Voucher program while in compliance with program rules. Reasons for these terminations are as follows: 20 (9.2%) became over income, 19 (8.7%) needed nursing home care or are deceased, 27 (12.4%) no longer wanted assistance and 4 (1.8%) bought property on their own.

Figure 4: Reasons for Turnover





Although 59 (22%) of voucher terminations were due to failure to comply with program rules, this reflects only two percent (2%) of all program participants. Loss of rental assistance due to non-compliance during FY2016 was a result of the following: 7 vacated without notice (3%), 12 failed to recertify (4.5%), 18 (6.8%) committed fraud and/or refused to repay and 10 (3.7%) were evicted for cause or non-payment of rent, 7 families were terminated due to drug activity (2.6%), 15 terminated by the VA for non-compliance with case management (5.7%), and 47 vacated site based units (17.7%). Locating units has been easier for families which resulted in only 4 (1.5%) families never finding another unit within 120 days.

Eighty-nine vouchers (33.6%) turned over because housing authorities absorbed the family into its program. These participants, kept their rental assistance in the other jurisdiction. Since 1998, a total of 1,409 families have been absorbed reflecting a 54% turnover of the PHA's allocated vouchers for this reason alone.

## LEASES EXECUTED

During FY2016, the Department of Leased Housing executed 679 new leases; 335 initial leases (49%) and 344 moves (51%). Families leasing for the first time in the program from the waiting list or transfers generate initial leases. The 344 moves are participants who would like or are forced to move after remaining in place for at least one-year. The move rate of 13% has remained stable for the past six years which reflect a sufficient supply of units and owners willing to participate in the Section 8 Programs.



## Lease/Utilization Rate

Since 2005, HUD measures the lease rate for the voucher programs as the percentage of units leased/allocated or the funding spent/allocated, whichever is higher. To meet SEMAP criteria and avoid financial sanctions, one of them must be at least 95%. By working diligently to maintain a high program size, the Leased Housing Department met this standard both by units and by utilization of funding every year.

The Moderate Rehabilitation Programs had consistently maintained an average lease rate of 96% despite the transitory nature of its participants. With Advent House (34 units) closed for modernization, renovations at Advent Apartments requiring 7 vacant units and lack of a HAP contract (74 units) at Barbara Jordan II Apartments, the Mod Rehabilitation lease rate plummeted during this fiscal year.

## ANNUAL INSPECTIONS



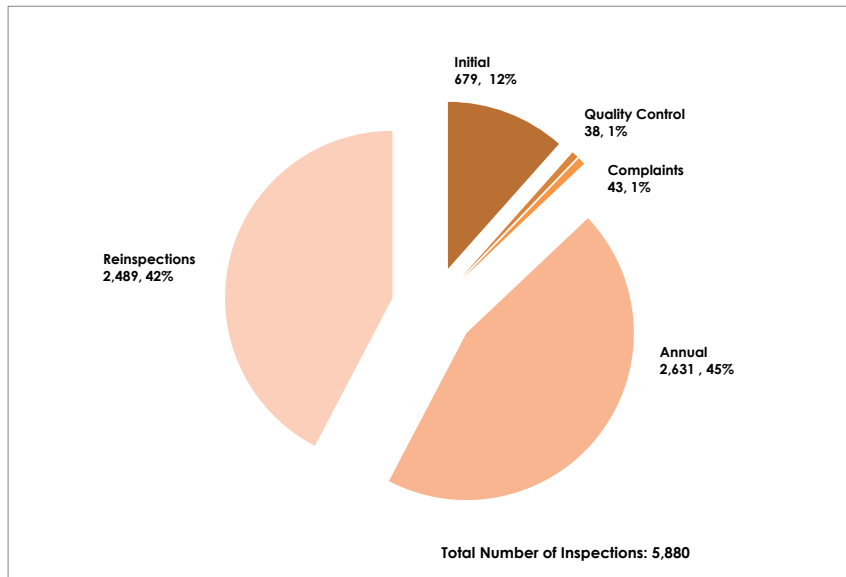
Three full-time inspectors ensure all units meet HUD's Housing Quality Standards. Regulations require that they inspect each unit prior to the execution of a new lease and then at least annually. Tenants also call any time for complaint inspections -- most of which are heat related issues in the winter.

During FY2016, the Leased Housing Inspectors performed 5,880 inspections: 43 complaints by the tenant (<1%), 679 required before a new lease or move (12%), 2,631 (45%) routine annual inspections and 38 quality control inspections conducted by a supervisor (1%).

Units in which violations are cited require a re-inspection in 30 days or 24 hours in an emergency situation.



Figure 5: Number of Inspections



This year, violations triggered 2,489 re-inspections (42%). This indicates that of the 3,391 initial inspections, approximately seventy-three percent (73%) resulted in at least one re-inspection. Handbooks have been provided to owners and the number of violations per unit has decreased. The overall number of times the inspectors must re-visit a unit, however, has increased. Many units are cited for smoke detectors that are not working (usually the batteries have been removed by the

tenant). This causes the inspector to return to check the emergency violation after 24 hours and again for any other items in thirty (30) days.

### ADJUSTMENTS

Any household change occurring between annual recertifications must be reported to the Representative within 10 days. During FY2016, the staff verified changes and recalculated the rental assistance for 1,969 adjustments. Since HUD's database (EIV) became operational and participants became more compliant, adjustments have risen.

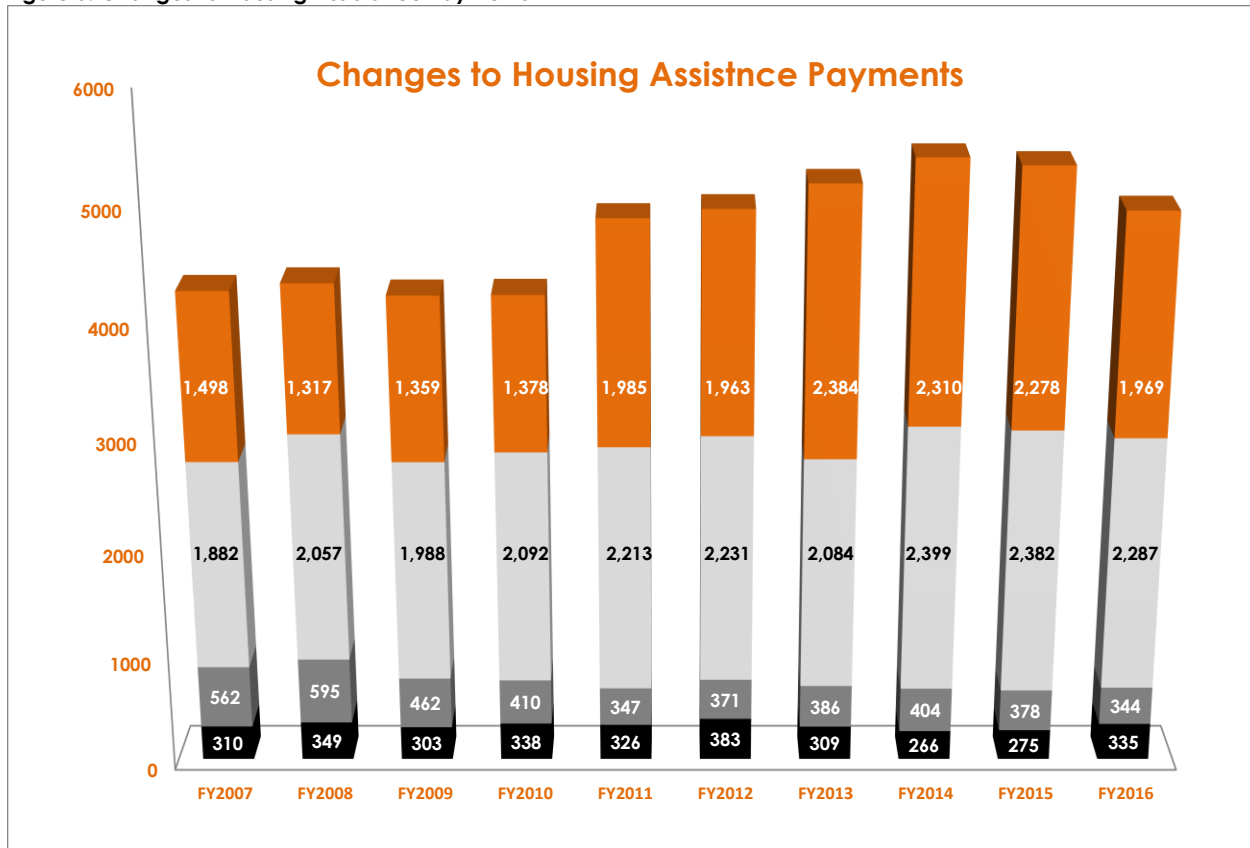


## RECERTIFICATIONS

Annually, every household member 18 or over must come into the office in person to update their family information which is then verified and tenant rent and subsidy is recalculated.

Annual re-certifications for most of the site based developments are conducted at the management office on site. The Leased Housing staff, however, reviews the verifications, calculations and input the data to transmit to HUD. Staff processed 2,287 re-certifications for those remaining in the same unit and 344 before moving for a total of 2,631.

Figure 6: Changes to Housing Assistance Payments



## REPAYMENTS

Although fraud detection has been simplified by the installation of the Fraud hotline and access to income matching databases, identifying unreported income, calculating the excess subsidy spent, conducting informal reviews and hearings as well as collecting the repayment has become a huge part of the staff's daily workload averaging 400 hours per month. During FY2016, families reimbursed the PHA \$48,346.14 due to unreported income and other fraud issues. Reimbursements had been quite high since FY2006; however, FY2015 saw a 20% decrease and FY2016 dropped another 50%. This is a reflection of further compliance by the participants as well as the fact that the only consequences are the family no longer has a subsidy and must repay if detected upon a subsequent application.



Cases can no longer be prosecuted civilly; however the US Attorney can prosecute for egregious fraud depending on the priority of other cases. The US Attorney, however, successfully prosecuted one of the 6 cases they accepted 4 years ago. Due

to the statute of limitations, the participant will reimburse the PHA \$32,000 although the total owed originally was \$60,000.

The Fraud Investigator has connected with many state and federal agencies. Together, they collaborate and shared information not only to be able to prosecute the most egregious cases of long-term fraud but also to work on cutting through the red tape and confidentiality issues that prevent state and federal agencies from cross-referencing mutual clients' information. Previously, an agent from the Office of the Inspector General could assist with cases concerning a large dollar amount. This year, their focus has only been on fraud involving an owner.

**Table 5: Repayments FY 2007-FY 2016**

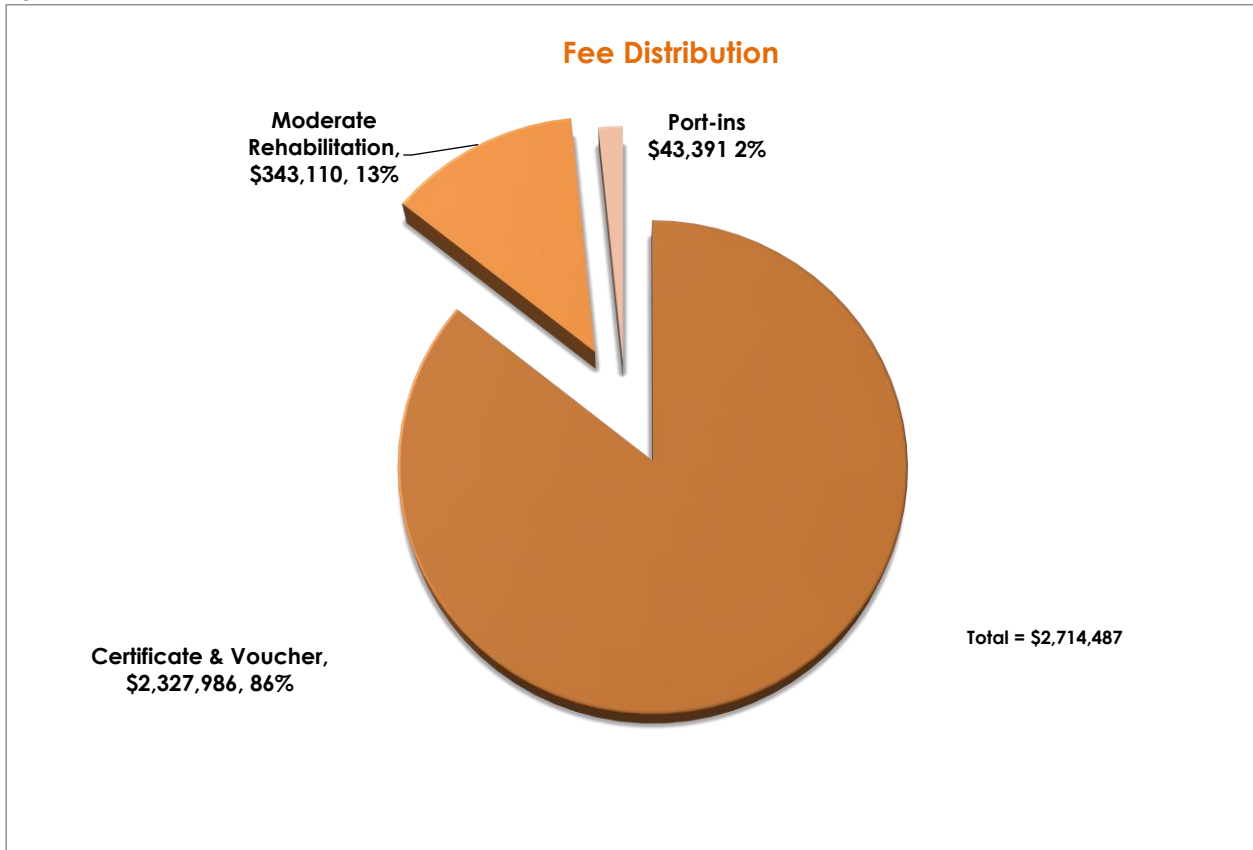
<b>Year</b>	<b>Repayments due to Unreported Income</b>	<b>Repayments from Public Housing Tenancy</b>
FY2007	\$190,576.10	\$8,293.00
FY2008	\$143,299.88	\$7,943.50
FY2009	\$63,541.00	\$1,316.00
FY2010	\$105,476.08	\$3,547.00
FY2011	\$118,342.00	\$12,283.00
FY2012	\$132,282.07	\$1,302.00
FY2013	\$123,244.63	\$9,083.63
FY2014	\$ 117,879.00	N/A
FY2015	\$ 94,012.48	N/A
FY2016	\$ 48,346.14	N/A
<b>Total</b>	<b>\$1,137,017.38</b>	<b>\$43,768.13</b>

During the past 10 years, the staff recouped \$1,137,017.38 from participants/applicants. Since 2008, the PHA enters the amounts not repaid into HUD's Debts Owed Database. They are ineligible for future housing assistance until the debt is resolved. Currently, \$603,471 is owed by 144 former participants.

**FEE DISTRIBUTION BY PROGRAM**

For each unit leased on the first of the month, the Leased Housing earns an administrative fee with which the department's expenses are paid. Until CY2013, the department always earned more than enough to cover its expenses but was severely impacted after Congress' sequester. With fees slashed from \$99 per unit per month to \$69, the department struggled to cover its expenses, lost three staff members through attrition and used much of the dwindling reserve account.

