

FY 2015

# 75 Years



Providence  
**pha**  
Housing Authority

A large, stylized yellow graphic resembling a bird or a winged figure, positioned above the title.

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# ***The Providence Housing Authority Turns 75***

Public housing. The term conjures up media exposés of gangs, of rats, of patronage-driven mismanagement. St. Louis's Pruitt Igoe and Chicago's Cabrini Green are iconic. Yet beyond those media icons are millions of Americans who live in public housing. This year, the Providence Housing Authority will quietly celebrate its 75th anniversary. Providence joins over 3,000 housing authorities throughout the nation, in cities large and small. Indeed, name a city, from Central Falls to New York City, and you will probably find a "public housing" authority.

"Public Housing" took root during President Franklin Roosevelt's New Deal. In the midst of the Great Depression (followed by a succession of other less great, but still dire, recessions), too many poor Americans were living in the slums denounced by muckrakers, or on the streets. Some local governments helped; but, predictably, local governments generally lacked the money or the political will to do much. So Congress stepped in.

Beginning with the Housing Act of 1937, the federal government has financed the construction, as well as the operation, of over one million housing units. Initially, government planners tried to forge a partnership with private capital, hoping to spur developers to enter this market. But that partnership did not happen. By default, Uncle Sam became a significant landlord.

Throughout the years, Congress, as well as local and state governments, have revisited the rationale of this controversial federal move.

Yet 75 years later, housing authorities persist.

For two years I have had the honor of chairing the Board of Commissioners of the Providence Housing Authority. Our experience here is not unique.

We serve almost 7 percent of the city's population: 5,509 residents in public housing (2,532 households) and 6,431 residents (2,569 households) with Section 8 rental vouchers, which we added in 1974. We serve people from birth to old age. In 248 units of four-plus bedrooms, we can even accommodate large families. We have special vouchers (admittedly, not enough) for families who risk losing children to foster care, for disabled renters and for homeless veterans.

Publicly subsidized housing is not a free entitlement: Residents typically pay 30 percent of their income. When a resident's income rises, so does the rent.

In the past 15 years, we expanded our mission — ironically, as our budget has been shrinking. We continue to offer residents not just affordable housing but well-maintained, safe apartments, in buildings that have deteriorated over the past decades. Yet we also offer residents a helping hand; e.g., classes for GED preparation, English as a second language, and computer literacy. We offer job training and financial counseling. A homeownership program let Section 8 renters use their vouchers to help pay mortgages on single-family homes.

We have impossibly long waiting lists. To date, 1,179 applicants are on the list for public housing and 1,365 applicants for Section 8 vouchers. We closed our voucher waiting list in 1998.

"Dedicated" is a trite word, but I cannot find a better one to describe our staff, from police officers to maintenance to social workers. Our residents are poor. Early planners saw "public housing" as a chimera: it would eliminate slums, and, at the same time, transform residents' lives — a lofty mission for bricks and mortar. Seventy-five years later, we recognize that these apartments will not — presto — give people jobs or skills or health.

But 75 years later we recognize that, so long as this country has a fundamental mismatch between people's income and the housing market, "public housing" — whether buildings or vouchers or subsidized units — fills a crucial niche. Conservatives might argue that the costs of the subsidy are too high. Yet without the subsidy, many people would find themselves in "poor" substandard housing, or on the streets, just as in 1937.

So the Providence Housing Authority, like its fellow housing authorities across the nation, is looking forward. We pledge to continue to give residents a decent, safe, affordable place to live. We pledge to be a good neighbor in our communities. We pledge to be transparent and accountable to the taxpayers, who ultimately fund us.

At age 75, we continue to shelter those in need.

*Nicolas P. Retsinas*  
*Chairman of the Providence Housing Authority Board of Commissioners .*





**PHA Executive Director Joseph Lyons and Family**



**Carrie Redding from Roger Williams (in blue) is one of the PHA's oldest residents**



**PHA Leased Housing Staff joins the Dexter Manor 75th Event Celebration**



**Senator Maryellen Goodwin celebrates with the PHA**



**The Noonan Family (16 members) were the 1st family in Chad Brown**



**Rudolph Tavares' family celebrates their father's legacy with the Chad Brown Community**

*The PHA's devotion to provide housing to those in need is persistent, enduring, innovative and inspiring. Our commitment to be a better neighbor, to actively pursue ways to improve the health and safety of our residents, to strategically align visions with our partners and to lend a helping hand to help people grow has never waned. This landmark anniversary allows us stand next to our most important stakeholders as we look into our past, celebrate our present and gaze into a future where we will continue to grow and adapt as we always have.*



**Roger Williams Family Development 1940's**



**Adriana Vargas and Donna De La Rosa**



**Teamwork at Kilmartin Plaza's 75th Event**



**Dexter Manor Holiday Party 1960's**



**Board of Commissioners is recognized for their commitment to the PHA**

*The nine celebrations that commemorated the 75th Anniversary of the PHA highlighted the important work and impact that our staff, partners, residents, and community leaders have had. To learn more about the theme of each event, take a look at the Special Projects Office Report.*

*As you look through this year's report we invite you to continue to learn about the amazing work being done throughout each of our communities, which will propel us into continuing to have many more impactful anniversaries ahead.*



**Hartford Park Failed Demolition 1989**



**Terri Green, Bartola Ovalles and Allan Pacific celebrating the PHA**



**Resident Advisory Board Members were recognized for their work and leadership in our communities**



**Providence College Feinstein Center for Community Service Volunteers**



**Dexter Manor dedication in 1962**



**Ray Hull, Stephen O'Rourke, and Nic Retsinas reminisce about growing up in the PHA**



**Graduates of the Sherwin Williams program were recognized**



**Leslie Price and Eduarda Figueroa**



**Manton Heights 75th Anniversary Celebration**



**RI Department of Transportation partners joined the PHA's celebration**



**The PHA's Public Housing Unit was recognized at Harford Park**



**Manton Heights Family Development 1955**



*Human Resources*

## Payroll Systems

In 2013 the Housing Authority elected to outsource its payroll system. After an exhaustive search Paychex, Inc. was selected to provide this service. The Paychex product offered several different functions. The first system to be implemented was Human Resources Online, or HRO. HRO is an online 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. This was implemented along with the



payroll system. In the beginning Housing Authority employee continued to submit paper timesheets. This data was then entered into a spreadsheet and uploaded to Paychex for processing. Once the payroll process was running smoothly we implemented the next phase, the Time and Labor System (TLO). This

system automated employee timekeeping. Employees with access to a computer enter their hours electronically. Employees, who do not have access to a computer, scan in and out on a time scanner device. Time scanners are located at each development. Scanned time is automatically uploaded to the employee's electronic timesheet. Once timesheets have been reviewed and approved the data is transferred to Paychex for processing. Processing payroll used to take a minimum of two days to process. It is now completed in a few hours. Employees also use the TLO system to request time off, continuing the Housing Authority's efforts to be paperless. The third and final phase is the implementation of the Benetrac System. This system will allow employees to view their benefits as well as make changes during open enrollment. Any additions and/or changes will automatically be uploaded to our health insurance providers. Benetrac will review and reconcile monthly invoices, again saving PHA staff an incredible amount of time. This system has just completed the testing phases and will be moving into production.

This past year we elected to transfer the administration of our COBRA services to Paychex. In the past Benefit Strategies administered the Housing Authority COBRA insurance. However, we were dissatisfied with the level of service and their lack of communication. This change took place in June of 2014. The transition to Paychex was effortless. The cost of this service is borne by our Healthcare Consulting Firm, Gallagher and Associates. We have been more than satisfied with their administration, reporting and communication.

## Health Insurance

The Housing Authority offers all of its full time employees health insurance coverage through Blue Cross Blue Shield of Rhode Island. Each year the Housing Authority negotiates the best possible health insurance premium. With assistance from our health care consultant, Gallagher Benefit Services, we were able to negotiate our FY16 annual rate increase down to 3.9%. You may recall last year's increase was 9.9%. Because of this much smaller rate increase we did not need to make any changes to the plan design. Employee deductibles and co-payments remained the same. This past year we changed the way employees contribute towards their health insurance. We reached agreements with our unions to

have employees contribute a percentage of plan cost. The percentage the employee contributes is determined by their annual wage. Doing this allowed us to keep this benefit affordable for all employees.

The Housing Authority also provides dental insurance through Delta Dental of RI. With the assistance of our healthcare consultant we negotiated a 2.9% decrease in premiums for fiscal year 2016 and locked in to a 0% increase for the next two years. This benefit is offered to employees at no additional charge.

### Retirement Plan

Mutual of America administers the Housing Authority defined contribution pension plan. Employees contribute a percentage of their pay which is matched by the Housing Authority. Employees are also offered the opportunity to contribute additional pre-tax dollars into a 457b pension plan. Each year representatives from Mutual of America meet with interested employees, one on one, to review their account activity and offer investment advice. They also conduct informational sessions during the year giving employees an opportunity to ask questions. This past year Mutual of America representative conducted several sessions geared towards employees who are considering and/or are close to retirement. These sessions are well attended. The PHA's Board of Commissioners passed three resolutions amending the Mutual of America Pension Plan. The first amended the plan to allow new employees to begin participation when they are hired as opposed to waiting until the completion of their probationary period. The second resolution amended the plan to allow employees to rollover monies from previous plans into the 457B plan. The third resolution amended the plan to formally adopt the Housing Authority's existing policy allowing an employee to have no more than two loans at any one time. This policy has been in place in-house since 2004.

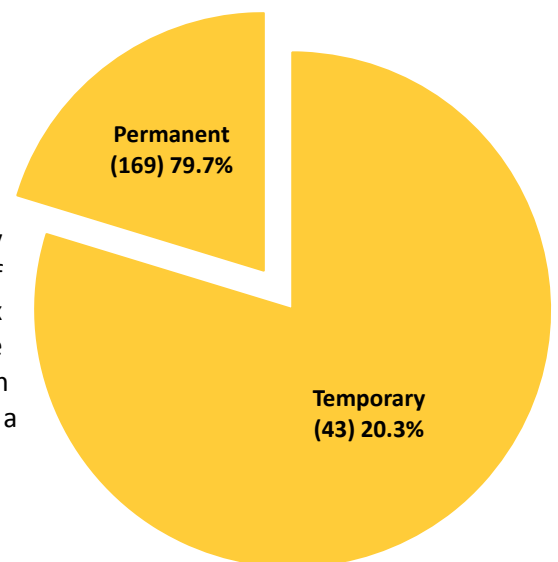
### Unions

All employees, with the exception of senior management and temporary employees, are members of one of the Housing Authority's four unions. Traditionally labor agreements are for three-year terms with wage, pension and benefit reopens each year. All four contracts expired at the end of the fiscal year. Human Resources along with the Executive and Deputy Director reviewed each contract making note of areas we felt needed to be addressed in the 2015-2018 contract. We met with representative from each union several times to discuss their proposal as well as ours. At the time of this report we have a signed contract with the Laborers Union. We have reached agreements with the Painters and Teamsters Union that are pending signature and are close to an agreement with the Carpenters Union. We hope to complete negotiations before the end of November.

## PERSONNEL STATISTICS

### Staffing

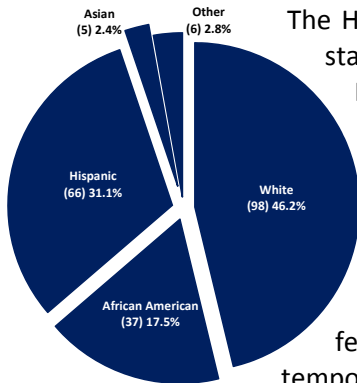
The Housing Authority offers its employees a competitive wage and benefit package. Doing so enables us to hire and retain a talented group of individuals. Staff levels at the Housing Authority have remained relatively consistent over the years. At the close of fiscal year 2015 we employed two hundred twelve (212) people, six less than the two hundred eighteen (218) employed at this time last year. One hundred sixty-nine (169) individuals are employed in permanent positions. Forty-three (43) more are employed on a temporary basis.





The Facilities Management Department, which consists of maintenance and modernization, is the largest in the Housing Authority with 105 employees (91 permanent and 14 temporary). Property Management employs 28 individuals, all permanent employees. Resident Services employs 18 staff members (13 permanent, 5 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 Systems, Finance, Security Services, Special Projects and Human Resources totaling 42 employees (19 permanent and 23 temporary). The majority of temporary workers (20) in the Executive office are security personnel.

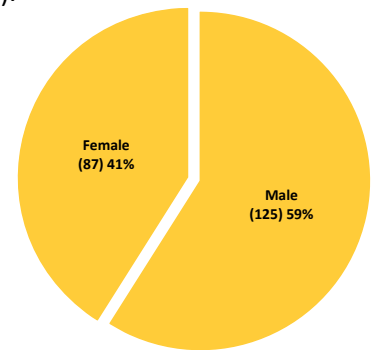
### Racial Composition



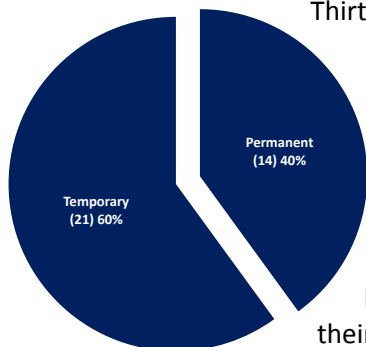
The Housing Authority employs a diverse workforce. The racial composition of PHA staff members is as follows: White 98 (46.2%); African American 37 (17.5%); Hispanic 66 (31.1%); Asian 5 (2.4%) and Other 6 (2.8%).

### Gender Composition

The gender composition of both permanent and temporary personnel for FY 2015 is 59% male and 41% female. Male employees comprise 91 permanent and 34 temporary employees while female employees consist of 78 permanent and 9 temporary workers.



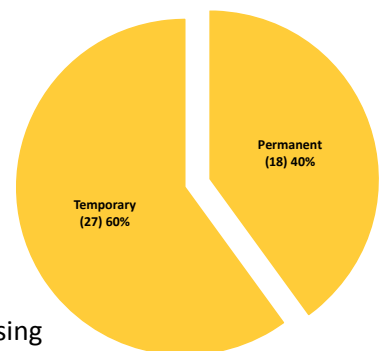
### New Hires



Thirty-five (35) employees were hired between July 2014 and June 2015. Fourteen (14) of these employees were hired in permanent positions. Twenty-one (21) 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.

### Termination

In FY 2015, forty-five (45) employees terminated their employment with the Housing Authority. Of this number, eighteen (18) were permanent and twenty-seven (27) were temporary employees.



### 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 (20%) of the new hires in FY 2015 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.

- Sherman Williams Painter Training Program
- Digital Literacy
- ESL/GED/ABE
- Groundworks Providence

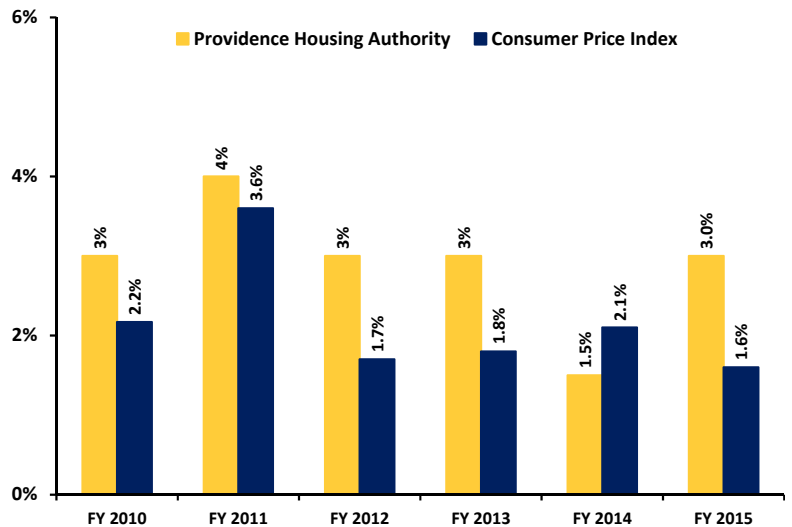
**Bargaining Units**

The majority of permanent Housing Authority employees are covered by one of four unions; Teamsters, Laborers, Carpenters and Painters. The Teamsters Union represents 45 (28.1%) employees; the Laborer’s Union represents 92 (57.5%) employees; the Painter’s Union represents 12 (7.5%) employees; and the Carpenters Union represents 11 (6.9%) 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 2015, the Housing Authority spent \$14,411,768 on salaries (\$10,131,485) and benefits (\$4,280,283). Wages and benefits are funded by the operating budget, capital fund budget, Section 8 budget and various grants. The Housing Authority Cost of Living increases have kept pace with or surpassed the Consumer Price Index. In FY 2015, unions were offered a 3% wage increase. Increases in union pensions were deducted from their wage increase.



Sources	Salary	Benefits	Total
Ops-AMPs	4,878,823	2,213,413	7,092,236
Ops-COCC	3,311,003	1,130,698	4,441,701
Grants	597,401	252,163	849,564
CFP	282,902	187,442	470,344
Section 8	1,061,356	496,567	1,557,923
<b>Total</b>	<b>10,131,485</b>	<b>4,280,283</b>	<b>14,411,768</b>

**HEALTH & DENTAL BENEFITS**

**Healthcare**

As mentioned earlier in this report, health insurance expenses continue to grow nationwide. Healthcare reform is expected to have a continued impact on future costs. In FY 2015 with assistance from our

healthcare consultant we were able to negotiate our rate increase down to 3.9%. This resulted in increased premiums \$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 need to make any changes to the plan design. Employee deductibles and co-payments remained the same. This past year we changed the way employees contribute towards their health insurance. We reached agreements with our unions to have employees contribute a percentage of plan cost. The percentage the employee contributes 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 allowed 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 2015 the Housing Authority spent \$101,092.48 on HRA expenses. This is an increase of 4.9% (\$45,039.26) compared to the amount spent in FY2014. Of the amount spent in FY 2015, \$11,112.00 was for administrative fees. The balance (\$89,980.48) was for actual reimbursement of deductible expenses.

Year	Total Cost	# Employees	Cost per Employee
FY2005	1,716,627	196	8,758
FY2006	1,709,137	158	10,817
FY2007	1,606,530	150	10,710
FY2008	1,543,542	148	10,429
FY2009	1,434,105	146	9,823
FY2010	1,475,605	154	9,582
FY2011	1,719,678	166	10,360
FY2012	1,981,175	162	12,229
FY 2013	1,894,328	160	11,840
FY 2014	1,795,475	160	11,222
FY 2015	1,948,211	160	12,176
<b>Change FY14–15</b>	<b>8.5%</b>	<b>N/A</b>	<b>8.5%</b>
<b>Change FY05–15</b>	<b>13.4%</b>	<b>-18.3%</b>	<b>39%</b>

During FY 2015, the Housing Authority paid premiums totaling \$1,948,211. This figure includes reimbursements to the Painters (\$36,963) and Carpenters (\$128,905.18) unions for health insurance for their members, as well as payments in senior healthcare premiums (\$27,532) for qualified retired employees and the amount paid to employees (\$120,396) opting out of health insurance due to coverage under their spouse's plan. We were able to offset some of this expense by collecting \$9,712 in

COBRA payments and \$318,827 in employee contributions. If the employees waiving coverage were on the Authority’s health plan, it would have cost the PHA an additional \$438,584. The amount paid (\$120,396) directly to employees waiving health coverage saved the Authority \$318,188 (72.5%).

**Dental**

Delta Dental of RI continues to provide dental coverage to employee of the Housing Authority. In FY 2015 Delta Dental billed the Housing Authority \$123,848 in premiums. Employees waiving coverage were paid \$3,516 for a total of \$127,364. This figure was offset by employee contributions (\$1,972) and COBRA payments (\$2,393).

**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.

In FY 2015 pension expenses increased by 10.9% as did the cost per employee by 12.2%. In the past ten years expenses have increased by 42%.



Year	Total Cost	Number of Employees	Cost per Employee
FY 2005	\$944,637	196	\$4,820
FY 2006	\$875,358	187	\$4,681
FY 2007	\$856,458	173	\$4,951
FY 2008	\$862,654	163	\$5,292
FY 2009	\$846,631	165	\$5,131
FY 2010	\$965,835	174	\$5,551
FY 2011	\$1,101,112	182	\$6,050
FY 2012	\$1,205,278	184	\$6,550
FY 2013	\$1,244,661	169	\$7,365
FY 2014	\$1,209,463	171	\$7,073
FY 2014	\$1,341,455	169	\$7,938
<b>Change FY14-15</b>	<b>10.9%</b>	<b>1.1%</b>	<b>12.2%</b>
<b>Change FY05-15</b>	<b>42%</b>	<b>-13.7%</b>	<b>64.7%</b>

The following table illustrates the percentage of funds the Authority contributed to each plan in FY 2015.

Pension Plan	Costs to PHA	% of Total
Laborers	429,580	32.0%
Teamsters	269,334	20.1%
Painters	88,768	6.6%
Carpenters	141,514	10.5%
Mutual of Amer.	412,259	30.7%
<b>Total</b>	<b>1,341,455</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 2015 workers compensation premiums increased by 9.3% (or \$21,594) from \$233,309 in FY2014 to \$254,903 in FY 2015. The cost per employee also increased by \$144 or 13.4%. In compliance with OSHA (Occupational Safety and Health Administration) mandates, the Housing Authority provides many hours of safety training to its employees each year. In addition, safety inspections are conducted at each worksite to identify and correct potential problems before an accident or injury can occur.

In FY 2015, thirty-eight (38) PHA employees sustained injuries during the course of their work day. This is an increase of eight (8) injuries compared to the number of injuries reported in FY2014. During the fiscal year, eight hundred eighty-five and one half (885.5) days were lost from work. Although the number of injuries increased by eight (8), the number of days lost from work increased only slightly by nineteen and one half (19.5) days.

Of thirty-eight (38) employees injured during the fiscal year, twenty-nine (29) employees lost no time from work. The average number of weeks lost was three and a half weeks (3.5).

Time Lost	Injuries FY 2015	Injuries FY 2014
No Time Lost	29	23
< 1 Wk.	6	1
> 1 Wk. & < 6 Wks.	1	4
> 6 Wks. & < 8 Wks.	1	0
> 8 Wks.	1	2

FY Year	Premium	% Change	# Employees	Cost per. Emp.
2005	\$154,312	-39%	250	\$617
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

**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 FY15, 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
- Personal Safety & Security
- 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 2015, twenty-six (28) 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, four employees on family medical leave in FY2014 carried leave into FY 2015. The combined average length of time away from work was approximately five (5) weeks per employee. Eight hundred twelve (812) days (162.4 weeks) were lost from work during FY15. This is a decrease of 267.5 days or 24.7% from FY2014.

Fiscal Year	# Emp. Claims	% Inc.-Dec	# Days Lost	% Inc.-Dec
FY 2010	26	-27.7%	962	-10.7%
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	13.0%	812	-23.8%

## 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*



### Legal Staff and Matters

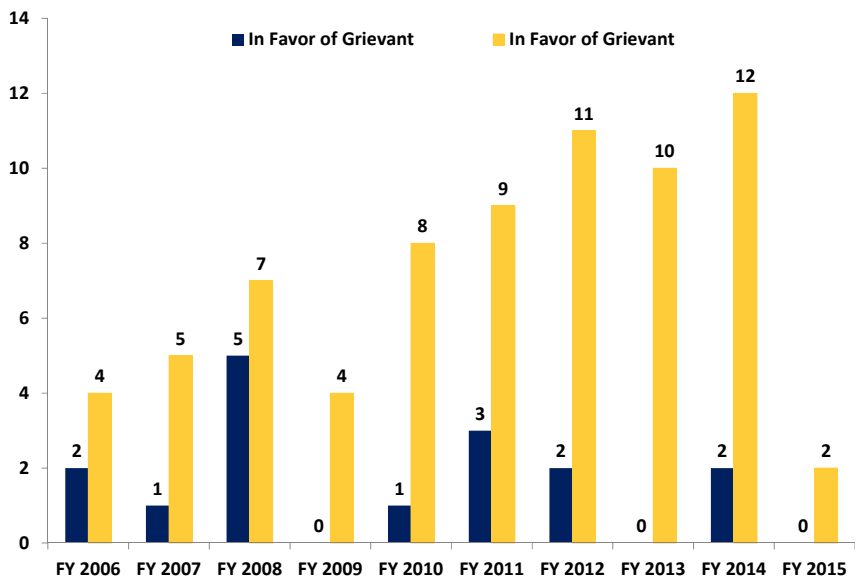
Attorney Mark C. Ouellet serves as the Housing Authority’s in-house General Counsel, Risk Control Manager, Public Records Officer, and an Informal Hearing Officer. Attorney Michelle Bergin works as the Authority’s in-house staff and trial attorney for Housing Management in eviction matters and for Human Resources in personnel matters, as Leased Housing’s primary Informal Hearing Officer, and as the Authority’s Alternate Public Records Officer. Attorneys Ouellet and Bergin receive shared



administrative and paralegal support from Lisa Cancelliere. In these roles, the Housing Authority’s General Counsel and Staff Attorney represents the Authority’s interests and work as regularly needed on a wide assortment of legal and other matters. Throughout Fiscal Year 2015 the Authority’s General Counsel and Staff Attorney, in periodic consultation with outside attorneys relative to certain complex and highly specialized matters, provided critical legal advice and other assistance to the Authority’s Board and staff in a wide range of routine and non-routine governance, administrative, regulatory, management, fiscal and legal matters. A summary of the nature, frequency and status of various common types of matters occurring or undertaken and/or of issues addressed by the Authority’s legal staff during the reported period are described below.

### Public Housing Grievance Hearings

The Housing Authority experienced a significant decline this year in the number of Grievance Requests filed by public housing applicants and residents to dispute determinations made against them by the Authority’s Tenant Selection and Housing Management staff. General Counsel only participated in and assisted the Grievance Panel and Secretary in scheduling and conducting two Grievance Hearings in FY2015 (one (1) applicant and one (1) resident for a total of two (2) Grievance Hearings in FY2015. After hearing the testimony and reviewing the evidence presented by the PHA and each Grievant in the two hearing held, the Grievance Panels rendered decisions in favor of the Authority and upheld the PHA’s initial determination in both cases.

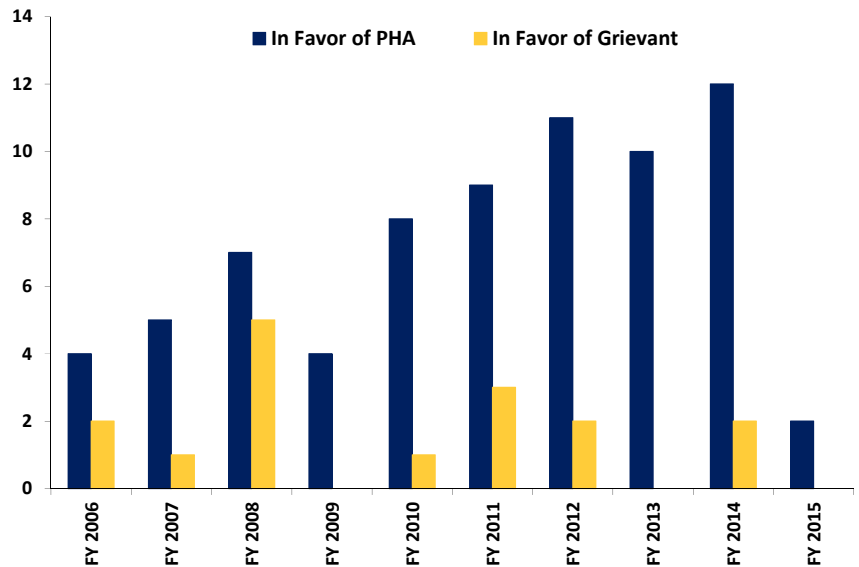


As compared to 14 Hearings held last fiscal year (2014), the total number of Grievance Hearings for Public Housing Applicants and Residents in 2015 (2) decreased 85% and was significantly lower than the prior ten (10) year average of eleven (11) hearings per year. See Figure 1 for a ten year comparison in the number of hearings held and the results of those hearing in each of the last ten years.

### 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 and Staff Attorney serve as Hearing Officers at such hearings. At each hearing, a representative from Leased Housing is required to explain the grounds for PHA action and present 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 its Staff Attorney served as Hearing Officers and conducted a total of thirty six (36) Informal Hearings (4 and 32 respectively) in FY 2015.



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 (nineteen or 53%) of the 36 termination determinations made by Section 8 staff that resulted in an Informal Hearing was upheld by the Hearing Officers and those Section 8 participants were terminated from the program unless it was for money owed and the entire amount was paid in full. Seventeen or 47% of the Hearing Officer decisions reversed the PHA’s termination determination. Termination determinations were reversed for a variety of reasons including insufficient evidence of wrong doing, prompt repayment of excess assistance, and/or evidence of mitigating circumstances.

### Contracts

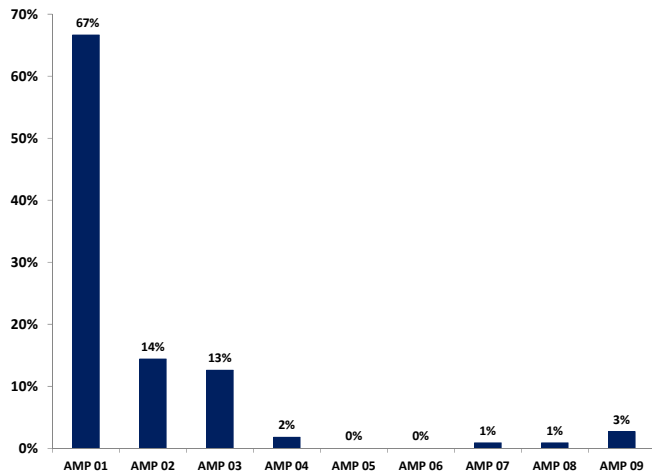
Throughout FY2015, General Counsel conferred with staff and others and formally reviewed over 128 procurements actions which involved a wide array of routine and non-routine purchases of equipment, goods and services used by the PHA throughout the fiscal year. General Counsel also researched and reported on the application of relevant laws and regulations pertaining to those and a variety of other contractual related matters. On an as needed and regular basis, General Counsel conferred (often multiple times) with staff and others relative to drafting or reviewing of numerous other 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.

### Staff Attorney Eviction Matters

Evictions have been tracked at the Providence Housing Authority since FY 2011. A summary of the eviction proceedings for FY 2015 is provided below. In fiscal year 2015 there were 200 non-payment evictions, a decrease of 6 from the previous fiscal year. There were 211 cause evictions, an increase of 31 from fiscal year 2014. There are two categories of lease violations that may lead to a complaint for eviction. The categories are violations that may be cured and those that may not be cured. Violations that may not be cured are those that are based on drug-related or serious violent criminal activity, or habitual lease violations in a six month period. All other lease violations may be cured.

Once a complaint has been filed the parties go to District Court for a hearing. At this stage the parties may enter into a Stipulation or if they cannot come to an agreement, a hearing is held. A Stipulation is an agreement by the parties requiring the tenant to do something specific (usually pay back rent or stipulate to vacate the premises). If a Stipulation is entered into it, it becomes an Order of the Court and both parties are bound to its terms. If the tenant violates the Stipulation, a motion for issuance of execution is filed and a hearing is held. If the tenant cures after receiving the Complaint but on or before the Court date the case will be voluntarily dismissed.

If the parties in an eviction action cannot agree, a hearing is held. If the Court finds in favor of the Housing Authority, a judgment is entered. The tenant then has five days to appeal to Superior Court. If the tenant does not appeal within five days, an execution may issue. If the hearing is found in favor of the tenant the Housing Authority has five days to appeal to Superior Court.



### Cause Evictions

There are two types of evictions for cause, lease violations that can be cured and those that cannot. Violations that cannot be cured include drug activity, serious criminal activity and habitual lease violations in a six month period. All other cause violations may be cured. Table 1 and Figure 1 show cause evictions and the percentage by Asset Management Project in FY 2015.

Table 1: Cause Evictions FY 2015

	Cause Evictions	% of Total
AMP 1	74	67%
AMP 2	16	14%
AMP 3	14	13%
AMP 4	2	2%
AMP 5	0	0%
AMP 6	0	0%
AMP 7	1	1%
AMP 8	1	1%
AMP 9	3	3%
<b>Total</b>	<b>111</b>	

AMP 001 had the highest rate of cause evictions at 74 for FY 2014. The reason for the increase of complaints in AMP 001 is the fact that there were more Community Service violations than the previous fiscal year. The other AMPs did not report any community service violations. AMPs 005 and 006 had no cause evictions.

**Non-Payment Evictions**

The most common type of eviction is when the tenant does not pay their rent. The tenant must be 15 days in arrears before the PHA may send out a notice of non-compliance. Once the notice is sent the PHA must wait 14 days to allow the tenant to cure. If the tenant has not responded or cured the violation, a 5 day demand notice is sent to the tenant. If the tenant does not pay the rent in full within the 5 day period the PHA will file a complaint for eviction. Table 2 and Figure 2 demonstrate non-payment evictions and the percentage by Asset Management Project in FY 2015.

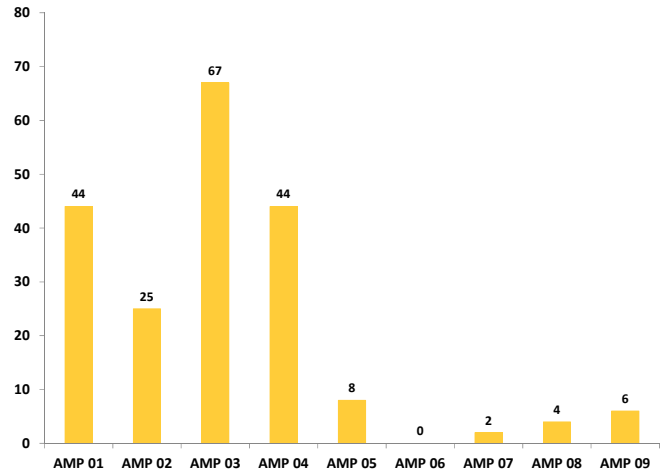


Table 2: Non-Payment Evictions FY 2015

	Non Payment	% of Total
AMP 1	44	22%
AMP 2	25	13%
AMP 3	67	34%
AMP 4	44	22%
AMP 5	8	4%
AMP 6	0	0%
AMP 7	2	1%
AMP 8	4	2%
AMP 9	6	3%
<b>Total</b>	<b>200</b>	

AMP 003 had the largest non-payment evictions at 67 or 34% of total non-payment evictions, while AMP 001 and AMP004 had the second highest amount at 44 or 22% of total evictions, a decrease of 6 complaints from FY 2014. AMPs 006 had no non-payment evictions.

**Judgments**

A judgment is given by the Court when a hearing on the complaint has been held or when the tenant fails to appear in court. In either case the PHA must prove its case before the Court will grant judgment in its favor. Table 3 and Figure 3 illustrate judgments and the percentage by Asset Management Project in FY 2015.

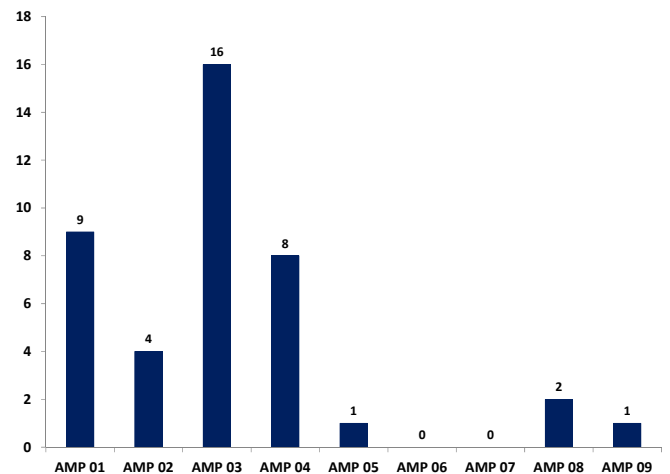
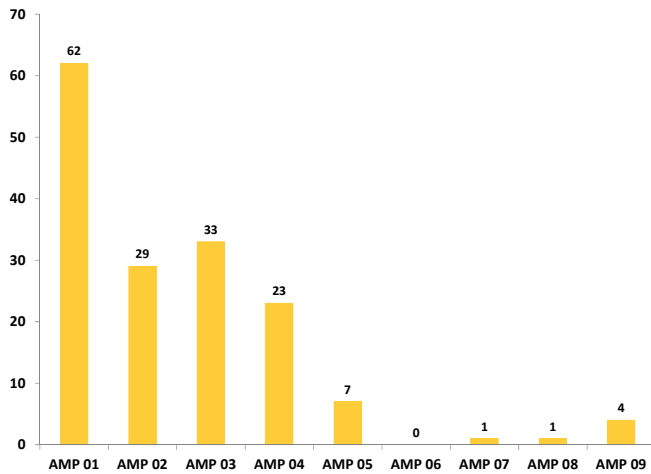


Table 3: Judgments FY2015

	Judgements	% of Total
AMP 1	9	22%
AMP 2	4	10%
AMP 3	16	39%
AMP 4	8	20%
AMP 5	1	2%
AMP 6	0	0%
AMP 7	0	0%
AMP 8	2	5%
AMP 9	1	2%
<b>Total</b>	<b>41</b>	



AMP 003 had the most judgments for FY 2015 as it had the highest amount of non-payment eviction complaints. Complaints have increased by 25 from FY 2014, and the amount of judgments increased by 5. The percentage of complaints that resulted in a judgment remained the same in FY 2014 and FY 2015 at 13%. AMPs 006 and 007 had no judgments. AMPs 006 had no evictions in FY 2015.

#### Voluntary Dismissals

Cases are voluntarily dismissed when the tenant has cured the violation before the court date or cures on the day of court. Table 4 and Figure 4 show voluntary dismissals and the percentage by Asset Management Project in FY 2015.

Table 4: Voluntary Dismissals FY2015

	Voluntary Dismissals	% of Total
AMP 1	62	39%
AMP 2	29	18%
AMP 3	33	21%
AMP 4	23	14%
AMP 5	7	4%
AMP 6	0	0%
AMP 7	1	1%
AMP 8	1	1%
AMP 9	4	3%
<b>Total</b>	<b>160</b>	

Amp 001 had the most voluntary dismissals at 62 or 39%. The reason for the large amount of voluntary dismissals compared to the other AMPs is that AMP 001 had the highest amount of evictions at 118.

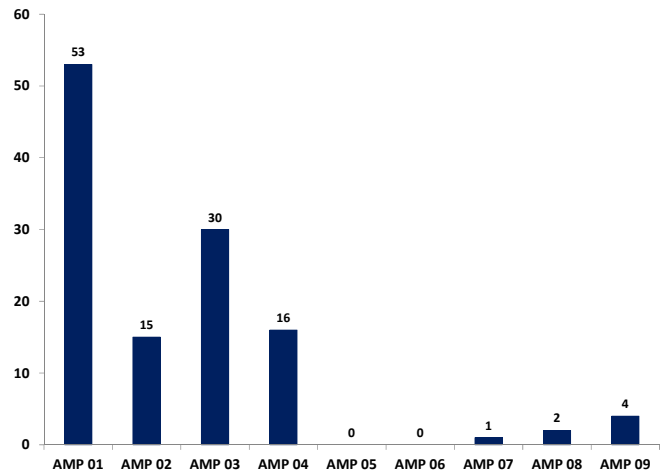
### Stipulations

A stipulation is an agreement entered into by the parties in a lawsuit. In the case of an eviction it is an agreement between the tenant and the landlord. Stipulations are entered into between the tenants and the PHA generally for short periods of time. The agreement states that a judgment is granted to the PHA for possession, and in a non-payment situation the judgment is granted for possession, back rent and costs. Table 5 and Figure 5 show stipulations and the percentage by Asset Management Project in FY 2015.

Table 5: Stipulations FY2015

	Stipulations	% of Total
AMP 1	53	44%
AMP 2	15	12%
AMP 3	30	25%
AMP 4	16	13%
AMP 5	0	0%
AMP 6	0	0%
AMP 7	1	1%
AMP 8	2	2%
AMP 9	4	3%
<b>Total</b>	<b>121</b>	

AMPS 001, 002, 003 and 004 had the most stipulations because the majority of the complaints for eviction were filed on behalf of these four AMPs. Stipulations have increased by 25 from FY 2014 as complaints have increased by 25.



### Miscellaneous Other Matters

As the Authority’s designated Public Information Officers, General and Staff Counsel participated in and completed annual training that is required pursuant to Rhode Island’s Access to Public Records Act. The Authority’s General and Staff Attorneys also completed required annual continued legal education training in order to maintain their licenses to practice law. In other matters, the Authority’s General Counsel reviewed, negotiated and/or processed payment for various 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 Violations from the City of Providence Building Inspectors office.

General Counsel monitored, reviewed, and conferred with outside legal counsel throughout fiscal year 2015 that are doing legal work on behalf of the Housing Authority in certain on-going legal matters that the Housing Authority remains a party to relative to such matters as the past administration of the Authority’s Employee Pension Plan and past issuance of tax exempt bonds used for the purchase and rehabilitation of the Canonchet Cliffs Apartments project in Hopkinton, RI; as well as needed in various personnel related matters and in labor negotiations. General Counsel also assisted the Authority’s Fiscal

Office and outside auditors in the search, compilation, review and interpretation of various title, public finance and other public records.

## 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 insurance



matter, all aspects of seven other types of insurance coverage, policies and policy endorsements (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 FY2015 represents an increase of less than .09% from FY2014. 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 FY2015 the Authority experienced a decrease of 9.4% in auto insurance premium costs as compared to the prior year's cost for auto insurance despite the continued retirement of older vehicles and the addition of newer leased replacement vehicles. A large part of the savings came from the retirement of a resident service van and switching the remaining van to the Authority fleet coverage. Auto premium costs for FY2015 (\$73,675) were close to the Authority's overall ten(10) year average of auto insurance premium costs (\$73,984).

Table 1: Auto Insurance Costs FY 2006 - FY 2015

Year	Costs	% Increase/ Decrease
FY2006	\$68,393	-9.39%
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%
<b>Total</b>	<b>\$739,844.00</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 an increase of 10.5 followed in FY2015 by a nearly equal decrease of 9.8% but still remained substantially higher than the Authority’s overall ten(10) year average property insurance cost of \$415,798.

Table 2: Property Insurance Costs FY 2006 - FY 2015

Year	Costs	% Increase/ Decrease
FY2006	\$270,554	-1.70%
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	-9.8%
<b>Total</b>	<b>\$4,157,984.</b>	<b>(\$415,798 avg.)</b>

**General Liability.** Not counting dividend credits received as a member of the Housing Authority Insurance Group, General liability premium costs increased (2.75%) from last fiscal year as a result an increase in the number of personal injury claims made that Fiscal Year but occurring previously. FY2015 cost of general liability insurance (\$113,828) remained substantially less than its ten (10) year average costs of \$147,055. In addition to continuing to help reduce the Authority’s yearly average premium cost,



the Authority's Safety Committees' activities and programs resulted in awards of recognition from the Housing Authority Insurance Group.

**Table 3: General Liability Insurance FY2006-FY2015**

Year	Costs	% Increase/ Decrease
FY2006	\$227,494	-.71%
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%
<b>Total</b>	<b>\$1,470,550</b>	<b>(\$147,055 avg.)</b>

**Boiler and Equipment.** Boiler and Equipment insurance premium cost remained unchanged from last year at \$10,258 and remained well below the ten (10) year average cost of \$13,930.

**Table 4: Boiler/Machinery Insurance FY 2006 – FY 2015**

Year	Costs	% Increase/ Decrease
FY2006	\$40,243	0.00%
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%
<b>Total</b>	<b>\$139,300.00</b>	<b>(\$13,930 avg.)</b>

**Fidelity Insurance.** In FY2015, the Authority was its third year of a three year term Employee Fidelity Insurance policy option which limited future increases. In doing so, the Authority's FY2015 cost of \$4,945 for Fidelity Insurance remained the same as in FY2014.



Figure 9: Fidelity Insurance FY 2006 – FY 2015

Year	Costs	% Increase/ Decrease
FY2006	\$3,088	0%
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%
<b>Total</b>	<b>\$40,149</b>	<b>(\$4,015 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 (the most recent in 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 in FY2014) followed immediately thereafter by a claim by other former employees relative to the Authority’s administration of its Employee Retirement program which the Authority moved to dismiss.

Figure 10: Officers/Directors Insurance FY 2006 – FY 2015

Year	Costs	% Increase/ Decrease
FY2006	\$17,309	-.15%
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%
<b>Total</b>	<b>\$189,126.00</b>	<b>(\$16,371 avg.)</b>



*Information*  
*Technology*

The Information Technology (IT) Office is an essential part of the Providence Housing Authority's everyday functions. The office is composed of three staff members: Nancy Mattes is the IT Director, Natisha Mitchell serves as the Network Administrator, and Carlos Gomez is the Network System Specialist. IT is the central in-house contact for the HAB computer system (Housing Authority computer system) which is used authority wide. The office also supports the end users with hardware, software and imaging systems support for both Vanguard (in which users digitalize their own images) and Merritt (in which the vendor digitalizes the S8 folders/documents).



IT provides hardware/software support regarding connection or operational problems for computers, monitors, phones, faxes, printers, scanners, gas lines, elevators, and computer labs. The Office also assists with support and troubleshooting for our wireless network, and report problems to the PHA's wireless vendor as well as scheduling and replacing out dated hardware and software that is used by our end-users. The IT Director is the PHA administrator on HUD's PIC and EIV systems; additional responsibilities include: user setup, allowing user's access to functions within PIC or EIV, terminating users and semi-annually certifying our EIV users.

## HIGHLIGHTS

During FY2015 Facilities Management staff contacted a local vendor requesting a quote to upgrade/replace network switches. After reviewing the quote, the vendor requested a meeting to discuss questions such as: switch requirements and additional network information. During the meeting a few things were determined. First, we need to obtain a maintenance contract for our wireless network; then look at replacing network switches/equipment. Facilities Management, Security and IT staff met to draft a Wireless Network Maintenance RFP, with an estimated completion date of June 29th. The RFP purpose; solicit proposals for a one year Maintenance Contract for our Wireless Network and Equipment, which was published on the NAHRO eProcurement website on June 24th. July 14th, interested vendors were invited to a pre-bid Q & A meeting, along with an on-site infrastructure hardware review at three developments. Proposals were due back by 2 pm on July 26<sup>th</sup>, and vendor selection scheduled for September 1st.

The IT Director requested quotes from seven vendors to replace the Tenant Selection Xerox WorkCentre 5655 printer, contract expired March 2015. Toshiba was the selected vendor; on March 18<sup>th</sup> the new printer an eStudio 557 was installed. A 3 year lease was signed, which includes everything except toner cartridges. April 28th, the Xerox printer was removed. The IT Director requested a Quote from the same vendors mentioned above to replace our Xerox ColorQube 9203 printer, lease expired. The plan is to have the Xerox printer removed on July 31st, and the new printer installed August 3<sup>rd</sup>. Training will take place the following morning. In the upcoming Fiscal Year, other Xerox leases will expire, so this process will be repeated.

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. The IT Director discussed with our wireless vendor why this failure disrupted the network outside of Parenti "It was due

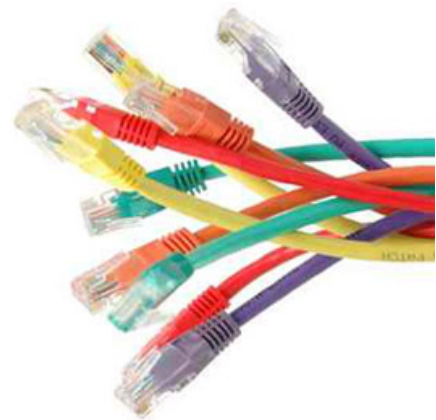
to hardware issues at Dexter that are now being repaired". A new UPS was installed at Parenti Villa (and Manton Heights) that sends "warning" and "critical" errors via e-mails to the IT staff and FM Electrician. This allows repairs to the device before a failure takes place. In July, the Network Systems Specialist and FM Electrician will be completing a physical inventory of all UPS connected to our wireless network. Information will be gather/document 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 problematic. October 2014, we renewed our Cox Communication phone and Internet contracts for three years. Phone prices remained the same, Internet prices adjusted a bit (some increased others decreased), but overall we decreased our monthly Internet cost by \$86. Also, the Internet upload and download speeds increased, thus resulting in a cable modem upgrade at 50 Laurel Hill Ave.

Throughout the year we have made numerous e-waste donations to Goodwill Industries. They accept just about anything with a plug. This is a win, win for both agencies. Goodwill Industries has a training program, training individuals re-entering the workforce. In benefits the PHA, by allowing us to remove/dispose broken, obsolete e-waste at no cost.

### Network

The high-rise Manager requested all high-rise Management Aides be setup with EIV access to all residents in the high-rise buildings. This allows staff to continue with the daily work flow should they move to a different office. All AMP Management Aides have been setup with external e-mail accounts. This was necessary for a number of reasons; HUD computer systems (PIC, EIV and SAVE), along with receiving electronic verification information pertaining to tenants during their re-certification process.

The software on the SANs (Storage Area Network) located at Dexter Manor and Hartford Park has been upgraded by Advizex staff. Included in this project, IT staff received training regarding the SANs dashboard, viewing information/health status of these devices.



Continuum Software (HVAC and Electronic Access control software) was installed or upgraded on five computers (Telecommunications Specialists, Dispatch, FM general area, Security and IT). This software allows staff to monitor cameras and Door Entry system (Door King) throughout the agency. Only the Telecommunications Specialists and Dispatchers require access to the HVAC software.

F9 Software (Financial Reporting software) has been installed in the Finance Director and Associate Director computers.

RI Housing replaced computers and contacted the PHA to see if we had a need for any computers (no hard drives); we requested and received 30 computers. Once hard drives were installed and necessary software loaded; computers were replaced in the Hartford Park Youth (8) and Chad Brown (8) Computer Labs along with a few older computers located throughout the agency.

Our Camera software has been installed on staff computers at 50 Laurel Hill Avenue, making the building much safer. Doors remain locked from the outside, and visitors only allowed in by staff. Visitors dial a staff member's phone directly, then allowed or denied access inside.

Security staff requested a UPS (Uninterruptible Power Supply – aka Battery Backup) be installed in the Security and Dispatch offices in case of a power failure, two UPS were installed in each office. A UPS keeps select electronic equipment powered on and surge protected during a power failure; until the Emergency Generator takes over which is usually very quickly.

## **HAB**

Based on the Auditors recommendations the Finance Director requested the IT Director review HAB security for all Finance staff members. A list was given to the Finance Director displaying staffs access to the Encompass computer system. Security was modified based on the Finance Directors recommendations. Currently, security user reports have been given to the Leased Housing Director for review and recommendations/approval. The IT Director will be reviewing the Security of each staff member, by Job function and meet with the each Director to discuss. After each update to the Encompass software; user (job function) reports will be given to each Director/supervisor for review.

## **AS/400/PHAS (Public Housing Authority Software)**

July 2009, Encompass software developed/maintained by HAB Inc. replaced the MST/PHAS (Modern Software Technology) computer system. Since all data was not converted, the AS/400 is still being accessed by staff to check tenant's records.

## **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 now 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.

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.

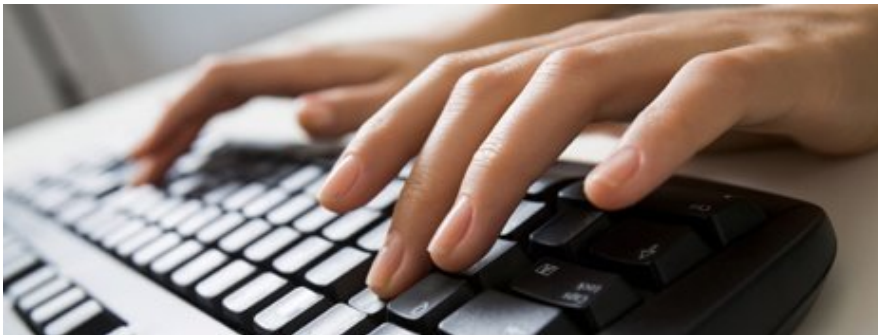
### **Document Scanning**

- 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 completed the process of digitalizing 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

During the year United Healthcare generously donated 12 HP Elite Book 6930p laptops to the PHA, which have been used to replace older computers in the Dominica Manor (6) and Carrol Tower (6) Resident Computer Labs. Each laptop runs Windows Vista Business (license that came with the laptop), Microsoft Office Home and Student 2010, Adobe products and Java. These laptops were setup early January for the mid-January ribbon cutting ceremonies.



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 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. Coddling Court has 8 computers property of Amos House, which runs the computer programs at this location. Hartford Park has two computer labs, Youth and Adult. The 8 Youth computers were upgraded with computers donated from RI Housing, while the 11 Adult computers are PHA computers. Manton Heights has 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 and Hartford Park is donated by Cox Communications.

### 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)

August 2014, the Network Administrator viewed a Webinar regarding the HUD SAVE program; pertaining to website enhancements and changes making retrieving/accessing data easier. She also setup two sessions for staff to view the webinar so they are aware of the changes/enhancements as well.

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 quarterly as well. All PHA EIV users are certified 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.

### 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".

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

### EQUIPMENT

Location	Personal Computers	Printers	Scanners	Laptop/Tablets	PDA/iPAQ's
Executive Office	9	2	4	3	-
IT	3	1	1	1	-
Special Projects	4	1	1		-
Security	6	5	1	1	-
Finance	8	6	2	-	-
Leased Housing	16	5	4	-	3
Resident Services	22	18	8	2	-
Tenant Selection	10	2	4	-	-
Property Mgmt.	25	12	17	0	-
Facilities Mgmt.	32	14	4	4	1
MOD	3	0	0	-	-
Resident Services Computer Labs	43	2	-	23	-
<b>Total</b>	<b>181</b>	<b>68</b>	<b>46</b>	<b>34</b>	<b>4</b>

### SOFTWARE

- Windows 2008 and 2012 Server
- Microsoft Exchange 2010 Server
- VMware Vsphere Client
- Veeam
- Windows 7 Professional
- Microsoft Office Professional 2010



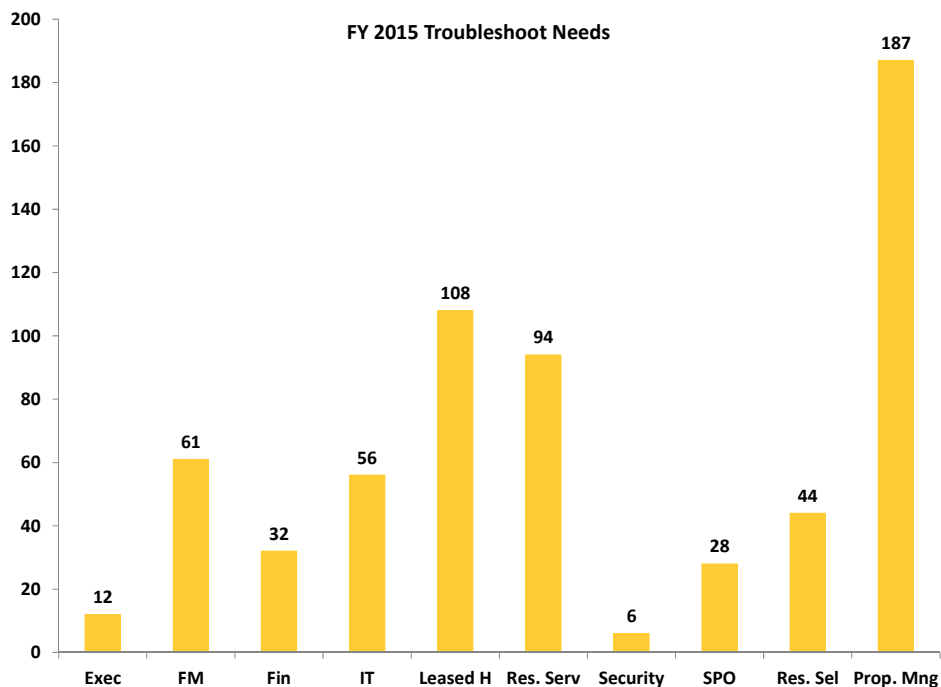
- Microsoft Project 2010
- Microsoft Visio 2010
- Manage Engine Desktop Central
- Manage Engine Service Desk Plus
- Milestone Xprotect Smart Client
- Encompass – HAB Software
- Print Boss software
- IMS 21 (Scanning software)
- Backup Exec 12.5 (Vanguard images)
- Symantec Mail Security for Exchange (SMSE)
- Symantec Endpoint 12.1
- Websense (Internet Access/monitoring)
- IBM Client Access 5.5 sp2 (AS/400)
- AutoCAD 2010
- Adobe Professional 9.0

### IT HELP DESK

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

IT has resolved approximately 628 computer questions/problems for FY 2015. This number is up considerably from the previous year. Below, demonstrate troubleshooting calls for the last five years and troubleshooting categories respectively.

<b>FY 2015</b>	<b>628</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.
<b>FY 2014</b>	<b>371</b>	This number decreased a bit due to staff familiar with the software/hardware products used at the PHA.
<b>FY 2013</b>	<b>485</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>FY 2012</b>	<b>277</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>FY 2011</b>	<b>423</b>	This number has increased with the installation of the new computer system (Encompass) which was installed July 2009.





*Special Projects*



## PROVIDENCE HOUSING AUTHORITY CELEBRATES 75 YEARS OF SERVICE

May 2015 marked the completion of the nine 75<sup>th</sup> Anniversary event line up. The 9 events reached a total of 685 attendees (337 of which were residents from our developments). The 75<sup>th</sup> Anniversary events were an opportunity for residents to have easier access to the celebrations and all attendees experienced a comprehensive showing of the dynamic components contributing to the PHA's successes. The Special Projects Office, the lead coordinator of the event schedule, had a front row seat to the productivity and pride exhibited by a team of PHA employees -- including but certainly not limited to the members of the 75<sup>th</sup> Planning Committee-- as they worked tirelessly to produce perfection.

*We would like to thank each and every one of those who made the events special, unique, heartwarming and honorable. We also understand that it was impossible--even with 9 events—to recognize each of the PHA's long lists of employees, residents, partners and success stories. It was our hope that we came together to embrace the "feel good" that the PHA provides when we work comprehensively toward our mission to serve the affordable housing community.*

In the following pages, please find a brief synopsis of the 75<sup>th</sup> Anniversary Events that took place:

### **Kilmartin Plaza**

The celebration event at Kilmartin Plaza focused on the work, partnerships, and success that the PHA has had with several state and private agencies, in addition to recognizing the important work that the Resident Advisory Committee (RAB) does for the PHA community. Congressman Langevin congratulated our organization and continued success and pledged to continue to support of the PHA, the Providence community and the role of public housing and affordable housing programs in Congress. Additionally, Rhode Island Secretary of State, Nelly Gorbea, spoke about housing and moved the audience with a

story about a homeless family who received housing and the positive impact of being able to have a roof over one's head.



Other speakers and attendees included State Representative Scott Slater, RAB President JT Taylor, Department of Health Representative Benvinda Santos, Obed Papp from the Mayor's Substance Abuse Prevention Council, and Hilda Castillo Field Coordinator for the Brown University's Institute of Public Health.

### Chad Brown, Admiral Terrace, Sunset Village



Chad Brown was the PHA's first housing development built in 1942. To commemorate this important milestone, the PHA invited several organizations and individuals who have been part of the growth, development, and success of Chad Brown.

State Senator Juan Pichardo, who lived in the development as a child, spoke honestly about growing up in Chad Brown in a single family

household and his struggles and experiences as a young man. It was fitting and touching that he brought his mother to the event. State Treasurer Seth Magaziner spoke and congratulated the PHA on its achievements and was proud to introduce a past Chad Brown resident, Charon Rose, who currently works alongside with him in the Office of the Treasurer and is a proud community organizer. The PHA also recognized the Tavares family for their contribution to the Chad Brown community which began with their father, Rudolph, long ago. Lynne Tavares, Rudolph's daughter and guest speaker, talked about her family's past and current love support of the Chad Brown community.

Other partners were thanked such as Providence Councilman Nicholas Narducci, the Boys & Girls Club of Providence, the Providence Community Health Centers, Capital City Community Center for the Chad Brown Food Pantry, Peace of Providence, and the Chad Brown Collaborative.



### Parenti Villa

The celebration event at Parenti Villa was tailored around the success and importance of programs such as the Parenti Villa Food Pantry and other services provided by the RI Community Food Bank and the University of RI's Supplemental Nutritional Assistance (SNAP) Program.

Through Legislative funding and the volunteer efforts of members of the Parenti Villa Planning Committee--the ongoing Parenti Villa Food Pantry provides residents and



Providence community access to free meals. Both PHA staff and the volunteer members of the Parenti Villa Food Pantry were brought to the front of the room to be appreciated for their outstanding accomplishments. Additionally, State Senator Paul Jabour and State Representative John Lombardi attended and congratulated the PHA on their long-standing commitment to housing and food security.



### Manton Heights & Scattered Sites

During the event the work of the 2010 Choice Neighborhood Initiative's Planning Grant for the Olneyville neighborhood within

Manton Heights was recognized. The PHA thanked the influential team of Principal partners that were involved with the comprehensive efforts to develop the final Build Olneyville Plan—the vision to transform and revitalize the Olneyville and Manton community.

The event also highlighted the successful formation of the newly formed Manton Heights Planning Committee was established through the 2010-2014 planning activities of the CNI Planning Grant. Additionally, the work and commitment of organizations such as Olneyville Housing Corporation, the Providence Community Health Centers, the City of Providence's Healthy Communities Office, the Boys & Girls Club, and finally the PHA's Youth Police Initiative program were highlighted and recognized for their impact throughout the Manton and Providence Community.



### Carroll Towers



The celebratory event at Carroll Tower focused once again on the importance of partnerships. State Senator Maryellen Goodwin, who has constantly and consistently supported Carroll Tower Resident activities through legislative funding attended and spoke at the event. She congratulated the PHA and spoke about her special connection and appreciation for the Carroll Tower community.

The PHA also recognized the work and commitment of the

PHA's Safety Committee, Providence College Feinstein Center of Community Service, Meals on Wheels, the partners who help make the Annual Fire Safety & Prevention Program such as Providence Fire Fighters, Providence Canteen, and PHA staff.



### Dominica Manor

Dominica Manor's celebration event hosted a variety of partners and individuals who have demonstrated their commitment towards the PHA and Providence community. Mayor Jorge Elorza congratulated the PHA on its milestone anniversary and spoke about his vision for the future of Providence and affordable housing. Chairman Nicolas Retsinas presented the PHA's Board of Commissioners with certificates of recognition for their work and commitment to the PHA at large.

Maura O'Brien, Regional Public Housing Revitalization Specialist from HUD, and past PHA employee spoke in behalf of the organization to recognize the successes and work of the PHA in the past 75 years. Gemma Gorham and Dr. Amy Nunn also spoke on behalf of Brown University's Institute of Community Health Promotion and their partnership with the PHA through the *Fresh to You* program.



### Hartford Park



The longstanding partnership and commitment of the Providence Public Housing Unit and the Security Operations Department in the PHA was the focus of celebration at Hartford Park. Sergeant and Commander Ray Hull, spoke about his love for the PHA and how important and impactful the work and commitment of the PHU officers is the community. In speaking about the impact of the PHU, the memory of Officer Maxwell Dorely – past resident and PHU officer—was recognized. With his family and loved ones in attendance, PHU Officer Alex Gonzalez spoke about Max's connection and love for the community he served. Officer Dorely's cousin John also spoke about the impact that the PHA and PHU had on his and Max's life and decision on serving in the Providence Police force.

The success and impact of the Youth Police Initiative Program in the PHA was highlighted by having four of the past graduates speak about their experience and gratefulness for the program. The Boys & Girls Club, an important PHA partner were highlighted during the event as they continuously work to promote and serve safe and healthy after-school environments for so many children. Angel Acosta, a past BGC participant and current mentor was recognized for his work and love for the. Additionally, BGC children made posters, which were placed around the room, depicting what home meant to them. The posters had beautiful messages about their family and neighborhood.



### Dexter Manor



During the celebration event at Dexter Manor the Executive Director made a special recognition for all PHA Directors and all employees based in Dexter Manor and in the Administration offices.

Several partners and individuals were acknowledged during the event such as the City of Providence's Office of Senior Services, the

Providence College Feinstein Center of Community Service the Rhode Island Coalition against Domestic Violence, and the URI Pharmacy Outreach Program.

### Roger Williams & Coddling Court

As the PHA's second development, Roger Williams was recognized for its historic past and impact in the history of the PHA. To celebrate this milestone, the PHA invited past and current residents including Chairman Nicolas Retsinas, Representative and PHU Sergeant Ray Hull, former Executive Director Stephen O'Rourke, and a number of residents who had lived in Roger Williams and Coddling Court for decades.



Resident Services Director, Sorrell Devine recognized several of the partner organizations that provide our residents and community with several social



services, adult education and job training opportunities, among others. One of the PHA's most successful Job Training services-- Sherwin Williams Painting Co.—was recognized as they are now entering their 6th round of classes. The Sherwin Williams Program has graduated numerous men and women, several of them now working for the PHA. Past graduates in attendance were recognized and applauded.

## PROJECTS

### Protect Providence with One Click (PPOC)

The PPOC Campaign aimed to effectively educate and spread awareness in the PHA's vulnerable populations with important seatbelt safety practices as well as the RI Primary Seat Belt Law, in order to increase and encourage seatbelt usage, compliance of the current seatbelt law thereby reducing Rhode Island's vehicular injuries and fatalities over a one year period. Throughout the grant period, the PHA was able to maintain, nourish and create partnerships with outside organizations that serve urban, multi-cultural communities such as AAA, Mothers Against Drunk Driving, the Providence Police Department, the City of Providence, and the Brain Injury Association in order to develop a comprehensive approach to promote the PPOC project initiatives throughout the PHA and Providence community.

The largest outreach strategy for the PPOC Campaign was the Protect Providence with One Click Summer Celebration Events, which took place in four family developments during July and August of 2014. The coordinated celebration events were a collaborative among all grant partners. The events

offered residents the opportunity to witness a roll-over demonstration, interact with professionals from the partnering organizations, participate in raffles, receive free car seats and enjoy a hot dog roast, face-painting and lemonade.

**Table 1: PPOC Event Information**

Family Site	Car/Booster Seats Given	Promise Cards Signed	Attendees
Manton Heights	20	95	125
Scattered Sites	15		
Codding Court/ Roger Williams	25	53	80
Hartford Park	12	138	180+
Chad/ Ad/ Sunset	7	135	150
<b>Total Seats Provided:</b>	<b>80</b>	<b>421</b>	<b>535</b>

With the help of multiple PHA department staff, Resident Association leaders and grant partners, the events were considered a success as they were very well attended. Through grant and resident funds, there were a total of 80 FREE car or booster seats distributed, 421 Promise Cards signed by our residents, and more than 535 residents/community members in attendance.



During the month of October 2014, the PHA was notified that additional funding for PPOC had been awarded. During the second round of funding, the PHA developed an online resource called **ProtectProvidence.com** as part of for the seatbelt safety initiative targeting multicultural communities who are at greater risk to die from vehicular deaths/improper use of seat belts and child car seats, additionally, this round included outreach and education to the elderly and disabled PHA communities. Due to constraints from the RI Department of Transportation, the PHA was not able to being grant activities until March 2015, cutting the grant period from twelve months to less than six.

SPO conducted outreach and planning activities from March through June 2015 with surveys and focus groups in all nine developments in addition to car site evaluations. Survey results reflected that while a large portion of the population knew about the Primary Seatbelt Law (85%), those who did not know about it were less likely to wear their seatbelt as drivers or passengers (24%). Focus group discussions also helped SPO learn more about the personal experiences and feelings of residents towards seatbelt



and car seat usage. This information was noted and will be used to conduct better outreach and education with the PPOC program.

In order to further market and promote **ProtectProvidence.com**, the PHA created several marketing advertisements to be placed in public transit shelters and on RIPTA buses. The online resource is still in its developing stages, however, visitors can now view the “10 most common crash sites in Providence” when visiting the site.

One of the major issues faced by our family population is the lack of proper car seats for children due to the high costs or knowledge of appropriate usage. In efforts to minimize the number of children without car seats throughout the PHA, the RIDOT provided us with 100 FREE booster seats for children over the age of three and over 40lbs. During the Back to School Events in the summer, SPO reached out to residents interested and qualified to receive booster seats. On August 29, 2015, SPO and the Providence Police Department organized a booster seat installation event at 50 Laurel Hill. A total of 48 booster seats were installed that day. The remaining booster seats will be distributed during another installation event in the spring of 2016.



The PHA applied for a third round of funding for PPOC that will enable us to expand and enhance the **ProtectProvidence.com** online resource.

**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 2014 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. Participants also enjoyed a hot dog roast and the University of RI’s SNAP (Nutrition) Program representatives serving healthy chili

**Table 2: Fire Safety Attendance FY 2015**

<b>Development</b>	<b>Date</b>
<b>Kilmartin Plaza</b>	10/8/14 18 Attendees
<b>Carroll Tower</b>	10/9/14 36 Attendees
<b>Parenti Villa</b>	10/21/14 22 Attendees
<b>Sunset Village</b>	10/16/14 15 Attendees
<b>Hartford Park Tower</b>	10/22/14 21 Attendees
<b>Dominica Manor</b>	10/28/14 20 Attendees
<b>Dexter Manor</b>	10/29/14 22 Attendees
<b>Chad Brown/Admiral Terrace/Sunset Village</b>	8/20/14 120 Attendees
<b>Codding Court/Roger Williams</b>	8/22/14 80 Attendees
<b>Manton Heights/Scattered Sites</b>	8/15/14 100 Attendees
<b>Hartford Park Family</b>	8/19/14 150 Attendees
<b>Total</b>	<b>604</b>

**High-Rise Recycling Program**

During FY 2015, the Executive Director demonstrated an interest in beginning a future recycling program at the PHA’s family developments. As a result, Asset Management and Waste Management representatives conducted research into the previously established High-Rise Recycling Program. The research conducted demonstrated that past recycling efforts in the high-rises had a lasting effect with the elderly/disabled residents. The report created by Waste Management showed that five high-rises (not including Hartford Park Tower) and 50 Laurel Hill Avenue accounted for 20 tons of recyclable materials in FY 2014. Due to this information, the PHA also sought to re-establish the High-Rise Recycling Program.

During the September 2014 Resident Advisory Board (RAB) meeting, members were asked for input on how to best approach the re-establishment of the recycling program. Comments included: the addition of a shredding box for each trash room and new posters highlighting the Do’s and Don’ts of Recycling. It was also noted that residents need constant reminders in order to help re-establish consistent recycling habits and adding the program to meeting agendas will help with this aspect of the program.

With feedback from the RAB members and the tracking numbers showing a continued 20 tons of recycling being recorded, the PHA and Waste Management re-launched the educational piece of its past recycling program in the high-rises and included the Hartford Park Tower. The program focused on

resident outreach, education and updates on modern day recycling practices with the goal to increase recycling and improve resident recycling habits.



During April and May 2015, all high-rises hosted meetings to inform residents of the newest recycling practices. At Hartford Park Tower, a recycling pilot center was established. Four totes were set-up near the entrance of the Tower and residents participated in three informational meetings where each attendee received flyers regarding proper recycling habits.

To date, the re-establishment of the High-Rise Recycling Program has been successful. Residents continue to receive up-to-date information regarding proper habits and the topic of recycling is mentioned at all resident meetings. The Hartford Park Recycling Center is being utilized properly and the tracking of the recyclables is underway. The PHA continues to explore the possibility of beginning a Recycling Program, in the future, in the family developments. In an effort to obtain information regarding best practices, the PHA has scheduled a meeting with the Pawtucket Housing Authority for late July 2015.

### HAIG Award Ceremony Conference

On September 2014, the PHA was invited to attend the HOUSING AUTHORITY INSURANCE GROUP's Annual Conference in Vermont. During the conference, Marcela Betancur presented a Safe-T First Project slideshow and accepted the 2014 HAIG AWARD for BEST PRACTICES. Housing authorities nationwide were in attendance. Marcela also participated in a recorded interview with HTVN about the Safe-T First Project and how it could be replicated throughout other housing agencies.



### RI Healthy Providence Project

**P** The Mayor's Healthy Communities Office (HCO) was granted funds from the National League of Cities to increase the number of youth and families who are covered by health insurance. The HCO partnered with the PHA, among other agencies, and hosted enrollment events throughout the City of Providence. Manton Heights hosted four events during September 2014 and October 2014. The events took place in the computer lab and were run by trained service providers from partnering agencies called "navigators". PHA staff was present to translate and assist with resident engagement. Approximately, 60 residents participated. Many residents renewed their coverage, others signed-up for health coverage and others had general questions answered. During November 2014, Chad Brown,

Admiral Terrace, Sunset Village, Coddington Court and Roger Williams hosted enrollment events. A total of 30 residents were in attendance at each enrollment event.

Also, the HCO Project Coordinator attended the September 2014 Resident Advisory Board (RAB) meeting and informed members about this year long project. Various PHA staff participated in a Natural Helpers Training that took place in October 2014. The training provided valuable information that enhanced the enrollment process during future, PHA wide events.

Throughout FY 2015, PHA staff continued to support the Healthy Providence Project by attending enrollment event and quarterly steering committee meetings. The Healthy Communities Office will be coordinating a meeting with PHA staff in order to discuss dates for additional recruitment events that will take place at the family developments in FY 2016.

**PHA Resident Representatives Nomination Process**

In an effort to formalize the process of resident membership to the PHA’s three main resident committees; the PHA’s Board of Commissioners, the Resident Advisory Board and/or other future Committees formed by the PHA, the Special Projects Office, Legal Counsel and the Executive Director coordinated a authority-wide resident representative campaign to inform and assemble a list of interested and qualified residents through an official nomination process.

An informational packet that highlighted the purpose of each committee was created and translated into Spanish. From May to June 2015, SPO hosted meetings at each community to discuss the nomination process and requirements. Interested residents were required to obtain 15 signatures on a nomination form from other residents who were in good standing and were without any eviction proceedings. Below, please find the schedule of resident meeting dates and the participation numbers:

**Table 3: Resident Representatives by Development**

<b>Development</b>	<b>Date</b>	<b>Number of Attendees To Date</b>
Kilmartin Plaza	May 28 <sup>th</sup>	19
Dominica Manor	May 29 <sup>th</sup>	22
Chad/Ad/Sun	June 3 <sup>rd</sup>	8
Hartford Park	June 8 <sup>th</sup>	4
Coddington Court/Roger Williams	June 8 <sup>th</sup>	5
Carroll Tower	June 9 <sup>th</sup>	22
Dexter Manor	June 10 <sup>th</sup>	7
Parenti Villa	June 11 <sup>th</sup>	9
Manton Heights	June 11 <sup>th</sup>	2
<b>Total</b>		<b>98</b>

During the June 2015 RAB meeting, members were presented with a slideshow that reiterated the importance of the resident representation nomination process and offered RAB members the opportunity to ask questions and provide comments. RAB members were also informed that in order to promote meaningful resident involvement and to provide fair and equal opportunities to all eligible public housing residents to participate in PHA programs and affairs, the Housing Authority shall when necessary conduct annual nomination procedures at each of its nine public housing projects for the nomination of three eligible residents from each development to be a candidate selected by the Mayor

of the City of Providence to serve as Tenant members of the Housing Authority's Board of Commissioners.

In June 2015, the Executive Director submitted the list of interested resident representatives to Mayor Elorza. The letter included those interested in joining the PHA's Board of Commissioners. Decisions regarding membership will be made in early 2016 and the results will be published in next year's report.

### Annual and Five Year 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 2015, the PHA was required to submit the Five Year Plan as part of the Annual Planning process. The Five Year Plan consisted of the PHA's goals and objectives for the next five years. An outline was provided that highlighted the past 5 year trends for important measures such as occupancy, turn overs and homeownership. PHA staff, RAB members and the public were offered the opportunity to provide comments and feedback on this portion of the Plan. Also, the Capital Fund Final Rule was added to the Annual Plan for FY 2015. This is HUD's new process for HAs to submit their CFP budgets and 5-year Action Plan (in addition to their Significant Amendment Statement and ACC Form).

The Special Projects Office conducted three preliminary meetings in preparation of the Five Year and Annual Plan processes in which the Resident Advisory Board (RAB) was informed about existing housing authority policies, Departmental procedures, and any new or proposed policies and program as well information regarding the goals, objectives and the progress being made in meeting the last five year's goals and objectives. Valuable comments and feedback from residents is received during this time by the PHA.

Some of the new updates in the FY 2015 Five Year and Annual Plan were: the Choice Neighborhood Initiative (CNI) Planning Grant activities, the Violence Against Women Act (VAWA) Policy, FEMA Grant Projects, the Community Development Block Grant, the Payroll System, the new PHA Website Design, Smoke-Free Initiatives, Seat Belt Safety Grant activities and an update on the Sprinkler System Project.

During March and April 2015, the RAB and Board of Commissioners (BOC) approved the Five Year and Annual Plan. The public hearing took place on April 8<sup>th</sup> where there were no public comments were collected to document and the PHA officially submitted the FY2015 5-Year & Annual Plan to HUD's regional office on May 6, 2015.



### **PHA Website**

At the start of FY 2015, Riverzedge and SPO worked hand in hand to develop and organize the Leased Housing, Property Management, and Resident Services sections of the new PHA website. Due to several internal and external delays, the progress of the new website has been delayed. To date, the PHA has finalized the three main departments and has purchased credits that will be used to picture professional credited pictures that will be placed throughout several pages in the site. SPO will continue working with Riverzedge during FY 2016 to finalize the PHA website creation and development.

### **Choice Neighborhood Initiative Grant**

On June 27, 2014, the PHA officially submitted the Build Olneyville Plan (BOP) to its HUD CNI Grant Management Team in Washington, D.C., meeting the final requirements of the program. Throughout FY 2015, various meetings were held in order to discuss subsequent and related elements around the comprehensive BOP.

The following steps were taken: (1) Trinity Financial and One Neighborhood Builders (formerly Olneyville Housing Corporation) submitted a request to the National Park Service (NPS) to demolish the one-story portion of Imperial Knife and receive historic tax credits on the balance of the building. If Trinity is granted permission by the NPS to demolish the one-story portion of the building, Trinity plans to pursue an allocation of 9% low-income housing tax credits from Rhode Island Housing. If Trinity's request is denied by the NPS, the Imperial Knife project will be financially infeasible and Trinity will not be able to continue pursuing the project or a CNI Implementation Grant any further. (2) Independent of how the NPS responds to Trinity's request, the PHA and OHC will continue to pursue the acquisition of the privately held lots surrounding the Imperial Knife parcel. The lots would provide the number of subsidized housing needed for the project.



*Security Operations*

This year the Providence Housing Authority celebrated its 75<sup>th</sup> anniversary. For the past forty-four years the PHA has had to place an emphasis on providing both police and security services to the residents and staff of the PHA. Those various police and security units have become an important part of the PHA and its history.

During the late 1960s the PHA developments, commonly referred to as projects, like most public housing developments nationwide, began to experience an increase in criminal activity. Within a short period of time some developments became recognized as high crime areas. As a result good people began moving out which created a number of vacant apartments. These vacant apartments were subjected to vandalism, thus creating a “ghetto” atmosphere in the developments most affected, especially Chad Brown and Roger Williams.

In 1970 residents who were angered by the living conditions due to the increase in crime and physical appearance of the developments demanded more police protection and security, to a point of engaging in rent strikes. The Providence Police Department and the PHA met to discuss possible solutions to this quickly expanding problem of crime. Federal funds were secured and the Providence Police Department initiated a new policing program designed to specifically address crime in the PHA developments. That program was named the Community Protection Officer Program.

The Community Protection Officers (CPOs) attended the Providence Police Training Academy where they received the same level of training as a regular member of that department. Twenty-two CPOs graduated from that first CPO academy in 1971 and immediately took to the streets assigned to patrol Hartford Park, Manton Heights, Chad Brown and Roger Williams. On initial deployment the CPOs were issued all of the regular police equipment with the exception of firearms. After the first week of patrol several CPOs were assaulted and injured which resulted in the immediate necessity of issuing the CPOs firearms.

It was the duty of the CPOs to patrol the PHA developments, address crime and foster a trusting relationship with the residents. Hartford and Manton offered some community relations problems for the CPOs but not as severe as in Chad Brown and Roger Williams where the CPOs were not accepted or trusted by a majority of the residents. The challenges to the CPOs were many, challenges that only time and establishing a trusting relationship could resolve.



In 1978 the CPO Program was changed to the Housing Security Force and had an authorized staffing of seventeen HSF Officers. Patrol was conducted both on foot and by vehicle. By 1982 only seven HSF Officers remained and were assigned to the housing developments until 1983 at which time five of the officers transferred out to other assignments in the police department. Patrolling of the developments was now left to only two police officers until 1985.



In 1991 the Providence Police Public Housing Unit was commissioned as a formal policing unit within the Providence Police Department. Since the commissioning of the PHU the Unit has been staffed by as few as four officers and as many as eleven officers. Current staffing is one sergeant and six patrol officers.

In addition to the PHU officers there are a number of PHA Security staff who work closely with the PHU officers to address crime in the PHA developments. The PHA Security Director oversees both police and security operations. The PHA Fraud Investigator not only investigates fraud but also assists the police in many of their investigations. There are two PHA Security Monitors who monitor the security camera system located authority wide and finally there are thirteen PHA Security Officers assigned to provide security at the PHA high-rises.



Today programs such as the Youth Police Initiative and Safe Haven help foster relationships between the “cops and the kids”. Cameras deployed authority wide assist in detecting crime and investigating crimes committed. The fact that every employee of the PHA contributes to police and security operations is also very effective and unique. But the foundation of the good relationship between the PHU and the residents is still the day to day contact and interaction. The PHU officers are well known to take that extra step to assist a resident in need of police assistance. Mediation in some cases instead of arrest also goes a long way in promoting a good relationship. No one can ever predict what challenges, especially in the policing profession, the future may present. The experiences of the past, both good and bad, can serve as a blueprint to address the challenges that the future may bring and help to identify the most sensible and effective solutions.

## **FISCAL YEAR SUMMARY**

This fiscal year, the total number of arrests increased 11.7% in the developments as compared to the previous fiscal year. Arrests for Part 1 Offenses Reported (8) decreased 42.8% as compared to FY 2014 (14). Arrests for Part 2 Offenses Reported (111) increased by 18% compared to the previous fiscal year (91). One homicide occurred in the PHA developments this fiscal year as compared to none the previous fiscal year.

Increases or reductions in arrests continue to be directly attributed to the PHU staffing (8 officers for most of FY 2015) and also the coordination between the PHU officers and the district patrol officers. It remains that a full staffing level provides for more police visibility, which may result in a reduction in criminal activity. It also provides for more officer availability to address criminal activity which would naturally contribute to an increase in arrest activity. It appears that staffing levels explain the increase in arrest activity for this fiscal year as compared to the previous fiscal year. As a credit to the police department whenever a vacancy occurred in the PHU staffing, that vacancy was filled in a matter of a few weeks.

The PHU officers not only address problems of crime in the PHA developments but are also involved in police activity outside of the developments. Activity data for the PHU is recorded for incidents that occur in the PHA developments and city wide locations such as Wiggin Village, other HUD locations and non-housing locations within in the city.