Figure 6: Fee Distribution



During FY2016, the Leased Housing Department earned a total of \$2,714,490 from HUD for administering the Section 8 Programs. This is an 8% increase since last year; however, the department served almost 3% more families.

Consistent with program size, eighty-six percent (86%) of the administrative fees come from the Voucher Program, 12% from the Moderate Rehabilitation Program and 2% from the Port ins that were not absorbed into the PHA Programs.

The increased number of participants moving away from Providence has also cost the PHA a loss of administrative fees since \$148,736.00 was paid to other housing authorities. This is a 1.5% increase since last year.

## HOUSING ASSISTANCE PAYMENTS



A total of \$18,180.903 in Housing Assistance Payments (HAP) was sent to property owners for participating families renting in Providence during FY2016. This amount reflects a slight increase in the past year although program size increased as well. The average housing assistance payment ranged from \$627 in July 2015 to \$623 in June 2016. The average tenant rent was \$273.

Table 6: Total Housing Assistance FY 2007-FY 2016

Year	Certificate	Voucher	Mod. Rehab.	11-B
FY 2007	\$12,884,682		\$1,646,593	\$3,079,913
FY 2008	\$13,930,124		\$1,678,588	N/A
FY 2009	\$14,826,221		\$1,483,121	N/A
FY 2010	\$14,697,476		\$1,880,461	N/A
FY 2011	\$16,187,663		\$1,897,459	N/A
FY 2012	\$16,841,380		\$1,798,836	N/A
FY 2013	\$17,415,434		\$2,024,858	N/A
FY 2014	\$17,051,690		\$1,834,537	N/A
FY 2015	\$17,554,037		\$1,404,581	N/A
FY 2016	\$16,949,999		\$1,230,904	N/A

## LOCATION OF UNITS

Participants residing in Providence neighborhoods throughout the city as illustrated in Table 7. The exceptions are Wayland and Blackstone which are comprised of few rental units. While families are strongly encouraged to look for housing in low poverty areas and a higher subsidy exists for the East Side making the neighborhood more affordable, only 86 families (3.4%) chose to reside there.



Historically, the majority of participants reside in the Upper South Providence neighborhood (296–11.8%); this fiscal year, 2% fewer live there. The second most popular area is now Wanskuck (265– 10.6%) followed closely by Elmwood (256–10.2%). The top three account for 33% of all program participants most likely because there are numerous family developments such as Lockwood Plaza, Sutterfield

Apartments, Elmwood Common, Williams Wood, Omni and SWAP.

Subsidized families living in other cities rose consistently since 2008 (from 6.2% to 8.6%). Hopefully, an improved economy and more job opportunities will reverse this trend.

Table 7: Section 8 Distribution by Neighborhood Including port-ins

Neighborhood	Units	Percent
Blackstone	0	0%
College Hill	22	1.0%
Charles	88	3.5%
Downtown	1	< 1%
Elmhurst	49	2.0%
Elmwood	256	10.2%
Federal Hill	71	2.8%
Fox Point	25	1.0%
Hartford	40	1.6%
Hope	3	<1%
Lower South Providence	155	6.2%
Manton	62	2.5%
Mt. Hope	36	1.4%
Mt. Pleasant	144	5.7%
Olneyville	99	4.0%
Reservoir	40	1.6%
So. Elmwood	26	1.0%
Smith Hill	105	4.2%
Silver Lake	164	6.5%
Upper South Providence	296	11.8%
Valley	62	2.5%
Wanskuk	265	10.6%
Washington Park	111	4.4%
Wayland	0	0%
West End	168	6.7%
Other (Outside City)	215	8.6%
<b>Total Section 8 units: 2,503</b>		







# *Resident Services*





In FY 2016, the Department of Resident Services continued to meet the challenge of bringing quality programs and services to public housing residents to fulfill our mission to address the educational, economic and healthcare needs of youth, adults and our elderly/disabled populations. As a result, a total of 1,815 individual residents were served through the Department's continuum of programs and services in FY 2016.

The challenge of bringing quality programs and services to public housing residents is one that the PHA's Resident Services Department (RSD) embraces wholeheartedly. With federal and other grant dollars in short supply, we in the social services field must continue to stay focused on our mission to address the needs of individuals and families living in our developments through both direct service and, more and more importantly, through creative partnerships.



The following table is evidence of our success in serving a significant number of residents in both our Family and High-Rise developments during FY 2016:

**Table 1: Unduplicated Count of Residents Served FY 2016**

Program	Unduplicated Residents Served July 2015 through June 2016
<b>Adult Programs</b>	
ABE/GED & ESL	113
Job Training	13
Digital Literacy	8
Homeownership	255
Family Self-Sufficiency	148
Financial Opportunity Center	147
Resident Service Coordinator (Family Developments)	359
<b>TOTAL Adult Programs</b>	<b>1043</b>
<b>Youth Programs</b>	
Boys & Girls Club (BGC) - Open Door	231
BGC - Licensed Childcare	114
<b>TOTAL Youth Programs</b>	<b>345</b>
<b>High-Rise Programs (Elderly/Disabled Developments)</b>	
Carroll Tower	68
Dexter Manor	95
Dominica Manor	114
Hartford Tower	33
Kilmartin Plaza	56
Parenti Villa	61
<b>TOTAL High-Rise Programs</b>	<b>427</b>
<b>TOTAL Residents Served</b>	<b>1,815</b>

**PERSONNEL**

Department personnel numbers remained relatively stable with 15 full time staff and 4 part time staff available to provide program coordination and/or direct services to our residents. With the exception of the Director and a small percentage of the Associate Director, *all RSD staff was fully funded from grants secured through department staff efforts.*



As part of the agency's succession plan, a new position – Associate Director of Resident Services – was added this year. After a thorough search, Cheryl Tondreau was hired to fill this position starting in July.

Cheryl brings to the agency a wealth of knowledge and experience in the areas of technology and database systems, as well as adult education and workforce development.

## FUND DEVELOPMENT

In FY 2016, 16 new or renewal applications for funding were submitted. All but three applications were awarded funding. \$961,324 in grant funding was secured for Resident Services programs in FY 2016. The table below is a record of all funding applications submitted.

**Table 2: Summary of FY 2016 Funding Applications**

Funding Source	Grant Program/Activity	Amount Requested	Amount Awarded
CDBG/Community Center/Public Service	Adult Education/Training	\$74,098	\$42,343
CDBG/Housing Counseling Program	Homeownership	\$32,017	\$0
Dexter Donation Fund	Senior Physical Fitness	\$2,000	\$1,000
HUD/ROSS Public Housing Family Self Sufficiency (FSS) Program	FSS Services	\$195,103	\$195,103
HUD/Comprehensive Housing Counseling Program	Homeownership	\$0	\$13,447
HUD/Jobs Plus Pilot Program (JPPP)	Workforce Development	\$3M	\$0
HUD/ROSS Service Coordinator Program	Comprehensive Resident Services	\$246,000	\$246,000
Olneyville Housing Corporation (OHC) RI Department of Health (DOH) Mini Health Grants	Manton On the Move (MOM)	\$2,500	\$2,500
OHC/Health Equity Zone (HEZ) & Edward Byrne Memorial Justice Assistance Grant (JAG)	Youth & Police Initiative (YPI)	\$15,000	\$15,000
Local Initiatives Support Corp. (LISC)/ Social Innovation Fund (SIF)	Financial Opportunity Center (FOC)	\$150,389	\$150,389
LISC/SIF Bridges to Career Opportunities	FOC	\$175,313	\$0
RI Department of Education (RIDE) Job Development Fund (JDF)	Adult Education	\$133,382	\$133,382
RIDE EL CIVICS	EL Civics	\$25,000	\$25,000
RIDE Technology for Teaching	AE equipment and/or PD	\$2,990	\$2,990
United Way RI (UWRI) Financial Stability	FOC	\$60,000	\$60,000
UWRI Work Supports	Adult Education	\$74,170	\$74,170
<b>TOTAL</b>		<b>\$4,187,962</b>	<b>\$961,324</b>

***Below are some funding development highlights from FY 2016:***

**Community Development Block Grant (CDBG)** - The PHA's Thomas J. Anton Community Center at Hartford Park remained in the pool of CDBG grantees receiving an award of \$42,343 in Community Center/Public Service funds to help support the cost of running our Adult Education and Financial Opportunity Center (FOC) programs at 50 Laurel Hill Avenue.

**Dexter Donation Fund** - The City awarded the PHA \$1,000 in Dexter funds to support physical fitness activities for seniors in our high-rise developments.

**HUD Grants** – HUD renewed the PHA's ROSS Service Coordinator and Family Self Sufficiency (FSS) grants in the amount of \$246,000 and \$195, 103, respectively; HUD increased our HUD Comprehensive Housing Counseling Program grant to \$13,447 this year.

**Local Initiative Support Corporation (LISC)** – LISC maintained support of our Financial Opportunity Center through a final round of Social Innovation Fund (SIF) monies (\$150,389) this year.

**ONE Neighborhood Builders Mini Grant** - \$2,500 was awarded to support continuation of the popular **Manton on the Move** (MOM) program, which provides Zumba classes and health and nutrition workshops for residents of Manton Heights.

**Rhode Island Department of Education (RIDE)** - RIDE renewed the PHA's Adult Education and EL CIVICs grants for a total of \$158, 382 to partially support our full time adult education instructors this fiscal year.

**RIDE Technology for Teaching and Learning** - RIDE also awarded the PHA \$2,990 to increase access to computers for students enrolled in our Adult Education program.

**United Way RI (UWRI)** – UWRI maintained support of our Financial Opportunity Center and Adult Education programs through a third and final round of Financial Stability (\$60,000) and Work Support (\$74,170) grants this fiscal year.

***And looking ahead to FY 2017, some highlights this year included:***

**HUD Juvenile Re-Entry Assistance Program (JRAP)** – HUD funding in the amount of \$100,000 was announced in FY 2016 to deliver JRAP services to eligible youth ages 16-24 in partnership with RI Legal Services (RILS) in FY 2017.

**UWRI Providing Operational Support** – Funding in the amount of \$49,917 annually for three years was announced in FY 2016. Funds will support our Adult Education programs in FY 2017.

**UWRI Scaling Up for Success** – Funding in the amount of \$99,994 annually for three years was announced in FY 2016. Funds will allow us to replicate our Financial Opportunity Center (FOC) in another geographic location in FY 2017.



**UWRI Olneyville Community Fund** – Funding in the amount of \$14,000 was announced in FY 2016 to replicate FOC workshops at Manton Heights in FY 2017 including two sessions of Employment Skills Training (EST) and six Homeownership Exploration Seminars.

**RSD PROGRAMS**

Through a combination of direct service delivery and creative partnerships, the Department of Resident Services is able to provide a broad range of programs to meet the needs of resident youth and adults as well as our elderly and disabled population. RSD services fall into four broad program categories: Adult Education/Training Program, Resident Service Coordinator Program, Family Self Sufficiency Program and Financial Opportunity Center and our Homeownership Programs. The following are selected highlights from this fiscal year's program offerings:

**YOUTH PROGRAMS**

**Providence Boys and Girls Club**

The Providence Boys and Girls Club (BGC) continues to be our primary partner in the delivery of quality after school and summer programming for public housing youth ages 6-12 and teens ages 13-18. Last year, a total of 231 youth and teens participated in a variety of Open Door activities at three public housing sites (Chad Brown, Hartford Park and Manton Heights). The BGC's *licensed before and after school childcare* program at Hartford Park continues to grow serving a total of 114 youth annually and bringing the total of youth authority wide served to 345 this fiscal year.



**Youth & Police Initiative (YPI)**

Two sessions of the Youth & Police Initiative (YPI) were held in fiscal year 2016. With grant funding from ONE Neighborhood Builders (formerly the Olneyville Housing Corporation), the PHA partnered with the North American Family Institute (NAFI) and the Providence Police Department (PPD) to deliver this innovative intervention program which strives to break down barriers between at-risk youth and the police officers who patrol their neighborhoods.

PPD Chief of Police Hugh Clements and Mayor Jorge Elorza addressed YPI youth and their families at the spring YPI



at the spring YPI



celebration. Over two dozen youth graduated from YPI this year and received stipends for their participation.

**ADULT EDUCATION/ TRAINING PROGRAMS**



Table 3: Summary of Program Utilization FY 2016

Course	Students	Total Hours
English as a Second Language	91	9,979
Adult Basic Education/GED Preparation/NEDP	22	7,487
Digital Literacy Training	8	480
Sherwin Williams Painter Training	13	520
<b>Total</b>	<b>134</b>	<b>18,466</b>

**ABE/GED and ESL Classes**

The PHA's Adult Education/Training Program offered both day time and evening instruction this fiscal year. Adult Education (AE) staff delivered ESL and ABE/GED instruction as well as case management supports to approximately 121 adult learners and tallied up 17,946 instructional hours in FY 2016.



Extra effort was made to incorporate digital literacy and workforce development into all aspects of our AE programming this year. Students had access to computer labs at Chad Brown, Hartford Park and Manton Heights, as well as the lab at our Education and Training Center (ETC) in Coddington Court. Staff provided instruction using the RIDE recommended Northstar curriculum and many students earned digital "badges" this year. Students also used the labs on a drop

in basis to create resumes and cover letters, conduct job searches and to submit job applications on line.

**Job Skills Training**

The Home Work Painter Training program is offered in partnership with the Sherwin Williams Paint Company. Participants receive three days of classroom instruction on paint basics, paint application, safety, and HUD lead-safe work practice and participate in a workshop on how to find a job. Participants also complete two days of hands-on painting at a PHA location where they can practice the skills they've learned



in the classroom. Upon successful completion, graduates receive RI certification as a Remodeler/Renovator. One session of this training was offered in October 2015 and thirteen (13) people participated. A celebration recognizing the students' hard work and accomplishments was held at the Education Training Center (ETC) on Dodge Street.

### **RESIDENT SERVICE COORDINATOR PROGRAM**

With HUD funding, the PHA employs six (6) full-time Resident Service Coordinators (RSCs). One RSC is assigned to assist tenants in each of our three (3) large family developments (Chad Brown, Hartford Park and Manton Heights); the remaining three RSCs are assigned to one or more of our six high-rise developments and rotate between these sites to address the needs of our elderly/disabled population. RSCs coordinate special events, promote all PHA programs, provide one-on-one ongoing case management, and collaborate with local service providers in the community to connect residents with the services they need through appropriate referral and follow up. RSCs conduct



outreach to every new tenant around the time of lease up. Residents are given appointments to come in for an assessment and to develop an Individual Service and Training Plan (ISTP), but can also drop in to see their site's RSC during posted office hours to discuss a particular social service need. In FY 2016, 85% of residents were seen during an office visit; RSCs spent over 5,000 hours assisting residents in their offices. RSC staff in the high-rise developments conduct periodic visits to homebound residents' apartments to check on service needs.

Building partnerships with other agencies in the community enables RSD staff to bring resources into the developments to benefit the residents. This year, 23 new service providers were contacted from which 14 new partnerships were established authority-wide. The RSCs organized 31 community events and introduced 17 new programs and services to their developments. RSCs also make referrals to a broad range of services and programs both inside the PHA and externally in the local community. As of June 2016, the RSCs had made 461 referrals to various agencies and community partners for services.

The following are selected highlights from our RSC program this fiscal year:

#### **Back to School Events**

In August 2015, the RSCs assigned to our family developments organized Back-to-School events at their respective sites in conjunction with the Providence Police Department (PPD) Public Housing Unit



(PHU) annual Hot Dog Roasts. With the assistance of resident volunteers and management office staff, the RSCs handed out free back packs filled with school supplies to over 600 families with children ages 6 to 17. Numerous partners including Coca Cola, United Healthcare and Walgreens helped sponsor these sixth annual events through the provision of back packs, school supplies, and funds for food and entertainment. The RSCs also reached out to their respective Planning Committees for assistance in making these events a success. Thanks to the coordinating efforts of the RSCs, attendees enjoyed a wide range of activities including music, games, raffles and the Y-On-The Move inflatable obstacle course.

### **Pets for Life**

RSCs coordinated with staff from the Providence Animal Rescue League to offer the first - of what we hope will be annual - Pets for Life event at Chad Brown this year. In June 2016, more than 50 residents brought their cats and dogs to be vaccinated. Many also received vouchers to have their animals spade or neutered at no cost. Plans are in motion to replicate this program at our other family developments and, as needed, in our high-rise buildings next year.



### **Providence Talks**

In fiscal year 2016, Family Service of RI (FSRI) approached the PHA to help implement the City of Providence's new early childhood intervention program - Providence Talks (PVD Talks). PVD Talks combines a new technology capable of measuring a child's language environment with a comprehensive coaching curriculum for parents. The model supports parents in improving the language environments of their children, at a time when brain science indicates that

language development is most critical, with a goal of ultimately preparing them for academic success in kindergarten and beyond.

RSC staff disseminated PVD Talks information to public housing families with children between 15 and 36 months of age via flyers and door knocking. They also assisted with outreach, recruitment and enrollment, and coordinated special events to promote the PVD Talks "play-based group" model for children and their families to discuss and strategize around their child's language development and learn about new opportunities and activities available within their community that can further enhance their child's developmental gains. Families who enrolled in PVD Talks received in person coaching to support their individual needs and perspectives. Coaches trained by FSRI used a high-quality curriculum that supports the importance of language exposure and development and focused on integrating skill development into a family's existing daily



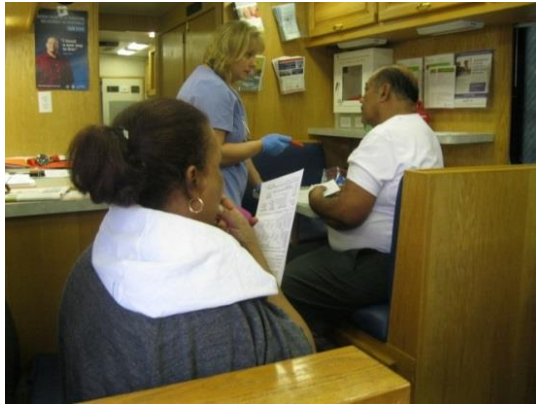


routine. Families also received a series of age appropriate books which they may keep. All PVD Talks resources were provided free of charge to PHA residents. To date, the program has enrolled and served 48 families living in public housing in Providence.

### Health and Wellness Fairs

Many public housing residents need access to health education and services. In response to this need, the RSCs coordinate a wide range of interventions to help residents monitor their health, eat more nutritious foods and become more physically active. A variety of health education workshops, screenings, and fitness classes are offered at each site throughout the year as well as free flu shots every fall. Staff also advocates for residents ensuring that they have health insurance coverage, primary caregivers, and access to benefit programs for which they may be eligible such as WIC, SNAP or SSDI.

Perhaps the most popular health-related event is the annual resident Health and Wellness Fair. Numerous partner agencies participate in these events including the URI



Pharmacy Outreach and URI Nutrition Programs, Walgreen's Pharmacy, Federal Hill House Association and PACE. Fairs feature free blood pressure and cholesterol screenings and mini workshops on a variety of topics including food and nutrition, the importance of exercise, disease prevention/management, medication interaction/management, alternative treatments and herbal remedies.

In our high-rise developments, these events are traditionally held in April in celebration of

Minority Health Month. This year, RSCs in our family developments also coordinated Health Fairs at Chad Brown and Manton Heights in October. Many new partners participated including Providence Community Health Center, United Healthcare and Clinica Esperanza. The United Way RI "211 Van" was on hand offering numerous free screenings. All residents were encouraged to attend and ask questions.

### Parenti Food Pantry and Senior Box Program

The Parenti Villa Food Pantry established in 2011 continues to be very successful in fiscal year 2016. To date, 92% of residents have been referred and benefited from this program. The pantry is a collaboration between the PHA and the Rhode Island Community Food Bank. The RSCs, PHA staff from Facilities Management and members of the Parenti Villa Planning Committee all assist with ordering, picking up and stocking the food and help maintain records of those residents receiving assistance. In fiscal year 2016, 159 residents received services.



For the third year in a row, the RI Community Food Bank, partnered with RSC staff to offer the Senior Box Program at Parenti Villa. The program serves seniors, aged 60 and older. RSC staff and the High-Rise Manager worked together and identified sixty-five (65) residents with zero or low income to participate. The program also targeted seniors for whom it is a hardship to get out to a grocery store or food pantry to acquire food. Boxes included non-perishable food items and a nutritional handout, geared towards seniors.

### Cultural Festivals

RSC staff encourage residents to be socially active and to participate in community building activities in their developments. In FY 2016, the RSCs hosted game nights, movie days and summer cookouts, as well as holiday gatherings for Valentine's Day, Mother's Day and Father's Day; in November they assisted with the agency's annual Turkey Distribution and helped coordinate the PHA's annual Holiday Toy Drive in December.

However, the most popular annual event is the Cultural Festival. This year, events were held at each site in November. These events, held in the high-rise developments, brings together diverse cultures from the Dominican Republic, Puerto Rico, Africa, Thailand, Italy, Russia and Mexico. Residents and staff are encouraged to dress in traditional clothing from their countries. Music, dancing, food, visual artifacts and singing all serve to create a festival experience for the residents. The atmosphere is casual and residents are encouraged to sing, recite poems, dance and socialize with each other. In FY 2016, over 170 residents participated in these festivals.



### FAMILY SELF-SUFFICIENCY (FSS) PROGRAM

The Family Self Sufficiency (FSS) program helps PHA and Section 8 residents achieve economic independence through gainful employment. Two FSS Coordinators are available to meet with program participants and develop individualized five-year plans with the goal of work leading to increased earned income. Appointments with the FSS case manager to discuss progress and address needs or barriers are conducted

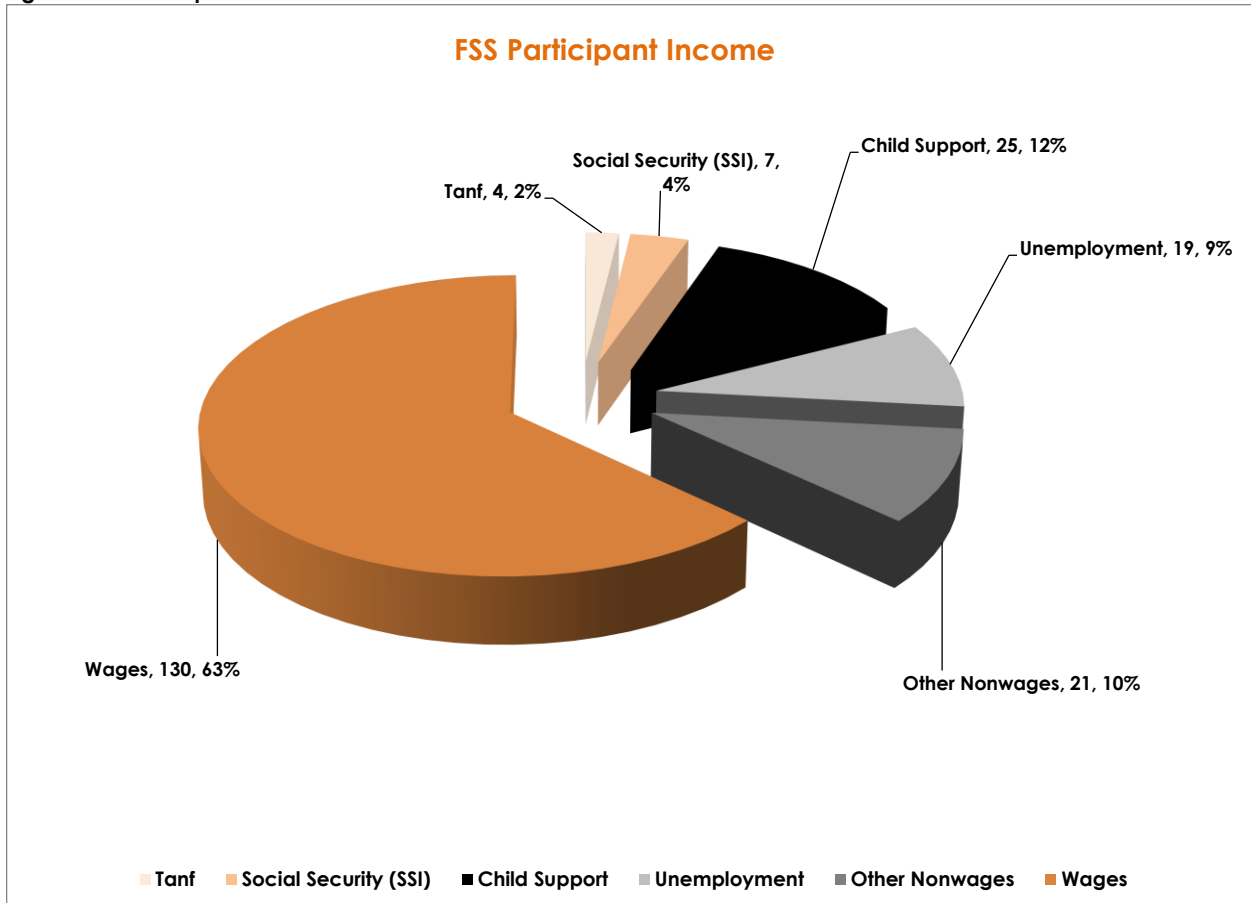
quarterly. The PHA served 150 families in the FSS program in FY 2016.



With the establishment of the Financial Opportunity Center (FOC and its built-in workforce development services, all unemployed FSS participants are now being referred to the FOC Employment Support Specialist for personalized job coaching and the Financial Coach for financial literacy. FOC offers

preference to FSS participants. Currently, 26 FSS participants are actively enrolled in the FOC which has helped increase the ratio of employed to unemployed FSS participants.

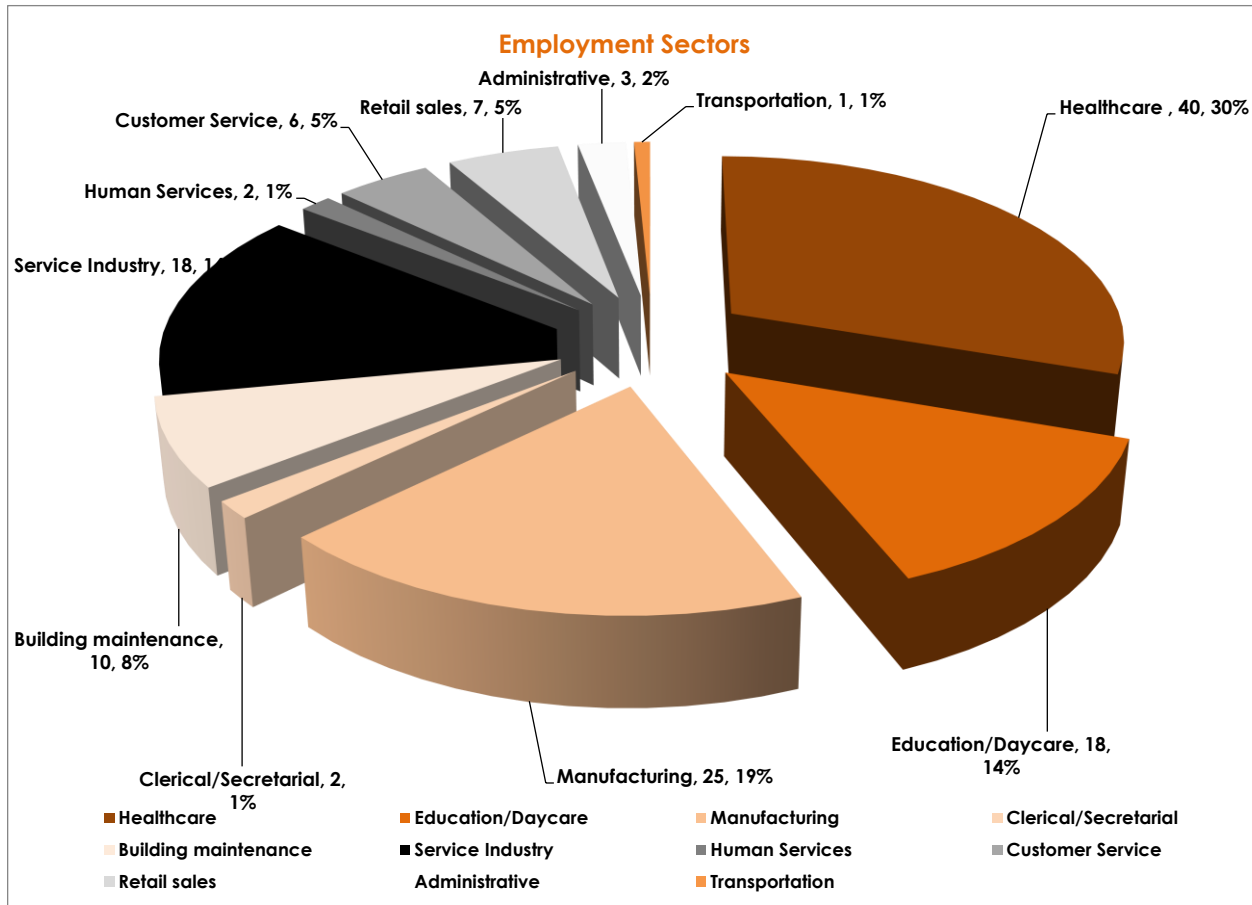
Figure 1:FSS Participant Income



At the close of FY 2016, 63 percent (130) of FSS participants were employed. 10 percent of participants report non-wages (i.e., stipends for foster parents or AmeriCorps workers) as their primary income source; 9 percent are collecting unemployment, and only 2 percent of FSS participants receive Rhode Island Works (TANF) cash assistance. Other primary income sources include child support, Social Security and SSI.

Healthcare is a growing industry in Rhode Island and thirty (30) percent of employed FSS participants hold jobs in this field. Some of the most common positions held are Home Health Aides, Patient Care Technicians and Certified Nursing Assistants. Another 19 percent work in Manufacturing and 14 percent work in Education/Childcare, with many participants working as Daycare Workers, Teachers' Aides, Laborers and Assemblers. The chart below illustrates the distribution of working FSS clients among employment sectors in FY 2016.