During FY2015, the PHU officers responded to a total of 2,568 radio calls city-wide of which 1,099 (42.8%) were responses to the PHA developments. Of the 223 arrests that were made city wide, 119 (53.3%) were effected in the PHA developments.

Crimes reported to the PHU that are cleared by arrest are monitored for performance purposes. Of the 231 crimes reported to the PHU in the PHA developments 119 (51.5%) were cleared by arrest. A total of 4 crimes were reported from Wiggin Village, of which none (0%) were cleared by arrest. Other HUD locations recorded 141 crimes reported with 89 (63.1%) cleared by arrest. Other city locations recorded 55 crimes reported of which 15 (27.2%) were cleared by arrest. City wide of the overall total of 431 crimes reported to the PHU, 223 (57.7%) were cleared by arrest.

The PHU officers continue to coordinate their activities with the four district lieutenants, and respond to calls city-wide. A benefit of this system is that the PHU officers are working in unison with the district lieutenants and the officers of that district. Information is obviously more easily shared and identified problem areas can be targeted by both the PHU officers and the district officers in a cooperative effort. The PHU sergeant provides a more unified direction for the unit and immediate supervision to the PHU officers. The sergeant possesses a complete overview of the PHU daily staffing in order to process requests by the officers for additional days off without affecting the patrol coverage in a negative way. The PHU sergeant also has daily overview of the problems in the developments and has the ability to deploy the PHU officers accordingly.

The Providence Police Department Public Housing Unit and the Providence Housing Authority security personnel continue to focus on the reduction of crime in the developments. A reduction of criminal activity in the PHA developments has also, in most instances, resulted in a positive impact in the surrounding neighborhoods. The Providence Police Department and the Providence Housing Authority both benefit from this cooperative effort which will continue in order that positive results are achieved and an acceptable level of police and security services are provided.

The PHU relies on funds from the PHA to provide extended hourly coverage to all of the developments. The high-rise security personnel are also funded by the PHA. The PHA is continually seeking to secure funding to upgrade and expand on the existing camera equipment located in the PHA developments. During this fiscal year the PHA was able to fund the PHU extended hours of coverage at a rate of 24 hours allowed per officer per week. Reduction of outside funding sources has placed the responsibility for the funding of the PHU officers additional hours strictly on the PHA.

At the end of this fiscal year it appears that the efforts of the PHU and security staff along with the PHA supporting departments has achieved satisfactory results pertaining to crime reduction and prevention. It can be stated that an acceptable level of police/security services has been achieved and maintained for this fiscal year period.

## **ORGANIZATION**

Security Operations is comprised of the following Providence Police and Providence Housing Authority personnel:

- The Public Housing Unit (PPD)
- The PHA Security Operations Manager (PHA)
- The PHA Security Officers (PHA)

- PHA Security Monitors (PHA)
- PHA Fraud Investigator (PHA)
- Resident Crime Watches (PHA)

### **The Public Housing Unit**

The PHU Officers are Providence Police Officers who are assigned by the Police Department to this specialized police unit. Within the Police Department Table of Organization the PHU is under the overall command and supervision of the Patrol Bureau.



Beginning FY2015, there were six patrol officers and one sergeant assigned by the police department to the PHU. Vacancies of the patrol officers is not expected to be filled due to a reduction of the police department authorized complement. The PHU officers are under the direct command and supervision of the PHU sergeant and coordinate operations with the various district lieutenants that have PHA developments in their policing districts.

The City of Providence and the PHA share in the cost of the PHU and its officers. The city is responsible for the payment of the officers' police salaries, benefits, pension plan contributions and the time spent testifying in court. The PHA compensates the officers for the hours worked beyond the hours that are paid by the city. On average each PHU officer works an additional 24 hours of "PHA hours" per-week. "PHA extended coverage hours" allow for an overall extension of police coverage in the PHA and other housing developments.

### **PHA High-Rise Security Officers**

The PHA established a security force in 1991. The PHA security force currently consists of 13 to 14 uniformed security officers. These security officers, who are unarmed and have no arrest powers, patrol the PHA's elderly/disabled high-rise developments. The security officers' schedules are adjusted based on particular needs of the development to which they are assigned.

Security officers, either men or women 18 years of age or older, are recruited, trained and supervised by the PHU. They must pass all of the mandatory exams as well as a criminal background investigation. The security officers receive their training from the PHA Security Operations Manager and the PHU officers. The PHU officers and the PHA Security Operations Manager provide this training given their expertise in the field and their firsthand knowledge of the problems often encountered in these buildings. The security officers, as a whole, work 425 hours per week on average.

The security officers are in direct radio communication with the PHA security monitor & dispatcher. The security officers receive their calls from this monitor and are also in radio communication with the PHU officers via the PHA dispatchers. This method of communication allows the security officers to receive immediate advice or assistance if needed.

While on duty, security officers are responsible for patrolling the building to which they are assigned as well as the parking-lot areas. The officers complete and submit a written security report that is used to inform management of any problems that occurred in the building. The Security Operations Manager (SOM) reviews all security reports the next morning. If there is information that requires immediate management attention/action it is e-mailed to the appropriate manager. At that time management will take the action necessary to resolve the problem.

### The Security Monitors & Dispatchers



The PHA has a security system installed in the six elderly high-rises and in all five of the PHA family developments. The security system in the high-rises consists of cameras and alarms on the ground floor doors and entrance/exit ways and also the elevators. In addition the main lobby doors are card access doors. Since initial installation the system has been expanded and upgraded to include all five family developments.

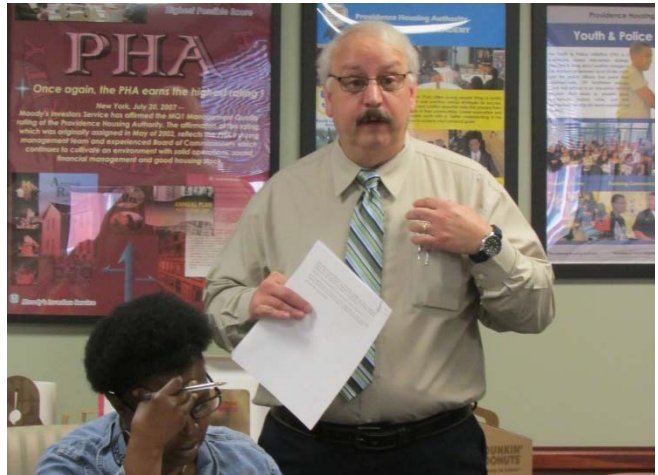
The security monitors/dispatchers' primary duties are monitoring the security system and cameras and dispatching the PHU officers to police service calls or referring the caller to the police or fire department when the PHU officers are off duty. The security monitors/dispatchers are located in the PHU Sub-Station/PHA Security Office where the primary monitoring station is located. The security monitors/dispatchers staffing has been reduced from the original four positions to the current two positions for budgetary reasons. The times that are not staffed by the security monitors/dispatchers are covered by the Facilities Management Department dispatchers who are cross-trained in those monitoring duties. The PHA has completed the expansion of the security cameras to include all of the family developments. There are currently 245 cameras on line.

As secondary tasks, the security monitors have been trained to conduct the criminal background checks on public housing applicants (2,558 for FY2015), operate the police department computer and are cross-trained in most of the Security Operations Manager's administrative duties. In addition the Monitors are responsible for the production and distribution of new and replacement access cards (541 for FY2015).

The security monitors are unionized PHA employees (Labor's Union) and as a result assumed the additional responsibility for filling in at the Facilities Management dispatch office in the absence of their department's dispatcher. Facilities Management Dispatchers are also cross-trained as security monitors.

### **The PHA Security Operations Manager**

The PHA Security Operations Manager is a retired PHU officer. The SOMs responsibilities include scheduling, general administrative oversight of the security program and the PHU in order to provide the most effective security coverage for the PHA. The Security Operations Manager is also responsible for maintaining and updating all records and other data pertaining to police/security activity and operations in the PHA developments. This information is updated on a daily basis. The information generated is compiled within the PHU weekly police/security activity report, a monthly report, a fiscal year report and also a calendar year summary report. On a monthly basis the SOM attends the PHA staff meeting where security problems and possible solutions are discussed. The SOM periodically attends management and tenant meetings to discuss security concerns should developments experience security problems. There is close coordination between the SOM and the PHA department directors to maintain and ensure that new and/or future security measures will be effective.



The SOM is responsible for fingerprinting those resident applicants that require a more in depth criminal background check. Those fingerprints are sent to the FBI for a complete background check that covers all 50 states. For FY2015 one hundred and forty-four (144) resident applicants were fingerprinted.

The SOM has the responsibility to ensure that the PHA is in compliance with the Department of Elderly Affairs mandates pertaining to resident safety and safety education in the elderly/disabled high-rises. This includes mandates regarding the training and managing of the security officers. Since the Department of Elderly Affairs eliminated the Security Guard Training Program training is now exclusively provided by the PHA to the security officers.

### **The PHA Fraud Investigator**

The PHA Fraud Investigator is also a retired PHU officer. The PHA Fraud Investigator aggressively addresses fraud complaints that are reported to him or that he discovers. The Fraud Investigator has focused on establishing and maintaining a cooperative relationship with other agencies, such as the HUD Office of Inspector General and the Department of Human Services, to investigate the fraud complaints. This relationship has proven to be effective in addressing the problem of fraud.

The Fraud Investigator also assumes the duties of the Security Operations Manager in his absence, placing him in the position as second in charge of the Security Department.

The clearance rate of the fraud related complaints that the Fraud Investigator has investigated for FY2015, like past fiscal years, has been nothing less than remarkable. Of the 88 complaints received 92

were cleared which includes investigations begun in the previous FY. A total of \$93,132.48 of fraud related money was recovered.

Fraud related cases are prosecuted through the U.S. Attorneys' Office instead of through the state court system. In addition, through the Rhode Island Legislative Body, laws were passed that enable the sharing of information between agencies to assist in the detection and investigation of fraud. That law will take effect in 2015.

### **Resident Crime Watches**

The PHA monitors the security and crime data that is gathered by the Public Housing Unit (PHU) and PHA security staff. Statistics concerning criminal and security-related activity taking place on PHA property are recorded by development. The data are collected, recorded and compiled daily in the weekly, monthly and yearly reports.

### **Daily Activity Reports (DAR)**

The PHU reports on their daily activity in the Daily Activity Report. All activity generated by the officers such as arrests, dispersals, types and locations of radio calls, and the originating dispatcher (PPD or PHA), are entered in this report. The Daily Activity Report is important because additional reports are generated from the data included in the DAR. All arrests entered in the activity report are entered in the PHU Arrest Database on a daily basis. The PHA security officers also submit a daily activity report to the SOM. Security report information is entered in the PHA Police Activity database daily.

### **Security Work Orders**

Security work orders are used to record and track security issues. This includes actions taken by PHA security personnel. In addition, the security monitors/dispatchers complete a security work-order on events that take place when the PHU officers or security are off duty.

### **Weekly Activity Reports**

At the beginning of each week the PHA Security Operations Manager gathers the information in the PHU Police Activity database to complete a weekly report. This report is then forwarded via e-mail to the PHA Executive Director, the Director of Asset Management, PHA development managers and other selected PHA staff. Those in receipt of these reports possess a report on all police and security activity and problems from the previous week. After reviewing these weekly reports, managers can determine if and when further action on their part is needed.

### **Monthly Management Report (MMR)**

This report is broken into eight separate reports. Those reports are broken down as follows:

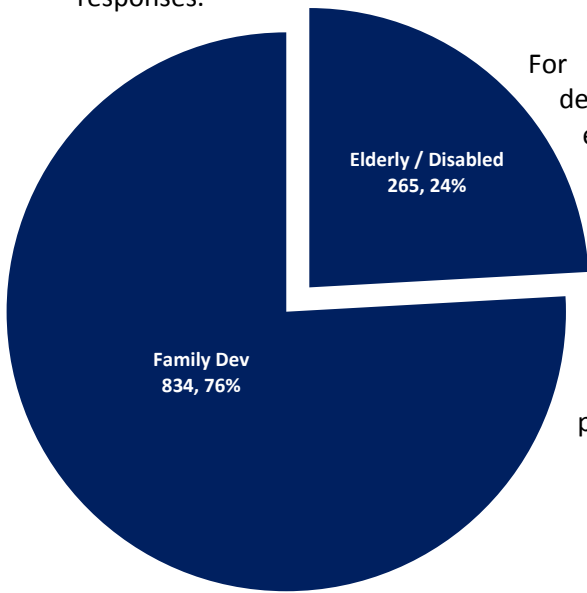
- The first is the Summary page, which gives a general overview of the months activity including highlights
- The second, the PHU Arrest and Activity report records the following:
  - Arrests, for Part I and Part II offenses (based on FBI Uniform Crime Reports)
  - Radio calls responded to (PPD and PHA)
  - Summons issued
  - Dispersals
  - Lease violations issued
  - Meetings attended

- Eviction hearings attended
- The third report is a Fiscal Year-to-Date PHU Arrest and Activity Report that contains the year-to-date totals of the monthly Arrest and Activity Reports.
- The fourth report is the PHU Crime and Incident Report. This report contains the incidences of Part I and Part II offenses reported to the PHU officers.
- The fifth report is the Fiscal Year-to-Date PHU Crime and Incident Report that contains the year-to-date totals of the monthly PHU Crime and Incident Reports.
- The sixth report is the PHA Security Work Order Report. It records all security work orders called into the PHA dispatcher during that month. This report also contains the current fiscal year-to-date totals.
- The seventh report is the Fraud Investigation Report that records the Fraud Investigators monthly and year to date activity
- The eighth report records BCI checks for new employees and applicants, those applicants requiring fingerprinting and Access Cards produced.

**POLICE RESPONSES**

Police responses are the result of phone calls made by PHA residents either to the 911 system, Providence Police dispatcher or the PHA security dispatcher. Residents are instructed to call both the Providence Police and the Public Housing Unit in order to ensure a more timely response to a call for police service. This is especially valuable in providing an adequate response time to calls pertaining to quality of life issues or suspicious activity.

In FY2015 there were 1,099 police responses for all PHA developments. This represents an increase of 103 (8.5%) responses from FY 2014. On average the PHU responded to 3 calls in the PHA developments per day or less than 0.42 calls per unit per year. Family developments accounted for 834 (76%) of the police responses in FY2015 and elderly/disabled developments accounted for 265 (24%) of the police responses.



For this fiscal year the family developments experienced a decrease of 5.3% in police responses since last year. The PHA elderly/disabled developments experienced a decrease of 17.4% when compared to FY 2014. Hartford Park recorded the greatest number of police responses for the family developments accounting for 44.8% (374) of the total police responses at the family developments. Chad Brown had 27.3% (228) of police responses, Manton Heights had 19.2% (160), Codding Court had 4.9% (41), Roger Williams had 1.6% (13) and Scattered Sites had 2.2% (18) of total police responses at family developments at the PHA.

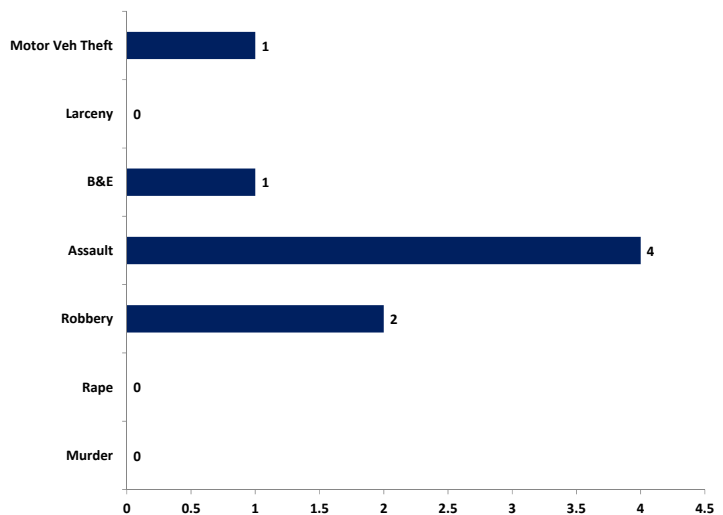
Table 1: Total Police Responses FY 2015

Development	July 2014	August 2014	Sept 2014	October 2014	Nov 2014	Dec 2014	January 2015	February 2015	March 2015	April 2015	May 2015	June 2015	Total	Percent
Chad/Ad/Sun	9	18	5	8	21	22	26	17	32	18	21	31	228	21%
Hartford Park	46	26	14	20	37	25	28	27	38	26	52	35	374	34%
Manton Heights	12	19	8	9	17	15	12	10	14	17	8	19	160	14.5%
Roger Williams	1	2	0	2	2	0	1	0	3	1	0	1	13	1%
Codding Court	4	5	0	1	2	4	0	5	7	4	6	3	41	4%
Scattered Sites	0	0	0	0	0	0	0	3	1	2	1	11	18	1.5%
<b>Subtotal</b>	<b>72</b>	<b>70</b>	<b>27</b>	<b>40</b>	<b>79</b>	<b>66</b>	<b>67</b>	<b>62</b>	<b>95</b>	<b>68</b>	<b>88</b>	<b>100</b>	<b>834</b>	<b>76%</b>
Dexter Manor I/II	10	5	7	4	12	7	10	6	9	10	14	14	108	10%
Parenti Villa	9	13	5	4	10	6	6	10	11	2	4	15	95	8.5%
Kilmartin Plaza	2	2	0	1	3	4	1	2	3	2	1	1	22	2%
Dominica Manor	0	2	0	0	0	1	4	3	1	2	2	0	15	1.5%
Carroll Tower	2	1	1	3	0	5	2	1	2	1	1	6	25	2%
<b>Subtotal</b>	<b>23</b>	<b>23</b>	<b>13</b>	<b>12</b>	<b>25</b>	<b>23</b>	<b>23</b>	<b>22</b>	<b>26</b>	<b>17</b>	<b>22</b>	<b>36</b>	<b>265</b>	<b>24%</b>
<b>Overall Total</b>	<b>95</b>	<b>93</b>	<b>40</b>	<b>52</b>	<b>104</b>	<b>89</b>	<b>90</b>	<b>84</b>	<b>121</b>	<b>85</b>	<b>110</b>	<b>136</b>	<b>1099</b>	<b>100%</b>

Dexter Manor accounted for 40.8% (108), the largest number of police responses for the elderly/disabled developments. Parenti Villa accounted for 35.8% (95) of police responses, Kilmartin Plaza accounted for 8.3% (22) of police responses, Dominica Manor accounted for 5.6% (15) and Carroll Tower accounted for 9.5% (25) of police responses of the total police responses for calls for service at elderly/disabled developments.

**Part I Arrests**

Part I offenses include: murder, rape, robbery, breaking & entering, larceny, motor vehicle theft and assault. Part I arrests decreased for FY2015 (8) as compared to FY 2014 (14). Although there were no arrests made for murder or rape by the PHU, there were two for robbery, four arrests for aggravated assault, one for B&E and one for MV Theft.



There were seven Part I arrests in the Family Developments in FY2015. Of the seven Part I arrests in the family developments, Manton Heights, Codding Court and Chad Brown recorded four, two and one arrests respectively. There was one Part 1 arrest recorded by the PHU in the elderly/disabled high-rises occurring at Parenti Villa.



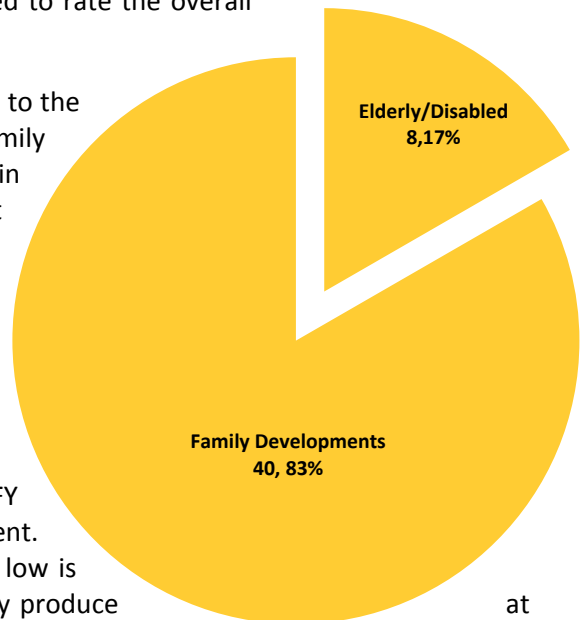
Table 2: Part I Arrests FY 2015

Development	July 2014	August 2014	Sept 2014	October 2014	Nov 2014	Dec 2014	January 2015	February 2015	March 2015	April 2015	May 2015	June 2015	Total	Percent
Chad/Ad/Sun	0	0	0	1	0	0	0	0	0	0	0	1	2	25%
Hartford Park	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Manton Heights	0	0	0	0	0	0	0	0	2	1	0	1	4	50%
Roger Williams	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Codding Court	1	0	0	0	0	0	0	0	0	0	0	0	1	12.5%
Scattered Sites	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
<b>Subtotal</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>7</b>	<b>87.5%</b>
Dexter Manor I/II	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Parenti Villa	0	0	0	0	0	0	0	0	0	0	0	1	1	12.5%
Kilmartin Plaza	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Dominica Manor	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Carroll Tower	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>12.5%</b>
<b>Overall Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>8</b>	<b>100%</b>

**Part I Incidents Reported**

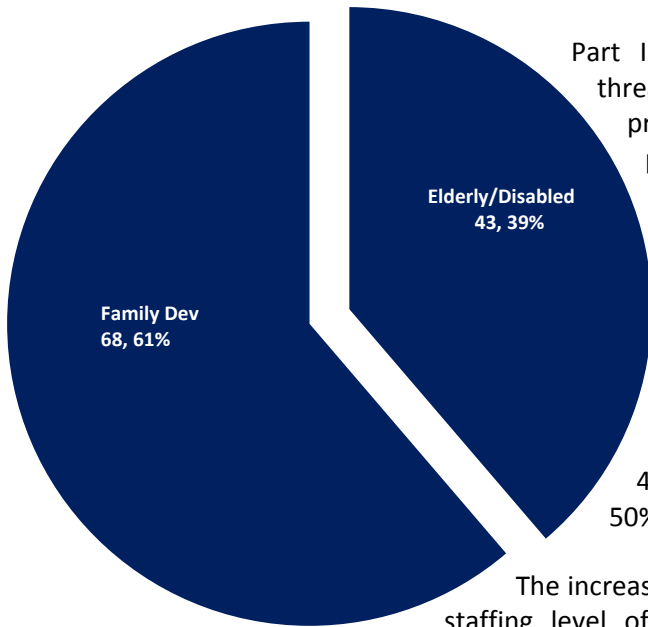
The PHA not only tracks the arrests that are made by the PHU officers but also the actual number of incidents of crime reported to the PHU. The number of arrests are compared to the total number of incidents (crimes) reported to determine the clearance rate of the crimes reported to the PHU. The clearance rate is a major performance indicator that is used to rate the overall performance of the PHU and security operations.

For FY2015 there were a total of 48 Part I offenses reported to the PHU. 40 (83%) of the Part I offenses occurred in the family developments while 8 (17%) of the Part I offenses occurred in the high-rise developments. Of the 48 Part I offenses that occurred in the developments eight (17%) were cleared by arrest. Seven of the Part I offenses cleared by arrest occurred in the family developments while one of the Part I offenses were cleared by arrest in the high-rises. Figures 6 and 7 indicate the arrests as compared to the incidents or crimes reported.



One homicide was recorded in the PHA developments for FY 2015, that incident occurring in the Chad Brown Development. The primary reason that the Part I arrest clearance rate is low is that Part I offenses are serious crimes that do not normally produce at scene arrests. They are usually cleared after investigation, the perpetrator is identified, a warrant is obtained for the perpetrator, and then that perpetrator is arrested based on the warrant for that particular crime.

Part II Arrests



Part II offenses are serious crimes, yet they are not life threatening to a victim. They include simple assault, stolen property, malicious mischief, weapons violations, prostitution/vice, other sex offenses, narcotics, gambling, family & children, DUI, liquor violation, disorderly conduct and other offenses. Overall, Part II arrests increased by 18% compared to FY 2014. Simple assault (17) remained the same as compared to FY 2014. Malicious mischief (4) increased by 3 as compared to 1 recorded in FY 2014, weapons violations (2) decreased 71.4% (7 FY 2014) and disorderly conduct (20) decreased 9% (22 FY 2014). Warrant and other arrests (64) increased 45.3% (35 FY 2013) while Narcotics violations (4) decreased 50% as compared to 8 in FY 2014.

The increase in arrests for the Part II offenses probably relates to the staffing level of the PHU and a cooperative effort with the District lieutenants and patrol officers. Previous crime suppression operations also contributed to an increase or decrease in Part II arrests. The Hartford Park and Manton Heights crime suppression operation has been a continual operation extending over seven Fiscal Year periods and was initiated due to an ongoing feud between rival factions from these sites. This feud had resulted in serious crimes including homicides and several shootings throughout the City. For this fiscal year period there was one homicide in the PHA developments that was determined to be gang related.

Table 3: Part 2 Arrests FY 2015

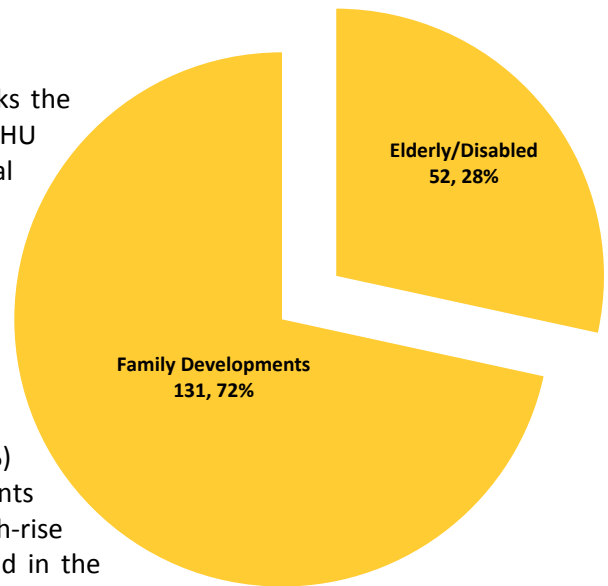
Development	July 2014	August 2014	Sept 2014	October 2014	Nov 2014	Dec 2014	January 2015	February 2015	March 2015	April 2015	May 2015	June 2015	Total	Percent
Chad/Ad/Sun	0	1	0	2	3	2	1	3	1	5	2	3	23	20.5%
Hartford Park	3	0	3	2	4	2	3	0	5	3	1	0	26	23.5%
Manton Heights	0	2	1	1	0	0	0	1	5	5	0	0	15	13.5%
Roger Williams	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Codding Court	1	0	0	0	2	0	0	0	0	0	0	1	4	3.5%
Scattered Sites	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
<b>Subtotal</b>	<b>4</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>9</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>11</b>	<b>13</b>	<b>3</b>	<b>4</b>	<b>68</b>	<b>61%</b>
Dexter Manor I/II	0	0	7	0	6	3	0	0	2	4	0	3	25	22.5%
Parenti Villa	2	1	0	0	0	0	3	3	1	1	0	1	12	10.5%
Kilmartin Plaza	0	1	0	0	0	1	0	0	0	0	0	0	2	2%
Dominica Manor	0	0	0	0	0	0	1	0	0	1	0	0	2	2%
Carroll Tower	0	0	0	1	0	1	0	0	0	0	0	0	2	2%
<b>Subtotal</b>	<b>2</b>	<b>2</b>	<b>7</b>	<b>1</b>	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>6</b>	<b>0</b>	<b>4</b>	<b>43</b>	<b>39%</b>
<b>Overall Total</b>	<b>6</b>	<b>5</b>	<b>11</b>	<b>6</b>	<b>15</b>	<b>9</b>	<b>8</b>	<b>7</b>	<b>14</b>	<b>19</b>	<b>3</b>	<b>8</b>	<b>111</b>	<b>100%</b>

In FY2015 the number of Part II arrests in the Family Developments increased 18% from FY 2014. There were a total of 68 Part II arrests at the family developments that accounted for 61% of the total Part II PHA arrests in FY2015. Hartford and Chad Brown had the highest number of Part II arrests for FY2015 with 26 (38%) and 23 (34%) respectively. Manton had 15 (22%) Part II arrests, Coddington Court had 4 (6%) arrests and Roger Williams had no (0%) arrests. There were no Part II Arrests recorded at Scattered Sites.

In FY2015 the number of Part II arrests increased at the Elderly/Disabled Developments by 30.2% from FY 2014. There were a total of 43 Part II arrests in the Elderly/Disabled developments this past year. Of the elderly/disabled developments, Dexter Manor had the most Part II arrests with 25 (58%) arrests. Parenti Villa recorded 12 (28%) arrests. Dominica Manor, Kilmartin Plaza and Carroll Tower each

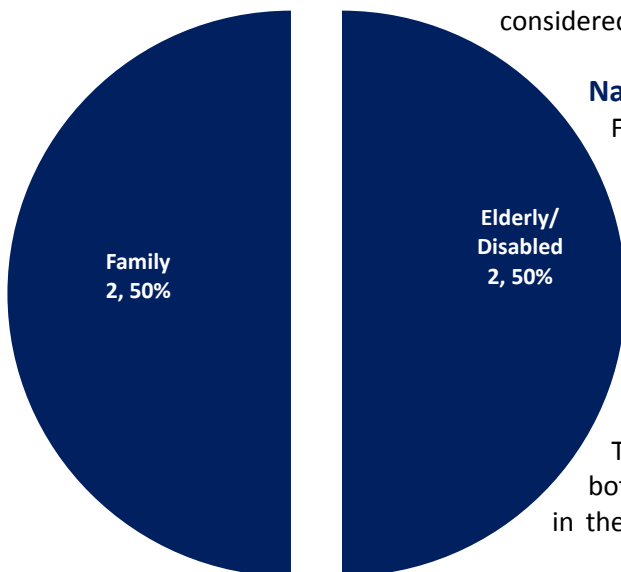
**Part II Incidents Reported**

Like Part I arrests and incidents reported the PHA tracks the Part II incidents and arrests that are made by the PHU officers. The number of arrests are compared to the total number of incidents (crimes) reported to determine the clearance rate of the crimes reported to the PHU. The clearance rate is a major performance indicator that is used to rate the overall performance of the PHU and security operations.



For FY2015 there were a total of 183 Part II offenses reported to the PHU. One hundred and thirty-one (72%) of the Part II offenses occurred in the family developments while 52 (28%) of the Part II offenses occurred in the high-rise developments. Of the 183 Part II offenses that occurred in the developments 111 (60.6%) were cleared by arrest. Sixty-eight of the Part II offenses cleared by arrest occurred in the family developments while 43 Part II offenses were cleared by arrest in the high-rises.

The primary reason that the Part II arrest clearance rate is higher than the Part 1 offenses is that most of the Part II arrests result in on-scene arrests or are arrests based on warrants issued. A warrant arrest is considered a Part II incident that is cleared by arrest.



**Narcotics Arrests**

For FY 2015 there were four (4) drug related incidences of arrests in the developments. In comparison FY 2014 recorded 8 narcotics arrests. Dexter Manor recorded two arrests after recording none the previous FY. Chad Brown and Coddington Court recorded one arrest each for the FY period. Hartford Park, Manton Heights, Roger Williams and Scattered Sites recorded no narcotic arrests for FY 2015.

The high-rises recorded 2 arrests for narcotics this year both at Dexter Manor. There were no other narcotics arrests in the high-rises for this FY. The PHU and the PHA staff have

realized that the drug problem, especially in the high-rises, is more significant than reflected in the FY statistics.

Table 4: Narcotics Arrests FY 2015

Development	July 2014	August 2014	Sept 2014	October 2014	Nov 2014	Dec 2014	January 2015	February 2015	March 2015	April 2015	May 2015	June 2015	Total	Percent
Chad/Ad/Sun	0	0	0	0	1	0	0	0	0	0	0	0	1	25%
Hartford Park	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Manton Heights	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Roger Williams	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Codding Court	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Scattered Sites	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>25%</b>
Dexter Manor I/II	0	0	1	0	1	0	0	0	0	0	0	1	3	75%
Parenti Villa	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Kilmartin Plaza	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Dominica Manor	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Carroll Tower	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>75%</b>
<b>Overall Total</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>100%</b>

It should be noted that The PHU and Security staff assisted DEA (Drug Enforcement Agency) and the Providence Police Narcotics Bureau during an extensive drug operation at Hartford Park. As a result of this operation over 30 individuals were apprehended for various drug charges and 17 firearms were seized. Due to the fact that drug dealing is now more covert than in years past operations, such as the above cited, are required to effectively address the drug problem in the PHA developments.

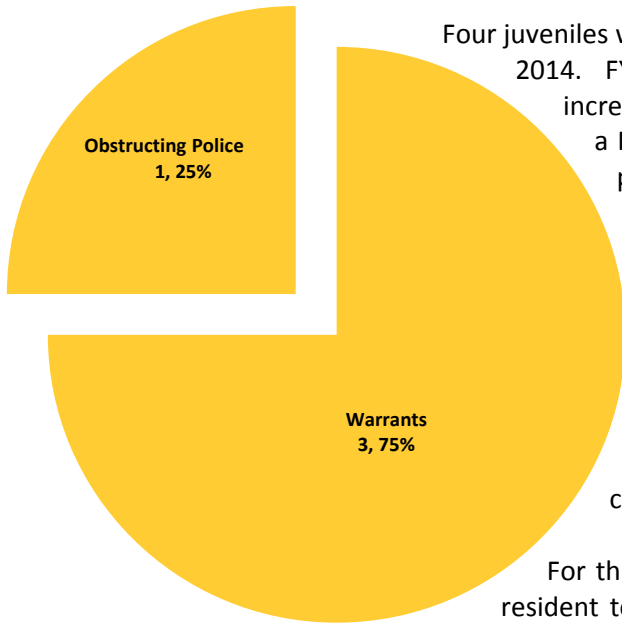
### Juvenile Activity

The following information illustrates juvenile criminal arrests. The data was sorted from the overall database and organized into a separate section showing the juvenile criminal activity. The number of juveniles involved in criminal activity is an important issue for the security of the developments. Juvenile arrest activity can also be used to measure the effectiveness of the youth programs and activities that involve both the PHU officers and the Resident Services staff.

Of the fourteen Part I arrests for FY2015, none of the arrests involved a juvenile arrestee. Juveniles accounted for four (4) of the 111 Part II arrests, which is 3.6% of the Part II total.

Four juveniles were arrested for four criminal offenses in FY2015. All four juveniles arrested were residents of the developments that they were arrested in. The offenses that the juveniles committed and were arrested for was 3 for a warrant and 1 for obstructing police.

A time study was completed for the juveniles arrest activity. The juvenile arrests happened between the hours of 4:12pm and 5:50pm, the normal times that PHU officers are on duty.



Four juveniles were arrested in FY2015, as compared to one arrested in FY 2014. FY 2009 and FY 2015 were the only FYs that recorded an increase of juvenile arrests (17 for FY 2009) experienced during a FY for the past 10 fiscal years. Eight of the ten fiscal year periods, including recorded a decrease or same amount of juvenile arrests.

The primary reason for this low number of juvenile arrests is probably due to the staffing of the PHU for this time period which resulted in sustained police visibility. Additionally PHA youth programs that encourage resident youth to not participate in criminal activity and offer a place to congregate safely are seen to continually contribute to the low amount of juvenile criminal activity.

For this FY period there was a continuation in programming for resident teens that involved the police and Resident Services staff. One of the most successful was the Youth & Police Initiative Program. Additional programs such as the Youth Leadership Academy, Youth Safe Haven/Police Mini-Station initiative and “The Club” youth activities located at Chad Brown, Hartford Park and Manton Heights are also seen to effectively reduce juvenile participation in criminal activity. Partnerships with other youth organizations, such as the Boys and Girls Club, has also enhanced youth orientated programs. This increase in programming for resident teens may have contributed to the low amount of juvenile arrest activity.

Management staff continues to assist in addressing juvenile involvement in criminal activity. By meeting with the parents of juveniles identified as causing problems in the developments and reinforcing the fact that they, the parents, are responsible for their children’s actions, management prompts the parents to dissuade the juveniles in their household from participating in criminal activity. If management had not continued with the practice the juvenile involvement in criminal activity would probably be higher.

It appears that when parents, police, Management, Resident Services and other PHA staff collectively concentrate on reducing juvenile criminal involvement that particular concern is effectively addressed and reduced. Partnerships with outside youth orientated agencies or programs serve to enhance the efforts being made by the PHA, police and residents.

### COMMUNITY RELATIONS

The PHU continues to utilize both traditional and Community Policing methods. The officers know well that a good relationship between the community and the police can have an impact on the amount of criminal activity that takes place in a community. The PHU has proven that by addressing the law enforcement concerns of a community, interacting with the residents, especially the youth, and placing trust in each other can show positive results. Additionally, several security staff, some of whom hold key positions in security, has been, or are still residents of public housing.

Over a period spanning 44 years, the officers assigned to the PHU, and past policing units such as the Community Protection Officers (CPOs), have continued to maintain a trusting relationship with the residents who reside in the public housing developments. The officers address the law enforcement concerns of the residents in a timely manner and in a majority of the time asking for the residents input

in seeking solutions. It is also not uncommon for the officers to be asked for their advice by residents for non-law enforcement “life issue” related problems or concerns. This trusting relationship extends from the youngest residents of public housing to the oldest. The emphasis on maintaining good community relations has been found to be a valuable tool in addressing crime in the public housing community.



The PHU officers and security staff regularly meet and interact with other PHA staff and seek their ideas on how to maintain an acceptable level of policing and security services. The PHU officers and security staff also meet and interact regularly with members of organizations such as the tenant associations, Resident Advisory Board and the Board of Commissioners. From these meetings, both formal and informal, the police and security staff are able to

determine not only the concerns of the tenants but also how the police and security staff are being perceived by the tenants. In past years when law enforcement was viewed in an unfavorable light, the PHU and security staff seemed to have maintained an acceptable level of trust from the residents of the PHA developments.

Hopefully these lessons learned in the past will assist in navigating through the current negative relationship between the police and the public being experienced in many cities throughout the country. An incident that places the police in a negative light, especially through current social media technology, that occurs anywhere in the country can certainly test the relationship of the police and the community in all other cities.

For FY2015 the PHU continued sponsoring their annual hot-dog roasts in Chad Brown, Hartford Park, Manton Heights, Coddington Court and Roger Williams. All of the hotdogs were prepared and served by the officers at these events. These hotdog roasts have proved to be crucial in allowing the officers to interact in a relaxed setting with the residents of the developments, with emphasis on the resident youth.

Maintaining a positive relationship between the police and youth in any community is challenging however essential. Interaction with resident youth is conducted, one-on-one, on a daily basis. This has been the practice for years and has proven to be successful. It is not uncommon for the officers to stop and “chat” with the resident youth in an informal setting, while the officers are on their routine patrol. This goes a long way in maintaining the trusting relationship between the “cops and the kids”. These informal “chats”, unlike the formal meetings, impress on the youths that the officers stop and talk to them because they want to, not because they have to. Juveniles who are suspected of being involved in minor law infractions are usually taken to a parent where the issue is resolved outside of the court

system. This has also proven to assist in a positive relationship between the police and the resident youth.

The PHU officers, as well as some of the Police District officers, have become very involved as participants in youth orientated programs. Youth programs such as the Youth & Police Initiative program as well as mentoring and safe haven programs place the police officers and resident youth in structured youth programs. These structured programs only serve to reinforce the “informal” relationships that the PHU officers and the resident youth have developed and enjoy.

The partnership between the PHU and internal entities that organize the youth programs, such as the PHA Resident Services department, is strong, cooperative and most importantly, effective. Relationships with external youth program based agencies, such as the Boys and Girls Club, is also strong and cooperative.

## **SECURITY WORK ORDER AND DISPERSAL REPORT**

### **Security Work Orders**

The security monitors have the responsibility of compiling security work order information, the work orders being generated by security call in reports, security written reports, resident call in complaints/information and information received via the radio network. This system is in operation 24 hours a day staffed by either security personnel or Asset Management dispatch personnel. There are four codes of security work orders:

- Code #1 - Fire/Rescue
- Code #2 – Building
- Code #3 – Criminal
- Code #4 – Civil

There were a total of 1,461 security work orders for FY2015, an increase of 4% from the FY 2014 total of 1,402. A Code #1 is recorded only if a fire/rescue vehicle responds to an emergency or medical situation and the resident is transported from the development. There were 234 Code #1 work orders in the family developments and 308 in the elderly/disabled developments for a total of 542 Code #1 work orders. There was 1 Code #2 work orders for the family developments and 1 for the elderly disabled developments for a total of 2 Code #2 work orders. Code #2 work orders are building or grounds security violations such as open exit or emergency doors, especially incidents captured on the PHA security camera and alarm system.

A Code #3 work order requires the presence of a uniformed police officer and is usually of a serious nature including criminal acts such as assault, breaking and entering, and larceny. There were a total of 576 Code #3 work orders in the family developments for FY2015 and 199 in the elderly/disabled developments for a total of 775 Code #3 work orders. Code #4 work orders are recorded when a civil situation occurs such as a resident complaint or disturbance. There were 12 Code #4 work orders in the family developments and 130 at the elderly/disabled developments for a total of 142.

In a breakdown of all the developments, the family developments accounted for a total of 823 security work orders. Of this total, Chad Brown had 30.5%, Hartford Park had 40.5%, Manton Heights had 14.5%, Coddington Court had 6.5% percent and Roger Williams had 1%. In addition Scattered Sites had 7%. Chad

Brown had the most criminal work orders (Code #3) with 201 (34.8%) of the total 576 at family developments. Hartford Park had 128 (54.7%) of the total 234 family fire/rescue work orders (Code #1).