Figure 2: Distribution of working FSS clients among Employment Sectors in FY 2016



One of the most attractive features of Family Self-Sufficiency is the escrow savings account. When a working participant's rent increases as the result of an increase in earned income, a percentage of that increase is set aside in an interest-bearing account. Upon successful contract completion, the PHA releases the funds to the client. As a condition of escrow release, federal program regulations require participants to be employed and have TANF-free households in the final twelve months of the contract.

Of the 150 FSS participants enrolled as of June 30, 2016, sixty nine (69) percent have established escrow with the average account balance being \$5,250. The majority of those participants who have not yet established escrow are those participants who are actively job searching or are enrolled in training.

Table 4: Escrow Balances at Fiscal Year-End - Active Participants

Escrow Account Indicator	Public Housing	Section 8	Total
Total held in escrow	\$ 285,961.59	\$259,987.87	\$545,949.46
Participants with escrow	53	51	104
Average account balance	\$5,396	\$5,098	\$5,250



All FSS graduates must receive basic financial literacy services prior to contract termination. Participants are required to complete a minimum of 2 hours of free credit counseling and financial education with the PHA's Financial Coach. Once FSS graduates fulfill their financial literacy education requirement, letters that certify completion are issued to their case managers who, in turn, requisition escrow funds to qualifying families. Of the thirty-four who successfully completed the FSS program, nineteen (56%) had escrow account savings released to them. The average escrow disbursement was \$8,363.88 and payouts ranged from \$302.79 to \$23,432.13.

**Table 5: FY 2016 Escrow Disbursements - Terminated Participants**

Escrow Account Indicator	Public Housing	Section 8	Total
Total escrow disbursed	\$83,968.07	\$41,490.08	\$125,458.15
Participants receiving escrow	8	7	15
Average disbursement	\$10,496.00	\$5,927.15	\$8,363.88

## FINANCIAL OPPORTUNITY CENTER

Now in its sixth year, the overarching goal of the PHA's Financial Opportunity Center (FOC) is to assist low-income families in raising their new income, credit scores and net worth. To achieve this, the FOC "bundles" three key services under one roof:

- One-on-One Financial Counseling
- Income Supports Counseling
- Employment Counseling

Located at the Resident Services Department facility in Hartford Park, FOC orientations occur on the last Friday of every month. The sessions serve as the first step toward enrolling in the FOC. A PowerPoint presentation assists in describing the benefits of joining the program. Families submit a completed application and signed credit report authorization. The Program Specialist handles all client intake data entry and hard copy file management for FOC clients. Once an applicant's information has been entered into the program's comprehensive, web-based case management database (Efforts to Outcomes), the applicant is contacted by the Financial Coach to schedule the first appointment.

In FY 2016, of the 145 enrollees, 93 (64%) received bundled services from the Financial Opportunity Center. The Employment Support Specialist helped 45 clients obtain employment and has tracked retention benchmarks along the way with 45 clients attaining a 3, 6 or 12-month milestone during the year. Financial outcomes have been strong with 53 achieving an increase in net income, 41 increasing their net worth and 55 seeing an increase in credit score.

**Table 6: Financial Opportunity Center Outcomes**

Performance Indicators	FY 2016
Attended Orientation	58
Total receiving bundled services	93
Initial Financial Assessments	45
Obtaining employment	45
Retaining employment: 3 months	45
Retaining employment: 6 months	33
Retaining employment: 12 months	16
Achieving increase in income	53
Achieving increase in net worth	41
Achieving increase in FICO score	55

**Financial Counseling**

During the initial meeting, the client receives a Combined Financial Assessment which includes his/her credit report, credit score, household budget and a balance sheet showing net worth. In their second meeting, the Financial Coach develops an action plan to guide each client in resolving their financial issues (i.e., reducing credit card debt) and building assets (i.e., saving money or purchasing a home). Clients are asked to check in with the Financial Coach every six months to have their credit score pulled and to discuss their progress. Throughout the coaching process, the Financial Coach educates



**Employment Supports**

The Workforce Employment Education Specialist (WEES) provides career counseling, resume help, job search assistance and job retention strategies. In addition to one-on-one job coaching, she also teaches an Employment Skills Training class that prepares people for work. Grant funds enabled PHA to purchase clothing vouchers and bus passes for clients who obtain and retain employment benchmarks in this program.



In addition to the daily counseling services that the Financial Opportunity Center provides, staff works together on various initiatives to enhance the FOC experience and to provide additional opportunities for clients to access resources that will improve their overall wellbeing.

### **Community Job Fair**

The 4<sup>th</sup> Annual PHA Community Job Fair was held on April 13, 2016 in the Atrium at Resident Services. A committee was organized by the WEES who worked with the Chad Brown and Manton Heights Resident Service Coordinators to organize the logistics of the event, reaching out to FOC Clients, PHA residents, and the broader Providence community. Prior to the job fair the WEES facilitated Job Fair readiness classes in the GED and ESOL classes that prepared students to interact with employers and promoted FOC enrollment. This year's Job Fair boasted a whopping 26 employers including Fritos, Concord Health Services, Allied Barton Security Services, First Students, Providence School Department, and Walco among others. The Job Fair saw the turnout of over 100 attendees of which more than half were a combination of residents and AE students. The WEES was able to verify that 10 individuals obtained employment through the Job Fair.

### **Employment Skills Training**

The Employment Skills Training (EST) course took on a new direction this past year. Instead of a multi-week curriculum, the EST was delivered in smaller segments throughout the year. As noted above, in the spring the Workforce Education Employment Specialist (WEES) worked closely with the ESL and GED classes to facilitate mini workshops for 20 students that covered resume writing, dressing for success, and tips on engaging employers in preparation for the 4<sup>th</sup> Annual PHA Community Job Fair. In the summer, the EST was modified to engage 10 multilevel ESL students for two weeks in resume writing and cover letter preparation. The class also benefited from an introduction to computer use. An Education and Training Fair was then coordinated by the WEES who prepared FOC clients seeking to developing skills prior to finding employment. Ten partner organizations were invited and 20 participants attended the event. Several partner agencies have demonstrated interest in coming back in 2017 and many clients have asked when the next fair will be happening.



### **SECTION 8 HOMEOWNERSHIP PROGRAM**

The Section 8 Homeownership Program is open to both public housing and Section 8 residents. It specifically allows qualifying Section 8 residents to use their voucher as a form of mortgage payment assistance on single-family homes. As a way to facilitate outreach and effectively communicate program guidelines, the PHA hosts monthly orientations, in both English and Spanish, for prospective homebuyers. Since July 2015, forty-two (42) residents attended a presentation; thirty-four (34) were issued Housing Assistance Payment letters for prequalification and five (5) closed on a home. Participating lenders accept the Housing Assistance Payment prequalification letter as a form of income and offer competitive, low-rate/fixed rate loans.

**Table 7: Section 8 Homeownership Program Indicators**

Indicator	Total
Enrolled	58
Attended monthly orientation	42
Certification (HAP) letters sent	34
Closed on a home with Section 8	5

**Homebuyer Information Fair**

In May, the PHA hosted its eleventh annual Homebuyer Information Fair at 40 Laurel Hill Avenue. The goal of this event is to inform public housing and Section 8 residents of Providence about the latest local resources available to low and moderate income families interested in becoming homeowners. A total of 14 vendors participated. There were four new vendors, which included attorney Stella Guerra, the only bilingual closing attorney in RI. Attorney Stella is a vital new partner, as many of our families are Spanish speaking.

The event began with a brief presentation from this year’s sponsor, Fairway Mortgage. Thereafter, attendees were able to visit each vendor and obtain information regarding homebuyer education, credit counseling services, and home inspection services, home sales by community development organizations and local realtors, and mortgage products for first-time homebuyers and disabled persons.

A total of 55 people from the community attended this event, thirty-seven (37) of whom are Section 8 voucher holders and five (5) from PHA developments. Family Programs staff was on hand to assist with Spanish/English interpretation throughout the morning and a continental breakfast from Au Bon Pain was provided by Fairway Mortgage.

**Evening for Homeowners**

On October 21, 2015, PHA's homeownership coordinator hosted an "Evening for Homeowners", where Advantage Home Inspections and Community Action Partnership of Providence were invited as guest speakers. David from Advantage Home Inspections gave a detailed presentation informing attendees what of what measures they could take to prepare their homes for the upcoming winter season. Rodney from the local providence CAPP agency spoke about the energy audits and weatherization programs available to help qualifying homeowners. Sixteen (16) Section 8 homeowners attended the event.





# *Facilities Management*









During FY 2016 the Facilities Management Asset Management Department had five open Capital Fund Program (CFP) modernization budgets. The CFP annual plan for Fiscal year 2016 was submitted to HUD and approved in the amount of \$3,600,004.00.

Several Modernization projects were implemented during 2016; a contract was awarded to Allstate Builders for ADA Renovations in two units at Carroll and Parenti; also at Carroll, Thyssen Krupp completed

elevator modernization; and a contract for exterior renovations at four Scattered Site Duplexes was awarded to Ferreira Home Remodeling, Inc. Bids were received for ADA Renovations at two apartments one in Carroll Tower and one in Parenti Villa A contract was awarded to the low bidder, Freeport General Contracting, Inc. The Authority also advertised a bid package for relocation of three transformer sub-stations at Admiral Terrace. The Authority continues to investigate and explore new energy sources and savings technology opportunities through modernization funds and matching funds obtained through National Grid. Energy efficient bulbs, light fixtures, pole lights and exit signs were installed throughout the development on Whelan Rd. and Bodell Ave. and 335 Hartford High-rise.

### **PHA LANDSCAPE CREW**

The Landscaping Team is comprised of three permanent employees and nine part time (24 hrs. per week) employees. During the months of July through August, the Landscaping Team was on schedule for grass cutting at the family developments and scattered Sites. Phase III of the fertilizing program was on-going at all developments. Phase III of the fertilizing program was complete at all developments in August. In the fall months crews began leaf removal which was completed in December for the year. Three members of the Landscaping Team acquired permanent positions with the Authority. In January crews provided assistance with unit turn arounds and snow removal. There were three snow events in the month of January. Two were minor and cleaned up with power brushes and brooms with ice melt applied as needed. There was one moderate storm. Staff used snow blowers, snow brushes; a tractor with plow, 3 trucks with plows and shovels for snow removal. Ice melt was applied as needed throughout the developments. Staff also cleared the driveway and handicapped ramp of an elderly resident at 8 Salisbury. In June The Landscaping Team was back in full cutting mode at all the Family and Scattered Site developments.

### **ENERGY MANAGEMENT**

In July the Authority continued to investigate alternative energy sources and new energy saving technologies. The Authority engaged in discussions with firms of the feasibility of addressing energy saving through projects such as solar, geo-thermal and co-generation projects at our sites. Energy saving projects selected and completed continued to result in substantial reduced energy costs each heating season, reduced cost to produce domestic hot water, and reduced power cost by utilizing new low energy LED lighting technology and new VVF electric motor equipment. Asset



Management was looking into new investment opportunities within the current National Grid energy rebate program to address possible LED fixture replacements for many older lighting fixtures in our buildings. The Authority implemented several projects within the Hartford Park development with the installation of new exterior LED lighting fixtures replacing many older incandescent type fixtures. The Hartford High-rise building received many new LED lighting fixtures and lighting fixture renovations. In October Amereso submitted the Saving Verification Report for Fiscal Year 2015. The report detailed energy savings resulting in the following year up to June 31, 2015. This report indicated a net savings of \$ 397,928.00 during that period. Also, Parenti Villa and Carroll Tower received replacement closet LED fixtures in each tenant unit. These new fixtures helped lower electric usage in these tenant units. The Authority also implemented several projects within the high-rise staircases at Parenti Villa, Carroll Tower, and Dominica Manor, replacing older incandescent type fixtures with new LED efficient fixtures. The stairwell LED lighting project at Carroll and Parenti staircases was completed in late January 2016. Facility Management recently expanded this energy saving program by addressing additional stairwell fixture replacements at Sister Dominica Manor.

### **HEATING, VENTILATION AND AIR CONDITIONING (HVAC)**

The air conditioning coil was replaced at Sister Dominica Manor. The replacement was custom built and installed to restore ground floor cooling in the building. Annual cleaning and routine maintenance is underway at all major boiler plants. Solar enhancements are ongoing at Sunset Village to improve efficiency of the system to include central heating during the heat season. Building controls were also added to monitor the central heating and domestic water efficiency and to help provide additional long term energy savings.



### **BUILDING SYSTEMS & CONTROLS**

In July The Authority is in the process of putting together a contract for the maintenance, systematic updating and replacement of the security cameras throughout the developments; an RFP was advertised in July and a contract award will be made on 9/1/15. In August, The Authority has awarded a one year contract to maintain and provide technical service to the existing, wireless, VPN and fiber optic network.

### **PROPERTY & GROUNDS DESIGN MANAGEMENT**

The Landscaping Team is comprised of three permanent employees and nine part time (24 hrs. per week) employees. The Landscaping Team was in full cutting mode at all the Family and Scattered Site developments. In July Phase III of the fertilizing program was on-going at all developments and completed in October. In November the Landscaping Team completed the grass cutting season and phase 4 of the fertilizing

program for the year. In the fall the team worked on leaf removal at all developments. In December leaf removal was completed for the year and personnel were shifted to provide assistance with unit turn arounds and snow removal. Three members of the Landscaping Team acquired permanent positions with the Authority. The grounds Management Crew implemented an in-house fertilization program for all PHA properties; this started in April and ended in October. The grounds Management Crew implemented an in-house fertilization program for all PHA properties; this started in April and ended in October. The PHA hired eight temporary workers to supplement the Grounds Management Crew during the summer months.

### **UPCS INSPECTIONS**

During FY 2016, USIG from Crossville, TN, conducted the inspections. Inspections began in April and were completed by May of 2016. The Inspectors perform property, site, common area and building exterior inspections annually. The inspectors schedule units to be inspected, perform the actual inspections, and generate work orders based on violations identified. The PHAS system tracks the inspection date, work orders generated, and whether the building passed or failed. The USIG Inspectors inspected all but twenty-five of the 2,606 dwelling units in the Authority's inventory during FY 2016. A total of 5,796 UPCS deficiencies were generated from the inspections averaging 2.22 UPCS work orders per unit.

### **WORK ORDERS**

Facilities Management personnel processed 33,914 work orders during the fiscal year which is a decrease of 38 (-0.001%) from the previous year (as indicated in Table 1). This continued trend is a result of changing daily planned maintenance work orders to monthly. Also, weekly vehicle check work orders were changed to monthly. Work orders are categorized into eight types:

1. Emergency
2. Urgent
3. Routine
4. Vacancy Rehabilitation
5. UPCS Inspection
6. Scheduled Maintenance-Planned
7. Vandalism
8. REAC Inspection

Routine work orders at 61% of the total, made up the largest percentage of work orders generated. Scheduled maintenance planned was the next most common category at 29%.

This category includes most day-to-day work tasks associated with interior and exterior building common area work at the AMPs. Also included are seasonal programs such as snow removal and lawn care.

Vacancy rehab was the next highest category resulting in 8% of the total workload. Of the work orders generated during the fiscal year, 3,929, or 11% were outstanding as of

June 30, 2016. This is in line with the department's accomplishments in each of the past ten years.