Of the 623 security work orders at the elderly/disabled developments, 37.5% were from Dexter Manor. Parenti Villa had 28.5% of the total, Carroll Tower had 11.5%, Dominica Manor had 13.5% and Kilmartin Plaza had 9% of the total elderly/disabled work orders. Elderly/Disabled developments had 308 (56.8%) of the 542 total number of Code #1 work orders. The figures are reasonable considering the elderly and disabled individuals, who need frequent medical attention.

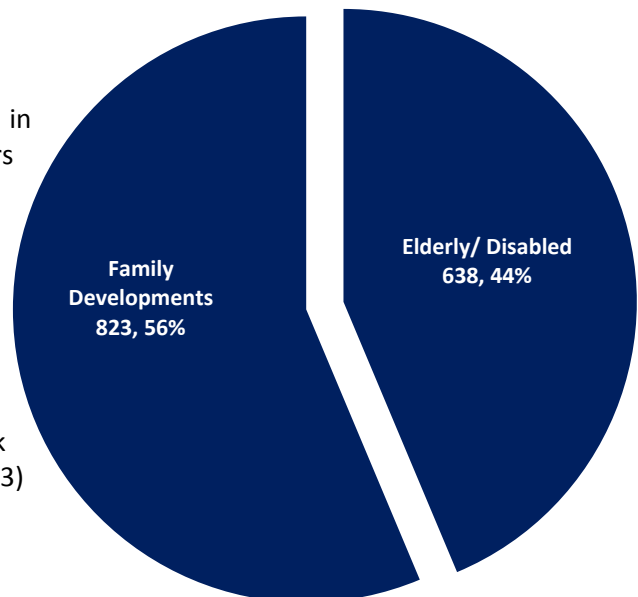
Table 5: Total Security Work Orders FY 2015

Development	Code #1 (Fire/Rescue)	Code #2 (Building)	Code #3 (Criminal)	Code #4 (Civil)	Total Security Work Orders	Percent
Chad Brown	48	0	201	0	249	17%
Hartford Park	128	1	192	12	333	23%
Manton Heights	31	0	88	0	119	8%
Roger Williams	2	0	8	0	10	.5%
Codding Court	17	0	38	0	55	4%
Scattered Sites	8	0	49	0	57	4%
<b>Subtotal</b>	<b>234</b>	<b>1</b>	<b>576</b>	<b>12</b>	<b>823</b>	<b>56.5%</b>
Dexter Manor I&II	96	0	80	62	238	16%
Parenti Villa	92	0	60	31	183	12.5%
Kilmartin Plaza	33	0	16	10	59	4%
Dominica Manor	49	0	19	17	85	6%
Carroll Tower	38	1	24	10	73	5%
<b>Subtotal</b>	<b>308</b>	<b>1</b>	<b>199</b>	<b>130</b>	<b>638</b>	<b>43.5%</b>
<b>Total</b>	<b>542</b>	<b>2</b>	<b>775</b>	<b>142</b>	<b>1461</b>	<b>100%</b>

During FY 2015 the PHA Fraud Investigator negotiated with the Providence Fire Department to have access to their Aegis Reporting System. As a result the number of Code 1 Work orders significantly increased over previous years due to the ability to get an exact count of the responses to the PHA developments.

**Code #3 Work Orders: Criminal**

There were a total of 775 criminal work orders in FY2015. Code #3 work orders are usually work orders on incidents responded to by District police officers other than the officers specifically assigned to the PHU. Of the 775 work orders, 74.5% were from the family developments and 25.5% originated from the elderly/disabled developments. Fifty-three percent of the total security work orders for FY2015 were from Code #3 work orders. Seventy percent (576) of the total number of security work orders generated from family developments (823)





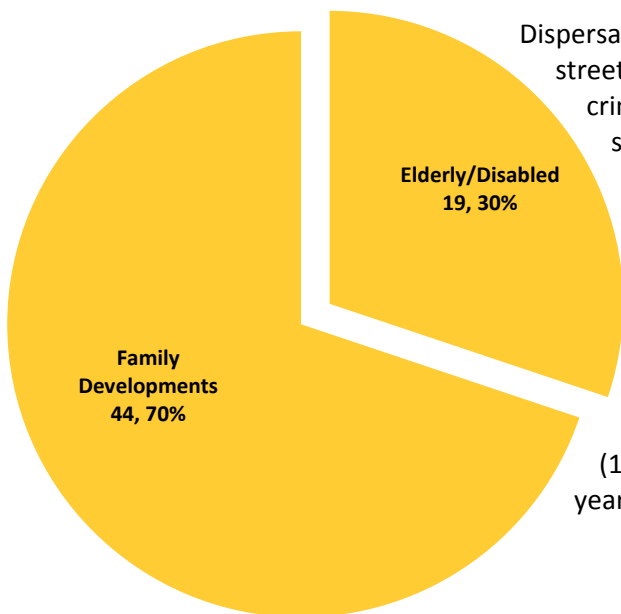
were criminal work orders. Thirty-one percent (199) of the total elderly/disabled security work orders (638) came from Code #3 work orders.

### Dispersals

Dispersals are an effective policing tool utilized in an effort to discourage loiterers with suspected criminal intent from congregating at known problem locations. The PHU officers have the advantage of knowing who the good people are as opposed to those who are known to frequent the developments with criminal intent. Dispersals are also used to defuse situations, such as disputes that have prompted a crowd to gather, from escalating.

Table 6: Dispersals FY 2015

Development	July 2014	August 2014	Sept 2014	October 2014	Nov 2014	December 2014	January 2015	Feb 2015	March 2015	April 2015	May 2015	June 2015	Total	Percent
Chad Brown	0	0	0	9	1	1	1	0	0	1	0	3	16	25.5%
Hartford Park	1	0	1	2	1	0	0	1	2	1	3	1	13	20.5%
Manton	0	0	1	0	1	1	2	0	0	2	0	1	8	12.5%
Roger Williams	0	1	0	0	0	0	0	0	0	0	0	0	1	1.5%
Codding Court	0	0	0	0	0	2	0	0	0	3	0	1	6	10%
Scattered Sites	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
<b>Subtotal</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>11</b>	<b>3</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>7</b>	<b>3</b>	<b>6</b>	<b>44</b>	<b>70%</b>
Dexter Manor	1	0	2	0	0	0	1	0	0	0	0	2	6	10%
Parenti Villa	1	1	1	1	0	2	0	0	0	1	0	3	10	15.5%
Kilmartin Plaza	0	0	0	0	0	0	0	0	0	1	0	0	1	1.5%
Dominica	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Carroll Tower	0	0	0	0	0	1	1	0	0	0	0	0	2	3%
<b>Subtotal</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>5</b>	<b>19</b>	<b>30%</b>
<b>Overall Total</b>	<b>3</b>	<b>2</b>	<b>5</b>	<b>12</b>	<b>3</b>	<b>7</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>9</b>	<b>3</b>	<b>11</b>	<b>63</b>	<b>100%</b>



Dispersals have also been an effective tool utilized to combat street level drug activity and address gang activity. Potential criminal activities or the escalation of a potential violent situation are avoided this way. In FY2015 there were a total of 63 dispersals in the PHA development resulting in an increase of 8.8% over the 56 total for FY 2014. Forty-four (70%) of the dispersals took place in the family developments while 19 (30%) of the dispersals took place in elderly/disabled high-rises.

Most dispersals took place in September (12) as compared to other months in FY2015, while February (1) had the fewest number of dispersals for the fiscal year.

Of 63 total dispersals, 44 (70%) took place in the family developments. Chad Brown had 16 (36.5%) of the total number of dispersals in the family developments, followed by Hartford 13 (29.5%), Manton Heights which accounted for 8 (18%), Coddington Court 6 (13.5%), and Roger Williams 1 (2.5%). Scattered Sites recorded no (0%) dispersal.

The elderly/disabled high-rise developments accounted for 19 (30%) of the total number of dispersals. Parenti Villa recorded 10 (52.5%) of the total number of dispersals for FY 2015. Dexter Manor had 6 (31.5%), Carroll Tower recorded 2 (10.5%), Kilmartin Plaza recorded 1 (5.5%) and Dominica Manor recorded no dispersals.

## ANALYSIS OF CRIME & SECURITY DATA

### Analysis of Arrests FY 2006 – FY2015

Over the 10-year period, the PHU made 1,528 arrests. Arrests over the 10-year period showed a peak in arrests for FY 2009, with the lowest number of arrests being in FY 2014. FY-2009 showed an increase in arrest activity as compared to the prior three fiscal years that had been the lowest at that time for the ten year period. The increase in arrests for FY 2009 was primarily due to the full officer staffing of the PHU for this period resulting in an increase in visibility.

The six fiscal years after FY 2009 then produced a reduction of arrests probably as a result of the efforts made during FY 2009 and the continual police visibility. Additionally the PHU officers coordinated extensively with the District officers to suppress drug activity and the associated crimes in the developments.

For FY2015 the arrests for narcotics violations (4) decreased from the previous FY by 50%. This is probably a result of drug suppression operations conducted in the family and high-rise developments.

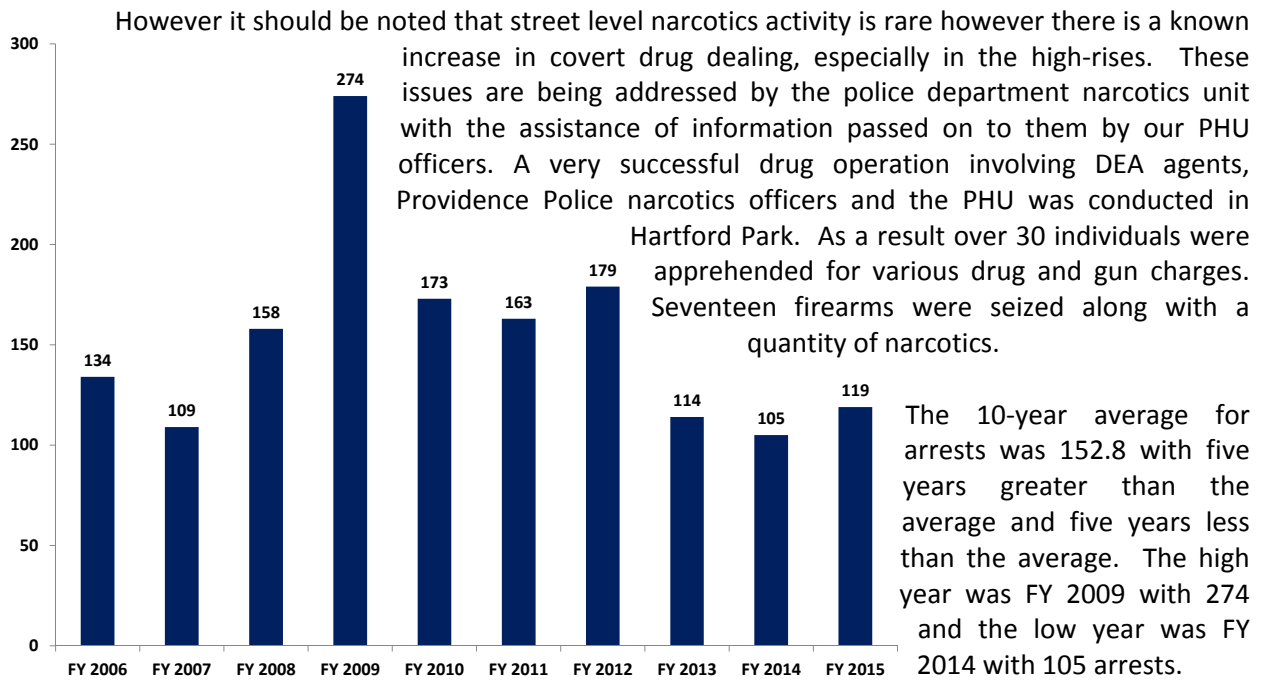


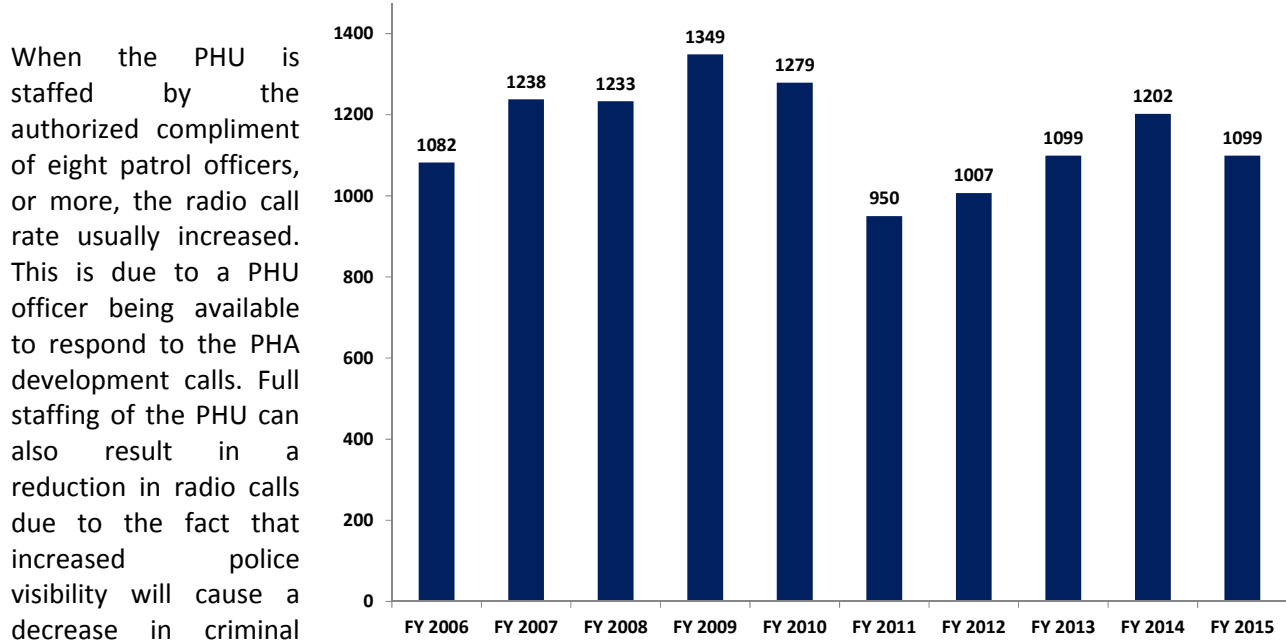
Table 7: Public Housing Unit Arrest and Activity Report FY 2006-FY 2015

Year	Arrests	Radio Calls	Dispersal	Narcotic Arrests
FY 06	134	1,063	189	12
FY 07	109	1,198	101	10
FY 08	158	1,200	132	12
FY 09	274	1,256	180	30
FY 10	173	1,279	331	15
FY 11	163	950	68	19
FY 12	244	1,007	75	19
FY 13	114	1,099	74	19
FY 14	105	1,202	56	8
FY 15	119	1,097	63	4
<b>Totals</b>	<b>1,593</b>	<b>11,351</b>	<b>1,269</b>	<b>148</b>

**Analysis of Radio Calls FY 2006-FY2015**

For FY2015 the PHU responded to 1,099 radio calls for service in the PHA developments. During the ten year fiscal year period FY 2011 was the only FY that recorded less than 1,000 radio calls responded to in the PHA developments. FY 2011 was also significantly lower than the 1,153.8 ten year average.

Radio call increases or decreases have mostly been influenced by the occupancy rate of the PHA developments and the staffing level of the PHU. When the PHA developments are at full occupancy the radio call rate generally increases. From FY-1996 to the present the residents have been encouraged to call the police to report any suspicious activity. The staffing available to the PHU is another determining factor that influences the radio call rate.



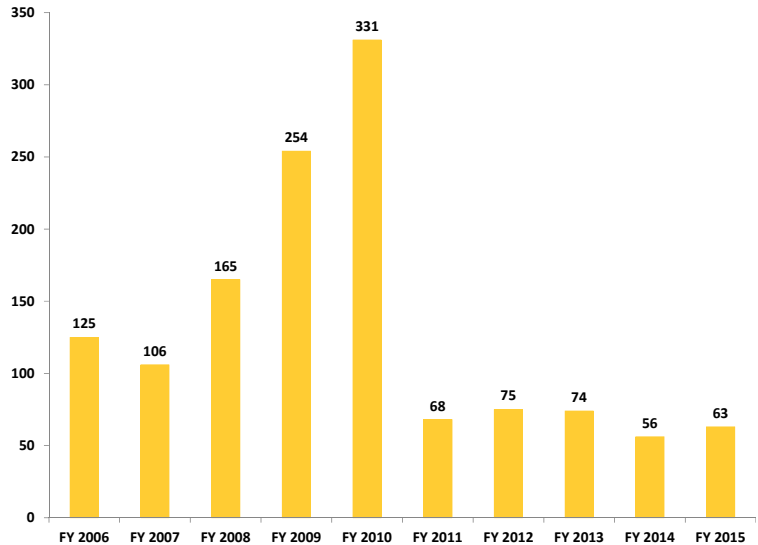
When the PHU is staffed by the authorized compliment of eight patrol officers, or more, the radio call rate usually increased. This is due to a PHU officer being available to respond to the PHA development calls. Full staffing of the PHU can also result in a reduction in radio calls due to the fact that increased police visibility will cause a decrease in criminal and suspected criminal activity. When the PHU staff is reduced the officers are less available and the radio calls for the PHA developments are dispatched by the PPD to the regular police district cars. These calls were not tracked by the PHA from 1995 to 2002. In 2003 the PHA Security Monitors were given the

task of recording all radio calls not responded to by the PHU officers. The monitors track the calls by monitoring a police/fire scanner located at their work-station and by reviewing the police department computer terminal located in the PHU/Security office. These “other” police and fire responses are recorded in the security work order section.

Over the 10-year period, the PHU responded to 11,538 radio calls for assistance. Radio calls fluctuated throughout the 10-year period from a high of 1,349 in FY 2009 to a low of 950 in FY 2011. The 10-year average was 1,153.8 with five years recording more calls than the average and five years below the average.

**Analysis of Dispersals FY 2006–FY2015**

Over the ten-year period, the PHU conducted 1,317 dispersals at PHA properties. The annual average was 131.7 with three years at or above the average and seven years below the average. The year with the greatest number of dispersals was FY 2010 with 331 and the low year was FY 2014 with 56.



**Analysis of Narcotic Arrests FY06-FY15**

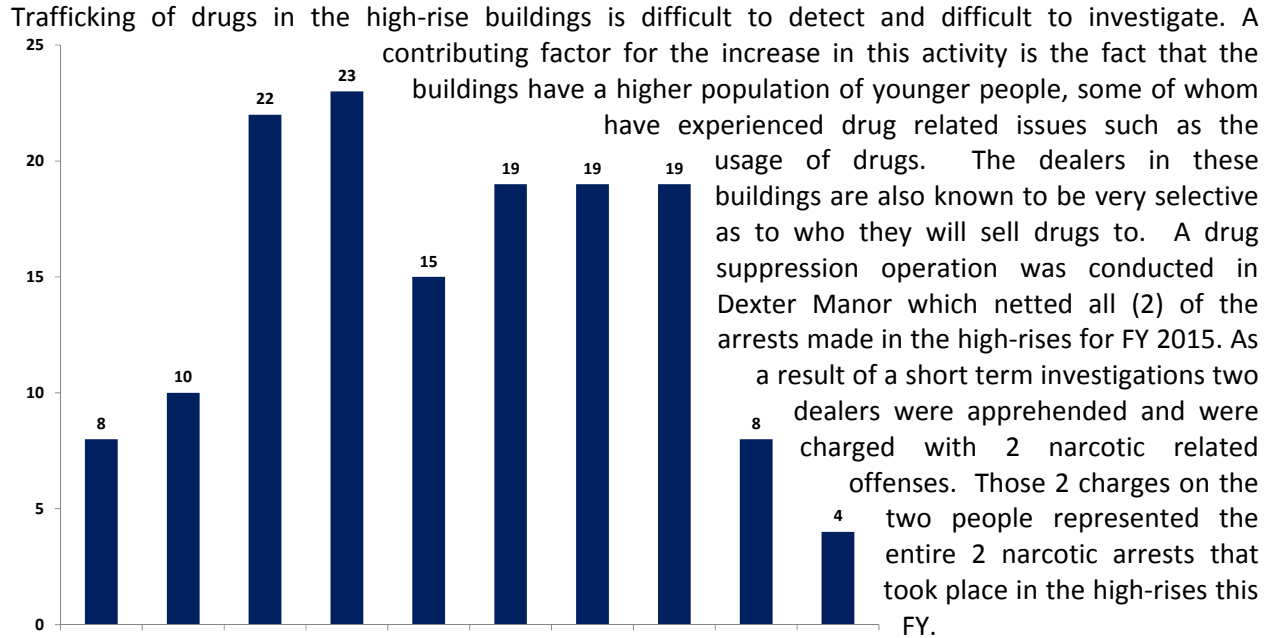
During FY2015 the PHU officers continued to coordinate extensively with the District officers to suppress drug activity and the associated crimes in the developments. For FY2015 the arrests for narcotics violations decreased (4) from the previous FY 2014 (8). This a result of drug suppression operations conducted in the high-rise developments in FY 2013 which produced 14 of the total of 19 FY 2013 arrests for narcotics. The elimination of serious drug dealers in the high-rises in FY2013 contributed to the reduction of narcotic arrests in the high-rises for FY 2015. The police and security visibility for this fiscal year remained the same which probably prevented the problem from resurfacing during this fiscal year period in some of the previously targeted developments.

For the past 10 years, the PHU focused, as much as practicable, on the problem of the sale and use of drugs in the developments and the crimes associated with the drug problem. It is known that the drug problem has been a major contributor to the overall crime rate in public housing. Street level drug dealing has been reduced: however, it is known that the selling of narcotics has become more covert and more difficult to detect.

The issuance of medical marijuana cards and the decriminalization of small amounts of marijuana may have a negative impact in the future pertaining to drug enforcement. It appears that medical marijuana cards are easy to obtain. In addition possession of under an ounce of marijuana now results in the issuance of a summons as opposed to arrest. There is also licensing for people to grow their own marijuana. What effect this will have on the PHA developments remains to be seen and is being closely monitored. The PHA, in enforcing drug laws, has to consider the conflict that exists between federal laws pertaining especially to marijuana and state law.

Over the ten-year period, the PHU made 147 narcotics arrests at PHA developments. The ten-year average was 14.7 with a high of 23 in 2009 and a low of 4 in FY 2015. As previously stated, drug transactions are not as open as in the past and this makes detection and arrest more difficult. Street level drug dealing can be addressed by uniformed officers, such as the PHU officers. However, when the drug transactions are conducted indoors and out of view of the uniformed officers this becomes a problem that can only be investigated and addressed by the Narcotics Division officers.

For this FY of the 4 Narcotics arrests 2 (50%) of the 4 arrests were made in the high-rise developments. Two narcotics arrests were made in the family developments.



Police visibility has been found to be a key element in diminishing the open air drug trafficking along with management response to resident offenders.



*Tenant Selection*

Tenant Selection is part of the Property Management Department and therefore under the supervision of the Director of Property Management and the Associate Director of Property Management. The Associate Director directly supervises the Tenant Selection staff and oversees the daily admissions functions of this department. The department consists of 6 highly knowledgeable and trained employees who assist individuals and families through the application process.

Tenant Selection handles all of the public housing admissions tasks for the PHA which includes; application intake, screening, and maintaining the wait list for public housing in accordance with HUD regulations and the PHA's admission policies. In addition to the above, the offer/refusal process and denial process are part of Tenant Selection's duties. Tenant Selection staff work in conjunction with the on-site management staff to fill vacant units with the next available suitable applicant as quickly and efficiently as possible. This department also maintains the pre-application waiting list and oversees the pre-application process. The screening of all additions to PHA leases and maintaining the tenant transfer list also falls under Tenant Selection's vast responsibilities.

PHA tenancy begins with the application. The Tenant Selection Department handles all of the tasks and procedures associated with admissions and the application process. The Tenant Selection staff is knowledgeable 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 long 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 Providence Housing Authority (PHA) is committed to providing a broad choice of living arrangements and accommodations to all eligible individuals with disabilities including a range of sizes, locations, and amenities to the maximum extent feasible in our buildings.

Persons with disabilities may request a dwelling unit designed specifically to accommodate individuals with mobility, hearing, and/or sight disabilities. It is the policy of the PHA to provide a "reasonable accommodation" to residents, applicants, and program participants with disabilities who are otherwise qualified for housing, programs, and services provided by the PHA.

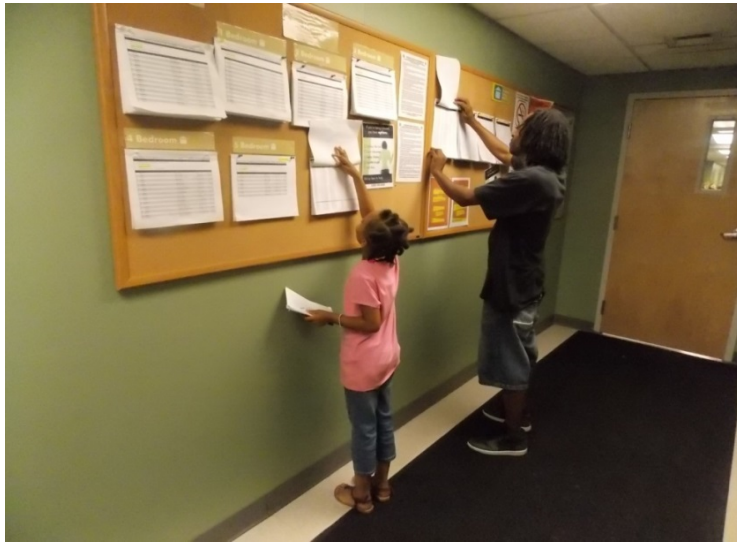
Tenant Selection continues to offer non-traditional hours to accommodate any applicants that work during the day. One night per month and upon request, the office stays open beyond the PHA's normal business hours. Large groups of applicants are also scheduled on this night to alleviate some of the parking issues experienced during regular business hours. Although the walk-in traffic on "late" night is minimal, scheduling appointments after regular business hours is beneficial to both staff and applicants.



Throughout FY 2015, Tenant Selection continued a partnership with SER Jobs (Senior Community Service Employment Program). SER Jobs promotes useful part-time training opportunities

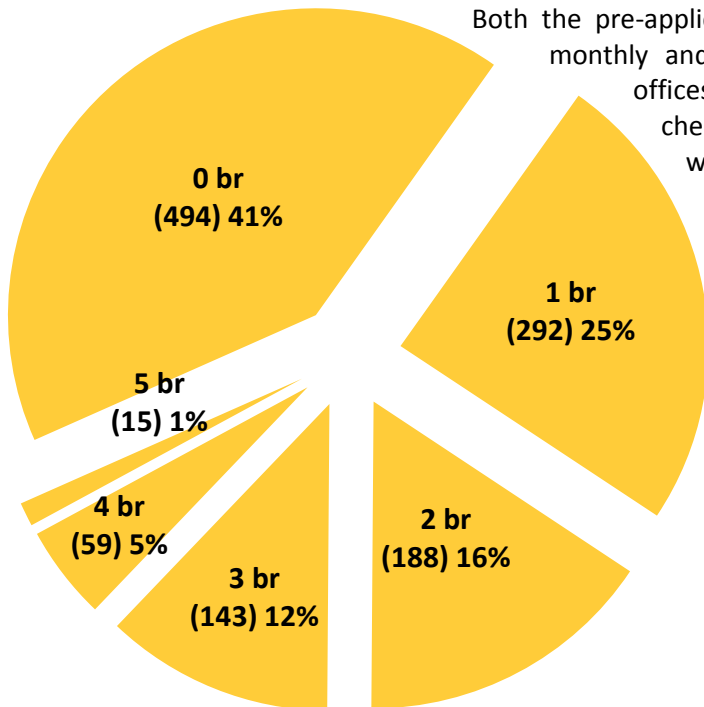
for persons who are 55 years old or older with an economic need. Currently one SER employee is assigned to train with Tenant Selection staff for a maximum of 16 hours per week. SER workers also train with the on-site management team. While the program can present some challenges for the staff, the benefits far outweigh any obstacles. At no cost to the PHA, Tenant Selection staff is provided much needed clerical support while the SER employees gain practical work experience. This partnership has helped keep productivity on track and is a great example of how to be creative when facing an increasing workload with limited resources.

### Waiting Lists



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.

*Applicants for studios and one-bedroom units make up 41% and 25% of the active waiting list, respectively. Applicants waiting for two-bedroom units and three-bedroom units comprise 16% and 12% of the waiting list. Five percent of the applicants on the waiting list qualify for four-bedroom units. One percent are larger families waiting for a five-bedroom unit.*



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. Applicants become frustrated by the long waiting periods. Families can wait in excess of 5-years for the opportunity to live in a PHA apartment.

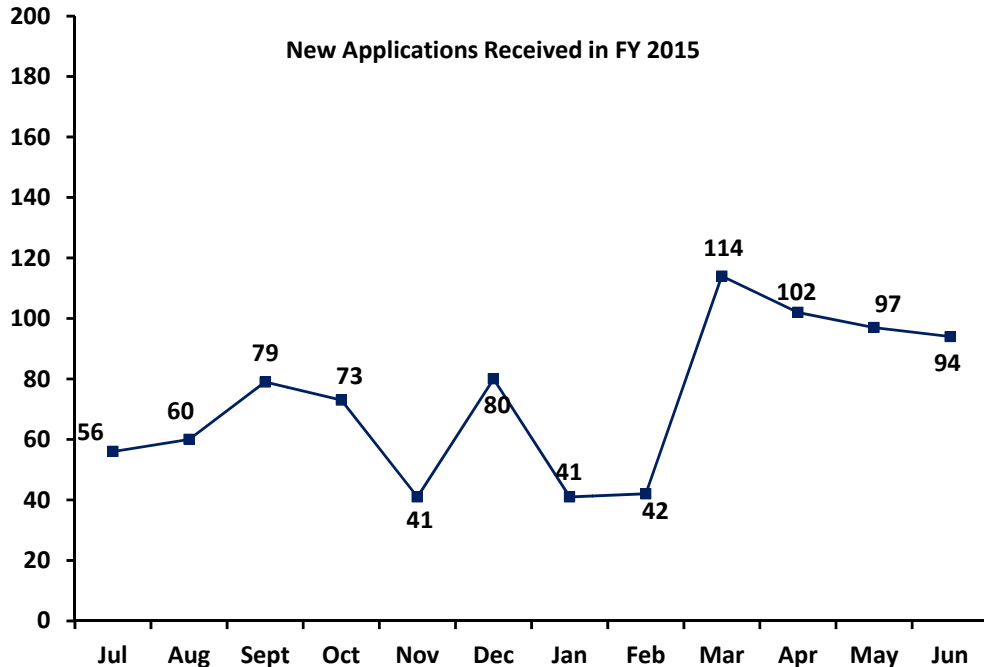
At the end of FY 2015, there were 3,818 individuals and families on the PHA's pre-application waiting list and 1,191 individuals and families on the PHA's active waiting list. All single individuals applying for the high-rise buildings are initially categorized as zero bedrooms. However, many of these applicants choose to wait for a one-bedroom unit.

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.

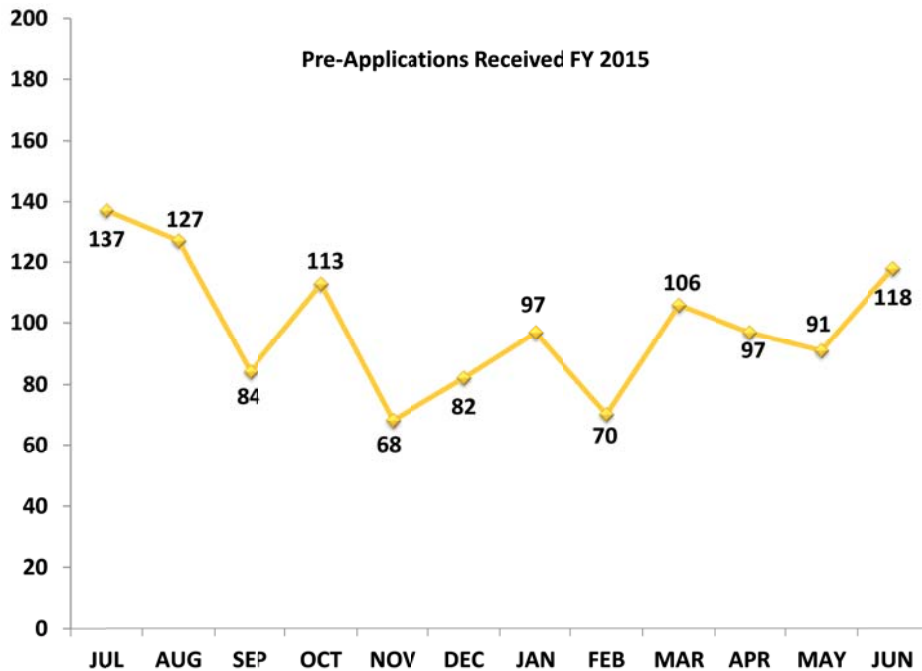
### Applications

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. In FY15, between applicants and pre-applicants, 2,069 individuals and families applied for public housing at the PHA.





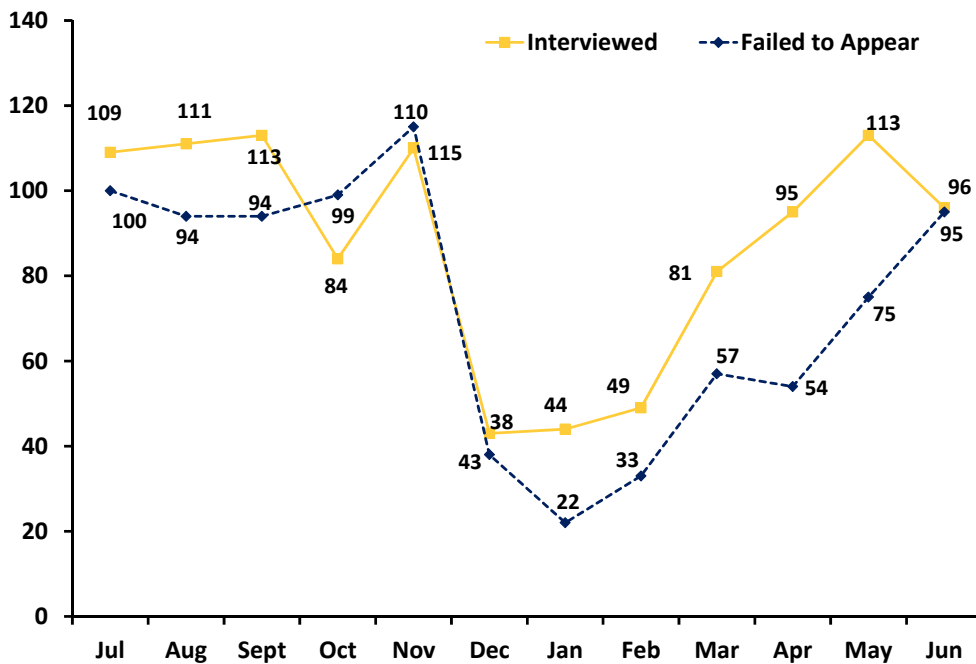
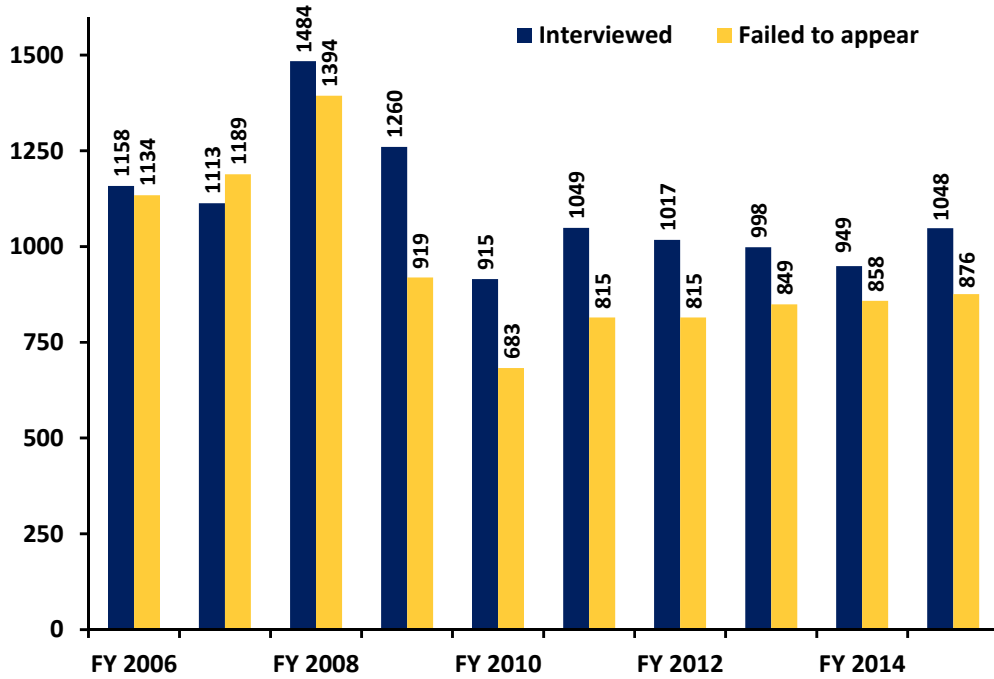
A total of 879 new applications were received this year. This number includes the processing of the pre-applicants integrated to the waiting list and the elderly/disabled who continued to apply throughout the year. An additional 1,190 pre-applicants applied for housing during FY15.



### Applicant Interviews

The Tenant Selection staff scheduled 1,924 interviews during FY 2015. This figure is an increase from the 1,807 interviews scheduled in FY 2014. Pre-applicants are scheduled for interviews regularly each month and integrated to the waiting list as needed. The staff actually conducted 1,048 interviews with prospective residents. An additional 876 (46%) applicants failed to appear for their scheduled interview.

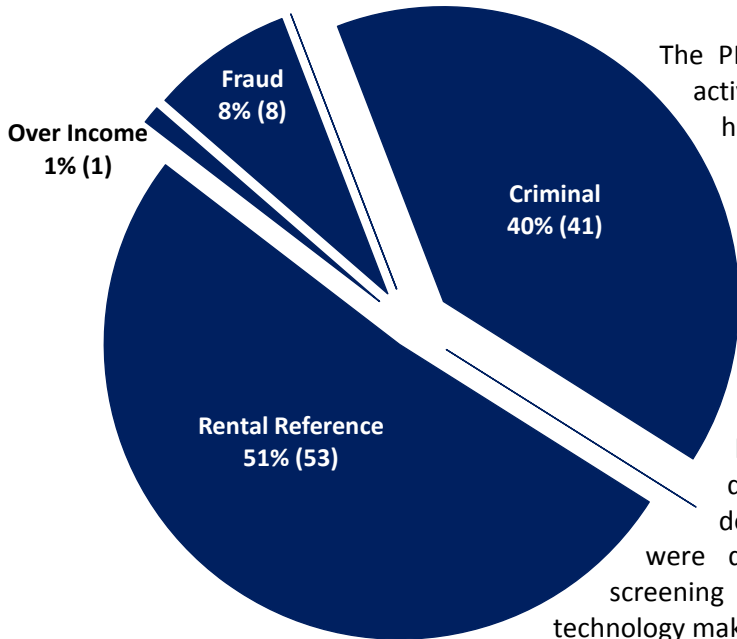
Applicants who fail to keep their office interview appointments are sent a final notice before being removed from the waiting list.



### Applicant Denials

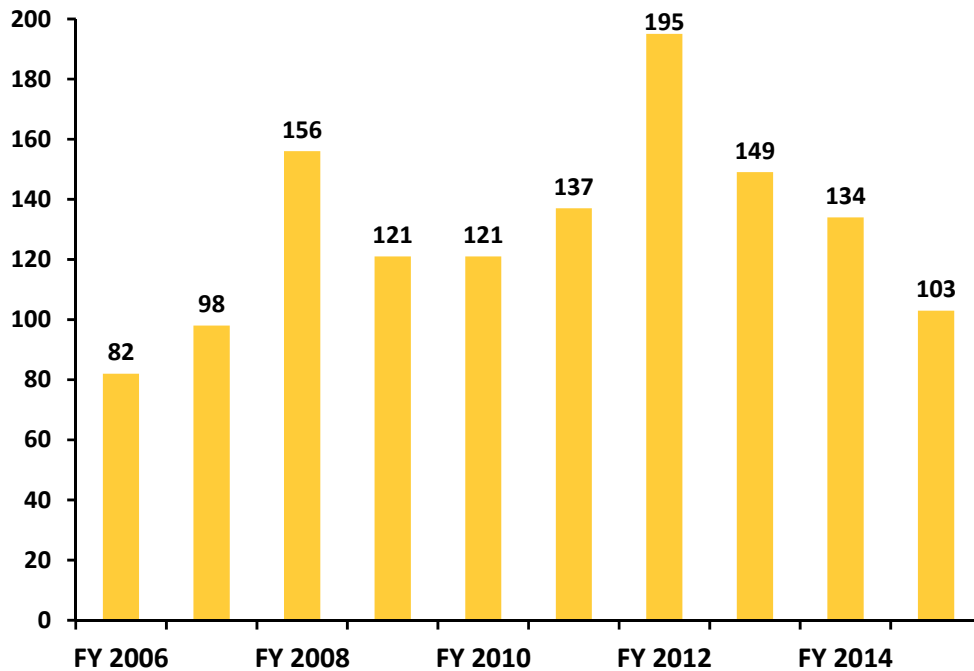
A fundamental part of the application process is screening. The screening process was developed to ensure that every applicant is a suitable candidate for public housing. The PHA's comprehensive screening standards are applied consistently to every applicant. The screening process consists of a 5-

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.



The PHA denies applicants who have a history of criminal activity, fail their home visit inspection, have a poor rental history, and/or misrepresent information during the screening process. Tenant Selection staff notifies ineligible applicants, of their denial and their right to appeal this decision, in writing.

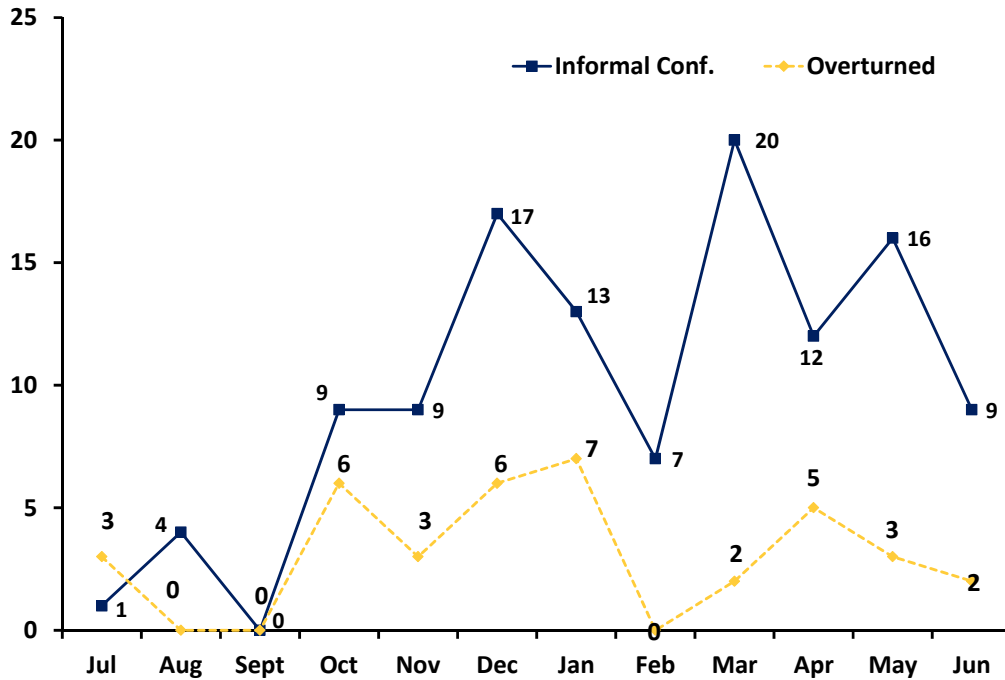
There were a total of 103 applicant denials in FY 2015. The PHA denied housing to 53 applicants due to unsatisfactory rental references, accounting for 51% of all denials for FY 2015. Applicants are also denied based on their criminal records; 41 (40%) of the 103 denials were for criminal activity. An additional 9% were denied for other reasons. This fiscal year, 8 applicants were denied for misrepresenting information during the screening process. HUD’s EIV system and advancements in technology make it easier to detect fraud than in the past.



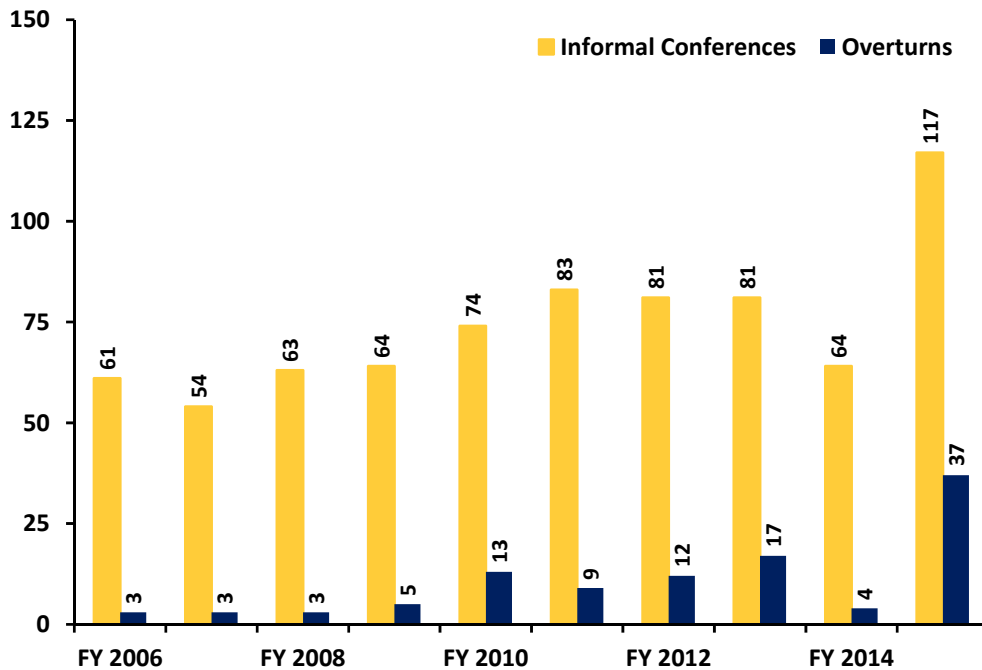
### Formal Grievance Hearings

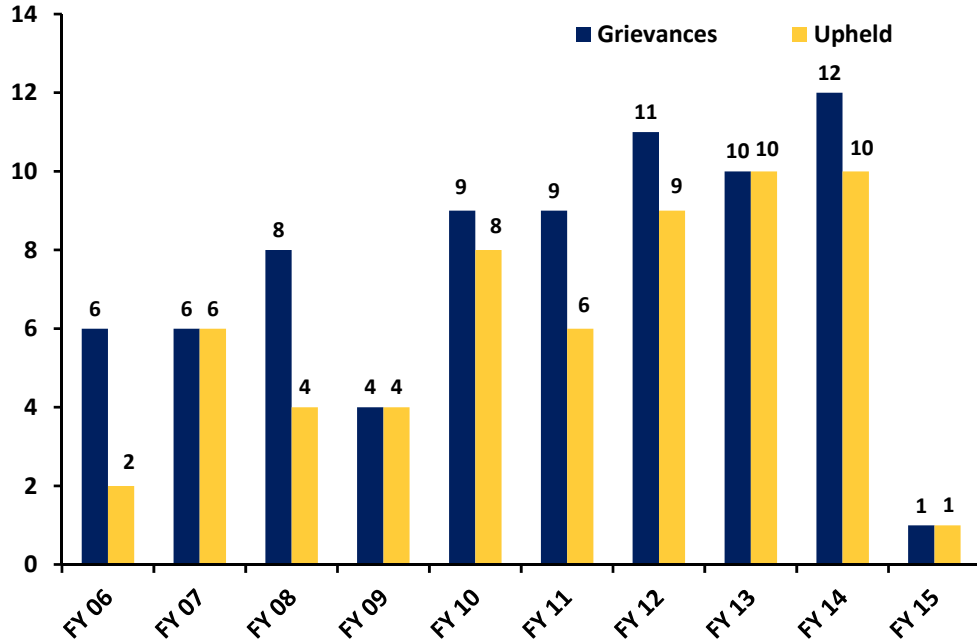
Once an applicant is denied admission to public housing for any reason, he or she is afforded several opportunities to appeal the decision. The first step in an appeal is to schedule an informal conference with the Associate Director of Property Management to request reconsideration of the decision. Any applicant denied initial admission may request an informal conference with the Associate Director of Property Management to discuss the reasons for the denial. At the informal conference the applicant

can provide any verification of mitigating circumstances or evidence of rehabilitation to support rescinding their denial. If the matter is not resolved, the applicant may request a formal grievance hearing with a three-member panel. The grievance panel determines final applicant eligibility.



In FY 2015, the Associate Director of Property Management conducted 117 informal conferences and reversed the initial determination of ineligibility in 37 (32%) instances when the applicant provided information or references that attested to the applicant’s ability to meet PHA tenant selection standards.





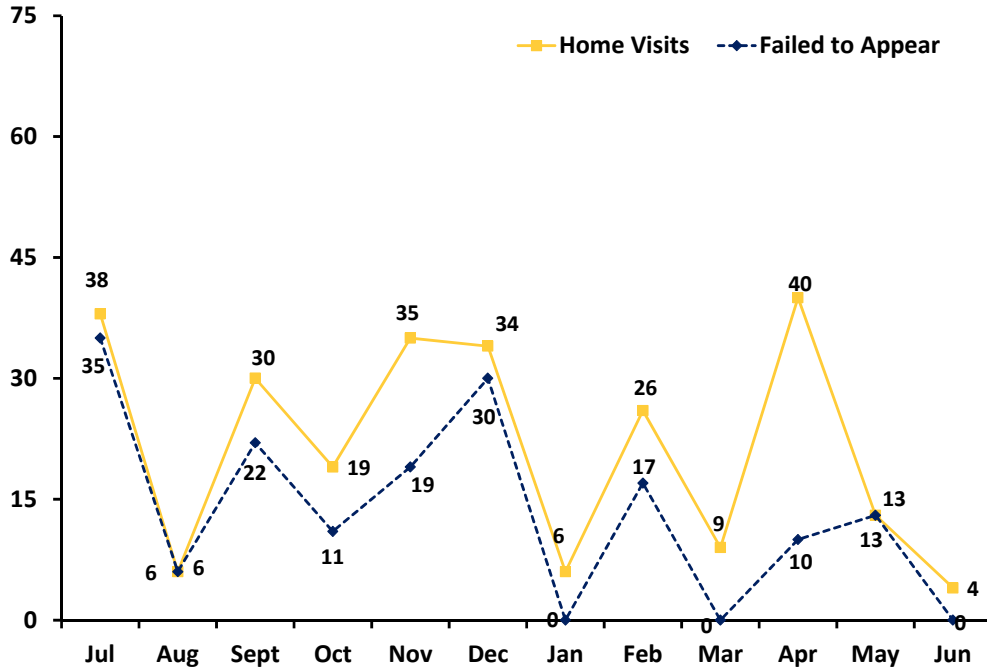
Should the applicant still be denied admission, they may request a formal grievance hearing before a three-person panel comprised of a PHA staff member, a public housing resident, and a member of a nonprofit social service agency. At the grievance hearing the Associate Director of Property Management testifies that the applicant was denied housing in accordance to the PHA’s admission policies. The applicant then has the opportunity to present any evidence to support rescinding their denial for housing. In FY 2015, only 1 denied applicant requested a formal grievance hearing; the panel upheld the PHA’s initial ruling.

### Home Visits

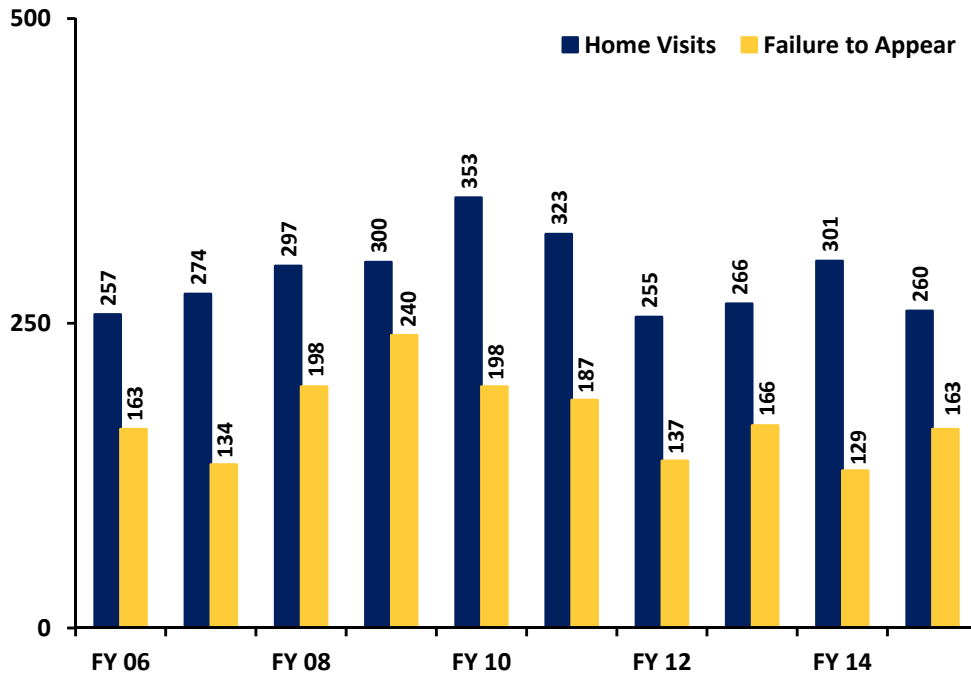


A home visit is conducted with all applicants applying for family housing at the PHA

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. The PHA schedules home visits for applicants with no prior criminal record. Applicants are notified by mail at least one week prior to the visit. During the 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 our screening process.



In FY 2015, Tenant Selection staff scheduled 423 families for home visits. Of the scheduled visits, 260 home visits were conducted. The remaining 163 (39%) applicants failed to keep their scheduled appointment. Applicants may be denied public housing if they do not have acceptable housekeeping habits or if their landlord testifies that they were poor tenants due to rent paying habits, damages, or complaints. A favorable home visit inspection is a mandatory part of the screening process.



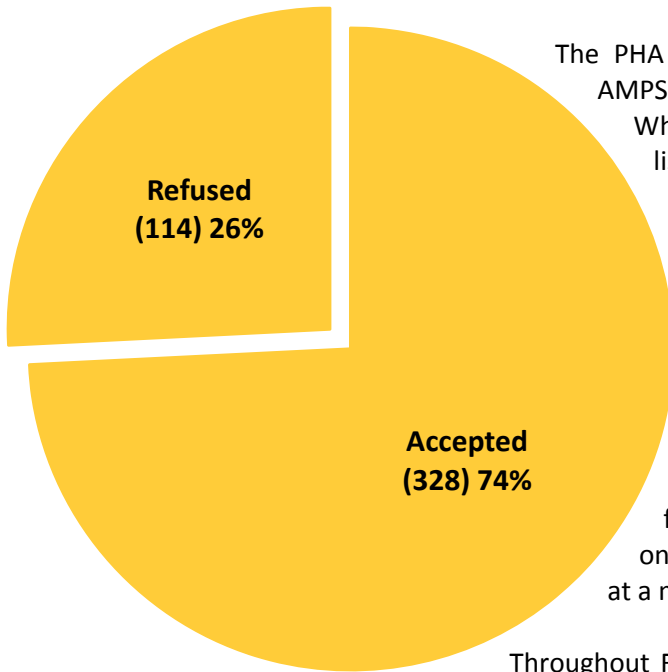
Of the 260 families visited, none were denied housing based on the housekeeping conditions observed during the home visit. Fifty-three applicants however, were denied based on poor rental references from current and previous landlords accounting for 51% of the denials in FY 2015.



The rental history portion of the screening process is by far the most challenging. Obtaining an accurate rental history continues to be the biggest obstacle in the screening process. Applicants do not always fully disclose their rental history and some property owners are not cooperative in answering our requests for a rental reference. Tenant Selection staff continuously looks for ways to improve this process.

### Units Offered: Accepted/Refused

The lack of the availability of affordable housing along with the long waiting period for a PHA apartment discourages most applicants from refusing the unit offered. 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.

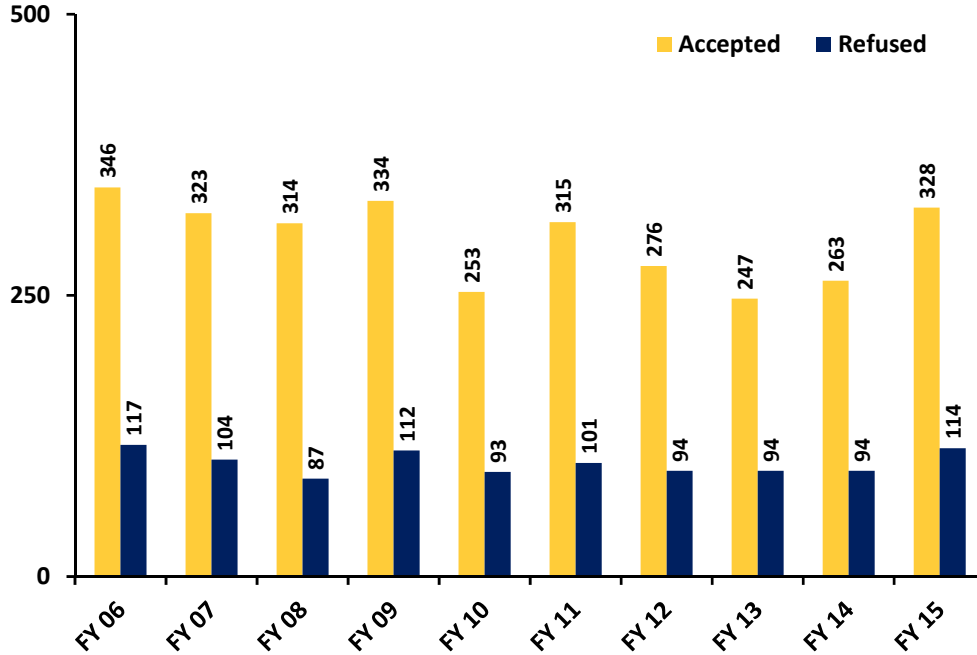


The PHA maintains one central waiting list for all of the 9 AMPS. Currently the PHA has a one-offer refusal policy. When an applicant's name reaches the top of the waiting list he or she is offered a unit at the development with the highest number of vacancies. Applicants are not allowed to wait at the 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.

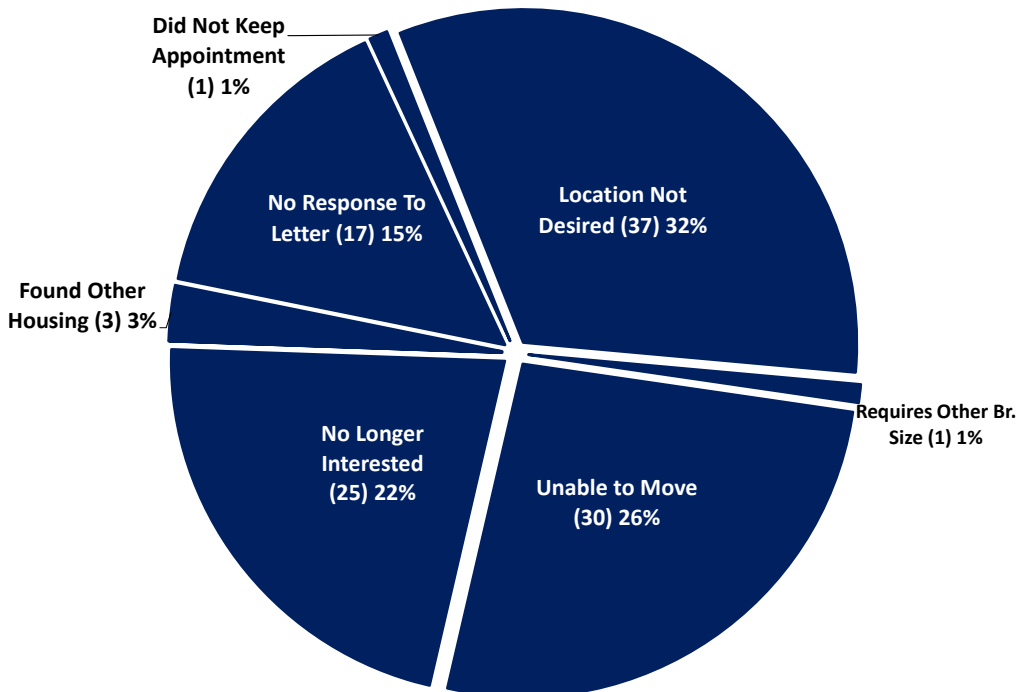
Throughout FY15, the PHA offered 442 units to applicants on the waiting list. Of this number, 328 (74%) applicants responded and accepted the unit offered and 114 (26%) did not respond or refused the unit offered. In FY 2015, seven additional applicant folders were remitted to the developments and returned.





### Reasons for Unit Refusals

When an applicant refuses a unit or does not answer managements’ notice of an available unit, the file is returned to the Tenant Selection Office which tracks the reasons for the refusals on a monthly basis. Some applicants fail to respond to notification of apartment availability. Others find different accommodations, lose interest, and fail to show up for leasing or require larger units. The PHA uses this information to determine the need for adjustments in the applicant screening process. Anyone refusing a unit is dropped to the bottom of the waiting list. Before being removed, each applicant is sent a final letter giving them the opportunity to remain on the wait list.



*The primary reason for unit refusal in FY 2015 was “location not desired” (32%), followed by “unable to move” (26%). An additional 22% were no longer interested in housing. Fifteen percent did not respond to the notice of an available unit. Three percent found other housing. One percent did not keep their appointment to lease and the remaining one percent needed a different size unit.*

**FY 2016**

At the end of each month the department’s key performance indicators are reviewed. All deadlines, goals, and objectives were achieved in FY15. 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.

TENANT SELECTION KEY PERFORMANCE INDICATORS	
❖	New Applications Received
❖	Total Applications On File
❖	Pre-Applications Received
❖	Applications Integrated Fr. Pre-Applications List
❖	Total Pre-Applications On File
❖	Total Waiting for Housing (Apps. /Pre-apps.)
❖	Interviews Conducted
❖	Applications Withdrawn
❖	Applicants Offered Units/Refused
❖	Transfers On File
❖	Home Visits Conducted
❖	Number Of Grievances Conducted
❖	PHA Grievance Decisions Upheld

A knowledgeable and well trained staff is an important resource and a contributing factor to Tenant Selection’s success. FY 2015 was full of changes, challenges, and obstacles and FY 2016 will be no different. The Tenant Selection staff is prepared and ready to handle whatever challenges lie ahead. The department functions well and approaches all obstacles together as a team.





*Property*  
*Management*



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

The Department of Property Management in conjunction with Tenant Selection consists of a staff of twenty-eight dedicated employees; 3males and 25-females. Eighteen staff members are bilingual in English and Spanish. Being able to communicate in Spanish with applicants and tenants is essential as 62% of the applicants waiting for housing and 70% of PHA’s tenants are Hispanic. With 2,606 public housing units, 5,009 applications/pre-applications on file and a small staff of 28, it becomes necessary to be innovative to meet all required tasks, objectives, and goals. On-going efforts 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 have progressed throughout FY15.

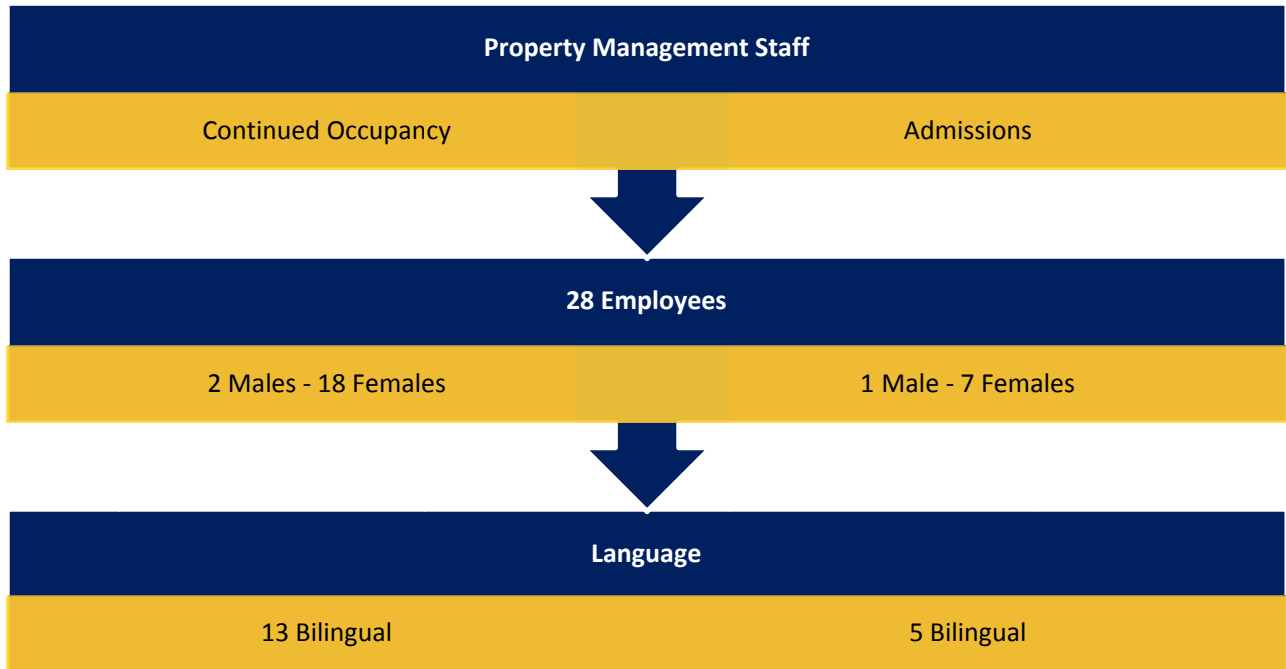
This fiscal year, as with previous years, was filled with challenges and obstacles but the department’s staff demonstrated some outstanding teamwork skills and persevered to complete the required tasks and meet all deadlines and goals.

Family Developments		
Development	Property Manager	Number of Units
Chad Brown	Monica Encarnacion	198
Admiral Terrace	Monica Encarnacion	153
Codding Court	Monica Encarnacion	120
Roger Williams	Monica Encarnacion	40
Scattered Sites	Lori Lovelace	244
Hartford Park	Jay Hall	388
Manton Heights	Lori Lovelace	330

Elderly & Disabled Developments		
Development	Property Manager	Number of Units
Sunset Village	Monica Encarnacion	24
Hartford Park Tower	Jay Hall	120
Dexter Manor	Frank Manfredi	291
Dominica Manor	Frank Manfredi	204
Carroll Tower	Frank Manfredi	194
Kilmartin Plaza	Frank Manfredi	106
Parenti Villa	Frank Manfredi	194

### The Staff

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. Admissions



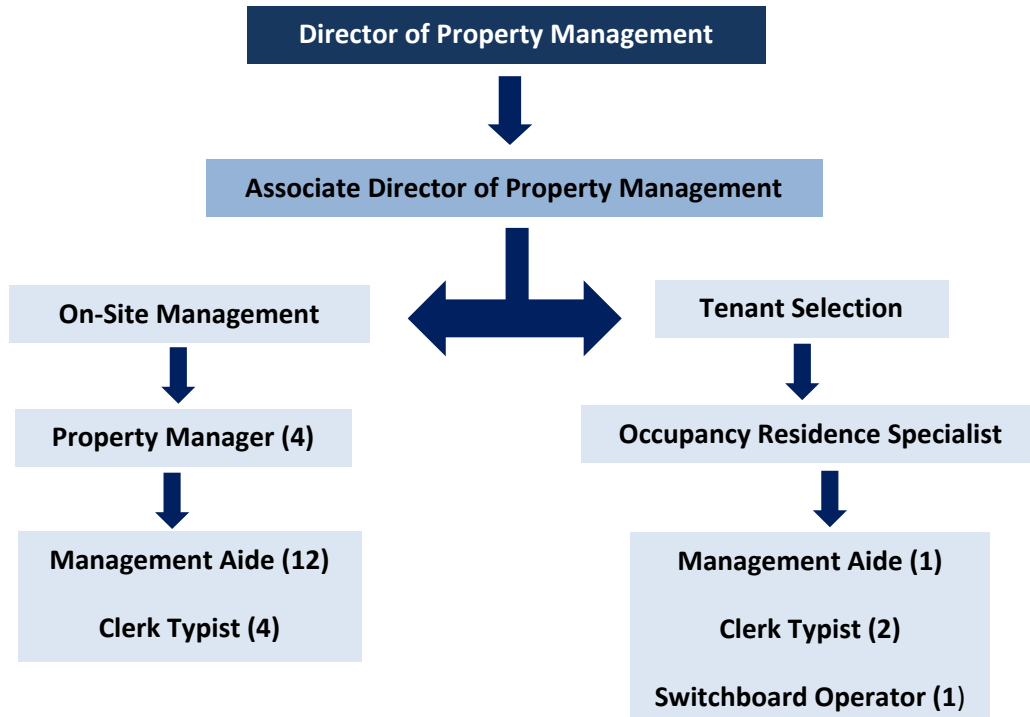
Although each management office operates independently, policies and procedures are standardized throughout the department. A consistent management practice is an essential element of this successful team. Each management office is overseen by a trained and certified property manager and a clerical team.



Property Management staff rely on other key departments within the PHA to assist with some of the daily functions and tasks required to keep a housing development operating smoothly. The frontline staff handles a high-volume of tenant inquiries daily. The staff has been trained in customer service techniques and makes referrals when appropriate to the on-site Resident Service Coordinator. It takes an agency-wide team effort to achieve the PHA's mission; to provide

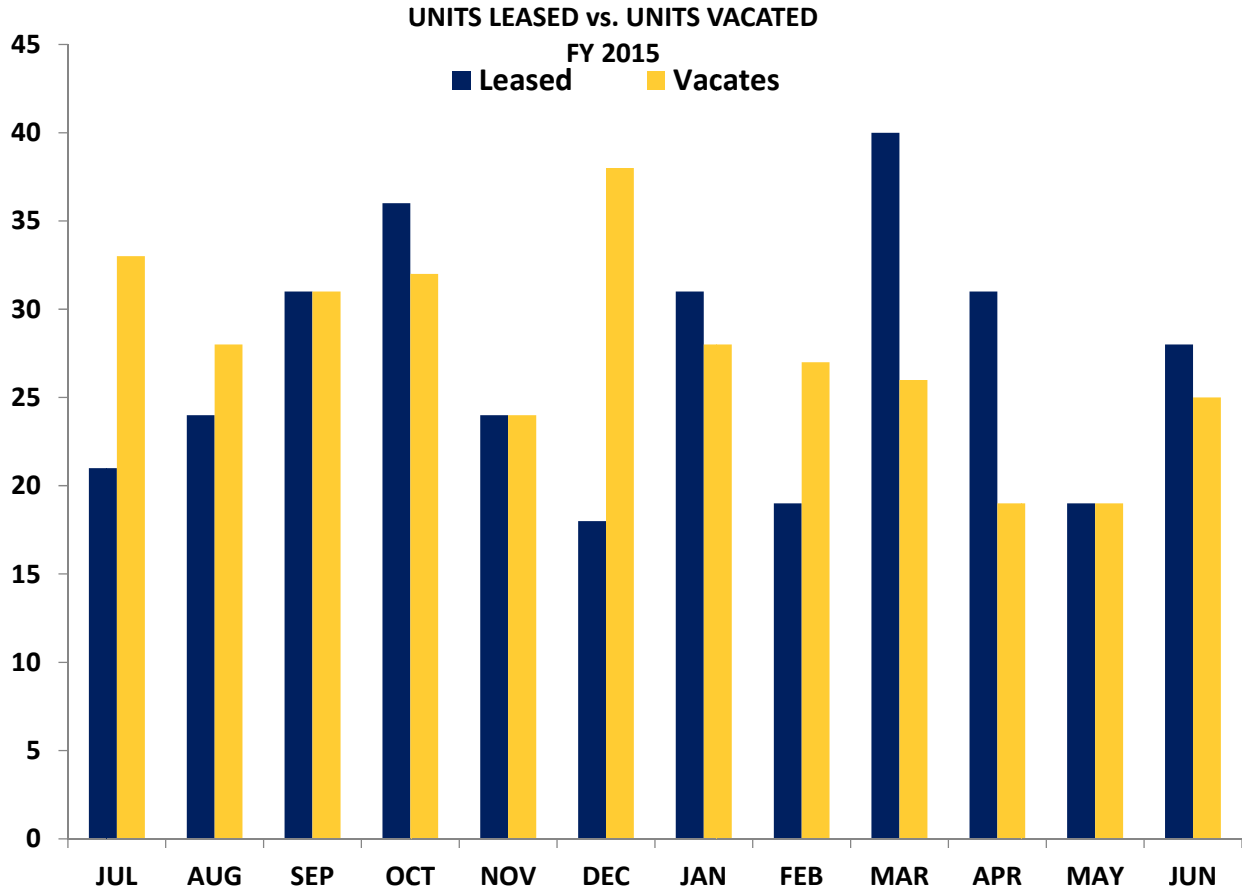
decent, safe, sanitary, and low-income housing to the population that we serve.

The staff is primarily all female (89%). Eighteen staff members (64%) are bilingual in English and Spanish. The average length of service for employees within the Property Management Department is 14 years. Seven staff members have 20+ years of experience and eight have 10+ years of service. The department consists of the following positions:



**Occupancy**

In FY 2015, property management leased 322 units and transferred 60 tenant families. 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 2015, 330 units were vacated. Of the 330 units vacated in FY 2015, forty-one were due to an eviction action.

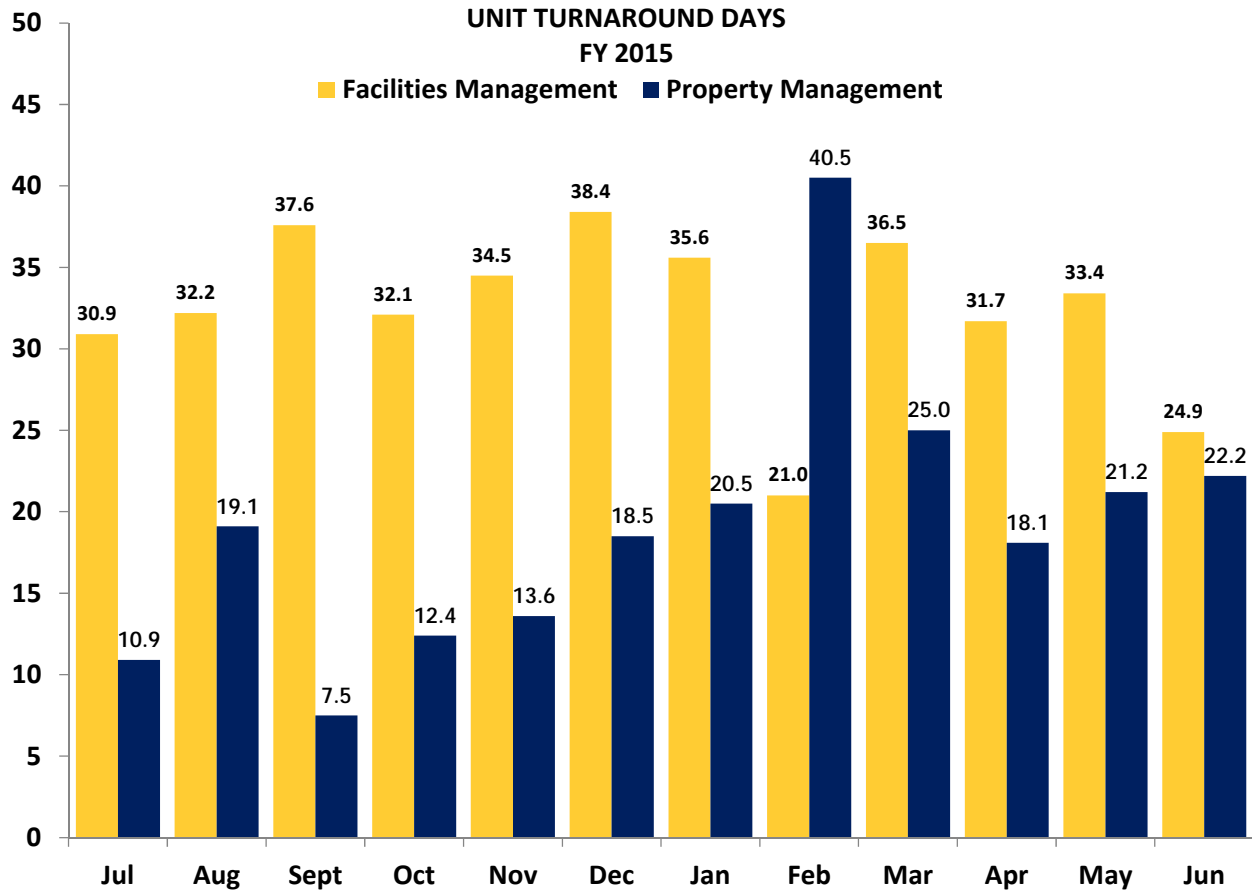


<b>Target Occupancy Goal</b>	• 97%
<b>PHA's Occupancy Rate</b>	• 98%

There is little fluctuation in the PHA-wide occupancy rate from month to month. The Property Management Department has consistently met or exceeded the occupancy goal of 97%. FY15 ended with a 98.2% occupancy rate. The individual AMPS consistently achieve the occupancy goal as well.

Property Management staff must anticipate the need for applicant files to cover the vacancies. Once a unit is marked ready for lease, management’s goal is to lease the unit as soon as possible. To keep unit turnaround times at a minimum, Property Management staff works with Tenant Selection staff to ensure that the next suitable applicant is ready to move when the unit becomes available.

Property Management staff and Maintenance Staff are always working to improve the unit turnaround times. A vacant unit is a loss of income. Management’s turnaround times varies each month. For management, many factors go into keeping the turnaround time to a minimum. Although preparing an applicant to lease begins with Tenant Selection, the on-site management team needs to be ready to welcome the prospective tenant and educate them on the many benefits of living in a PHA community. The opportunities for a family living in a Providence Housing Authority housing development are abundant. Classes and programs such as citizenship classes, ESL classes and computer literacy classes are offered to prepare tenants for economic self-sufficiency. Numerous health and wellness programs are also offered throughout the year to help improve the overall quality of life for our tenants.



### Evictions

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 FY 2015, 311 legal actions were filed; 200 for non-payment of rent and 111 for cause cases.

Legal Actions FY 2015		
AMP	Non-Payment	Cause
01	44	74
02	25	16
03	67	14
04	44	2
05	8	0
06	0	0
07	2	1
08	4	1
09	6	3
<b>Total</b>	<b>200</b>	<b>111</b>



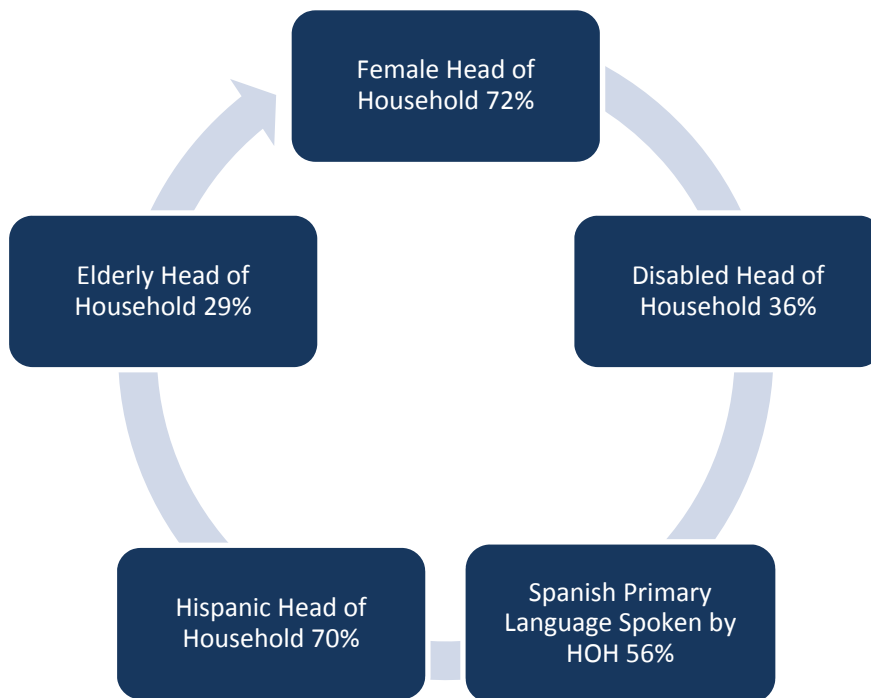
The authority has a one-strike policy; one incident of drug related charges begins the eviction process. Managers encourage tenants in violation of the one-strike policy to vacate on their own rather than go to court. For issues other than violent and/or drug-related activity, managers will only evict a family when all other options have been exhausted. Evictions are expensive, time consuming, and disruptive to families. Managers work to avoid evictions and find new ways to help a family be successful in public housing. Of the 311 legal actions taken, 41 judgements for eviction were received.

### Our Tenants

In order to provide programs and effective management practices that are beneficial for the PHA's residents, it is important to know the population that we serve. Who are our tenants and what are their needs are the two most important factors to consider whether developing or making referrals to social, educational and health/safety programs. It is important for management to clearly communicate with each household what is expected of them as a PHA tenant and what they can expect from management. A successful relationship goes above and beyond the lease. Management needs to know their residents and residents need to feel comfortable with their on-site management team.



### Tenant Statistics



*Every management office in the family developments has two bilingual staff members available to assist tenants. All Management Aides in the high-rise buildings are also bilingual in English and Spanish.*

## Collections

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 FY15, 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.

## EIV/PIC Verification

Enterprise Income Verification is part of the Public Housing & Indian Information Center which is a HUD information management system that allows Housing Authorities to submit, collect, and review data online. HUD requires all Housing Authorities to enter tenant recertification data (50058s) into the EIV/PIC system and maintain a 95% or greater submission rate. If a Housing Authority fails to maintain this rate, HUD financially sanctions the HA. HUD reviews our submissions and sends the PHA a Discrepancy Report. The PHA reviews the discrepancies and makes corrections. The information is corrected and submitted back to HUD. At the close of FY2015, the PHA had a 99.96% submission rate.

All Property Management staff that has access to the EIV system and EIV data has undergone the HUD required training. Property Management staff also completes mandatory annual security awareness training. In addition, the PHA also reviews EIV requirements with all pertinent Property Management staff to ensure compliance with this HUD requirement.