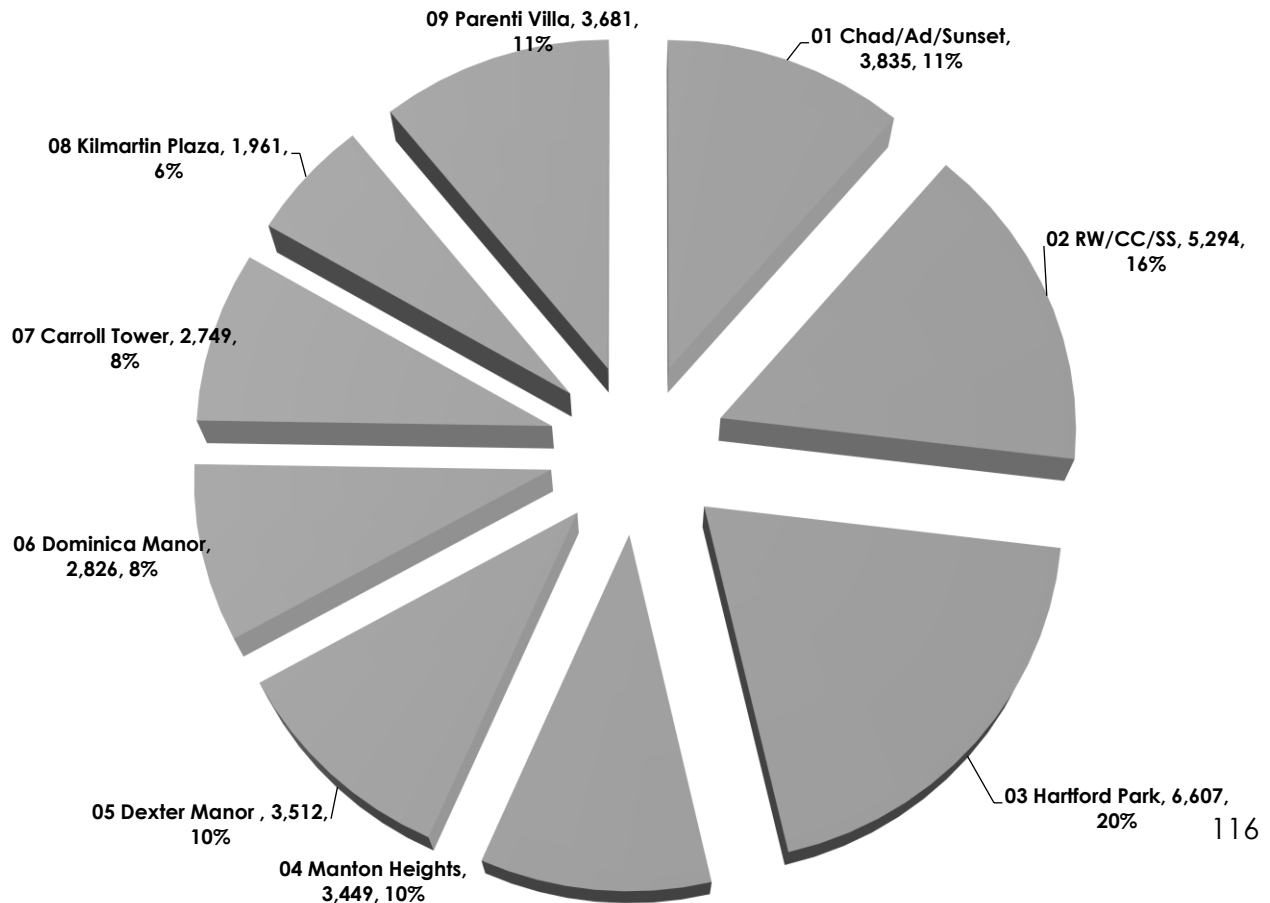
Table 1: Total Work Orders FY 2007 – FY 2016

Fiscal Year	Work Orders	% Change from Previous Year
FY 2007	47,076	-27.11%
FY 2008	41,702	-11.41%
FY 2009	38,059	-8.73%
FY 2010	37,819	-0.006%
FY 2011	36,026	-4.74%
FY 2012	36,031	0.001%
FY 2013	34,762	-3.52%
FY 2014	33,910	-2.45%
FY 2015	33,876	-0.01%
FY 2016	33,914	-0.01%
<b>Average</b>	<b>37,318</b>	<b>N/A</b>

### Work Orders by AMP

AMP 03 (Hartford Park), the AMP with the greatest number of units at 508, produced the largest number of work orders, 6,607. In the previous year, FY 2015, there were 6,793 work orders at Hartford Park or 20% of the total annual workload. AMP 02 (RW/CC/SS) accounted for the second highest total of work orders at 5,294 or 16% of the annual total.

Figure 1: Work Orders by AMP FY 2016



The fewest work orders recorded were at Kilmartin Plaza (AMP 8) with 1,959 work orders, or 5% of the annual total. Table 2 depicts the percent change in work orders written at each AMP from FY 2015 to FY 2016.

**Table 2: Change in Work Orders by AMP FY 2015 - FY 2016**

AMP	Development	FY 15	FY 16	% Change
01	Chad/Ad/Sun	4411	3835	-13.06%
02	RW/CC/SS	5054	5294	4.75%
03	Hartford Park	6793	6607	-2.74%
04	Manton Heights	3695	3449	-6.66%
05	Dexter Manor I & II	3109	3512	12.96%
06	Dominica Manor	2602	2826	8.61%
07	Carroll Tower	2584	2749	7.64%
08	Kilmartin Plaza	1910	1910	2.61%
09	Parenti Villa	3718	3681	1.00%
<b>Total</b>		<b>33,876</b>	<b>33,914</b>	<b>+0.20%</b>

From FY 2015 to FY 2016 there was an increase of 38 work orders or +0.20% from the previous year. As previously stated, this trend is due to the continued changing of planned maintenance.

### Work Orders by Category Type

As mentioned previously, the Facilities Management Department tracks work orders by eight category types.

Several categories of work orders are used for the Public Housing Assessment System (PHAS) monitoring and reporting. The PHA's computerized work order system provides the Authority with the ability to classify work under the seven work categories as well as almost 900 individual service codes. The service codes are broken down by general work type such as electrical, plumbing, carpentry, appliances, boilers, general maintenance etc. Under each work type there are a large number of specific codes for the individual tasks done under the major types. For example under appliances there are codes for various types of refrigerator repairs and stove repairs. This allows for all types of detailed analysis of the work order data by sorting various selection criteria. Over the past ten years, the distribution of work orders by type has remained relatively constant, with the exception of scheduled maintenance where planned maintenance and weekly vehicle check work orders were changed from daily to monthly. As the general level of work orders increases, so does the general level by type for each type in relation to its percentage of the total annual work orders. Routine maintenance work orders comprised the majority of work orders averaging 61% of the total over the past year. Scheduled planned work orders accounted for 29% of the total average. Emergency, urgent, vacancy rehabilitation, UPCS inspection, vandalism, and REAC Inspection work orders make up the remaining 10% of the average.

Table 2 shows that during FY 2016, 33,914 work orders were generated for the department of Facilities Management; this is an increase of 38 compared to last year. The percentage relationship between work order types however, has remained

relatively constant. Scheduled maintenance planned no longer commands the highest amount of staff attention (9,778 work orders were written for this category). Routine work orders are now the most frequent recorded type with 20,606 in FY 2016.

**Table 3: Work Order Categories as a Percent of Total Work Orders FY 2015 – FY 2016**

Year	Emergency	Urgent	Routine	Vacancy Rehab/ Unit TA	Scheduled Maint-Planned	Scheduled- Maint. Preventative	Vandalism	UPCS Referrals	Total
Percent	0.48%	0.81%	49.44%	5.66%	28.22%	14.94%	0.16%	0.25%	100%
FY 2007	324	462	31,729	3,834	8,165	2,470	92	0	47,076
Percent	0.69%	0.98%	67.40%	8.14%	17.34%	5.25%	0.20%	0%	100%
FY 2008	214	124	28,183	3,508	7,610	1,947	115	1	41,702
Percent	0.51%	0.30%	67.58%	8.41%	18.25%	4.67%	0.28%	0.00%	100%
FY 2009	186	142	25,079	3,495	7,239	1,829	88	1	38,059
Percent	0.49%	0.37%	65.90%	9.18%	19.02%	4.81%	0.23%	0.0026%	100%
FY 2010	239	102	25,906	1,525	6,737	2,639	54	617	37,819
Percent	0.63%	0.27%	68.50%	4.03%	17.81%	6.98%	0.14%	1.63%	100%
FY 2011	129	13	21,889	3,016	9,821	49	66	1,043	36,026
Percent	0.36%	0.04%	60.76%	8.37%	27.26%	0.14%	0.18%	2.90%	100%
FY 2012	98	5	20,481	2,881	9,779	22	55	2,710	36,031
Percent	0.00%	0.00%	57.0%	8.00%	27.0%	0.00%	0.00%	8.00%	100%
FY 2013	109	7	19,696	2,754	9,896	0	38	2,262	34,762
Percent	0%	0%	58%	9%	29%	0%	0%	4%	100%
FY 2014	125	5	19,734	2,955	9,920	1	52	1,118	33,910
Percent	<1%	<1%	59%	9%	28%	0%	<1%	0%	100%
FY 2015	113	3	20,105	3,348	9,773	0	51	420423	33,876
Percent	0.49%	0.50%	44.64%	5.05%	31.81%	17.31%	0.16%	0.04%	100%
FY 2016	160	4	20,606	2,560	9,778	0	65	138	33,914

**1. Emergency Work Orders**

The department recorded 160 emergency work orders during FY 2016, which is an increase of 35 from FY 2015. The consistent numbers is attributable to the effectiveness of the UPCS inspection system over the past several years in identifying emergencies as well as making sure work orders are not misclassified as emergencies. The majorities of emergency work orders are electrical and include such things as missing switch and

outlet covers, broken GFI's, and exposed wires. The second most frequent type of emergency work order is due to missing or malfunctioning smoke detectors. Others include gas orders or gas leaks and any situation that might cause an immediate threat to the health and safety of residents. It is the policy of the Providence Housing Authority that emergency work orders are responded to and stabilized or completed within 24 hours of the occurrence.

## **2. Urgent Work Orders**

This category of tenant services denotes urgency is needed in response to the request as opposed to a routine handling of the matter. Urgent calls are situations that pose a threat to people or property if left unattended, but are not considered life threatening. This type of situation if not addressed, could allow damage to be caused to Authority buildings or systems including roof leaks, water leaks or floods, broken window glass, etc. Urgent requests are normally addressed within twenty-four hours but are a lower priority than emergency work orders. During FY 2016, the department recorded 4 urgent work orders.

## **3. Routine Work Orders**

The department recorded 20,606 routine work orders during FY 2016, an increase of 872 from FY 2015 routine requests, and equivalent to 61% of the total annual workload. UPCS inspectors have advised residents to call in routine work orders as they occur. The routine work order per unit ratio was 8:1.

## **4. Vacancy Rehabilitation**

Vacancy Rehabilitation work orders are work orders generated for work associated with Unit Turnarounds where all necessary work in a unit is completed so it is prepared for lease. Once this is completed, the unit is given to the Management Department to lease. Facilities Management staff performed 2,560 vacancy rehabilitation work orders during FY 2016. There were 317 dwelling units "turned around" by Facilities Management staff in FY 2016.

## **5. UPCS Inspection**

In order to attain a high rating under the Public Housing Assessment Program (PHAS), a housing authority must inspect all of its units annually. The Modernization Division is responsible for reviewing these work orders and attempting to fund them under the Capital Fund Program. These work orders are tracked and reported separately by the system in order to ensure compliance with PHAS requirements. The inspections are performed by an outside firm, the U.S. Inspection Group from Crossville, TN. Inspections are scheduled from April to May of each year and all inspections were completed to date. In FY 2016, 603 UPCS Modernization referral work orders were generated.



**Table 4: UPCS Status FY 2016**

Work Order Type	01 Chad/ Ad/Sunset	02 RW/CC/SS	03 Hartford Park	04 Manton Heights	05 Dexter Manor	06 Dominica Manor	07 Carroll Towers	08 Kilmartin Plaza	09 Parenti Villa	Total
Number Inspected	375	404	485	322	290	204	193	105	193	2,571
UPCS Deficiencies	958	1,319	1468	756	378	186	159	373	199	5,796
Deficiencies per Inspection	2.55	3.26	3.02	2.34	1.30	0.91	0.82	3.55	1.03	2.25

Table 4 summarizes the number of units inspected from the UPCS inspections. The Total Passed column reflects the total number of units that passed inspection to date, including re-inspections performed after initial inspection. During the past fiscal year, the 2,571 UPCS inspections performed generated 5,796 deficiencies or an average of 2.25 deficiency work orders per unit inspected.

**Table 5: UPCS Inspection Status AMP FY 2016**

AMP	Development	Total Units	Total Inspected	% of Units Inspected	% Not Inspected
01	Chad/Ad/Sun	375	375	100	0%
02	RW/CC/SS	404	404	100%	0%
03	Hartford Park	508	485	95%	5%
04	Manton Heights	330	322	99%	1%
05	Dexter Manor	291	290	99%	1%
06	Dominica Manor	204	204	100%	0%
07	Carroll Tower	194	193	99%	1%
08	Kilmartin Plaza	106	105	99%	1%
09	Parenti Villa	194	193	99%	1%
	<b>Total</b>	<b>2,606</b>	<b>2,571</b>	<b>98%</b>	<b>2%</b>

## 6. Scheduled Maintenance Planned

Scheduled Maintenance-Planned refers to work orders issued for the performance of routine maintenance items that are done in the same way at regularly scheduled intervals such as mopping hallways, collecting litter and mowing lawns. There were 9,778 Scheduled Maintenance-Planned work orders this year compared with 9,920 last year, a decrease of 142.

**Table 6: Sched. Maintenance WOs per Unit Ratio FY 2016**

AMP	Development	# Work Orders	# Units	Ratio
01	Chad/Ad/Sun	500	375	1:1
02	RW/CC/SS	804	404	2:1
03	Hartford Park	1,923	508	4:1
04	Manton Heights	731	330	2:1
05	Dexter Manor	1,283	291	4:1
06	Dominica Manor.	1,089	204	5:1
07	Carroll Tower	1,089	194	6:1
08	Kilmartin Plaza	1,047	106	10:1
09	Parenti Villa	1,285	194	7:1
	<b>Total</b>	<b>9,778</b>	<b>2,606</b>	<b>4:1</b>

## 7. Vandalism

During FY 2016, the department completed 65 Vandalism work orders, an increase of 13 work orders from FY 2015. Vandalism work orders include graffiti removal and repair of damaged or destroyed exterior and hallway lighting. Vandalism work orders consistently comprise less than 1% of all work orders annually.

## UNIT TURN AROUNDS (VACANCY REHABILITATION)

A primary workload factor for the Facilities Management Department is the number of Unit Turnarounds (UTAs). Work orders associated with UTAs are classified as Vacancy Rehabilitation work orders. During FY 2016, the department was responsible for 317 unit turnovers, or the equivalent of 12% of the Authority's portfolio. The number of unit turnovers decreased by 41 over the previous year. The Vacancy Rehabilitation Rate is determined by dividing the number of unit turnarounds by the total number of units. The highest rate of UTAs at 55% (173) occurred at family AMPs (229 units) and among the family AMPs Hartford Park had the highest number of turnarounds at 51 or 16% of the Authority wide total.