## Community Engagement



Property Management staff regularly participate in community and PHA events alongside their tenants. It is important for management to interact with PHA tenants as a positive management-tenant relationship is a key element of successful management practices. Events are planned throughout the year at all 9 AMPs. Tenants and staff come together to celebrate holidays and take part in health and safety training. Maintaining open lines of communication between management and tenants is imperative for a successful relationship that is mutually beneficial for all involved.



### Training

In order to continue to improve service to the PHA's tenants and efficiently achieve the PHA's internal goals and objectives as well as meet all HUD requirements, it is necessary to provide on-going training to the staff of the Property Management Department. All key performance indicators are monitored and reviewed monthly to determine any need for in-house training and/or adjustments to the workload. In-house training sessions are conducted as warranted.

In FY 15, Property Management staff participated in several training sessions that included the following topics; HUD's Community Service Requirements, PIC, EIV and Rent Calculations. The best resource any agency can have is a well-trained and knowledgeable staff.

### FY 2016

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. In FY15 the current staffing levels were reviewed and changes were made. Staff were strategically placed so that each management office was equally staffed which allowed them to operate more efficiently and enhanced the level of customer service given to our tenants. In this upcoming fiscal year we anticipate more changes, challenges and obstacles. The staff is prepared for what lies ahead and looks forward to another productive year.





*Leased Housing*

During FY 2015, the Leased Housing staff provided services to almost 2,700 participants in the rental assistance programs. Although the PHA's allocation is comprised of 2,319 vouchers and 293 Moderate Reabs, the actual Voucher Program size fluctuates because of budget based funding. Instead of providing funding for all leased units, housing authorities receive a flat amount to lease as many households as possible but not surpassing the designated allocation. Funding has been substantially insufficient to assist our previous population; however, by dipping into the reserve, the department was able to increase the number of participants. Program size also varies based on the number of families transferring into Providence from other cities and states and the rate of absorption. Transfers who are not absorbed into the program are an addition to the PHA's allocation.



The greatest strategic challenge since 2005 has been maximizing the utilization of funding and maintaining high program participation. The budget amount and late notification of the amount (usually 5 months after the beginning of the calendar year) caused much uncertainty. HUD threatens sanctions for overspending and under spending by year's end; so it is difficult to remain in a "safe zone". With programs that allow four months to lease a unit, readjusting strategy for quick results after a late notification of a dramatic increase or decrease is difficult. During FY2015, however, the staff increased program size to a high of 2,242 vouchers from 2,177 in June 2014; the lowest point occurred in 2006 with only 1726. By absorbing all incoming transfers (an average of 14 monthly) and interviewing applicants from the waiting list, the department was able to earn more administrative fees which was used to pay its operational expenses.

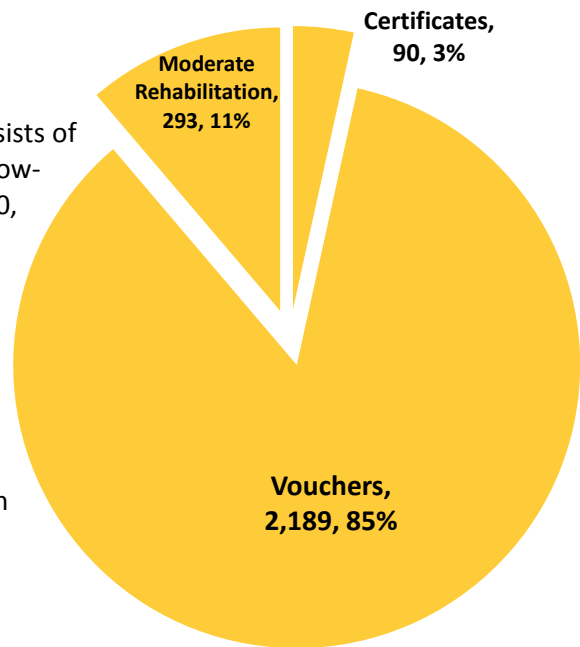
Because of the loss in admin fees in previous years, staff size decreased 15% through attrition. This year, one of those positions was re-instated. Fortunately, the department's strengths are flexibility, good planning and teamwork. Although the department functioned with fewer staff to meet the basic program regulations, other items had to be put aside such as more educational materials for participants and owners. Manpower no longer existed to complete "extra" tasks such as translating and updating handbooks for owners as well as the bilingual newsletter explaining changes to the program, funding concerns, income matching, and other topics of interest. The increased cost of postage also affected decisions to eliminate mailings; as such, all owner payments are sent direct deposit as well.

Despite these challenges, the department was designated a High Performer by HUD based on its Section Eight Management Assessment Program for the thirteenth consecutive year closing FY 2014 in September 2015.

### INVENTORY OF SECTION 8 UNITS

Providence’s Section 8 program began in 1976. It now consists of six (6) programs which provide rental assistance to low-income families. The breakdown of allocations as of June 30, 2015 is:

- Housing Choice Vouchers (2,024 units)
- Project Based Certificates (90 units)
- Project Based HCV Vouchers (40 units)
- VASH Vouchers (157 units)
- Project Based VASH Vouchers (11 units)
- Project Based VASH Voucher on hold due to completion of construction (20 units)
- Moderate Rehabilitation (293 units)



### SITE BASED ASSISTANCE

The major portion of rental assistance provided by the PHA is tenant based; i.e., subsidy moves with the tenant. The PHA’s portfolio contains an additional 435 units of site based assistance. This type of assistance remains with the unit and the family is assisted only while occupying the unit. 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 sent to the office monthly for annual and interim re-certifications. The PHA Inspectors evaluate the condition of all units annually to ensure that housing quality standards are met.

The inception of the Moderate Rehabilitation Program in the 1980s exchanged rehabilitation of the property for a subsidy that would remain with the unit during the fifteen (15) year contract. After the initial term, HUD has been offering one year renewals pending sufficient funding. Those projects whose owners opted-out, received vouchers for the tenants.

The Moderate Rehabilitation Single Room Occupancy units will be decreasing in size slightly during FY2016. The units at Advent House will be completely remodeled and expanded. The project will decrease from thirty-four (34) units to twenty-six (26). Advent Apartments will decrease by six units; the owner is clearing all apartments on the ground floor so that there will be a 24 hour presence of mental health staff on site.

Project Based Assistance operates in the same manner as the Moderate Rehabilitation Program. The required amount of repairs, however, is much lower; only \$1,000 per unit. HUD regulations limit the number of Project Based units to 25% of the PHA’s total allocation and 20% of the units in the building unless providing special services. Once the original limit of the Project Based Certificate contract expires, HUD offers renewals changing to Project Based Vouchers.

In 2011, the Sgt. Belanger House became the first Project Based development within the Veterans Affairs Supportive Housing Program (VASH). It is owned and managed by Operation Standdown RI. It has been very successful – very few problems, few vacates and a very high lease rate. The building is located across the street from the Veterans Hospital which facilitates providing appropriate and much needed services.



A second development, Veterans for Tomorrow, is in the process of renovating an old mill in the Wanskuck neighborhood. This building will provide twenty (20) apartments and a training facility for veterans. This project anticipates opening in the fall of 2015.

Table 1: Site Based Assistance FY 2015

Dev.	Units	Neighborhood	Funding Source
University Heights	21	College Hill	Vouchers
Elmwood Commons	30	Elmwood	Certificate
Sutterfield Apts.	60	Wanskuck	Certificate
Barbara Jordan II	74	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	34	West End	Moderate Rehab (SRO)
Advent Apts.	57	Federal Hill	Moderate Rehab (SRO)
Sgt. Belanger House	11	Elmhurst	VASH Vouchers
Veterans for Tomorrow	20 (under rehab)	Wanskuk	VASH Vouchers
<b>Total</b>	<b>435</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.

Leased Housing and Resident Services Staff continue to outreach monthly to families during orientation sessions, and annual appointments. Everyone in Homeownership is required to enroll in FSS. As of June 30, 2015, sixty Section 8 families are taking advantage of this opportunity.

The PHA is one of the few authorities in the state with a Homeownership Program (implemented in 2003). Qualified participants in the Housing Choice Voucher Program are able to buy a single family home while the subsidy, which would otherwise go to the owner, is sent directly to the participant to assist 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, 2015, forty-six (46) are active participants in Homeownership. Over the years, sixty-four participated but for various reasons withdrew mostly due to increased income; a few committed fraud or moved to another state. During FY2015, seven families purchased a home and there are several just waiting for closings. The average housing assistance payment is \$473.00 per month significantly less than the average voucher payment of \$634. 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 168 for the closing of FY2015. An additional twenty (20) units of Project Based units will come on line in September 2015.





Table 2: Special Programs FY 2015

Program	Contracted	Active	Funding Source
Family Self Sufficiency	27	60	Vouchers
Home-ownership	N/A	46	Vouchers
VASH	150	133	Vouchers

The PHA issued 46 vouchers during FY2015. Since the program's inception, 307 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, 2015, the lease rate for the VASH Program is 99% since new allocations are not calculated into the lease rate for one year. Fifty-five (55) reside in Providence and ninety-four (94) in other cities. Moves to other cities cost the PHA more than \$4,000 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., 165 families during FY2015. In FY2010, only 76 voucher holders moved out of Providence as opposed to 189 this fiscal year. Sixty-two percent (62%) remained in Rhode Island and the others went out of state.

The majority of those porting-out of Providence participate in the VASH Program. Sixty-three percent (63%) of the veterans do not live in Providence vs. 5% of voucher holders. The VASH program differs in that HUD does not permit the other housing authority to absorb which, in turn, forces the initial housing authority's costs to increase. With ninety-four veterans living outside the jurisdiction, the PHA spends more than \$4,000 additional every month.



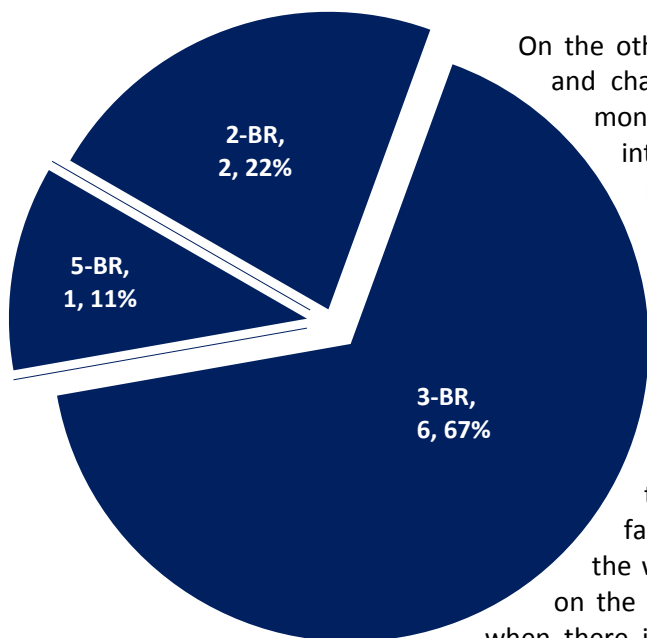
Table 3: Voucher Portability as of June 30, 2015

Program	Incoming	Outgoing	Net Effect
Vouchers*	48	121	- 73
VASH	8	94	-86
<b>Total</b>	<b>56</b>	<b>215</b>	<b>-159</b>

Table 4: Voucher Portability FY 2006-2015

Fiscal Year	Portability		Net Effect
	Incoming	Outgoing	
FY 2006	376	84	<b>+272</b>
FY 2007	237	80	<b>+157</b>
FY 2008	232	93	<b>+139</b>
FY 2009	238	115	<b>+123</b>
FY 2010	239	149	<b>+110</b>
FY 2011	254	177	<b>+77</b>
FY 2012	161	205	<b>-34</b>
FY 2013	169	212	<b>-43</b>
FY 2014	131	213	<b>-82</b>
FY2015	55	215	<b>-160</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 \$146,152.92 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 71 transfers monthly which is 54% 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 FY2015, \$48,105.41 was earned for providing such services to transferring families. This is, however, a 46% decrease from the previous fiscal year and almost \$120,000 less than two years ago.

**WAITING LIST**

After 3,345 families filed a pre-application October 2, 1998, the Section 8 waiting list was closed. Despite the number of families in need of affordable housing, the PHA has not opened the waiting list because 870 applicants and pre-applicants remain on the list after seventeen (17) years. Vouchers can only be issued when there is a turnover or funding availability; therefore, funding cuts

resulted in even less opportunity for movement on the list.

Screening of applicants resumed in FY2015 and 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. The figures in the chart below do not include those on the Pre-application list due to software issues.

### APPLICANT SCREENING

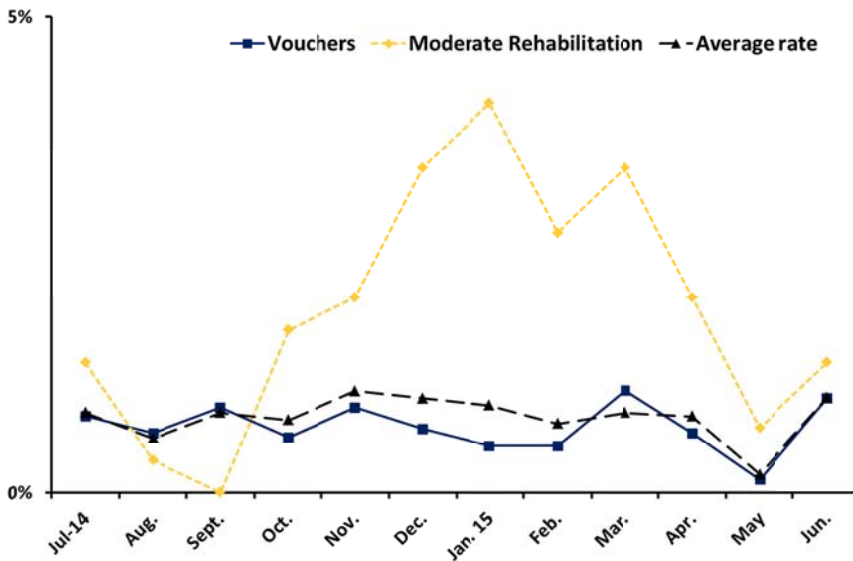
The staff interviews families at the top of the waiting list whenever there is a rare opportunity to issue new vouchers. The family composition, household income, criminal check, citizenship status and qualifications for any deductions are verified. During this fiscal year, 327 went through this process: 101 applicants, 61 veterans and 165 transfers.

Table 5: Screening FY 2015

	Total Applicants Interviewed	Total Vouchers Issued	Ineligible Applicants
Waiting List	101	73	2
VASH	61	61	0
Transfers	165	N/A	0
Total	327	134	2

### TURNOVERS

#### Turnover Rate



When a voucher is no longer being used, it can be turned over to another 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 fourteen families (<1%) increased enough to become over-income.

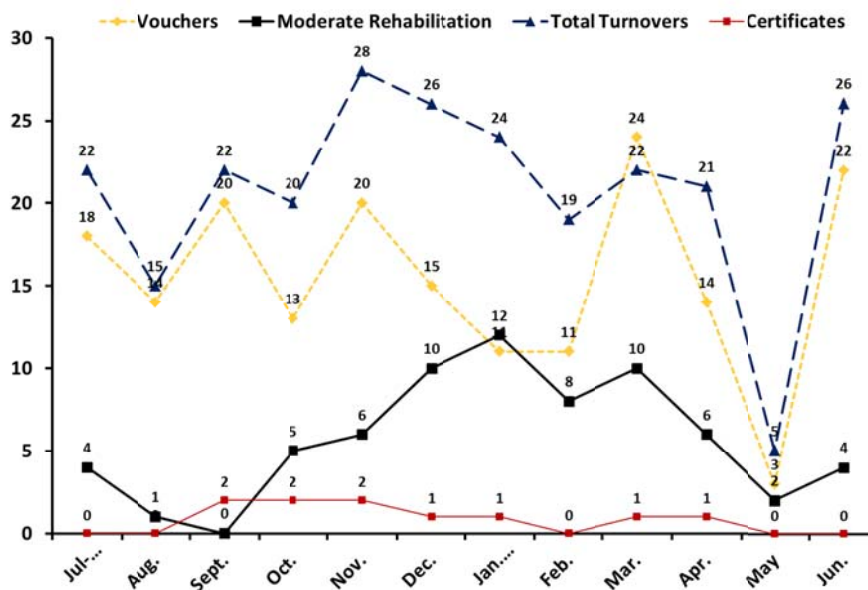
The Moderate Rehab SRO Program reduced its turnover rate in half since 2000. Because of the high cost rental market, the poor economy, and foreclosures, this usually transient population has remained stable.

Table 6: Unit Turnovers FY 2015

Month	Certificates/ Vouchers	Moderate Rehab.	Total
July 2014	18	4	22
August 2014	14	1	15
September 2014	22	0	22
October 2014	15	5	20
November 2014	21	6	27
December 2014	16	10	26
January 2015	11	12	23
February 2015	11	8	19
March 2015	25	10	35
April 2015	15	6	21
May 2015	23	2	25
June 2015	22	4	26
<b>Total</b>	<b>213</b>	<b>68</b>	<b>281</b>

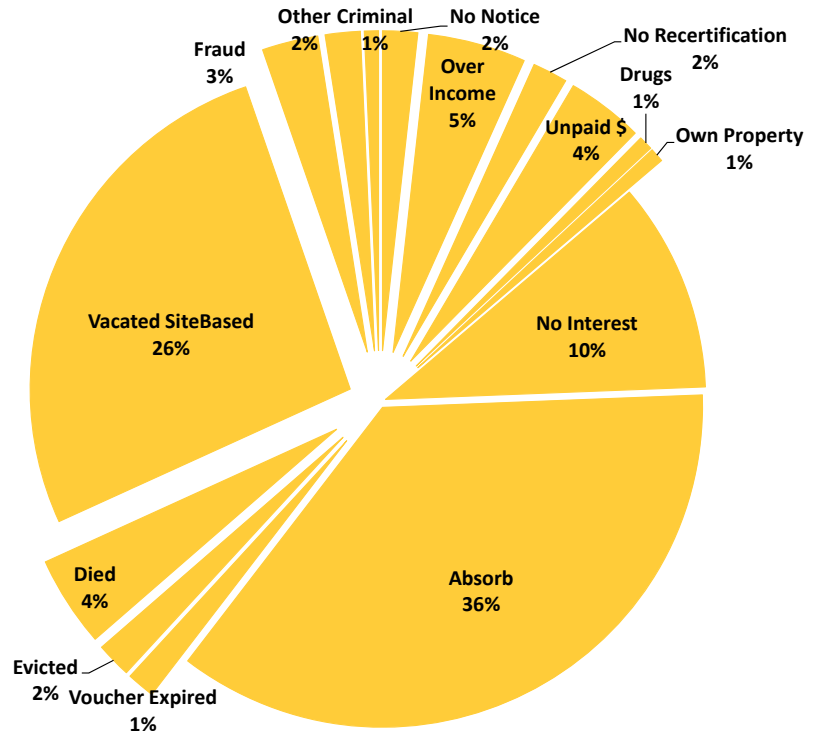
**Reasons for Turnover**

During FY2015, rental assistance in the voucher program was discontinued for 285 families; 75 moved from site-based units and 208 with tenant based vouchers. These turned in vouchers give an applicant on the waiting list an opportunity for long-awaited rental assistance. Participants lost rental assistance for a variety of reasons. Some terminations are voluntary and others are due to non-compliance with program obligations.



This year, 28% left the Voucher program while in compliance with program rules. Reasons for these terminations are as follows: 14 (7%) became over income, 13 (6%) needed nursing home care or are deceased, 30 (14%) no longer wanted assistance and 2 (1%) bought property on their own.

Although 149 (72%) of voucher terminations were due to failure to comply with program rules, this reflects only six percent (6%) of all program participants and the same as last year. Loss of rental assistance due to non-compliance during FY2014 was a result of the following: 5 vacated without notice (2%), 5 failed to recertify (2%), 19 (5%) committed fraud and/or refused to repay and 5 (2%) were evicted for cause or non-payment of rent and 4 families were terminated due to drug or violent criminal activity (2%). Locating units has been much easier for families which resulted in only 4 (2%) families never finding another unit within 120 days.



One hundred and two vouchers (49%) 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 1,320 families have been absorbed reflecting a 57% turnover of the PHA’s allocated vouchers for this reason alone.

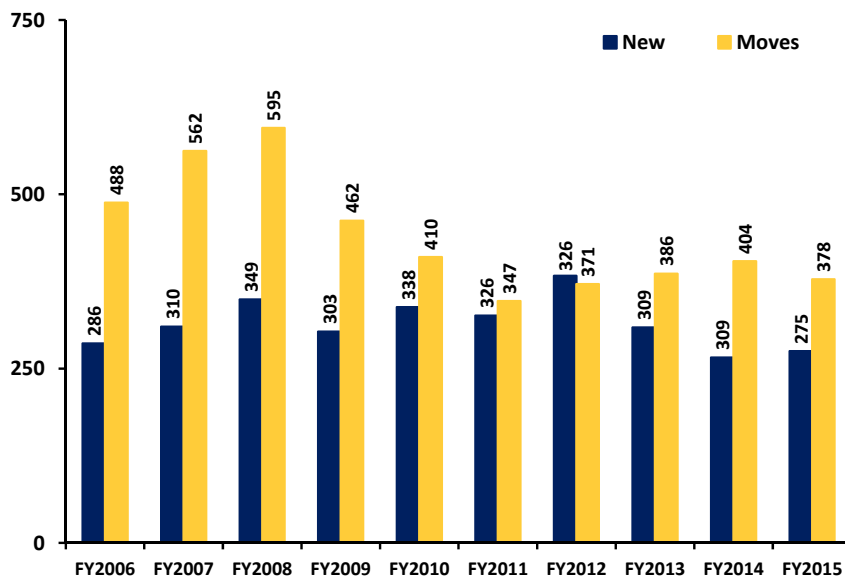
**LEASES EXECUTED**



During FY2015, the Department of Leased Housing executed 653 new leases; 275 initial leases (42%) and 378 moves (58%). Families leasing for the first time in the program from the waiting list or transfers generate initial leases.

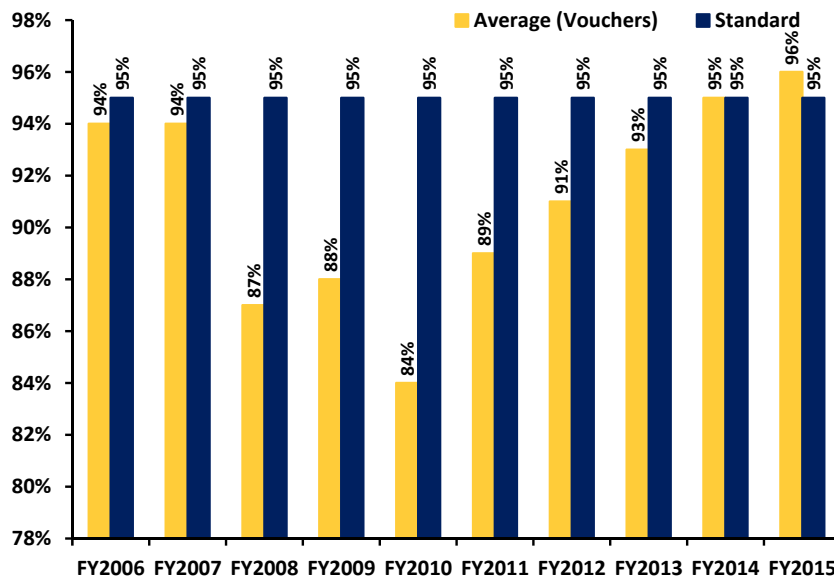
The 378 leases considered “moves” are participants who have remained in the same unit for at least a one-year period and now are interested in or are forced to move to another unit. The move rate of 16% has remained stable for the past five years. This demonstrates that sufficient rental units exist in Providence and owners are willing to rent to Section 8 participants. In addition, 58 leases were signed by

owners who bought property with an existing Section 8 Contract and allowed the tenant to remain in the unit. In this market, owners appreciate participants living in a recently purchased property.



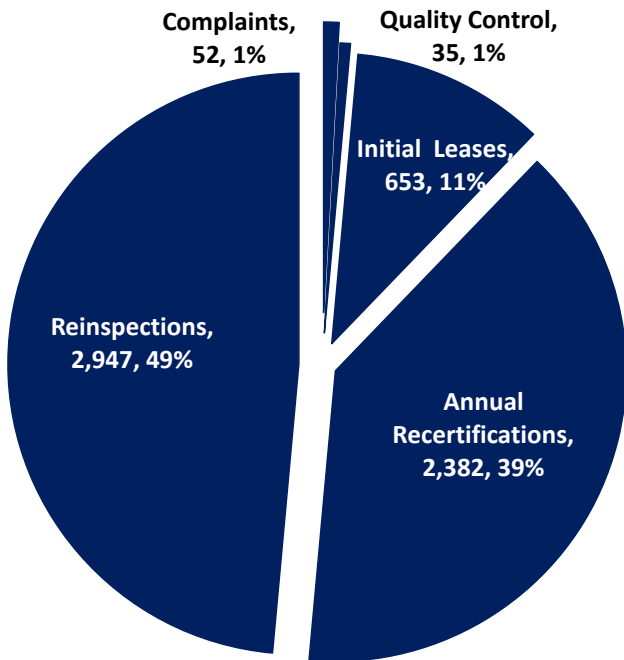
### Lease/Utilization Rate

Since 2005, HUD measures the lease rate 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 95% or higher. By working diligently to maintain a high program size, the Leased Housing Department met this standard both by units and by utilization of funding.



The Moderate Rehabilitation Programs had consistently maintained an average lease rate of 96% despite the transitory nature of its participants. For five years, however, the overall average dropped because developments have insufficient funding and are unable to turn over units; others are relocating residents to modernize units.

## 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.

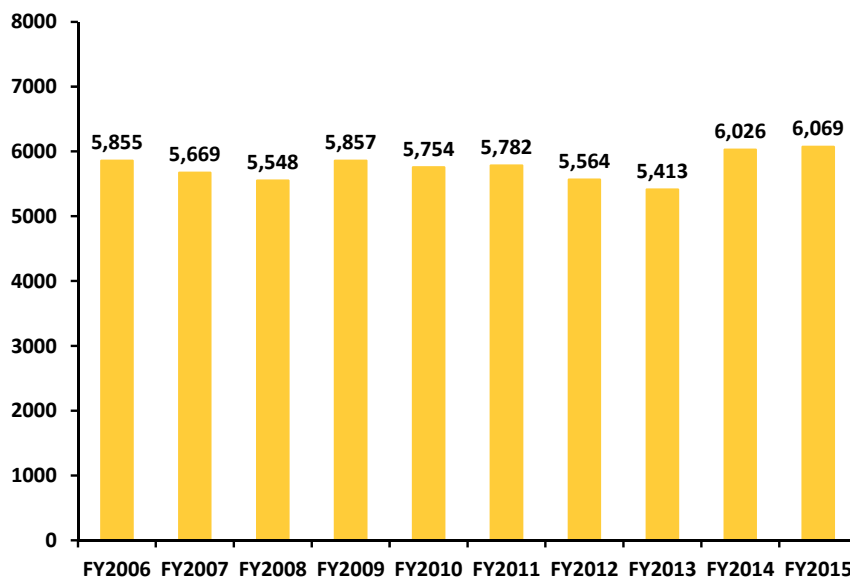
During FY2015, the Leased Housing Inspectors performed 6,069 inspections (equal to last year): 52 were complaints by the tenant (<1%), 653 were required before a new lease or move (11%), 2,382 (39%) were routine annual inspections and 35 were quality control inspections conducted by a supervisor (1%). Units in which violations are cited require a re-inspection in 30 days or



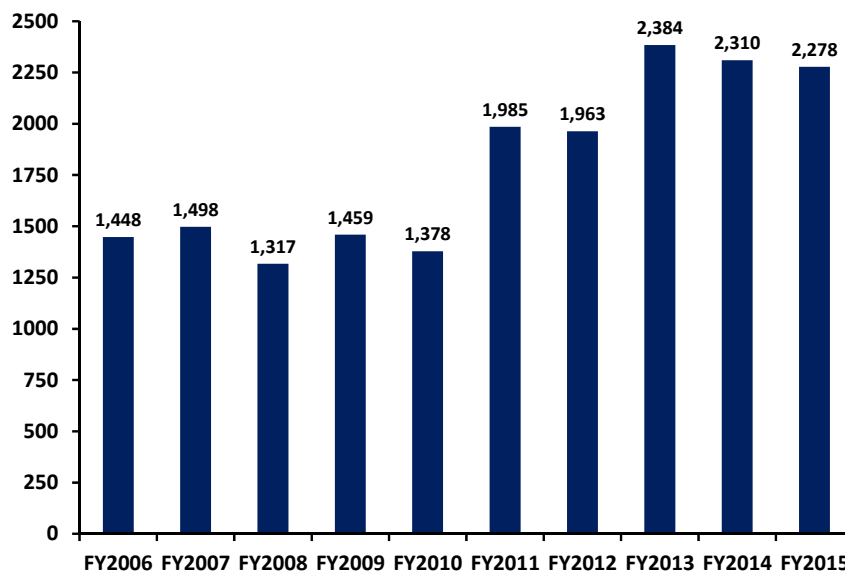
24 hours in an emergency situation.

This year, violations triggered 2,947 re-inspections (49%). This indicates that of the 3,142 initial inspections, approximately ninety-four percent (94%) 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.



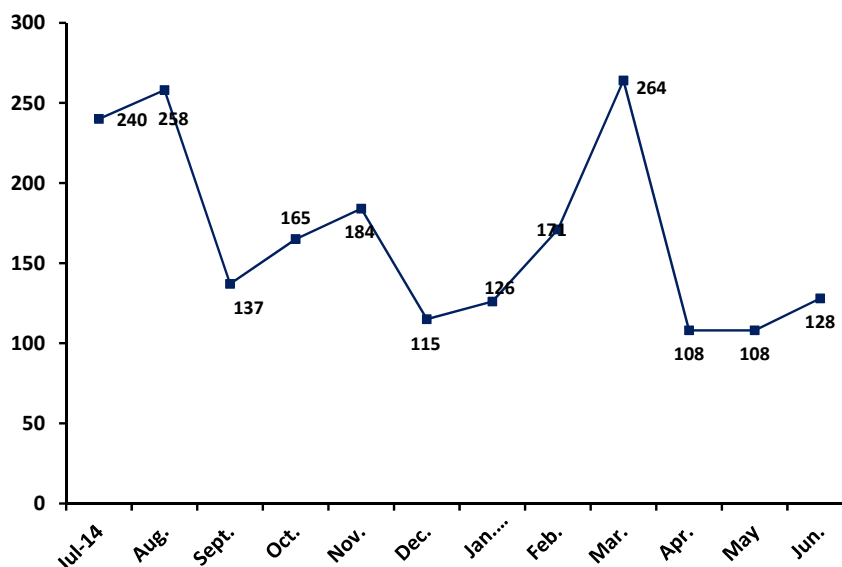
## ADJUSTMENTS



Each family is recertified annually; however, if a change occurs during the year, it must be reported within 10 days. During FY2015, the staff verified changes in income and family composition resulting in 2,278 adjustments. Adjustments have increased 66% during the past five years since HUD’s database (EIV) became operational and participants more compliant.

## RE-CERTIFICATIONS

Every participant must come into the office to update their household information annually. The information is then verified and tenant rent and subsidy is recalculated.



Annual re-certifications for most of the site based developments are conducted at the on-site management office. The Leased Housing staff, however, reviews the verifications, calculations and input the data to transmit to HUD. Staff processed 2,382 re-certifications for those remaining in the same



unit. The 378 moves are also recertified prior to moving but classified separately due to the change in location.

## REPAYMENTS

Although the detection of fraud was made easier with 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 FY2015, families reimbursed the Leased Housing Department \$94,012.48 due to unreported income and other fraud issues. Reimbursements have been quite high since FY2006; however, FY2015 saw a 20% decrease. This is a reflection of compliance by the participants as well as the fact that cases can no longer be prosecuted civilly. Those who are caught with unreported income can drop off the program without immediate consequence for owing money. Only if they reapply, they have to repay before receiving assistance.

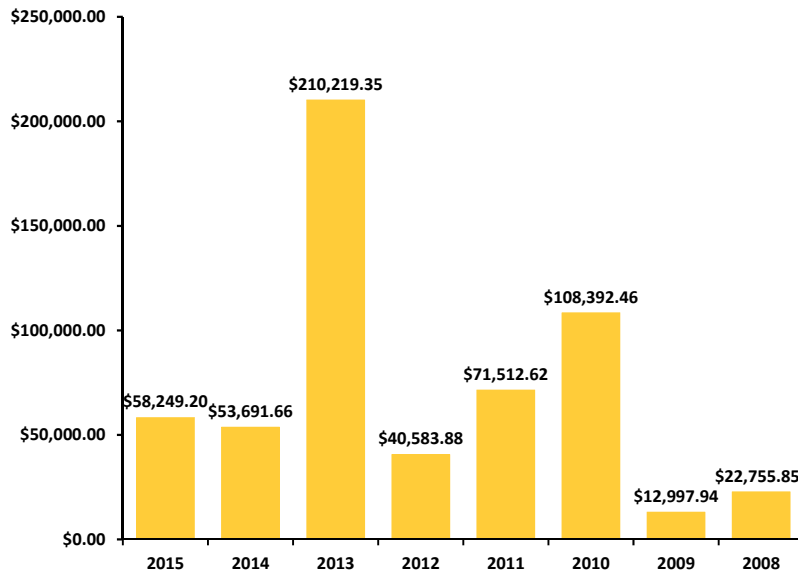
The Fraud Investigator has connected with many state and federal agencies. Together, they collaborate and shared information not only to be able to prosecute the most egregious cases of long-term fraud but also to work on cutting through the red tape and confidentiality issues that prevent state and federal agencies from cross-referencing mutual clients' information.

Table 7: Repayments FY 2006-FY 2015

Year	Repayments due to Unreported Income	Repayments from Public Housing Tenancy
FY 2006	\$82,109.04	\$ 0.00
FY 2007	\$190,576.10	\$8,293.00
FY 2008	\$143,299.88	\$7,943.50
FY 2009	\$63,541.00	\$1,316.00
FY 2010	\$105,476.08	\$3,547.00
FY 2011	\$118,342.00	\$12,283.00
FY 2012	\$132,282.07	\$1,302.00
FY 2013	\$123,244.63	\$9,083.63
FY 2014	\$ 117,879.00	N/A
FY 2015	\$ 94,012.48	N/A

Thirteen former voucher holders and/or their owners were prosecuted by the State and continue to pay restitution monthly. Because of a technicality in State Law, the RI Attorney General's Office determined "Obtaining Money under False Pretenses" was not an accurate charge since this type of fraud is "obtaining a benefit". The US Attorney has 6 cases pending prosecution for 4 years. Although solid cases, the office has other priorities; i.e., guns and drugs. The first trial is set for October 2015. Due to the statute of limitations, the case originally set at \$60,000 will have a maximum reimbursement of only \$32,000.

During the past 10 years, the staff recouped \$1, 214,530.41 from participants/applicants. In 2008, HUD created a Debts Owed Database in which PHAs input terminations for adverse circumstances. They are ineligible for future housing assistance until the debt is resolved. The chart below reflects the \$578,403 owed by 133 former participants.

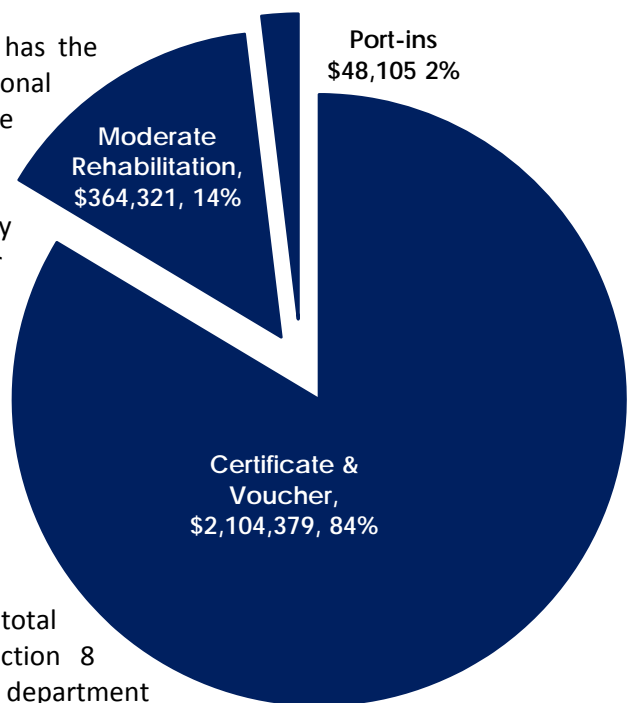


### FEE DISTRIBUTION BY PROGRAM

Leased Housing is the sole department of the PHA that has the potential to earn income which pays for the operational expenses of the Section 8 Programs. Administrative fees are earned as follows on a flat fee paid per leased unit per month for each PHA allocated unit and each transfer into Providence (at 80% of the fee the initial housing authority should have earned). HUD also sends a \$1,000 bonus for each closing within the Homeownership Program.

Until CY2013, the department always earned more than enough to cover its expenses. The Leased Housing Department was severely impacted after Congress' sequester. With fees slashed from \$99 per unit per month to \$69, the department struggled to cover its expenses and used much of the dwindling reserve account.

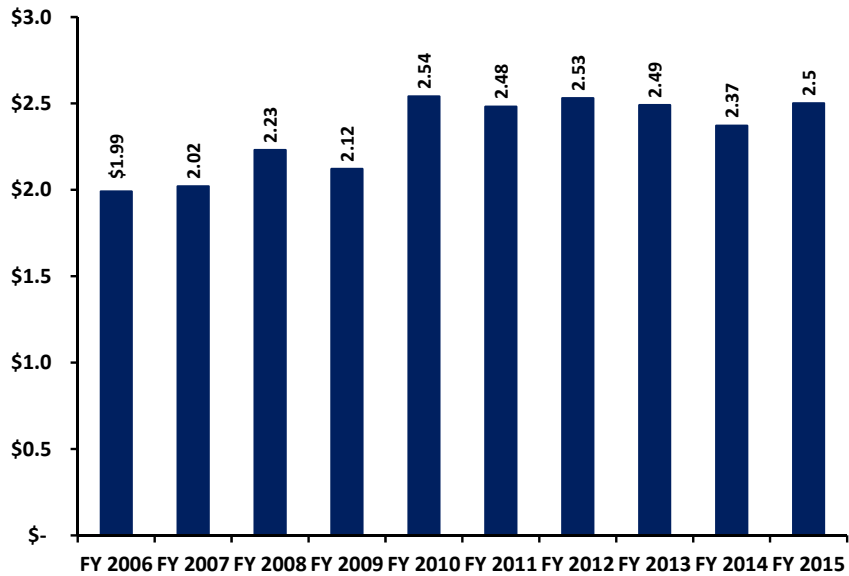
During FY2015, the Leased Housing Department earned a total of \$2,516,805.31 from HUD for administering the Section 8 Programs. This is an increase since last year; however, the department served 3% more families.



As in the past, the largest percentage (84%) of the administrative fees comes from earnings based on the lease rates in the Certificate/Voucher Program. The Moderate Rehabilitation Programs' fees

produced 14% of the earnings and 2% (\$48,105.00) was earned by administering vouchers that transferred into Providence; i.e., a 46% drop from last year.

The increased number of participants moving away from Providence has also cost the PHA a loss of administrative fees since \$146,152.00 was paid to other housing authorities. This is a 5% increase since last year and reflects a net loss of \$98,047.51. In previous years, earned admin fees from port-ins were an extra source of income.



### HOUSING ASSISTANCE PAYMENTS

A total of \$18,958,618.35 in Housing Assistance Payments (HAP) were sent to property owners for participating families renting in Providence during FY2015.

This amount reflects a slight increase in the past year although program size increased as well. The average housing assistance payment ranged from \$637-\$642 during the fiscal year.

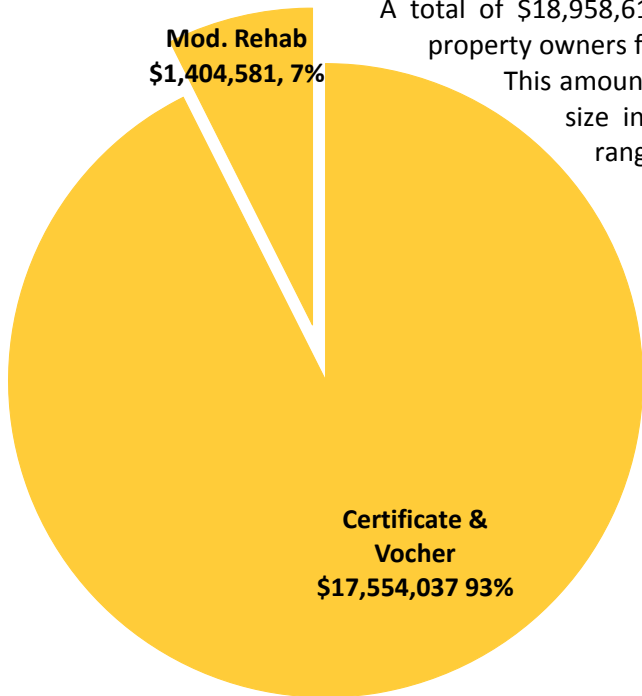
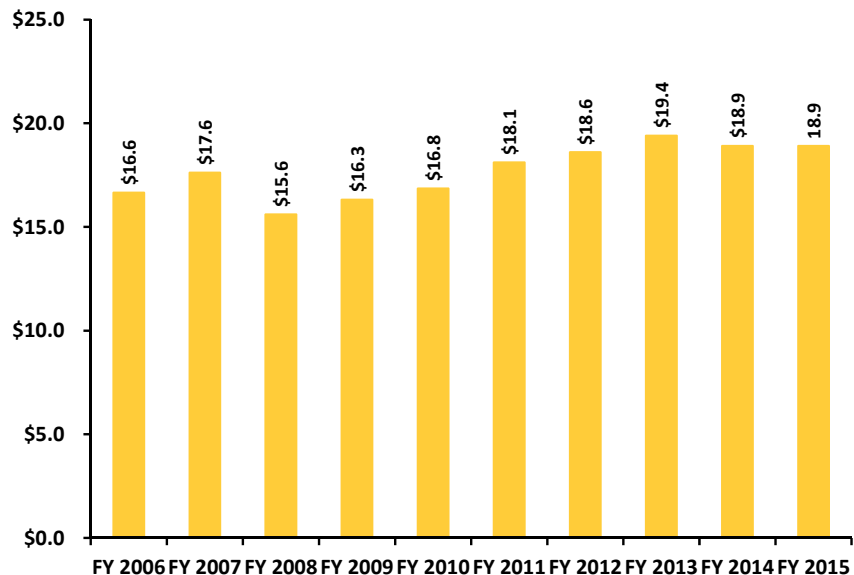


Table 8: Total Housing Assistance FY 2006-FY 2015

Year	Certificate	Voucher	Mod. Rehab.	11-B
FY 2006	\$12,305,955		\$1,655,141	\$2,686,790
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



**LOCATION OF UNITS**

Participants in all programs as well as incoming transfers reside throughout the city as illustrated in Table 9. The only neighborhoods without owners participating in the rental assistance programs are Wayland and Blackstone (on the East Side) where few rental units exist.

Historically, the majority of participants reside in the Upper South Providence neighborhood (333–13.4%) followed by Elmwood (260-10.4%). This accounts for almost 25% of all program participants. There is not only a concentration of multi-family rental properties in these two areas, but also numerous family developments such as Lockwood Plaza, Barbara Jordan II Apartments, Elmwood Common, Omni and SWAP. The Wanskuck neighborhood has been the third most concentrated neighborhood for many



years more so than the West End. Two hundred thirty-five families (235-9.4%) reside in Wanskuck; eighty-one of whom live in Sutterfield Apartments which consists of sixty (60) Project based units and twenty-one (21) voucher-holders.

Although families are strongly encouraged to look for units in low poverty areas; and a higher payment standard is available for the East Side to make the area more affordable,

only eighty-two families (3.3%) reside there. The number of families with a PHA subsidy who are living in another city or state has consistently risen since 2008 (from 6.2% to 8.66%). Hopefully, if job opportunities and the economy improve, this trend will reverse itself.

**Table 9: Section 8 Distribution by Neighborhood Including port-ins**

Neighborhood	Units	Percent
Blackstone	0	0%
College Hill	24	1.0%
Charles	90	3.7%
Downtown	3	< 1%
Elmhurst	47	1.9%
Elmwood	260	10.4%
Federal Hill	80	3.2%
Fox Point	24	1.0%
Hartford	45	1.8%
Hope	2	<1%
Lower South Providence	146	5.9%
Manton	67	2.7%
Mt. Hope	32	1.3%
Mt. Pleasant	155	6.2%
Olneyville	96	3.8%
Reservoir	33	1.3%
So. Elmwood	23	1.0%
Smith Hill	97	3.9%
Silver Lake	153	6.1%
Upper South Providence	333	13.4%
Valley	63	2.5%
Wanskuk	235	9.4%
Washington Park	110	4.4%
Wayland	0	0%
West End	158	6.3%
Other (Outside City)	215	8.6%
<b>Total Section 8 units: 2,493</b>		



*Resident Services*

In FY 2015, the Department of Resident Services continued to meet the challenge of bringing quality programs and services to public housing residents. In spite of funding cuts and staff turnover, our focus remained on our mission to address the educational, economic and healthcare needs of youth, adults and our elderly/disabled populations through both direct service and creative partnerships. As a result, a total of 1,673 individual residents were served through the Department's continuum of programs and services in FY 2015.

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 education, economic and healthcare 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 Divisions during FY 2015:

**Table 1: Unduplicated Count of Residents Served FY 2015**

Program	Unduplicated Residents Served July 2014 to June 2015
<b>Adult Programs</b>	
ABE/GED & ESL	100
Job Training	35
Digital Literacy	42
Section 8 Homeownership	28
Family Self-Sufficiency	178
Financial Opportunity Center	202
Resident Service Coordinator	386
<b>TOTAL Adult Programs</b>	<b>971</b>
<b>Youth Programs</b>	
Boys & Girls Club (BGC) - Open Door	223
BGC - Licensed Childcare	74
Youth Safe Haven (YSH)	29
<b>TOTAL Youth Programs</b>	<b>326</b>
<b>High-Rise Programs</b>	
Carroll Tower	69
Dexter Manor	109
Dominica Manor	59
Hartford Tower	33
Kilmartin Plaza	56
Parenti Villa	50
<b>TOTAL High-Rise Programs</b>	<b>376</b>
<b>TOTAL RSD</b>	<b>1,673</b>

## PERSONNEL

The Department lost its full time Family Programs Manager early in FY 2015; the Director absorbed program management and staff supervision duties and that position will not be filled. Additionally, two other key, full time staff positions (our Employment Support Specialist and the Resident Service Coordinator for Hartford Park) experienced turnover during the year, which impacted projected outcomes to some degree. Total department personnel numbers, however, remained relatively stable with 16 full time staff and 7 part time staff available to provide program coordination and/or direct services to our residents. With the exception of the Director, *all RSD staff was fully funded from grants secured through department staff efforts.*



The Department continued to work with SER Jobs for Progress to provide part-time, temporary assistance with administrative tasks. The PHA provides on the job training for SER placements; SER services are provided at no cost to the PHA.

## PARTNERSHIPS

Creative partnerships continue to be the means by which the Department is able to provide a broad range of programs and services for resident youth and adults as well as our elderly and disabled population. Initiating, establishing and nurturing these partnerships to expand program options enhance service delivery and avoid service duplication while conserving resources are among the primary duties of the Director of Resident Services. To that end, most of the partnerships established last year were expanded, strengthened or refined, and several new partnerships were added during FY 2015. More detailed descriptions of the various programs provided through these partnerships can be found in the Division Sections of this report, but the following is a sampling of our successful track record resulting from this strategy of collaboration.



### Providence Boys and Girls Club

Although reduced funding has necessitated abbreviating hours of operation, 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. Due to BGC staffing cut backs, enrollment in the BGC's *Open Door* program decreased at the three Clubhouses located in public housing; however, a total of 223 youth and teens participated in a variety of activities at these three sites last fiscal year.



Due to low enrollment, the BGC found it necessary to close its *licensed before and after school childcare* at Chad Brown. However, due to demand, the same program at Hartford Park was expanded to accommodate nearly 50% more children serving a total of 79 youth this year.

### Youth Safe Haven

In FY 2015, the PHA operated the Youth Safe Haven (YSH) program in its largest family development, Hartford Park, during the months of July and August. The PHA partnered with the Providence Police Department and Big Brothers and Sister of the Ocean State to provide the YSH required mentoring components. Staff from Apeiron Institute for Sustainable Living and the Roger Williams Park Zoomobile entertained and educated YSH participants weekly.



At the end of the summer, the PHA learned that the Milton S. Eisenhower Foundation would no longer be able to fund the YSH program. After five successful years, staff was sad to have to say goodbye to program participants and their families, but all youth were transitioned into the Boys and Girls Club *Open Door* program for the fall.

### PHA Education and Training Center

The PHA's Education and Training Center (ETC) at Coddling Court continues to serve as the hub for job skills training programs that will prepare our residents for jobs in industry sectors identified for growth. Leveraging our successful track record as a provider of adult education programs, the Department has established partnerships with several community based organizations to fill the gap in job skills training, offering them classroom space and computer lab access. FY 2015 partners included Amos House, Groundwork Providence, and the Sherwin Williams Paint Co.

### UnitedHealthcare Community Fund

This year, the PHA was once again pleased to be selected to receive a donation of refurbished laptop computers from the UnitedHealthcare

Community Fund's *Computer Program* to establish two more computer labs for residents in our high-rise developments. A grand opening and ribbon cutting ceremony was held for the new lab at Carroll Tower and Dominica Manor. A third donation from an anonymous source was provided through our partnership with Broad Band RI (BBRI) and used to establish a computer lab at Kilmartin Plaza. Residents are now able to use these computers to access government benefits, research health insurance options and connect with friends and family through email and social media. Our partner Cox Cable continues to provide free high speed Internet access at all of our resident computer labs. RSD staff supervises the lab and provides basic computer instruction to residents who need assistance. Two High-Rise development sites remain in need of computer labs; securing donations for Parenti Villa and 335 Hartford Avenue Tower will be our focus in FY 2016.

### **RI Family Literacy Initiative (RIFLI)**

The PHA expanded its partnership with the RI Family Literacy Initiative (RIFLI) in FY 2015. RIFLI provides ESL and Citizenship classes on site at our Manton Height community center. This year, RIFLI provided staff with training in the use of the digital literacy Northstar Curriculum and Assessment Tool. Next year, RIFLI will train staff to proctor the assessment and the PHA will become an official proctoring site.

## **OTHER INITIATIVES**

### **Providence Children and Youth Cabinet**



The Department Director continued to serve as the PHA's representative on the Providence Children and Youth Cabinet (CYC) in FY 2015. The CYC is a cross-sector collaborative of public, private and nonprofit leadership dedicated to improving coordination of services across agencies and fostering better social, economic, behavioral and health outcomes for all children in the City of Providence. The Department Director represents the Housing Authority as a member of the CYC's Evidence2Success (E2S) Work Group and on its Program Selection Committee. The Program Selection Committee focused on taking the results of the Joint

Priority Setting Meeting and preparing for the next E2S benchmark: choosing 2-3 evidenced-based programs for implementation in FY 2015. The programs addressing some of the top priorities from Mayor Elorza's *Our Children, Our City* campaign are now in place and serving over 1,500 children and youth!

### **Workforce Investment Board**

The Department Director continued to be actively involved with the Providence/Cranston Workforce Investment Board (WIB) in FY 2015. Membership on this board ensures that the PHA has a voice in developing local workforce policies that could affect our residents seeking job training and employment opportunities.

As a member of the Youth Council, a subcommittee of the WIB, the Department Director is also able to stay abreast of funding opportunities that will benefit our resident youth including job readiness and summer work experience programs. This year, the Department Director worked closely with both the Cranston and Providence Youth Centers to coordinate a Youth Summer Work Experience Program for low income youth from Providence, including many youth living in public housing. Through an established relationship with Good Will Industries and the Comprehensive Community Action Program (CCAP) – the entities that run our two local Youth Centers – eligible PHA youth were identified, screened, provided with 20 hours of Work Readiness Training, and placed in meaningful summer jobs in our Youth Safe Haven and Financial Opportunity Center programs. All costs associated with employing these youth for six weeks were covered by grant funds made available to our partners through the Workforce Investment Act (WIA) program.



The Department Director also presented the PHA at the Governors Workforce Board (GWB) Annual Meeting in May. Governor Gina Raimondo addressed those gathered on the topic of jobs and the need to align the state's training and education resources with workforce needs in vital sectors of the RI economy. This annual GWB event is a great opportunity to network with job trainers and employers from the

State's various Industry Sector Partnerships. The Director met with staff from Stepping Up RI, the state's leading industry partner for healthcare, and plans are underway to host a *Healthcare Career Pathways* training on site at the PHA in early FY 2016. This 13-233k training includes a five-week internship and assistance with job placement following graduation. Subsequently, the Director was invited to attend the third Annual Manufacturing Workforce Summit and met one-on-one with staff from the RI Manufacturers Association (RIMA) to discuss a partnership to provide residents with *CNC Machinist Training* to meet the need for workers in advanced manufacturing.

## FUND DEVELOPMENT

In FY 2015, 13 new or renewal applications for funding were submitted. All applications were awarded funding. Only four awards made were less than the requested amount. \$1,454,779 In grant funding was secured for Resident Services programs in FY 2015. Table 2 is a record of all funding applications submitted.

**Table 2: Summary of FY 2015 Funding Applications**

<b>Funding Source</b>	<b>Grant Program/Activity</b>	<b>Amount Requested</b>	<b>Amount Awarded</b>
CDBG/Community Center/Public Service	Adult Education/Training	\$63,411	\$42,343
Citizens Bank Foundation/Growing Communities Initiative	Computer Education	\$9,950	\$5,000
Dexter Donation Fund	Senior Physical Fitness	\$2,000	\$1,000
ROSS Public Housing Family Self Sufficiency (FSS) Program	FSS Services	\$195,103	\$195,103
HUD/Comprehensive Housing Counseling Program	Homeownership	NA	\$12,964
HUD/ROSS Service Coordinator Program	Comprehensive Resident Services	\$738,000	\$738,000
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)	\$150,317	\$150,317
RI Department of Education (RIDE) Job Development Fund (JDF)	Adult Education	\$133,382	\$133,382
RIDE EL CIVICS	EL Civics	\$25,000	\$25,000
United Way RI Financial Stability	Financial Opportunity Center (FOC)	\$60,000	\$60,000
United Way RI Work Supports	Adult Education/Training	\$74,170	\$74,170
<b>TOTAL</b>		<b>\$1,468,833</b>	<b>1,454,779</b>

*Below are some funding development highlights from FY 2015:*

**Community Development Block Grant (CDBG)**

The City of Providence continued to significantly reduce the overall number of CDBG awards made in FY 2015. The PHA’s Thomas J. Anton Community Center at Hartford Park remained in the pool of grantees, however, receiving an award of \$42,343 in CDBG 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.

**Citizens Bank Foundation/Growing Communities Initiative**

The Citizens Bank Foundation awarded the PHA a \$5,000 grant as part of its Growing Community Initiative. Funds were used to support computer education for residents at Manton Heights and others living in the Olneyville neighborhood.

**Dexter Donation Fund**

The City awarded the PHA \$1,000 in Dexter funds to purchase exercise equipment to improve the health of residents living in Dexter Manor.

**HUD Resident Opportunity for Self Sufficiency (ROSS) Service Coordinator Program**

The PHA was most excited to be awarded a third round of ROSS grant funding to support a Resident Service Coordinator (RSC) in each of our three family developments. The \$738,000 award is for three years (\$246,000 annually).

**Olneyville Housing Corporation (OHC)**

OHC received funding from the RI Department of Health (DOH) this year to improve the health of residents in the Olneyville section of Providence. The PHA received \$2,500 to initiative a new program - Manton On the Move (MOM) - to provide nutrition education and increase physical activity among residents. OHA also received grant funds from the DOH Health Equity Zone (HEZ) and the Byrne JAG a portion of which they have passed on to the PHA to support continuation of our Youth & Police Initiative (YPI) for at risk youth in the neighborhood.

**Rhode Island Department of Education (RIDE) Adult Education & EL Civics**

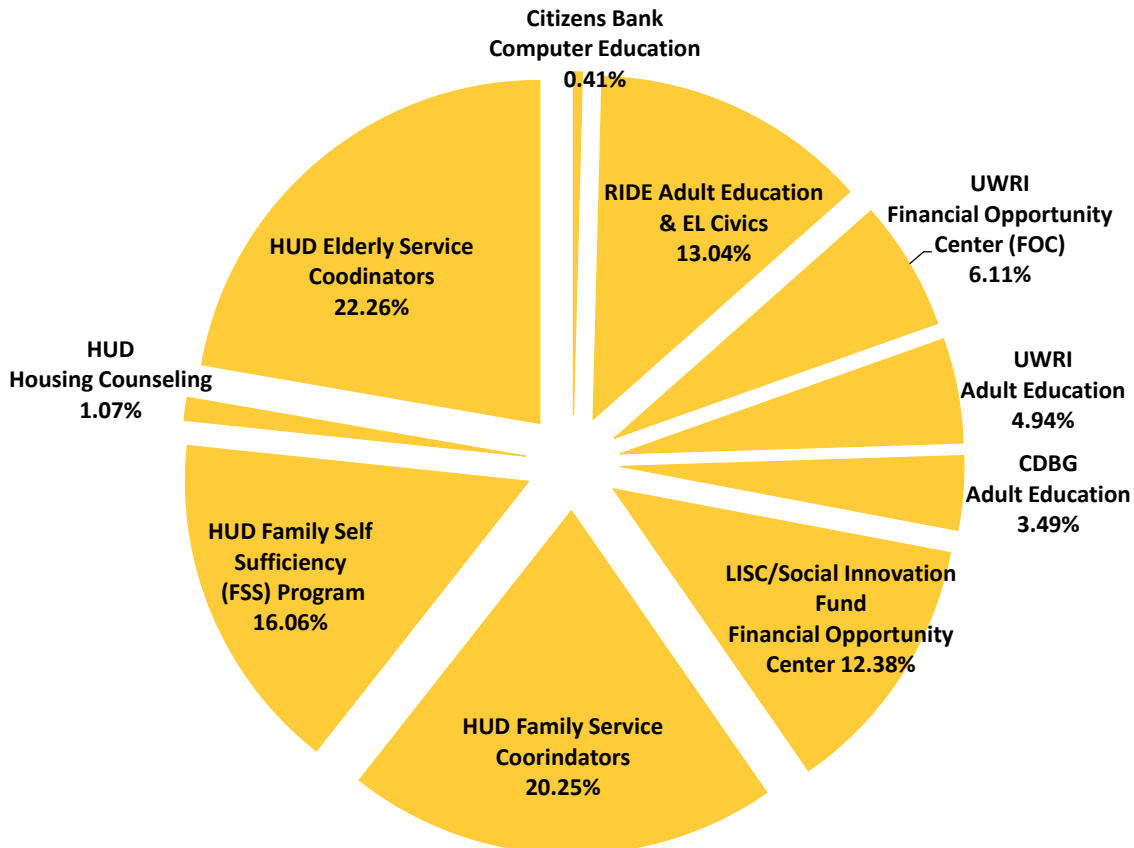
RIDE renewed the PHA’s Adult Education and EL CIVICS grants for a total of \$158, 382 to support our full time adult education instructors this fiscal year.

**LISC/Social Innovation Fund (SIF)**

SIF grants totaling \$150,317 to continue operation of our Financial Opportunity Center (FOC) were awarded by our Local Initiative Support Corporation (LISC) during FY 2015. Funds support a percentage of our full time Financial Coach, our full time Employment Support Specialist, a full time Program Specialist and a part time Program Assistant.

**United Way of Rhode Island (UWRI)**

Two UWRI grants were renewed in FY 2015: \$60, 000 for Financial Stability and \$74,170 for Work Supports to support our FOC and Adult Education Programs.



## FAMILY PROGRAMS DIVISION

### Adult Education & Training Programs

Adult Education & Training (AE/T) program team consists of one full-time Adult Basic Education/GED Instructor, one full-time English as a Second Language (ESL) Instructor, two part-time ESL instructors, one Computer/technology Instructor, one full-time Program Specialist and one part-time Program Assistant. The Program Specialist and Program Assistant handle administrative and case management support for all of these programs. Together, this staff coordinated and delivered adult education and training programs and case management supports to over 170 adult learners this year.



In FY 2015, one hundred seventy seven (177) people were served in our adult education and training programs. These combined programs logged a total of 14,619 student hours for the year. Summary of Program Utilization FY 2015

Table 3: Summary of Program Utilization FY 2015

Course	Students	Total Hours
English as a Second Language	68	6251
Adult Basic Education/GED Preparation/NEDP	32	3540
Digital Literacy Training	42	1411
Groundwork Providence Environmental Jobs Training	16	2885
Sherwin Williams Painter Training	19	532
<b>Total</b>	<b>177</b>	<b>14,619</b>

### Adult Education Programs

#### Student Intake Process



We have a managed enrollment system for all classes. The Program Assistant serves as first point-of-contact and meets with each prospective student, explaining our programs and policies in detail prior to registration. Once the registration form is complete, the applicant takes the mandatory CASAS Appraisal test and is placed on our waiting list until the next enrollment session opens.

We held three sessions throughout the year with an enrollment period prior to each session. Before being placed in a class, prospective students were required to take a CASAS Pre-Test and attend a mandatory orientation where the

students received the Student Handbook and signed a Student Contract. At the end of each session or upon voluntary withdrawal from the program, all students are required to take the CASAS Post-Test.

### ***English as a Second Language (ESL)***

Our ESL curriculum is grounded in Life Skills, Work Readiness Skills, and Civics and includes activities that develop all four language skills. Listening is addressed through regular classroom discourse as well as dictations, student reports, dialogues and guest presentations. Speaking activities involve phonics, conversation circles, phone conversations, student demonstrations and role play. Reading comprehension centers on text book selections and high interest stories found in printed media. Writing activities are life skills based (job applications, letters to a child's teacher, grocery lists, etc.) and composition based. Lessons are contextualized to teach basic life skills such as using a phone book, and reading menus, medicine labels and bus schedules. During the spring session, we piloted the Employment Skills Workshop for ESL Learners where students combined computer instruction and English conversation to build employability skills.



This year the daytime English as a Second Language (ESL) Program ran 24 hours/week continuously throughout the year. Classes at 50 Laurel Hill Avenue were held four days per week (9:00am-11:00pm, 11:00am-1:00pm and 2:30pm-4:30pm). The evening ESL classes ran 5 hours/week for 35 weeks at the Education & Training Center at 144 Dodge Street in the Coddling Court development.

### ***Adult Basic Education/GED Program***

The ABE/GED program provides students with a variety of academic experiences. Teaching materials include My Foundations Lab® web-based instructional software, ABE and GED text books, the internet, peer tutoring, subject related study groups, news magazine/newspapers, in-house presentations, participation in community activities and awareness of local, state and federal political climates. This program emphasizes interactive, situational and contextualized learning while simultaneously giving practice target skills areas and academic subjects.

GED students began a detailed African map project which is displayed on the wall in front of the Adult Computer Lab at 50 Laurel Hill Ave. Two maps (political and topographical) measure 8 feet wide by 5 feet high. Students performed Internet, library, and text book research to learn about the topography, cultures and political climate in African countries. They decorated cardboard country shapes using their printed research material and free-hand drawing. Students filled the maps with illustrations, collages, and photographs depicting famous people, points of interest, country flags, economy, capital cities, population, and geography sites. Students shared their knowledge of the countries they researched with the class, helping others to understand the complexity of the African continent.

This year the daytime Adult Basic Education (ABE) and General Equivalency Diploma (GED) Program ran 20 hours/week continuously throughout the year. Classes at 50 Laurel Hill Avenue were held four mornings (9:30am-12:30pm) and four afternoons (2:30pm-4:30pm) a week.

Participation was strong with 68 students in both the daytime and evening ESL classes and 32 in our ABE/GED classes throughout the year. Of those who enrolled, forty-six (46%) completed one or more

educational functioning levels (EFL). The table below compares these outcomes to the state’s performance targets for student gains.

Table 4: Educational Gains and Attendance for Adult Education Participants FY 2015

Entering Educational Functioning Level	Total Number Enrolled	Total Attendance Hours	Completed Level	Completed & Advanced One or More Levels	Number Separated Before Completed	Number Remaining within Level	Percentage Completing Level	State Performance Targets
ABE Beginning Literacy	1	212.50	1	1	0	0	100%	60%
ABE Beginning Basic	2	117.00	0	0	2	0	0%	60%
ABE Intermediate Low	13	1009.25	9	9	2	2	69%	54%
ABE Intermediate High	11	1702.50	6	6	1	4	55%	50%
ASE Low	2	86.50	0	0	2	0	0%	38%
ASE High	3	412.50	0	0	2	1	0%	n/a
Beginning ESL Literacy	2	149.50	1	1	0	1	50%	60%
Low Beginning ESL	5	485.00	5	5	0	0	100%	66%
High Beginning ESL	12	1227.00	8	8	2	2	67%	65%
Low Intermediate ESL	20	1570.50	6	6	5	9	30%	50%
High Intermediate ESL	20	1580.00	8	8	9	3	40%	51%
Advanced ESL	9	1239.25	2	0	6	1	22%	30%
<b>Total</b>	<b>100</b>	<b>9791.50</b>	<b>46</b>	<b>44</b>	<b>31</b>	<b>23</b>	<b>46%</b>	

In addition to tracking EFL gains, we also report on follow-up core outcome indicators, such as employment and obtainment of the GED. In January 2014, the GED Testing Service rolled out its new computer-based assessment. As a result, in this fiscal year, our GED students focused on learning the computer skills needed to take the assessment and preparing for the newly-structured GED. Although we had no graduates for this program year, we anticipate a high number for the next program year due to the in-depth preparation that was instituted.

**Contextualized Learning**

The PHA delivers contextualized literacy, numeracy, language education and access to technical skill development opportunities to prepare low-skilled individuals for the workplace. Grounded in life skills, these lessons often take target skill areas and apply them to re-created real life situations in the classroom.

In FY 2015, examples of contextualized learning in the ABE/GED program included:

- Math at Home (budgeting, discounts, mark-ups)
- Math at Work (paycheck stubs, time sheets, inventory, stocking costs, shipping costs)
- Payday Lending
- Interest Rates (determining and decoding)
- Life After Prison





Examples of contextualized lessons in the ESL classrooms included:

- Preventing Identity Theft (protecting private information, credit card protection, etc.)
- Shopping for Clothing (understanding sizes, sales vocabulary, store policies, coupons, washing instruction symbols and meanings, different types of payment, layaway)
- Preparing for the Workforce (research different occupations and requirements, communication, completing forms, self-assessments, interview tips, interview role plays, taking direction, asking for clarification, understanding employee handbooks, and necessary self-management responsibilities).
- Shopping for Food (brand names vs store brands, content identification, expiration date vs “best used by” date, serving size, etc.)
- Renting an Apartment (leases, utility bills, tenant/landlord responsibilities, etc.)

### ***Civics Education***

Civics Education is embedded in the curricula of both the ESL and GED programs. These lessons include critical thinking exercises, role plays and group work.

Examples of such lessons covered by the GED program this year included:

- Peacemakers (Martin Luther King, Henry Thoreau, Dorothy Day, Delores Huerta)
- Mid-Term elections
- Thanksgiving – A Native American Perspective
- Citizenship – Studying for the test
- Terrorism (Charlie Hebdo Incident)
- Manifest Destiny and the Media
- Law Crafting (on-line game depicting how laws get passed)
- Cyber Bullying
- Hurricane and Natural Disaster Preparation
- Capital Punishment

Civics lessons in the ESL program included:

- Victory Day
- Labor Day and Workers' Rights
- Veterans Day
- Thanksgiving Holiday and American traditions
- Diversity of December Holidays
- Martin Luther King, Jr. Day and its meaning
- Discrimination in the US and other countries
- Presidents' Day and its meaning
- Earth Day and its Meaning
- Origins of Mother's Day, Memorial Day, and Father's Day
- How Can Citizens Participate in Government?
- Rhode Island Geography and Vacation Destinations
- Independence Day



### ***End of Year Celebration***

At the conclusion of each program year, the Program Specialist organizes a potluck luncheon to celebrate the students' hard work and dedication to the program. Staff awards certificates to students with outstanding attendance and other superlative achievements including successful completion of a program. Students are encouraged to bring their family and friends to celebrate in their success.

### **Skills Training Programs**

#### ***Environmental Jobs Training***

Offered in partnership with Groundwork Providence, this free program includes 10 weeks of classroom instruction and on-the-job training in Sustainable Land Remediation and Reuse. Certifications include: Hazardous Waste Operation (HAZWOPER), Confined Space Entry, CPR/First Aid, Lead Supervisor, and Construction Safety. Two sessions were offered this year at the PHA's Education and Training Center (ETC). Sixteen (16) participants graduated.

#### ***Sherwin Williams Painter Training***

The Home Work Painter Training program is offered in partnership with the Sherwin Williams Company. It provides 3 days of classroom instruction on paint basics, paint application, safety, HUD lead-safe work practice and a workshop on how to find a job. Participants also complete 2 days of hands-on painting at a PHA location where they can practice the skills they learned in the classroom. This year, the atrium at 50 Laurel Hill Avenue was painted. Upon successful completion, graduates receive a RI certification as a Remodeler/Renovator. Two sessions of this training were offered this year. Nine (9) people participated in October and Ten (10) in April. A celebration recognizing all of their hard work and accomplishments was held at the Education Training Center on Dodge Street.

#### ***Adult Education Open House***

Adult Education staff hosted PHA's First Annual Adult Education Open House event on May 29<sup>th</sup>. The event brought in over 60 attendees. The Program Specialist spoke about the history of the adult education program at PHA and introduced staff and special speakers. Among them was Dr. Philip Less, the Adult Education Director at RIDE. Two current students spoke about their positive experience in our

program. Other local agencies with whom we collaborate were invited to speak about their programs and set up information tables. Follow-up letters were sent to all prospective students thanking them for their interest and reminding them of the services we provide. Staff looks forward to hosting the second Open House event next spring.



### RESIDENT SERVICE COORDINATOR PROGRAM

ROSS Service Coordinator funds from the U.S. Department of Housing and Urban Development (HUD) provide the PHA with three (3) full-time Resident Service Coordinators (RSC); one for each of our large family developments – Chad Brown, Hartford Park and Manton Heights. Since the grant prohibits RSCs from providing any direct services to the adults and youth at their sites, their work centers around collaborating with local service providers in the community to connect their clients with the services and supports they need.

FY 2015 marks the sixth year that PHA families have benefitted from having RSCs in their communities and the staff has served them well by coordinating community events, promoting health and wellness programs, collaborating with community partners, bringing in outside services, and making effective referrals. This year, 25 new service providers were contacted from which 11 new partnerships were established across the three developments. The RSCs organized 32 community events and introduced 11 new programs and services to their developments.

Table 5: Service Coordination in Family Developments

Indicator	Total
New service providers contacted	25
New partnerships established	11
New programs coordinated	11
Community events coordinated	32

### Referrals and Recruitment

In their work, Resident Services Coordinators provide a broad range of referrals to services and programs both inside the PHA and externally in the local community. Per HUD regulations, each RSC is required to carry a minimum caseload of 50 clients annually. As of June 30, 2015, the RSCs had served 386 clients and made 310 referrals over the fiscal year. The table below shows assessments and referral activity over the past 12 months.

Table 6: RSC Client Assessments and Referrals

Indicator	# of Clients
Total Active Cases	386
Initial Needs Assessments	99
In-House (PHA) Referrals	181
External Referrals	129

The RSCs are frequently referring adult residents to programs offered through the PHA, such as the Financial Opportunity Center, Family Self-Sufficiency, and Adult Education and Training programs. Additionally, they help promote new programs and services brought on-site by our community partners. For example, the Manton Heights RSC was instrumental in recruiting residents for CAPP’s LIHEAP (Low Income Home Energy Assistance Program), and Free Tax Filing Briefing/Demonstration.

**ESL Classes at MH:** In September RIFLI (Rhode Island Family Literacy Initiative) offered ESL classes at Manton Heights; of the 17 who participated, eight (8) were Manton Heights residents. A couple of the students gained 10-14 points as measured on the CASAS test over the course of the year.

**YPI (Youth & Police Initiative):** Another round of YPI was held in the fall of 2014. Six residents from Manton Heights and one from the neighborhood were recruited to attend this new session. This program is intended to break down barriers and misconceptions between youth and the police. Partners with PHA included One Neighborhood (formerly known as OHC), North American Family Institute (NAFI) and the Providence Police Department. Graduation was held on November 21<sup>st</sup>.

**Community Events**



In an effort to foster a sense of community among residents, the RSCs organize special family-friendly events at their family developments. To leverage costs associated with these events, the RSCs reach out to the PHA’s community partners, elected officials, and local private businesses for in-kind support and cash donations. In some cases, funds from Resident Association and Planning Committee budgets help offset the costs of these events.

**Back to School Events** In August 2014, the RSCs organized their fifth-annual Back-to-School events at their respective sites in conjunction with the Providence

Police Department Public Housing Unit’s 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 700 residents ages 6 to 17. COX Communications donated 300 backpacks, Coca Cola donated 100 and United Health donated 120. These companies and others helped sponsor these 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.

Community partners such as the Mayor’s Substance Abuse Prevention Council, RI Child Identification Program (over 100 kids received identification kits with DNA packets), The Met, and COX set up information booths to promote their programs and services. Residents who visited all of the booths

were eligible for raffle prizes. PHA's special projects department hosted fire safety training during the events, in which 429 kids participated. 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.

**Themed Parties** Cultural, seasonal and holiday-themed parties have also proven successful in bringing residents together, especially when music and refreshments are involved. For example, at Manton Heights, the RSC organized the development's fourth-annual "Halloween Parade and Party" in October (64 attending). A "Mother's Day Dinner" was held in May at Manton Heights (60 attending) and a "Mother's Day Lunch" was held at Chad Brown. Participants at Chad were provided lunch and attended a painting class. In June, Manton Heights, Chad Brown and Coddington Court/Roger Williams celebrated Father's Day. Each development distributed Paw Sox tickets to the Fathers. The tickets were donated by NERC/NAHRO. Manton Heights RSC also organized a potluck "Fathers' Day Dinner"; in addition to dinner, many of the fathers enjoyed a good game of dominoes with their family.

In Chad Brown, the RSC and members of the Planning Committee organized a "Maintenance/Management Appreciation Day" pot-luck luncheon to express their gratitude for all that PHA maintenance and management staff does for the development. Fifteen residents participated in cooking; a total of 25 residents and staff attended the luncheon. Similarly, Manton Heights organized a "Maintenance Appreciation Lunch", 9 maintenance staff attended, including foreman George Lindell, and 3 office staff including Manager, Lori Lovelace. This was another opportunity to bring the community together, work as a team, and show gratitude.



### ***Health and Wellness Programs***

Many public housing residents need access to health education, screenings and supports. In response to this need, the RSCs have coordinated a wide range of interventions to help residents monitor their health, eat more nutritious foods and stay active. Below are some of the health and wellness programs that RSCs brought to their developments.

**Registration for Health Source RI** In the months of September and October, the Resident Service Coordinators collaborated with the Mayor's Healthy Communities Office to assist residents with renewing and applying for healthcare coverage through HealthSource RI. The Mayor's office brought the navigators to the family developments. Dozens of households were served; families, as well as individuals, received their coverage due to this effort.

**Flu shots** In the fall of 2014, the residents of Chad Brown, Coddington Court/Roger Williams and Manton Heights received flu shots from Life Span.



**Manton on the Move** is a three part program consisting of Zumba classes, Walking Club & Nutrition workshops sponsored by a grant from One Neighborhood Builders (formerly known as Olneyville Housing Corporation). These programs started in July and ended in the Fall.

**Zumba:** 62 people signed up for Zumba including Manton Heights' residents, Olneyville residents, Scattered Sites residents and residents from a few other neighborhoods. An average of 12-15 participants attended each class. Participants received t-shirts featuring the Manton on the Move logo and the logos of both sponsoring agencies (PHA and ONB).

**Walking Club:** 4 residents participated in the Walking Club. All participants received pedometers.

**Nutrition Workshops:** An average of 8 people attended the workshops.

#### Manton on the Move/ SNAP-Ed Nutrition Workshops Program Outcomes

- 6 healthy cooking/nutrition workshops were provided. Healthy meals were prepared that follow the MyPlate guide for healthy eating. Extra funds were used to provide healthy ingredients for participants to take home.
- Topics included: MyPlate & the 5 Food Groups, Fruits & Vegetables, Breakfast, Fast Food, Re-think your Drink, and Budgeting.
- Average attendance per workshop was 8 participants.
- All participants were given a fruit & vegetable questionnaire during the first and last class. The group's average **fruit intake increased** over the course of the classes. There was also an **increase in the variety of fruits** they consumed. Vegetable intake did not change.
- All participants were engaged in the activities and tried the new, healthy recipes.

#### **Holiday Events**

**Turkey Distribution** In November the 02908 Club donated 100 turkeys to the PHA. The RSC's distributed the turkeys among the four family developments. The Boys and Girls Club received a donation of 75 turkeys from Stop and Shop and they were distributed to the three large family developments. Chad Brown also received an additional donation of 60 turkeys from Peace and Providence.

**BGC adopted PHA families** In December several families were adopted by the Boys and Girls Club of Providence. Over 30 families received clothes, and toys.

#### **Holiday Distribution/ Holiday Party**

Chad Brown received a generous donation of holiday gifts from Peace and Providence for all the children ages 0-12. Mrs. Dawley, the mother of a former PHA police officer



who passed away, donated \$500.00. The \$500.00 was used to purchase movie tickets for youth ages 13-17. 536 kids received holiday gifts and/or movie tickets at the holiday party.

In Coddling Court/Roger Williams, Providence Police Officer Michelle donated holiday gifts to 10 families. The RSC and Property Manager were given a discount from Hasbro to purchase gifts. Funds from the Resident Association were used to purchase toys for 30 families.

In Manton Heights, 30 families received holiday gifts from a private donor. A total of 65 kids received a toy. Donations from Representative Ray Hull, Mrs. Dawley and funds from the Planning Committee were used to purchase toys for children ages 0-13. Funds from the Scattered Sites Planning Committee were used to purchase gifts for 15 families, 52 kids total.

### FAMILY SELF-SUFFICIENCY (FSS) PROGRAM

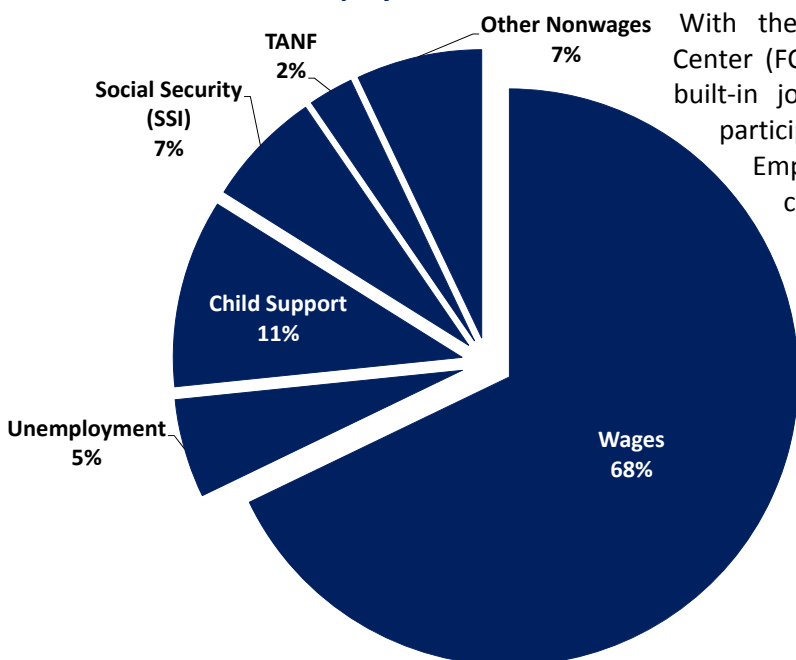
The Family Self Sufficiency (FSS) program helps PHA and Section 8 residents achieve economic independence through gainful employment. With the aid of an FSS Coordinator, program participants develop individualized five-year goals plans that will help them move to work and increase their earned income. Quarterly appointments are held with a case manager to discuss goals progress and address any needs or barriers that may arise, while ensuring compliance with program guidelines. Currently there are two full-time FSS Coordinators on staff, making the current participant to case manager ratio sixty five to one (65:1).

#### Enrollment

The PHA served 178 families in the FSS program in FY 2015; forty-nine (49) contracts terminated during the year leaving 129 families enrolled as of June 30, 2015. With an average of 3 families entering contracts each month, enrollment has not been able to keep up with the rate of attrition. For every family that enrolled in the program this year, 2 new families exited. Of the 24 new enrollments this year, 11 were from Public Housing and 13 were Section 8 families.

The FSS staff has been promoting the program through the Section 8 office, providing them with business cards, flyers and applications to help boost enrollment. FSS staff also promotes the program by periodically attending network meeting, information fairs and community events.

#### Income and Employment



With the establishment of the Financial Opportunity Center (FOC) in our Resident Service Department and its built-in job 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, forty-six (46) FSS participants are actively enrolled in the FOC which has helped increase the ratio of employed to unemployed FSS participants. (10% increase since FY 2012.)

At the close of FY 2015, seventy-five percent (135) of FSS participants were employed. Seven percent of participants report non-wages (i.e., stipends for foster parents or AmeriCorps workers) as their primary income source, 5 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 18 percent work in Manufacturing and 12 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 2015.

**FSS Escrow Savings Accounts**

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 FSS participants enrolled as of June 30, 2015, sixty seven (67) percent have established escrow with the average account balance being \$4,601.38. The majority of those participants who have not yet established escrow are those participants who are actively job searching or are enrolled in training.

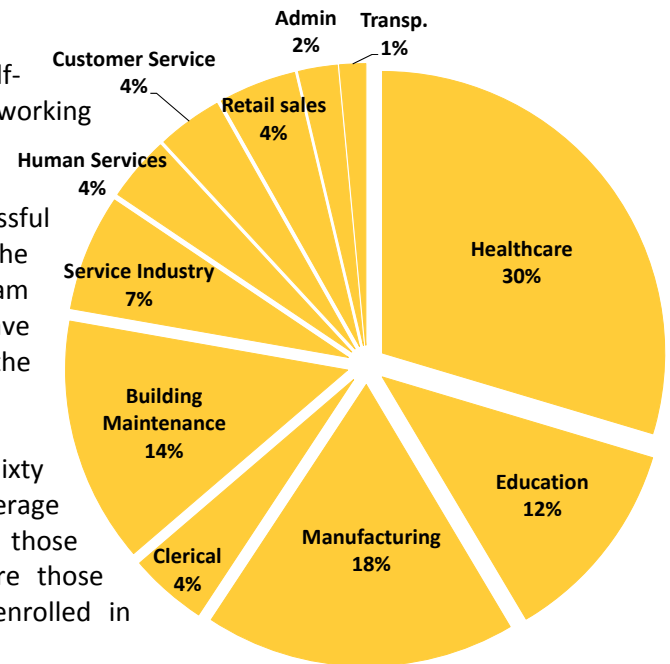


Table 7: Escrow Balances at Fiscal Year-End - Active Participants

Escrow Account Indicator	Public Housing	Section 8	Total
Total held in escrow	\$ 281,619.84	\$164,714.66	\$446,334.50
Participants with escrow	58	39	97
Average account balance	\$4,856	\$4,223	\$4,601.38

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-one who successfully completed the FSS program, twenty-four (77%) had escrow account savings released to them. The average escrow disbursement was \$6,691.35 and payouts ranged from \$409.25 to \$21,538.23.