One hundred and forty four units or (45%) percent of all unit turnarounds occurred at the elderly/disabled AMPs. Dexter Manor with 53 (17%) had the highest number among the Elderly/Disabled Developments. A breakdown of UTAs by AMP and bedroom size is shown in Table 9. Figure 5 shows the ten year comparison for Unit Turnarounds.

Table 7: Unit Turnaround by AMP and Number of Bedrooms FY 2016

AMP	Development	O-BR	1-BR	2-BR	3-BR	4-BR	5-BR	6-BR	7-BR	Total	Turnaround Rate
<b>Family AMPs (1,617 units)</b>											
01	Chad/Ad/Sun	0	1	18	28	2	1	0	0	48	15%
02	RW/CC/SS	0	5	8	22	5	1	0	0	41	13%
03	Hartford Park	0	15	18	11	4	3	0	0	51	16%
04	Manton Heights	0	3	24	5	1	0	0	0	33	10%
	Subtotal	0	24	68	66	11	4	0	0	173	55%
<b>Elderly + Disabled AMPs (989 units)</b>											
05	Dexter Manor	15	32	6	0	0	0	0	0	53	17%
06	Dominica Manor	22	6	1	0	0	0	0	0	29	9%
07	Carroll Tower	18	11	0	0	0	0	0	0	29	10%
08	Kilmartin Plaza	5	5	0	0	0	0	0	0	10	3%
09	Parenti Villa	16	7	0	0	0	0	0	0	23	7%
	Subtotal	76	61	7	0	0	0	0	0	144	45%
	<b>Overall Total</b>	<b>76</b>	<b>85</b>	<b>75</b>	<b>66</b>	<b>11</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>317</b>	<b>100%</b>
	<b>Percent of Total</b>	<b>24%</b>	<b>27%</b>	<b>24%</b>	<b>21%</b>	<b>3%</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>	<b>100%</b>	

**Resident Charges**

If a resident causes damage other than normal wear and tear to an apartment, the Facilities Management Department charges them for the repair costs. During FY 2016, more than \$82,206.55 was charged to residents for repairs to their units. Table 10 breaks down the charges by AMP.

Table 8: Resident Charges FY 2016

AMP	Charges	Percent of Total
01 Chad/Ad/Sun	\$20,750.79	25%
02 RW/CC/SS	\$17,834.52	22%
03 Hartford Park	\$14,775.21	18%
04 Manton Heights	\$8,974.68	11%
05 Dexter Manor	\$6,560.00	8%
06 Dominica Manor	\$2,849.00	3%
07 Carroll Tower	\$2,393.00	3%
08 Kilmartin Plaza	\$2,688.10	3%
09 Parenti Villa	\$5,381.25	7%
<b>Total</b>	<b>\$82,206.55</b>	<b>100%</b>

## MODERNIZATION

The Modernization Division is responsible for administering the Housing Authority's capital fund projects including the preparation of the Authority's Capital Fund Annual and Five-Year Plans. These projects include major systems replacement and repair, as well as the renovation and rehabilitation of the Authority's 268 buildings and their associated sites. The division is also responsible for administering, starting any new construction projects for the Authority. In addition to developing both the Capital Fund Program's Annual Plan and Five-Year Plans, the division manages the day-to-day operation of the Capital Fund Program (CFP) budgets, produces in-house architectural plans and specifications for small construction projects, and provides contract administration for A&E contracts with Design Professionals and Consultants.

The division also prepares bid packages and activities, evaluates modernization and AMP contract proposals, prepares final contracts, and supervises construction work in progress. Modernization projects cover the spectrum from the construction of multi-million dollar buildings to small repair projects, many under \$10,000. Many of the smaller projects are designed in-house and do not require the Authority to hire an architect or engineer. However, the administrative workload, even for smaller projects, requires a substantial investment of time and requires staff to be skilled multi-taskers in order to manage the workload.

The Capital Fund Program (CFP) is the HUD funded Grant Program. During the fiscal year, the division administered projects with funding in five open budgets.

At the end of FY 2016, the CFP 50112 budget, approved at \$3, 409, 567 was 100% obligated and 100% expended. The CFP 50113 budget, approved at \$3, 228, 877 was 100% obligated and 99.27% expended. The CFP 50114 budget, approved at \$3,692,398 was 99.81% obligated and 91.72% expended. The CFP 50115 budget was approved at \$3,474,496 was 76% obligated and 23.65% expended. The Authority submitted its new CFP Annual Plan for Fiscal Year 2016 funding (Budget 50116) which was approved in the amount of \$3,600,004 was 62.53% obligated and 20.14% expended.

**Table 9: Active Capital Fund Program Budgets as of June 30, 2016 Approved, Obligated and Expended by Budget**

Budget Number	Budget Amount	\$ Obligated	% Obligated	\$ Expended	% Expended
50112 (P)	\$3,409,567	\$3,409,567	100%	\$3,409,567	100%
50113 (P)	\$3,228,877	\$3,228,877	100%	\$3,204,927	99%
50114 (P)	\$3,692,398	\$3,685,514	99%	\$3,386,680	91%
50115 (P)	\$3,474,469	\$2,652,742	76%	\$821,754	24%
50116 (P)	\$3,600,004	\$2,251,105	63%	\$725,200	20%





# *Finance, Accounting and Budgeting*







## OVERVIEW



The Providence Housing Authority (“PHA” or the “Authority”) was established for the purpose of engaging in the development, acquisition and administrative activities of the Low-Income Housing Program (“LIPH”) and other programs with similar objectives. The United States Department of Housing and Urban Development (“HUD”) has direct responsibility for administering LIPH under the United States Housing Act of 1937, as amended. HUD is authorized to enter into contracts with

local housing authorities to make grants to assist the local housing authorities in financing the acquisition, construction and/or leasing of housing units and to make annual contributions (subsidies) to the local housing authorities for the purpose of maintaining the low rent character of the local housing program.

The Finance, Accounting & Budgeting Department supports this Mission Statement through its role to provide accurate transactional records, to produce of financial statements delivered in a timely manner, to inform and support management decision-making.

The Department is responsible for the accountancy and financial compliance of all PHA programs and has a staff of eight organized on the basis of accounting function and programmatic assignments, while maintaining the separation of duties that are the basis for fundamental internal control.

This Department upholds continuous improvement, and strives to be current on, 1) The regulatory environment under which the PHA operates in general, and under which each individual program/grant the PHA operates through specifically, 2) The ongoing GAAP, GASB and OMB accountancy guidance for all transactions occurring within the PHA operations, 3) Professional development in program specific and general management topics. The Department also focuses on the creation of financial and non-financial metrics to add value to the PHA management information flow.

The Department is proud its achievements and will continue its role to identify opportunities for operational improvements and financial efficiencies going forward.

## ACCOMPLISHMENTS FY 2016

### Specific

- Completed the FY2015 Financial and Uniform Guidance Audit on time and with no findings.
- Improved/Expanded Use and Staff Proficiency in HAB Software
- Absorbed Procurement Function and Staff
- 3 Staff Accountants attended Nan McKay Section 8 Training

**General**

- Efficiently Maintained Transactional Workflow (Exceptional Transactions) exclusive of automated batch processing:
  - Over 31,600 LIPH Tenant Payment Transactions
  - Over 2,500 LIPH Tenant Account Adjustments
  - Over 18,700 A/P Payments to Trade Vendors
  - Over 2,200 Section 8 Interim or Adjustment Payments
- Administered transactions and Uniform Guidance compliance associated with 25 Resident Services Grants.
- Administered transactions and Uniform Guidance compliance for 5 active Capital Fund Grants.

**STATEMENT OF NET POSITION**

**A. Analysis of Net Position**

Net position is defined simply as total assets, or what the Authority owns, less total liabilities. Net position is an indicator of an organization's overall financial health and stability. Significant changes in net assets over time can signal improvement or deterioration. To fully assess the financial health of any public housing authority, the reader must also consider other non-financial factors such as fluctuations in the local economy, changes in HUD program administration, and the demand to maintain physical assets.

The table below provides a summary of the Authority's statement of net position at June 30, 2015 and 2016. The reader should keep in mind that the statement of net position cites the status of the Authority at a specific point in time, and that normal operations will have an impact on balances over time.

**Table 1: Statement of Net Position**

Statement of Net Position; PHA Total 2015 and 2016			
		6/30/2015	6/30/2016
Cash and Equivalents		23,630,778	25,229,461
Receivables		1,390,477	1,766,089
Other current assets		217,903	417,768
<b>Total current assets</b>		<b>25,239,158</b>	<b>27,413,318</b>
Fixed assets (net)		116,574,034	110,818,662
Other assets		4,536,848	4,588,891
<b>Total assets</b>		<b>146,350,040</b>	<b>142,820,871</b>
Current liabilities		4,203,794	4,623,837
Non-current liabilities		25,372,118	24,727,977
<b>Total liabilities</b>		<b>29,575,912</b>	<b>29,351,814</b>
Invested capital		99,005,403	94,512,957
Restricted net position		1,041,842	1,194,000
Unrestricted net position		16,726,883	17,762,099
<b>Total net position</b>		<b>116,774,128</b>	<b>113,469,056</b>
<b>Total liability and net position</b>		<b>146,350,040</b>	<b>142,820,870</b>
Current Ratio		6.00	5.93
Quick Ratio		5.62	5.46

Of note is the stability of the Authority's net position and the financial components from 2015 to 2016.

**B. Current Assets and Current Liabilities**

Current assets on June 30, 2015 are \$25.2M as compared to \$27.4M on June 30, 2016 representing an increase of approximately 9%. Current liabilities, was \$4.2M on June 30, 2015

and \$4.6M at June 30, 2016 an increase of approximately 10%. At the end of the 2015 and 2016 fiscal year the current ratio, the amount of coverage current assets can provide to satisfy current liabilities, was over 6.00 and 5.93 respectively.

### **C. Fixed Assets**

There was no development activity at the Authority in FY 2016, this is reflected in no additional physical assets attributed to the categories of land and buildings between June 30, 2015 and 2016.

The Authority was active in generating improvements in FY 2016, as follows (reference footnote 5):

- The Capital Fund program, the purpose of which is to provide improvements to the Authority's existing housing stock, had generated \$1.56M of construction in progress in FY 2016.

### **D. Composition of Long Term Debt**

#### 2001 Revenue Bond(s)

Capital Funds Housing Revenue Bond Series 2001, dated November 1, 2001 was authorized and approved for \$5,180,000. These bonds bear interest at 5.375% per annum and mature on September 1, 2021. Debt Service for these bonds is supported by annual Capital Fund Program income as approved by HUD. The balance outstanding on these bonds at June 30, 2015 and 2016 was \$2,475,000 and \$2,175,000 respectively.

#### 2008 Revenue Bond(s)

Capital Funds Housing Revenue Bond Series 2008, dated May 1, 2008 was authorized and approved for \$9,115,000. These bonds bear interest at 5.0% per annum and mature on March 1, 2028. Debt Service for these bonds is supported by annual Capital Fund Program income as approved by HUD. The balance outstanding on these bonds at June 30, 2015 and 2016 is \$7,160,000 and \$6,795,000, respectively

#### Energy Performance Contract (EPC) Loan

In March 2008, PHA entered into an Energy Performance Contract – an equipment lease-purchase agreement where amortization is discounted by design energy savings – to acquire equipment to upgrade the HVAC efficiencies at the PHA projects. The total amount of the Loan/Contract was \$12,077,744. Interest rate equals 8.04%. The balance outstanding on this loan at June 30, 2015 and 2016 is \$10,362,140 and \$9,776,156, respectively.

There has been no additional financing during FY 2015 or 2016.

Table 2: Balance Sheet, JUNE 30, 2016

<b>ASSETS</b>		<b>6/30/2016</b>
Current assets:		
Cash and cash equivalents		24,035,461
Cash Restricted - FSS Savings/Tenant Deposits		1,194,000
Accounts receivable:		
United States Department of Housing and Urban Development		1,574,168
Other government		59,313
Miscellaneous		-
Tenant accounts receivable, net of allowance		132,608
Notes and mortgages receivable, current portion		-
Prepaid expenses		277,931
Inventories, net of allowance		139,837
Total current assets		<u>27,413,319</u>
Noncurrent assets:		
Land, structures and equipment, net of accumulated depreciation		105,697,766
Construction In Progress - Bond		-
Construction In Progress - CFPs		5,120,896
Investments, restricted		2,440,452
Notes and mortgages receivable, long-term portion		2,148,439
Total noncurrent assets		<u>115,407,552</u>
<b>Total assets</b>		<b><u>142,820,871</u></b>
		<b>6/30/2016</b>
<b>LIABILITIES</b>		
Current liabilities:		
Accounts payable		195,037
Accounts payable, HUD programs		1,305,105
Accrued wages and payroll taxes payable		476,459
Accrued compensated absences		101,102
Tenant security deposits		639,397
Current portion of long-term debt, capital projects		1,266,274
Other current and accrued liabilities		640,463
Total current liabilities		<u>4,623,836.92</u>
Noncurrent liabilities:		
Noncurrent portion long-term debt, capital projects		17,479,882
Accrued compensated absences - LT		949,624
Accrued OPEB liability		5,769,428
Other noncurrent liabilities		529,043
Total noncurrent liabilities		<u>24,727,977</u>
<b>Total liabilities</b>		<b>29,351,814.27</b>
<b>NET POSITION</b>		
Net Investment in Capital Assets		94,512,957
Restricted Net Position		1,194,000
Calculation of Unrestricted Net Assets		14,202,010
Accumulative CIP		3,560,090
Total Equity/Net Position		<u>113,469,057</u>
<b>Total Liabilities + Net Position</b>		<b>142,820,871</b>

Table 3: Statement of Income &amp; Expenses 07/01/15-06/30/16

Operating revenues:	
LIPH Operating Subsidy	14,389,392
LIPH Capital Grants	4,487,547
Section 8 Operating Subsidy	20,908,948
Social Service Grants	1,018,253
Operating Subsidies and Grants	<u>40,804,140</u>
Tenant revenue	8,474,733
Fee Revenue	574,993
Other revenue	1,136,917
Total Operating revenues	<u><u>50,990,783</u></u>
Operating expenses:	
Administrative	7,758,384
<i>Asset Management Fee</i>	-
Tenant services	1,438,118
Utilities	7,148,096
Ordinary maintenance	8,161,242
Protective services	692,928
General	2,145,084
Housing assistance payments	18,583,720
Depreciation	7,450,893
Total operating expenses	<u>53,378,465</u>
Operating loss	(2,387,682)
Non-operating revenues (expenses):	
Prior Year Adjustments	-
Restricted investment income	66,660
Interest expense	(983,053)
Total non-operating revenues (expenses)	<u>(916,393)</u>
Change in net position	(3,304,075)



## PRO-FORMA FINANCIALS – MAJOR PROGRAMS

### Low Income Public Housing (AMPs) – Overall

LIPH Operating Income and Operating Expenses excludes non-cash expenses such as OPEB and Depreciation Expense, at FYE 2016 the AMPs, produced an Operating Surplus of \$2.2M, however the consideration of Non-Operating Expenses, OPEB and Depreciation, significantly changes the financial behavior of the operation, presenting an overall Net Operating Shortfall approaching \$4.1M at FYE, this Net Operating Shortfall contributing to the FY2016 Change in Net Position. It is important to remember that these expenses represent non-cash transactions and as such do not have an impact on the ability of the day-to-day operation to support its function. Debt Service is supported by the CFP grants and does represent cash into and subsequently out of the Public Housing Operations.

Figure 1: Operating Income FY 2016

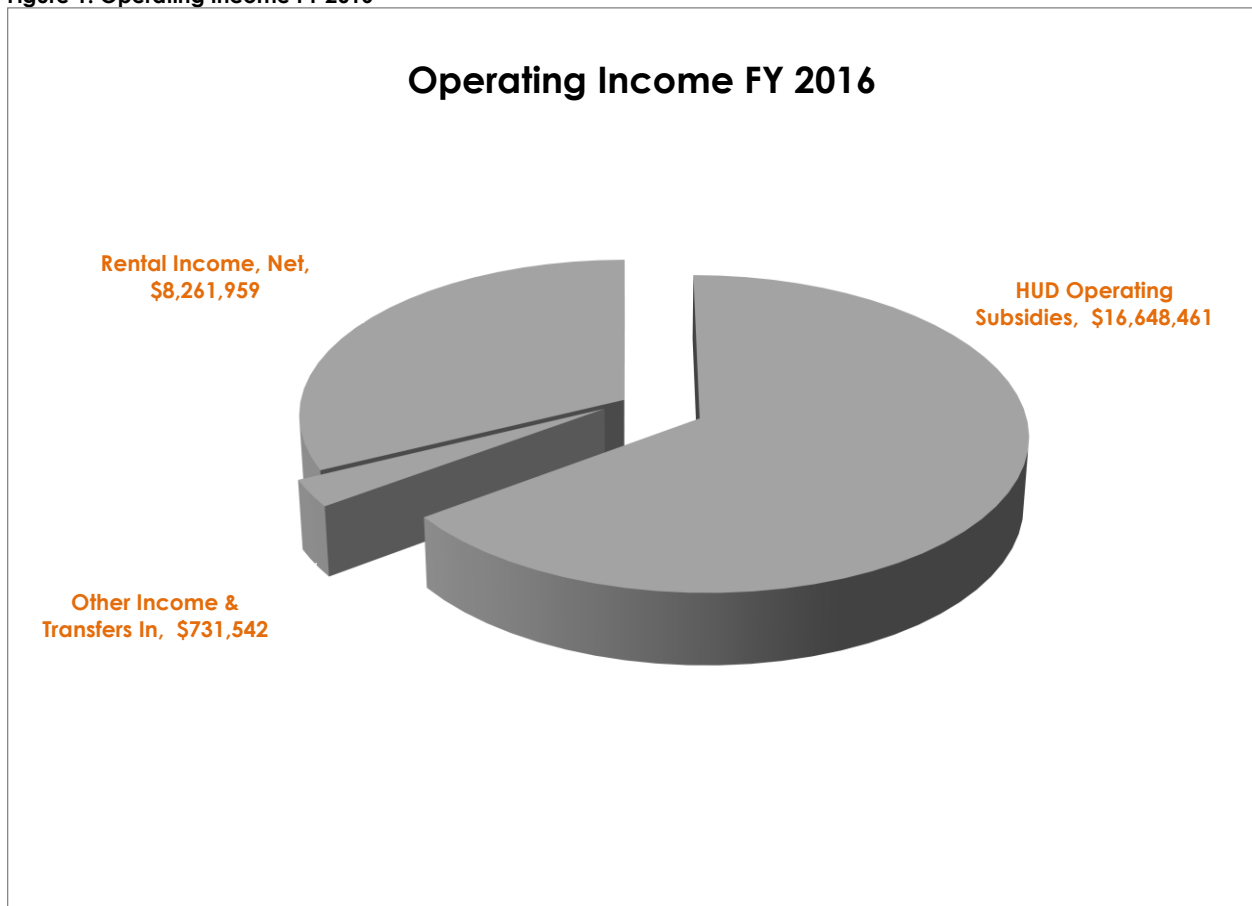
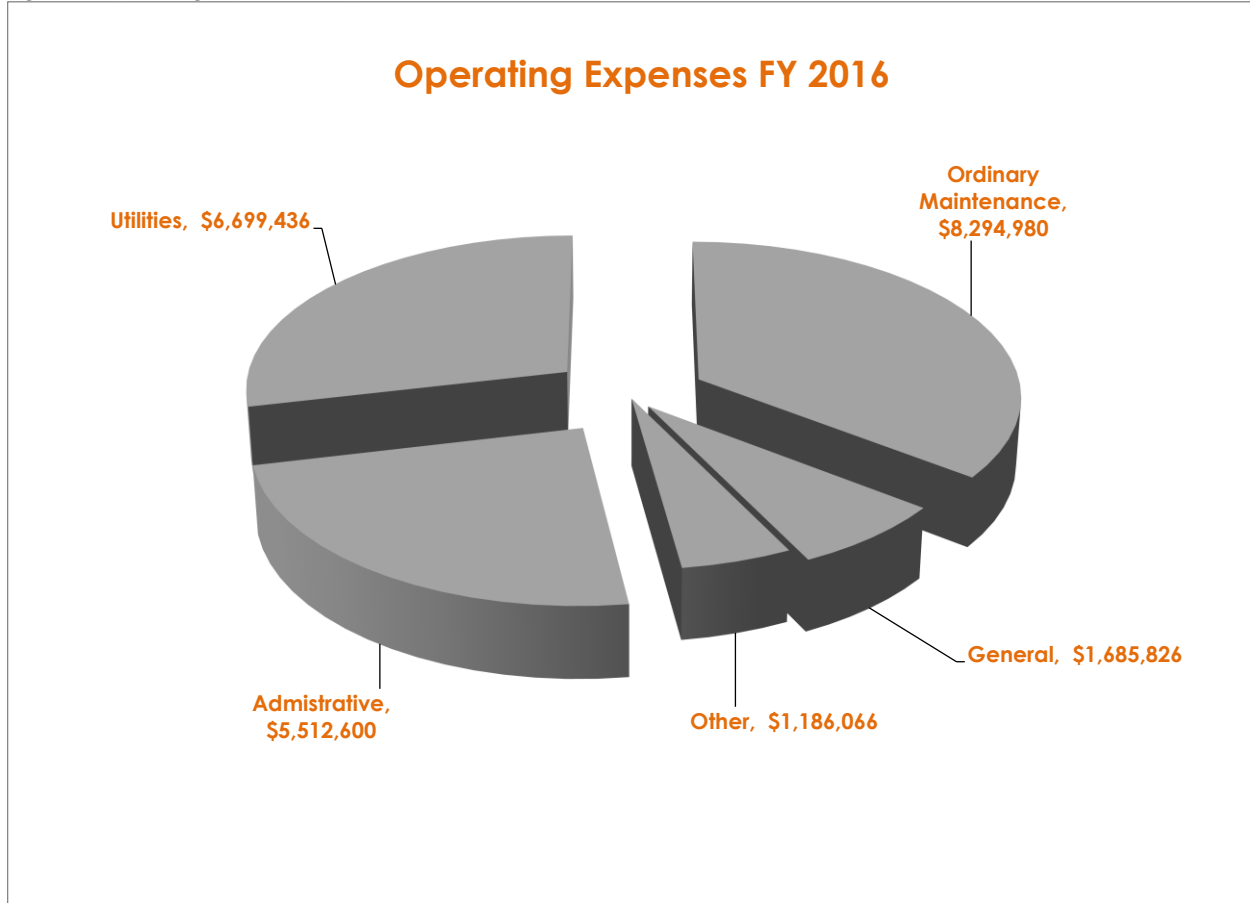


Figure 2: Operating Expenses Amps FY 2016



Per Unit Month analysis is the convention within the Public Housing sector for the “standardized” comparison of expenditures across a portfolio of properties and/or management groupings. The table below presents the expenditures, by AMP, by the major HUD control categories. PUM analysis results offer the following, reflecting the characteristics of each AMP:

It is the goal of The Finance, Accounting & Budgeting department to provide trend analysis of the \$/PUM metric in future reporting as the department believes this is a powerful tool for identifying potential areas of over/under spending in a time-frame that is meaningful.

As data accumulates it will be possible to judge acceptable upper and lower limits for expense levels as linked to financial and strategic goals. The table below presents YTD review of PUM Cost by primary HUD Expense Category. Of note is the relative consistency across the time period (see Chart).

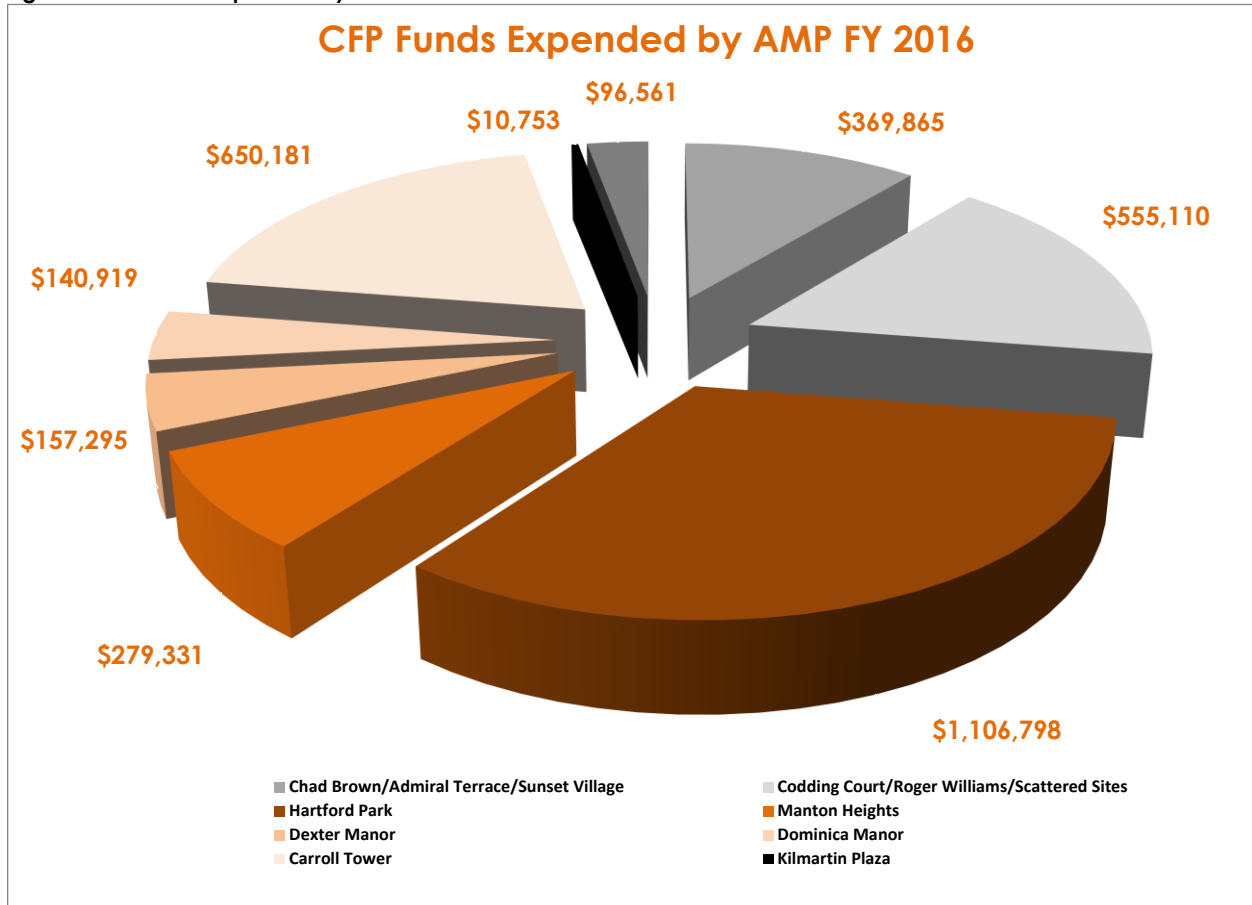
Table 4: YTD review of PUM Cost by primary HUD Expense Category

Providence Housing Authority Aggregate Expenses (PUM) UPH FY2016 YTD Review												
Operating Expenses (PUM)	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
Total Administrative Expenses:	160.90	160.51	158.96	164.87	165.63	171.74	170.25	168.21	167.26	171.11	170.93	171.45
Total Resident Services:	13.80	14.23	14.28	15.18	15.75	17.12	16.87	16.65	16.27	16.37	17.06	16.83
Total Utilities:	204.88	185.27	195.30	192.08	193.88	202.56	209.11	213.66	217.15	217.44	216.09	212.87
Total Maintenance:	255.30	247.18	239.72	251.37	249.07	258.56	254.08	255.02	256.28	260.47	260.11	261.46
Total Protective Services:	15.96	17.87	18.21	19.73	19.64	20.74	20.75	20.74	20.56	20.87	20.10	19.37
Total General Expenses:	50.94	53.00	53.10	55.97	54.31	54.54	51.76	57.31	57.04	56.66	56.59	60.47
Total Operating Expenses:	701.78	677.87	679.57	699.19	698.27	725.27	718.83	731.60	734.57	742.92	740.88	743.14

The Capital Fund Grants (CFP) specially supports the LIPH Program by funding significant improvement and repairs to units, buildings, infrastructure at the PHA LIPPH developments.

The following chart detail the level of Construction in Progress efforts were expended from the active CFP Grants in FY2016. On average the PHA spent \$1,174 per LIPH unit in FY2016. The elevator modernization project at Carrol Tower was a large part of the FY2016 CFP effort in FY2016 and heavily skewed this metric above 2015 levels.

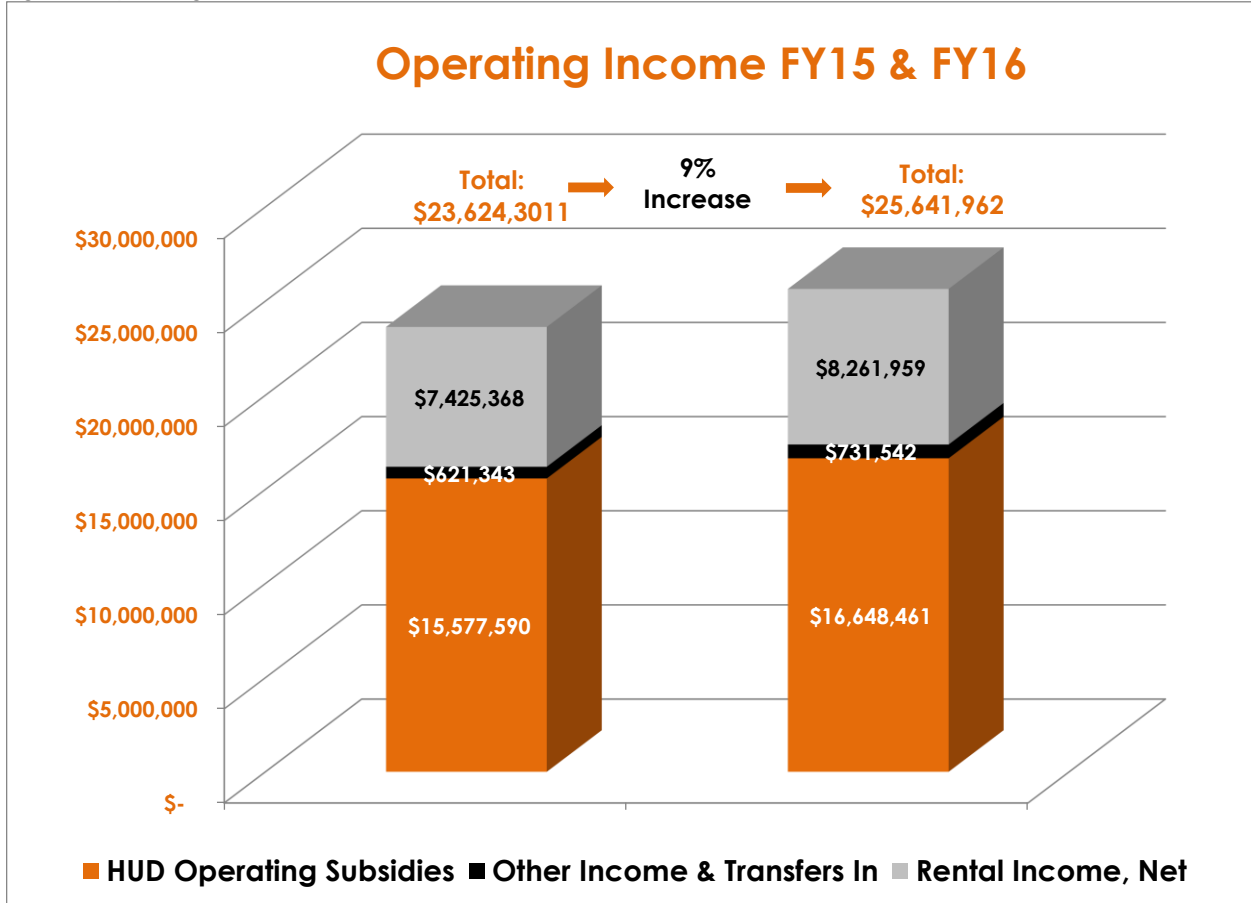
Figure 3: CFP Funds Expended by AMP FY 2016



**Low Income Public Housing (AMPs) – Comparative 2015 : 2016**

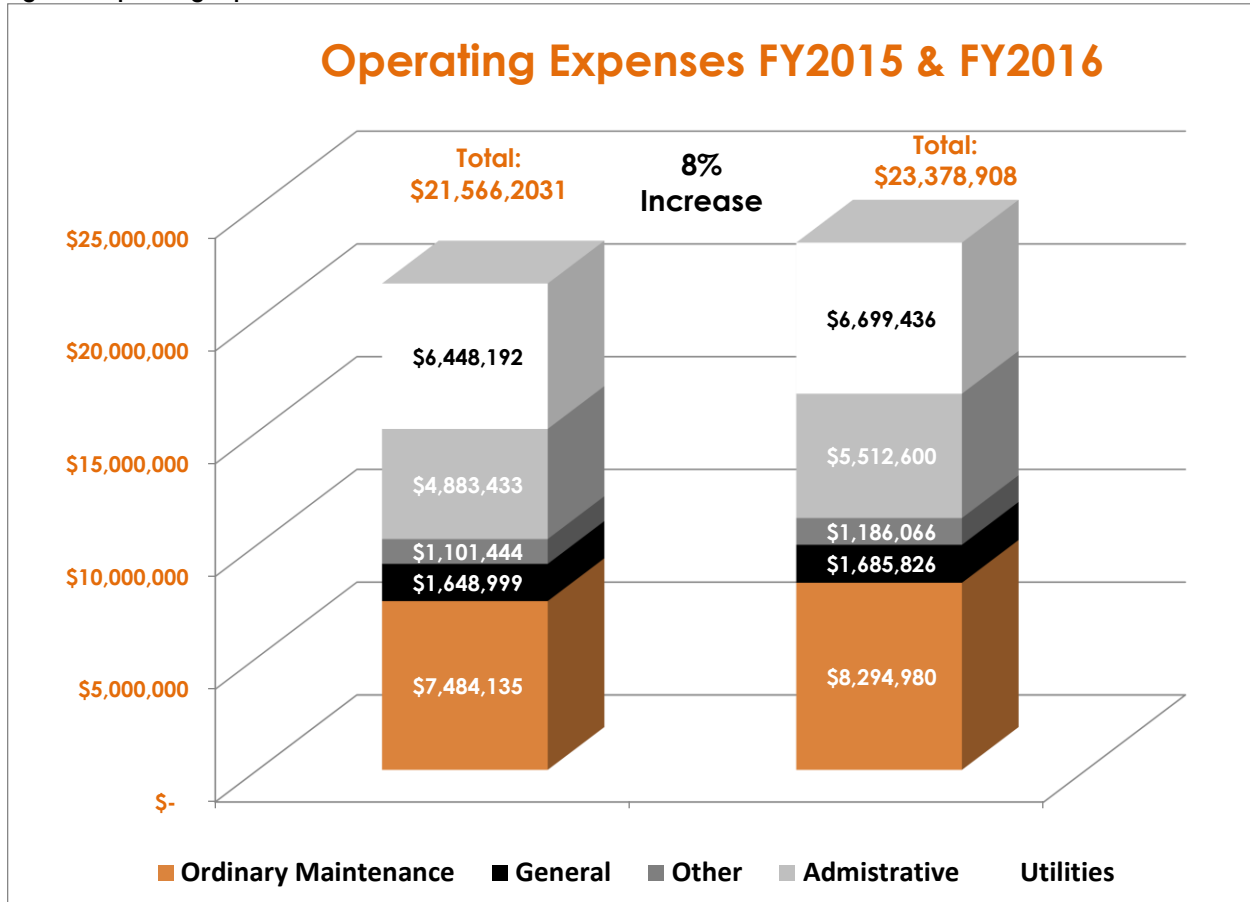
Increase in Tenant Revenue contributed most (11%) to the overall 9% increase in LIPH revenue from FY2015 to FY2016. Operating ACC Subsidy increased due to slightly higher proration levels on funding and contributed approximately 7% to the growth over 2015. Please see chart on following page.

Figure 4: Operating Income FY 2015 & FY 2016



Overall LIPH Operating Expenses, mirroring revenue, increased by 9% in 2016 over 2015. The primary drivers of the increases were approximately 3% in salary and benefits, and increased maintenance activity and a sharp increase in workers compensation insurance premiums.

Figure 5: Operating Expenses FY 2015 & FY 2016



**Section Eight (HCVP/MOD/Sub Rehab) – Overall**

The PHA Section 8 Program. Made up collectively of the Housing Choice Voucher Program (HCVP), the Moderate Rehabilitation Program, and the Substantial Rehabilitation Program representing over 2,500 leased housing units.

The largest component of both Operating Revenue and Operating Expense is the Housing Assistance Payment the Programs get from HUD to support these leases/vouchers, and subsequently the outgoing HAP/UAP payments made by the PHA to the landlords linked to each unit leased. In FY2016 the revenues received from HUD was \$17,611,395, the related payments (expense) made to landlords in FY 2016 was \$18,583,720, resulting in \$972,325 shortfall that was absorbed from available HAP HUD-held reserves.

The administrative component of the Section 8 program operation produced an net operating surplus in FY 2016.

Figure 6: S8 Operating Income FY 2015 & FY 2016

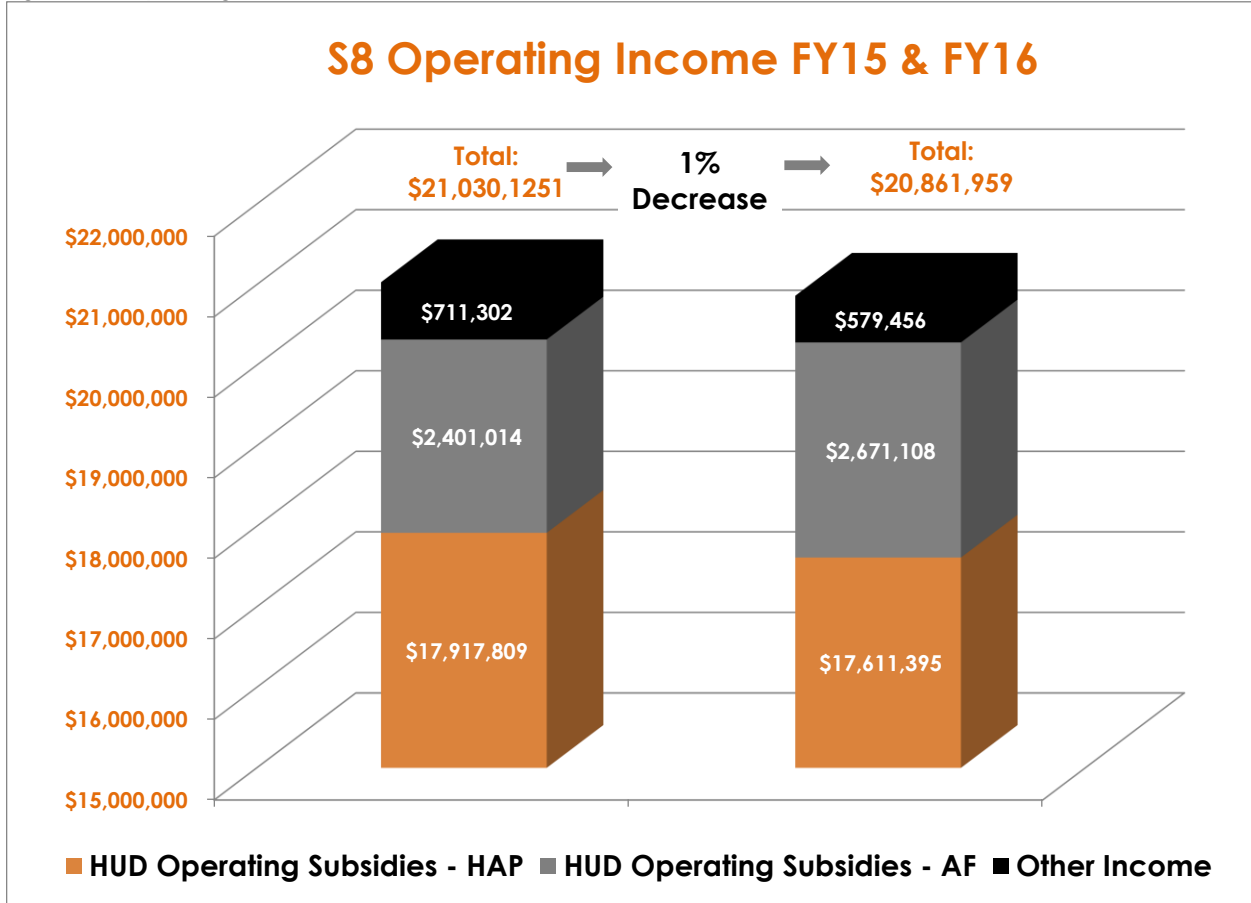
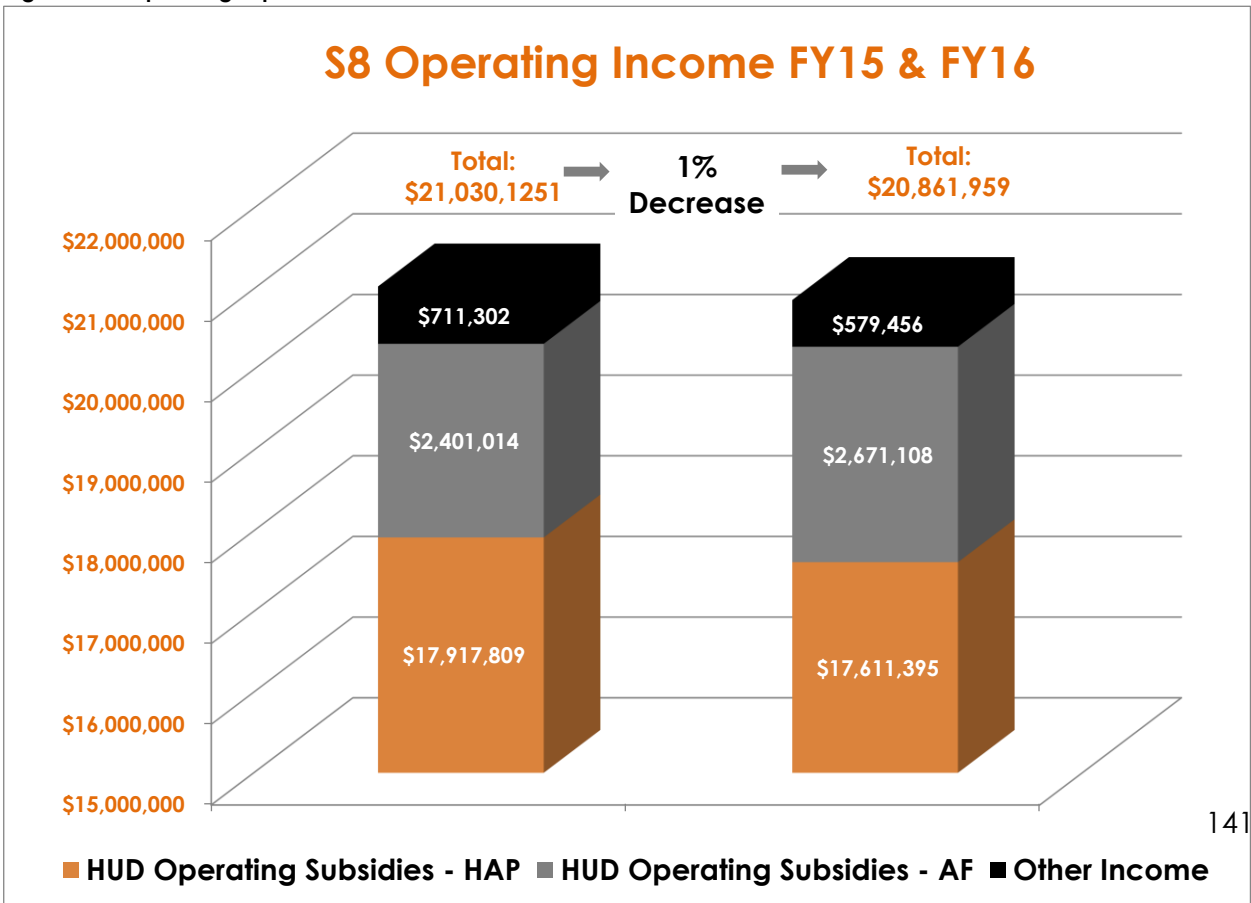


Figure 7: S8 Operating Expenses FY 2015 & FY 2016



### **Resident Services/Social Services Grants FY2016**

The Department conducts the accountancy for the listed Resident Service Grants active across FY2016. In addition, the staff works with the Resident Services Department to understand the compliance requirements of each Grant in terms of eligible expenditures.

### **LOOKING FORWARD**

- Review of procurement, inventory, and work-order administration. Commence planning for basic research to achieve framework of internal controls methodology within functional group
- Continue professional development agenda
- Continue to identify opportunities to leverage HAB Software
- Continue to develop value-adding analysis to reporting function
- Liaise with Operating Departments to identify areas of enterprise risk and opportunities for mitigating same.