Table 8: FY 2015 Escrow Disbursements - Terminated Participants

Escrow Account Indicator	Public Housing	Section 8	Total
Total escrow disbursed	\$78,430.26	\$82,163.13	\$160,592.39
Participants receiving escrow	12	12	24
Average disbursement	\$6,535.85	\$6,846.84	\$6,691.35

### Terminated FSS Clients

Over the past year, 49 FSS participants exited the program; of these terminations 31 were positive and 18 were negative (due to non-compliance or early withdrawal). Of the positive terminations, four participants moved out of subsidized housing and two exceeded the income limits. Three successful program graduates purchased their own homes this year; all of whom did so with the help of the PHA's Section 8 Homeownership Program. Two ported out to a different housing authority and four obtained a Section 8 voucher. Sixteen remained in subsidized housing mainly because their incomes or credit scores were not sufficient to meet the high cost of rented apartments and real estate in Providence.

### Section 8 Homeownership Program

The Section 8 Homeownership Program 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 2014, 67 residents attended the Saturday morning presentations, fourteen (14) were issued Housing Assistance Payment letters for prequalification and seven (7) 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 9: Section 8 Homeownership Program Indicators

Indicator	Total
Enrolled	28
Attended monthly orientation	67
Certification (HAP) letters sent	14
Closed on a home with Section 8	7

### Homebuyer Information Fair

In June, the PHA hosted its tenth 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 11 vendors, including realtors, mortgage lenders and home inspectors participated in the housing fair.

The event began with brief presentations by each participating provider. Information provided included: 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.



After the presentations concluded, attendees had an opportunity to visit each booth and speak with the representatives.

A total of 24 people from the community attended this event, four of whom were Financial Opportunity Center participants and nine 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 Coastway Community Bank.

### ***Post Purchase Supplemental Initiatives***

In addition to providing pre-purchase services to potential buyers, PHA recently began to offer post-purchase information sessions for those who have already bought property. This helps keep Section 8 homeowners engaged with the homeownership coordinator. The sessions provide important information that helps homeowners keep their homes healthy and inform them about any community programs that could benefit new homeowners.

### ***Evening for Homeowners***

On April 9<sup>th</sup>, 2015, PHA's homeownership coordinator hosted an "Evening for Homeowners", where Citizens Bank and Mount Pleasant Hardware were invited as guest speakers. Citizens Bank representatives spoke about their affordable 3%-6% home improvement loan program. Mount Pleasant Hardware's proprietor gave tips about getting properties ready for the spring season. Eleven (11) Section 8 homeowners attended and received \$10 gift cards from Mount Pleasant Hardware.

## **FINANCIAL OPPORTUNITY CENTER**

In January 2011, the PHA received Social Innovation Funds from the Local Initiative Support Corporation (LISC) to establish a Financial Opportunity Center (FOC) at the Hartford Park family development. The over-arching goal of this program is to assist low-income families in raising their new income, credit scores and net worth. To achieve this, the Financial Opportunity Center "bundles" three key service areas under one roof:

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

### ***Recruitment & Intake***

FOC orientations occur on the 4<sup>th</sup> 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.



### ***Employment Supports***

The Employment Support Specialist (ESS) 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. A three-year Financial Stability Program grant from the United Way of Rhode Island enabled PHA to purchase clothing vouchers and bus passes for clients who obtain and retain employment benchmarks in this program.

**Measurable Outcomes**

In FY 2015, 132 people received bundled services from the Financial Opportunity Center. The Employment Support Specialist helped 54 clients obtain employment and has tracked retention benchmarks along the way with 54 clients attaining a 3, 6 or 12-month milestone during the year. Financial outcomes have been strong with 77 achieving an increase in net income, 56 increasing their net worth and 72 seeing an increase in credit score.

**Table 10: Financial Opportunity Center Outcomes**

Performance Indicators	FY 2015
Attended Orientation	71
Total receiving bundled services	132
Initial Financial Assessments	54
Obtaining employment	54
Retaining employment: 3 months	45
Retaining employment: 6 months	36
Retaining employment: 12 months	33
Achieving increase in income	77
Achieving increase in net worth	56
Achieving increase in FICO score	72

**Supplemental Initiatives**

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 3<sup>rd</sup> Annual Providence Housing Job Fair was held on April 17, 2015 at Achievement First Elementary School. A committee comprised of the Manton Heights, Hartford Park, and Chad Brown Resident Service coordinators along with the Employment Support Specialist worked to coordinate the event, reaching out to both FOC Clients and PHA residents. The Employment Skills Training class ended a week prior to the job fair so newly trained participants could use the skills they developed in class.

This year’s job fair boasted 18 employers including Bayada Home Health Care, West Bay Residential, The Hilton Providence, Landmark Medical, and Lyneer Staffing.

The ESS will be following up with each employer to document any successful job placements that resulted. The names and contact information of all job seekers were also collected so that they may be contacted for future FOC events.

### **Employment Skills Training**

In late March, eight (8) participants of the Financial Opportunity Center graduated from the Employment Skills Training (EST) program. This six week training opportunity, taught by the FOC Employment Support Specialist, includes these key topics: networking, resume and cover letter creation, workplace etiquette (social media accounts in relation to the workplace), communication skills and job retention skills. In addition to these skills, students had ample opportunities to critique their own interviewing skills through mock interview lessons.



Participants also benefited from a workshop presented by Coastway Bank about the connections between an unhealthy credit history and its implications in the workforce. The workshop also focused on financial strategies to assist clients in reaching stability once becoming employed. A Citizen's Bank Recruiter also presented to EST participants and provided inside tips from an HR perspective on making a great first impression. Five, of the eight graduates, have become successfully employed.

### **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 her clients about the realities of bankruptcy, debt consolidation, rent-to-own plans, pay-day loans and other potential pitfalls.

In February of 2015, LISC introduced the Twin Account Program. Twin Accounts is a \$300 credit building loan and savings product. The purpose of the program is to increase participant's credit score with prompt loan payments reported to credit bureaus. In order to encourage good credit building behavior, client's timely payments will be matched, which will result in a \$300 savings payment to the client after the one year terms. The \$300 PHA match will go towards a Capital One secure credit card, opened after the year term. Ten FOC clients are active in the program and working towards completing their year term.

## SUCCESS STORIES

### *ESL Program – Edwin Aguilar*



Edwin Aguilar started taking my 9:00 English class in the fall, 2014 session. He understood the importance of improving his English skills and took advantage of all the special programs and presentations offered here at PHA. In addition to the morning class, he also enrolled in the afternoon computer class and conversation class. He attended all classes faithfully. By the end of the session, Edwin got one of the highest scores on the standardized CASAS tests we give all students and he actually tested out of the program. He still attends classes here on a regular basis and continues to refine his language skills.

In addition to this, Edwin is a talented artist and carpenter. He is very active in his church and has produced many pieces of art for the congregation. He is also learning how to play the guitar. Edwin's new goal is to get his GED and he is presently taking an evening GED in Spanish class at Progreso Latino.

### *Felix Ortiz – GED Success Story 2015*

Felix Ortiz enrolled in PHA's GED class in September 2014. In addition to attending class, he worked full time and is studying to become a US citizen. He has a positive attitude and is a great example for his classmates. Felix is a dedicated student, supportive classmate, and always puts his best effort forward.

Early in 2015 Felix was laid off so decided it was the perfect time to take advantage of programs (Financial Opportunity Center) and trainings (Computer Basics) offered at PHA. Because of his outstanding performance in the Computer Basics class, Felix was offered a position as a RIFLI Digital Literacy Corps member at the Providence Public Library, receiving a \$500 stipend for his involvement with computer literacy at the library. Felix never consents to failure and if something is difficult or he makes a mistake he accepts and fixes it.

The Boys and Girls Club at Hartford Park is fortunate to have Felix as volunteer assisting program participants in the 'Homework Help' session of their program. Felix makes certain the children complete and understand their daily homework papers. Felix is currently in the process of taking GED READY (official practice tests for the GED). He is hoping to acquire his GED certificate and his US citizenship by the end of 2015.



### *Jordan Suazo -- Resident Service Coordinator Program*

Jordan Suazo moved to Chad Brown when he was 8 years old; he is currently 21. As a young boy Jordan participated in the youth programming that was provided by the PHA. As a teenager Jordan volunteered at the Boys and Girls Club located on site at the Rudolph Tavares Center and was a loyal volunteer, assisting Monday through Friday from 3:00-6:30. In 2010 while Jordan was volunteering, Nicole Dufresne, the COO of the program, stopped by and was informed about his hard work and dedication to



the kids. He was hired on the spot and asked to be on the BGC team as a part-time employee. Jordan is an extraordinary role model to the children living in the development; he would assist the kids with their homework, played board games with them in game room and would serve them dinner at dinner time. Although he enjoyed working with the children, his true passion was technology. In September of 2013 he enrolled in Year Up and worked as an IT Management Intern with Bank of America. He graduated in Spring 2014. He is currently waiting to transfer to URI as a computer science major and is working at EPAC Software Technologies as a Support Engineer. As a Support Engineer, he creates websites, writes scripts and works on databases. In October Jordan plans to move out of his mom's apartment and will venture out into the real world. He has vision and drive to continue to succeed.

### ***Agneris Garcia – Section 8 Homeownership Program***

Agneris Garcia always dreamt of owning her own home. She is a single mother of two young children whose main objective has always been to provide them with a stable and safe housing environment. Agneris Garcia is disabled and must provide for her family on a limited income. Nevertheless, she is a magnificently resourceful woman who has been able to accomplish great financial strides by budgeting, saving and keeping her credit healthy. With the assistance of the Section 8 voucher, her dream of homeownership has become a reality.



After only a few months of credit counseling, Agneris was able to acquire the necessary credit score for a mortgage pre-approval. On June 7, 2014, she was pre-approved through Coastway Community Bank for a mortgage loan. She quickly found the house of her dreams and closed on her home on July 30, 2014. Today, she is a happy homeowner who has gotten very involved with her new community. Her children are overjoyed to have a home to call their own.

## HIGH-RISE PROGRAMS DIVISION



The High-Rise Programs Division provides social services to the elderly and disabled residents living in PHA's high rise developments. The staff demonstrates the ability to advocate, problem-solve, address residents' social, educational and health care needs through effective programming and creative service partnerships. With over 1,200 elderly and disabled residents living in the High Rise developments, the Division staff is responsible for providing social services for the most at risk and needy residents. With new residents moving in every year, the challenges are constant. Many of the new residents come from local shelters or group homes. They have few resources and need help navigating the local and federal system to access essential benefits and programs. The Division plays a critical role in the delivery of social services to these individuals. In FY 2015, a total of 126 new residents moved into the High-Rise developments; *34% were considered disabled and 52% were elderly*. Division staff is responsible for conducting outreach, intake and assessment of needs for all new residents within three weeks of lease up and for coordinating services to meet the identified needs of all High-Rise residents.

### STAFF

The Division staff consists of one Programs Manager who supervises three Resident Services Coordinators (RSCs) and two part time Meal Site Coordinators, located at Carroll Tower Meal Site. The three RSCs are bilingual (English/Spanish) and are employed full-time (35 hours a week). The RSCs divide their time among the six High Rise Developments. In order for the RSCs to meet the needs of the residents, they refer and connect residents to services and resources out in the community. The RSCs also promote partnerships within the housing authority, (i.e. Property Management, Maintenance, Special Projects, as well as with the Resident Associations, and Planning Committees) and promote partnerships with other housing providers, community agencies, and health care providers.

### ASSESSMENT OF RESIDENT NEED

For several years, the High Rise Programs Assessment tool has been an important instrument for identifying the needs of residents. Each month the RSCs receive notification of new residents that move into the high rise developments. RSCs are responsible for assessing these new residents within thirty days. Letters with appointments are hand delivered to these residents. At these appointments, the RSCs

complete the needs assessment and develop an Individual Service Plan (ISP). The Intake Assessments provide residents with information on services and resources they may need or want in the community and within the agency. A second purpose is to collect data to plan for and fund future programs and services.

Information in the needs assessments are categorized by *Activities of Daily Living (ADLs), Living Skills, Transportation, Medical, Home Basics, Medical Conditions and Miscellaneous*. The ISPs help the RSCs make referrals for emergency services (food, clothing, furniture, etc.), healthcare services, government assistance and benefits programs, counseling and advocacy, financial management, and substance abuse intervention. The RSCs also coordinate social, educational and recreational programs based on feedback from residents during their assessments.

With over 1,200 residents and only three RSCs, intake and assessment is a challenging, continuous process. In FY 2015, RSCs focused on assessing the newly moved in residents. Of the 126 new residents, 48% of those residents were assessed. Overall, RSCs are also responsible for updating other resident’s assessments and Individual Service Plan (ISP), and in 2015, RSCs updated *149 (never before seen residents)* assessments.

Also, in FY 2015, the High Rise Programs Manager created a new Internal Referral Form, which is available for all PHA staff, but especially the Housing Management Office, to make referrals regarding a particular resident, who may require additional services. The High Rise Manager has been tracking the referrals since the beginning of February 2015 and since then there have been 51 referrals from Housing Management. These referrals are also tracked in the case management tracking system.

**Table 11: Total Assessments Completed (New Residents)**

High-Rise Development	Assessments
Carroll Tower	42
Dexter Manor	18
Dominica Manor	26
Hartford Tower	8
Kilmartin Plaza	20
Parenti Villa	35
<b>Total</b>	<b>149</b>

The information received from these assessments is entered into the Department of Resident Services’ case management data tracking system, Tracking At A Glance (TAAG). TAAG allows for easy retrieval of information, which enables staff to track service utilization, effectiveness of programs and resident participation. Overall findings from the Assessments/Individual Service Plans entered into TAAG data system are summarized below following the assessment categories.

**Language**

- 60% of residents need translation/interpreting services
- 30% of residents do not speak English
- 66% of the High-Rise residents identify themselves as Hispanics.
- 34% of the High-Rise residents identify themselves as Non-Latino or Hispanic

**Income**

- Average Yearly Income: \$7,500
- 10% of residents are employed
- 26% of residents receive food stamps
- 1.75% of residents receive pension
- 41% of residents receive SSI
- 41% of residents receive Social Security
- 1.50% receive unemployment



**Activities of Daily Living (ADL)**

- 14% of residents need assistance with walking
- 5% need assistance with bathing/toileting
- 5.29% need assistance dressing themselves
- 10% need assistance preparing meals
- 7.8% need assistance taking medications
- 14.69% need assistance doing laundry
- 13.54% need assistance shopping
- 15.46% need assistance doing housework
- 4.9% need assistance moving from bed to chair

**Living Skills**

- 4.78% need assistance using the telephone
- 6.58% need assistance managing money (up by 2.49%)
- 18.78% need assistance paying bills
- 31.56% need assistance scheduling or rescheduling appointments
- 60% need assistance with translation/interpreting services
- 7% need Meals on Wheels/food pantry listing
- 18% need assistance calling in prescription to the pharmacy
- 61.49% need assistance with reading their mail
- 29.75% need assistance working with management
- 24.67% need assistance with maintenance

**Transportation**

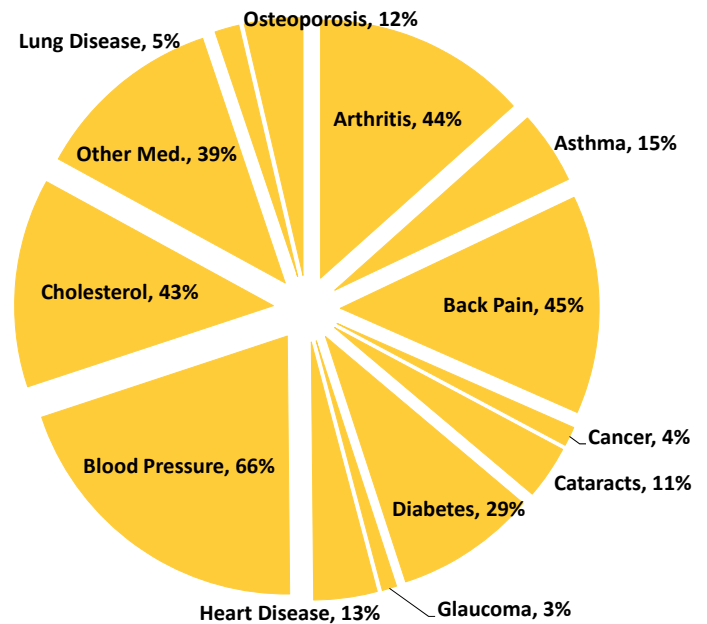
- 52% have bus passes
- 37 % want or need a bus pass (no # on those that do not qualify)
- 23 % own vehicle
- 26% need medical transportation
- 22 % need transportation for food shopping or other

**Medical**

- 87% of residents have a primary care physician (PCP)
- 29% access healthcare thru ER, or walk in clinics
- 67% do not have dentist

- 42% do not have optometrist
- 18% of residents are currently receiving mental health services (up 2% from last year)
- 27% have received mental health services in the past
- 74% have health insurance (up 1% from last year)
- 45% have Medicare (up .24% from last year)
- 65% have Medicaid (up 1.35% from last year)
- 3.57% have private health insurance
- 80% have medications that have been prescribed
- 48% have Part D to pay for prescription medications
- 7.35% have a CNA(FY 2015 first year tracking)

**Medical Conditions**



**Home Basic**

- 96 % have furniture in their apartments
- 10% have issues with apartment cleanliness
- 38% have home phones
- 3 have personal alert system
- 15% own a computer (up 1.43%)

- 15% know how to use social networking sites (Face book, Twitter, etc.) (up 3% from last year)

**Miscellaneous**

- 78% have cell phones
- 33% know how to text (up from last year)
- 44% have texting plan (up from last year)
- 53% report texting (up 6% )
- 21% report smoking (up .52% from last year)
- 40% are interested in quitting smoking
- 947% have family/friends with whom they have regular contact (down from last year)

- 88% spend holidays with family/friends (down.36% from last year)
- 3% has issues with hygiene (up from last year)
- 63% are registered voters (up .66% from last year)
- 79% plan to vote
- 4% are veterans
- 7% receive Veteran Services

**Interests & Support Networks**

- 20% of residents expressed interest in a particular activity
- 15% report being involved with a community organization, 5% have no family contact

**GENERAL SOCIAL SERVICES**

The focus of the High Rise Programs Division continues to be the elderly, the frail and the disabled in the high rise developments. The RSCs continue to divide their time among the six high rise developments; each RSC covers two developments. In FY 15, the RSCs efforts were to address the daily needs of these residents. RSCs spent over 2,000 hours assisting residents in their offices. Residents are given appointments and on occasions, residents are allowed to just drop in and discuss general social services or a particular need. This year 85% of residents were seen during an office visit. Division staff also makes themselves available to check on those residents that are not seen on a regular basis. RSCs will do *Wellness Checks*, by going to residents’ apartments and checking on their wellbeing.



Building partnerships in the community with other agencies enables the Division staff to bring resources into the high rise developments to benefit the residents. RSCs also make referrals for health services, benefits assistance, food stamp application, home care services, obtaining cell phones and assistance with emergency needs as well as counseling advocacy. In FY 2015, there were 147 referrals to various agencies and community partners for services.

It is also important to provide a sense of community to the high rise residents. To do so, the Division staff organizes trips out in the community. This year, RSCs scheduled three trips - LaSalette Shrine, the Christmas Tree Shop and an annual summer trip to Oakland Beach. Transportation was provided by the City of Providence, Department of Senior Services, which rents a bus for the seniors. The City of Providence

also provided transportation to the Mayor's Day in the Park (Roger Williams Park), a trip well attended by the High Rise residents.

The following tables illustrate the number of individuals served in FY2015.

**Table 12: No. of Residents Served FY15 High-Rise Dev.**

Total Residents Served By RSCs	July 2014 to June 2015 Total Number of Individual Served YTD	First Annual Contact (Unduplicated Served) YTD
<b>Total FY 2015</b>	<b>1635</b>	<b>374</b>
Carroll Tower	365	69
Dexter Manor	566	109
Dominica Manor	289	59
Hartford Tower	112	33
Kilmartin Plaza	83	56
Parenti Villa	220	48

**Table 13: Total Number of Contacts in Service Areas FY 2010 – FY2015**

Year	Health	Work with Other PHA Depts.	Benefit Acquisition	Financial Manage-men	Substance Abuse Help	Legal Assistance	Counseling	Emergency Needs	Socialization Events	Language/ Literacy	Support Networks	Parenti Villa Food Pantry
FY 2010	838	1067	686	598	21	29	244	35	748	3671	1741	0
FY 2011	230	557	511	334	30	22	357	122	131	4202	456	0
FY2012	429	799	534	436	10	31	812	1145	923	4524	139	1006
FY 2013	481	692	423	444	15	30	1183	1561	1318	3818	197	1364
FY 2014	486	742	396	321	01	13	1072	1396	954	2527	67	1329
<b>FY 2015</b>	<b>354</b>	<b>577</b>	<b>317</b>	<b>214</b>	<b>1</b>	<b>3</b>	<b>809</b>	<b>1469</b>	<b>1439</b>	<b>1833</b>	<b>662</b>	<b>1421</b>

Table 14: Medical Category FY 15

Year	Number of Service Units in Crisis Intervention, Counseling, Advocacy, Information & Referral
FY 2010	11,397
FY 2011	6,554
FY2012	8,870
FY 2013	1,594
<b>FY 2014</b>	<b>1,247</b>
<b>FY 2015</b>	<b>1,130</b>

**Health and Health Education Services**

There are many obstacles that get in the way of residents obtaining access to health care. The Division works hard to remove these obstacles by providing case management, health education and screenings. The Division has developed partnerships with community health care agencies and has collaborated throughout this year to promote and provide health information, health screenings, support and resources to improve the health quality of the residents in the High-Rises.

On a monthly basis, Division staff provides residents with information regarding various health workshops and screenings at each site. Staff also assists residents by offering advocacy, ensuring that residents have primary caregivers, and identifying various types of insurance and other entitlements. The Division’s partnership with health care providers allows RSCs to make knowledgeable and appropriate referrals. In FY 2015, the RSCs made 147 (19.54%) referrals to outside agencies.

**Health Education Workshops**

The High Rise Programs Division staff works hard in organizing and presenting Health Education Workshops on a monthly basis; these workshops help residents make informed decisions regarding their health. This year the Division continued to reinforce health education and awareness in the High Rise developments. Assessments, education and screenings provide opportunities to remove obstacles to quality health care. In FY 2015, the Division scheduled monthly health presentations and/or screenings at each of the High Rise Developments. A total of 63 on-site educational/enrichment presentations were held in the High-Rises developments; topics and screening presented are included below:

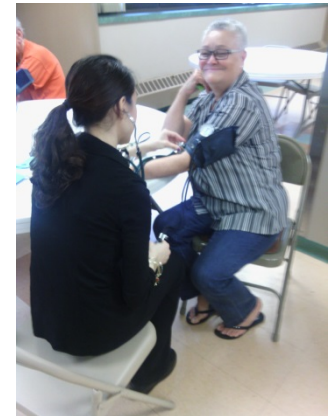


Table 15: Health Education & Enrichment Programs FY 2015

Community Partner/ Provider	Workshop, Events Topic(s)
Attorney’s Generals Office	<ul style="list-style-type: none"> <li>• Fraud Prevention</li> <li>• Consumer Protection</li> <li>• Identify Theft</li> </ul>
Bayada Home Health Care	<ul style="list-style-type: none"> <li>• Stroke Preventions</li> <li>• Blood Pressure Screenings</li> <li>• Healthy Heart Awareness</li> </ul>
Brown University Living Well Viva Bien	<ul style="list-style-type: none"> <li>• Nutrition Workshop</li> <li>• Exercise</li> </ul>

Community Partner/ Provider	Workshop, Events Topic(s)
City of Providence/ Seniors Service Dept.	<ul style="list-style-type: none"> <li>• Mayor's Visit &amp; Coffee Hour</li> <li>• Trips/Transportation</li> <li>• Senior Day in the Park</li> <li>• <b>Resident Volunteer Breakfast at Marriott</b></li> </ul>
City of Providence	<ul style="list-style-type: none"> <li>• Drug Prevention</li> <li>• Disposal of Medications</li> </ul>
DOH/Emergency Preparedness	<ul style="list-style-type: none"> <li>• Registry for the Elderly &amp; Disabled</li> </ul>
Elmwood Adult Day Health Care Center	<ul style="list-style-type: none"> <li>• Informational Handbook</li> </ul>
Federal Hill House	<ul style="list-style-type: none"> <li>• <b>Informational Presentation</b></li> </ul>
Gloria Gemma Breast Cancer Resource Foundation	<ul style="list-style-type: none"> <li>• Cancer Awareness (Breast &amp; Colon)</li> </ul>
Lifespan Community Health Service	<ul style="list-style-type: none"> <li>• Flu Shots</li> <li>• <b>Pneumonia Shots</b></li> </ul>
Providence College Students	<ul style="list-style-type: none"> <li>• ESL Classes at Carroll &amp; Dexter</li> <li>• Arts &amp; Craft</li> </ul>
Providence Community Health Center	<ul style="list-style-type: none"> <li>• Informational &amp; Heart Disease</li> </ul>
Quantum Medical Supply	<ul style="list-style-type: none"> <li>• <b>Diabetes Presentations</b></li> </ul>
RSCs	<ul style="list-style-type: none"> <li>• Bed Bugs Prevention</li> <li>• Depression</li> <li>• Anxiety</li> <li>• Alcohol Awareness</li> <li>• Fall Prevention</li> <li>• Sun Safety &amp; Protection</li> <li>• Walking Clubs (5 sites) Up one from last year</li> <li>• Cultural Festivals (6 sites)</li> <li>• Heart Disease &amp; Prevention</li> <li>• Chair Exercise</li> <li>• Zumba Classes</li> <li>• Yoga</li> </ul>
The Point/ United Way 211	<ul style="list-style-type: none"> <li>• Medicare Presentations</li> </ul>
University of Rhode Island SNAP Education	<ul style="list-style-type: none"> <li>• Nutrition</li> <li>• Exercise</li> <li>• Healthy Cooking</li> <li>• Nutritional Bingo</li> <li>• Diabetes</li> <li>• Summer Health Fair</li> </ul>
University Rhode Island Pharmacy Program	<ul style="list-style-type: none"> <li>• Medications Management</li> <li>• Diabetes Awareness &amp; Management</li> <li>• Cholesterol</li> <li>• <b>Depression &amp; Anxiety</b></li> <li>• Fall &amp; Trip Hazard Prevention</li> <li>• Blood Pressures</li> <li>• Chronic Disease Self-Management Program</li> <li>• Managing Heart Disease</li> </ul>

Community Partner/ Provider	Workshop, Events Topic(s)
University Rhode Island Pharmacy Program	<ul style="list-style-type: none"> <li>• Summer Health Fairs</li> <li>• Winter Health Fairs (Flu Prevention &amp; Treatment, Eye Screenings * Blood Pressure Screenings)</li> <li>• <b>Thyroid Awareness</b></li> <li>• <b>Fatigue &amp; Aging</b></li> <li>• <b>Hepatitis</b></li> <li>• <b>UTI Informational &amp; Symptoms</b></li> <li>• <b>AIDS/HIV Awareness &amp; Prevention</b></li> <li>• <b>Sleep Disorder</b></li> <li>• <b>Dementia</b></li> </ul>
Walgreens	<ul style="list-style-type: none"> <li>• Flu Shots</li> <li>• Medication Management</li> <li>• Shingles</li> </ul>

### URI Pharmacy Program

For the past five years, the Division staff has collaborated with the University of Rhode Island Pharmacy Community Outreach Program, which focuses on educating residents regarding their medication needs and providing invaluable information. One of these programs is Brown Bag Program. Residents are asked to bring all their medications in a brown bag. The pharmacist reviews all medications for possible interactions and side effects; he also informs residents of the purpose of each medication and explains proper administration. URI also has more than 100 health related programs; topics include blood pressure screenings, managing diabetes, high cholesterol, cancer, thyroid, arthritis, asthma, COPD, alternative treatments, herbal remedies and heart disease.



### Health Fairs

During the month of June, the Division Staff scheduled Summer Health Fairs in all (6) High Rise developments; *84 residents participated*. Staff from URI was able to provide information in both English and Spanish. The purpose of these health fairs is to promote health awareness, screenings and education. The RSCs collaborated with several agencies, including URI Pharmacy Outreach Program, URI Nutrition Program, Walgreen’s Pharmacy, Federal Hill House Association and the PACE Organization. All residents were encouraged to attend and ask questions.



Table 16: Medical Category FY 15

Category of Medical Service or Activity	FY 2010 Event Participants	FY 2011 Event or Participants	FY2012 Event or Participants	FY 2013 Events or Participations	FY 2014 Event or Participations	FY 2015 Events or Participations
High-Rise Screenings and Education	748	1129	1152	1237	1008	1439
Flu Clinic Shots	275	255	149	150	150	150
RSC Health-Related Service Units	838	817	429	481	486	437
Medical Transport	135	128	92	105	42	53
<b>Total</b>	<b>1,996</b>	<b>2,329</b>	<b>1,822</b>	<b>2,073</b>	<b>1,686</b>	<b>2,084</b>

### Flu Shots

Every year the Division staff schedules Influenza immunizations in all the high rises. Because the flu season is different every year and infection can affect people differently, according to the CDC, “during a regular flu season, about 90% of deaths occur in people 65 years and older”. The Division staff, along with Lifespan, Community Health Services/Office of Minority Outreach, organizes free flu shots clinics for senior residents (and PHA staff) at each High-Rise development. Since seniors are more susceptible to the flu, the clinics are scheduled in the fall and all residents are able to participate regardless of health insurance. These clinics proved to be very popular; over 150 residents participated in the clinics in FY15.



### URI Community Nutrition Education Program



SNAP is a government assistance program that provides nutritional assistance to low-income families and individuals; it was formally known as “food stamps”. The URI SNAP Education Nutrition Program exists to improve access to and increase SNAP participation. The outreach program also brings much needed nutrition education to residents in the High-Rise developments. During the year, this program has provided several nutritional educational workshops focused on

carbohydrates, hidden salt and healthy vs. unhealthy fats, and has educated residents on nutrition by hosting “Nutritional Bingo”. A total of 125 residents participated and each resident received handouts, recipes and incentives. Residents sampled food during some of the workshops. The URI staff also participated in the Health and Wellness Fairs at each site during the month of June.

### **Farm Fresh Rhode Island Farmers Market**

The Neutaconkanut Hill Farmers Market, opened in July, is located on Plainfield Street next to the Recreation Center. This Market offers healthy foods for families and the community. The Market ran every Monday from 3-6 pm through the fall. The partnership between PHA and Farm Fresh Rhode Island is a continuation from last year. The Market has assisted the community by establishing a market that helps to remove barriers such as transportation to healthy food and good nutrition for residents from PHA as well as the local community. The market accepts WIC coupons, Fresh bucks, Bonus Bucks (\$2 bonuses for every \$5 you spend with SNAP), WIC and senior’s coupons, and was set up with an EBT machine to accommodate SNAP recipients. The farmers that participated - Freedom Food Farm, Hopkins Farm and Pezza Farm - all brought fresh, local organic produce as well as meat and eggs to the market. All of the Resident Service Coordinators in the Family and High-Rise Division assisted in promoting the market by distributing flyers and also distributed Senior Coupons (150) that residents could use at the Market.

### **Carroll Tower Congregate Meal Site**

The congregated meal site program provides nutritionally balanced meals to those residents who are 60 years of age or older, live alone and have no one to help them, and are unable to shop, cook, or drive. Residents with a disability who are under 60 may be eligible under certain circumstances. The meal site is collaboration between PHA, SER-Jobs for Progress and Meals on Wheels of Rhode Island (MOW).

Meals on Wheels (MOW) is dedicated primarily to meeting the nutritional and other special needs of the elderly in order to help them maintain their independence. MOW provides hot, nutritious meals to senior residents in the High-Rise development at Carroll Tower, Monday through Friday. All meals served meet 1/3 of the dietary reference intake for seniors and are approved by a registered dietitian. Diners may choose one of the two entrees prepared. Each diner is provided with a monthly menu which includes a nutrition newsletter, produced by Meals on Wheels of Rhode Island. The Meal Site Coordinators are employed through the Senior Employment Training Program, in partnership with SER-Jobs for Progress, to run the congregated meal site.



### **Prescription Drug Drop Off**

The City of Providence Mayor’s Substance Abuse Prevention Council collaborated with Division staff to promote drug, tobacco and alcohol prevention and to educate residents regarding policies and programs within the City of Providence. Division staff recruits residents by posting flyers in all the high rise developments and also encourages residents to drop of any unused medications to various locations throughout the City.



**Parenti Villa Food Pantry**

The Parenti Villa Food Pantry is located at 25 Tobey St., right inside the High-Rise development. The Pantry has been in existence for the past four years in this High-Rise and has proven to be very successful. 75% of the residents have been referred and have obtained food. The pantry is a collaboration between Rhode Island Community Food Bank and the PHA. The RSC, PHA staff from Facilities Management and members of the Parenti Villa Planning Committee were available to assist with ordering, picking up and stocking the food, and help maintain records of those residents receiving assistance. Below are the service numbers for the Food Pantry: supplemental food to the residents

**Table 17: Residents Served in the PV Food Pantry**

<b>Total residents served FY2015</b>	<b>1,421</b>
Average residents served	84
Average Meals Served	1,836
Total Weight of Food	64,733

*\*These residents at Parenti were served more than once in FY2015*

**Senior Box Program**

For the second year in a row, the RI Community Food Bank, partnered with High Rise Programs Division Staff, to run the Senior Box Program at Parenti Villa. The program serves seniors, aged 60 and older. The RSC Staff and High Rise Manager worked together and identified 30 residents with zero or low income that agreed 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. The box of food gets distributed each month (2x a month) at a set time and residents were responsible for picking up the box in the management office. The box of food included non-perishable food items and a nutritional handout, geared towards seniors.



Due to the success of this program, the RIFCB approached the Division staff once again to begin a new Senior Box Program; this program start date is September 2015.

**Walking Clubs:**

Regular physical activity and exercise are important at every age, and studies have shown that regular exercise provides many health benefits to older adults; even moderate exercise like walking can improve the health of people who are frail or who have diseases that accompany aging. This year, the Division staff organized five walking clubs. The walking clubs were held during the spring and summer months. Participants walked two times a week and walk clubs ran for 5 weeks. It is important for high rise residents to stay physically active because exercising regularly can help prevent or delay many diseases and disabilities. Studies



have shown in the National Institute on Aging that exercise can help with high blood pressure, balance problems or difficulty with walking. At the end of the walk clubs, participating residents receive PHA Walking Club t-shirts.

### Zumba

The Division staff encourages high residents to stay physically active by providing different exercise classes, like Zumba and Chair Exercises. Staying active can help manage stress and improve mood, and also helps reduce depression. For the second year, RSCs presented Zumba classes and used a beginner DVD; residents were able to watch and follow instructions.



### Chair Exercise:

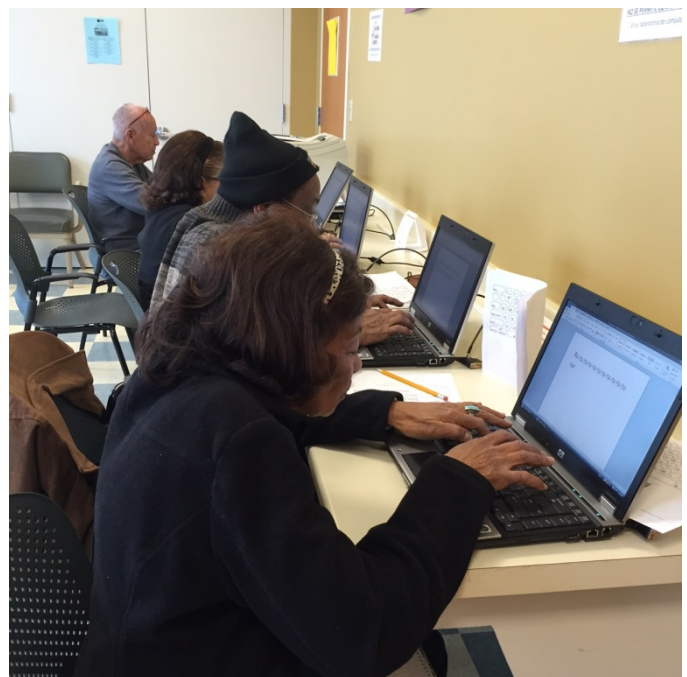
Staying active and fit is important no matter what your age, but for the elderly it is very important because over time many lose strength and flexibility. The more active residents become, the less likely they will have to visit their primary physicians; more exercise can also help delay many disease and disabilities. Along with Zumba, staff introduced residents to chair exercises.

## EDUCATION PROGRAMS

### Computer Lab

Last year, the Director of Resident Services was able to obtain refurbished laptops for Dexter Manor; this year the Director was pleased to receive another donation of twelve (12) refurbished laptops computers from the United Healthcare Community Computer Program. These computers were divided between two sites; Carroll Tower received six and Dominica Manor received the other six (an upgrade for both sites).

Residents joined PHA and staff from our partners at two grand opening/ribbon cutting ceremonies. Thanks to another partner, Cox Communications, who provides free internet service, residents at both sites were able to access government sites for benefits, and connect with friends and family through email and social media. All RSCs have also received training from our partner, Broadband RI (BBRI) and have provided basic computer classes at 4 sites. The classes ran for 6 weeks and at the end of the class, participants received Certificates of Participation.



### English as a Second Language (ESL)

For the past 5 years, the Providence College Institute for Public Services has partnered with the



High Rise Programs Division and has provided student volunteers to conduct weekly ESL classes that run twice a week for five weeks at two sites, Carroll Tower and Dexter Manor. The classes remain very popular and are important to the community; in

the high rise developments, Hispanic/Latino residents make up 60% of the population and 30% do not speak English. To provide additional access to English language instruction, the RSC from Dexter Manor also taught basic ESL classes at Dominica Manor. Residents in the class receive a certificate of participation and get to display their skills by reading a short script. Some of residents felt like they would never be able to speak English, let alone read. Participants of the class, along with Division staff, organized a pot luck luncheon as part of graduation celebration.

### Art Classes

The Division Staff continues to work closely with other PHA departments, especially with the Special Projects Office (SPO); with their assistance the Division staff was able to organize Art Classes at Dominica Manor. The class has become very popular; it averages between 9-10 residents. It is held bi-weekly for two hours. Residents have learned techniques in water and acrylic painting. During the 75<sup>th</sup> PHA celebration, resident art work was exhibited and a wall created for everyone to meet the artist; 14 residents participated.



## SOCIAL PROGRAMS

High Rise Programs Division Staff also tries to keep the high rise residents socially active because it helps them stay mentally and physically healthy. Providing social programs and activities to the residents also assists residents from feeling lonely and isolated. The RSCs host a great number of social events and activities at least once a month at their sites. In FY 2015, the RSCs hosted a total of 76 social events. Some of these events are intended to be casual gatherings; at other times events include outside speakers. The events / activities include crochet groups, summer cookouts, game clubs, movie day, Mother's and Father's day events and Valentine celebration, to name a few.

### Holiday Dinners

Every year the residents in the high rise developments look forward to a Holiday Dinner during the month of December. The Division staff is responsible for contacting catering companies and obtaining the best quotes for the dinners. The RSCs organize the holiday dinners in all six High-Rise developments.

In FY2015, over 210 residents attended these dinners. Staff from Facilities and Housing Management assisted the RSCs with decorating and setting up the community rooms and assisted in serving the food and organizing raffles for those in attendance. Funding for the dinners was provided by the Providence Community Opportunity Corporation (PCOC). During the dinners, residents listened to holiday music, danced and socialized with their neighbors.



### Community Pride & Earth Day

For a third year, the Division staff organized Community Pride & Earth Day Cleanup events in the High-Rise developments. The event brings resident and staff from other departments, Maintenance and Planning Committees, together and creates a sense of community within their development. The events promoted awareness of Earth Day and encouraged residents to take pride in where they live. Residents volunteered to clean outside and around their development and plant flowers. Facilities Management staff

provided trash bags, rakes and shovels for planting flowers; the flowers were purchased with Planning Committee funds.

### Cultural Festivals

A favorite annual event in the high rises is the Cultural Festival. The music, dancing, food, visual artifacts and singing all serve to create a cultural festival experience for the residents in the high rise developments. In FY 2015, over 160 residents participated in the festivals. The event brings together diverse cultures, from the Dominican Republic, Puerto Rico, Africa, Thailand, Italy, Russia and Mexico. The residents enjoy food from these countries. Residents and staff are encouraged to dress in traditional clothing. Residents have the opportunity to dance to music from their native country. The atmosphere is casual and residents are encouraged to sing, recite poems, dance and socialize with each other.



### SUCCESS STORIES

Because RSCs act primarily as advocates or liaisons, their success is often difficult to measure. Success can mean different things for different residents. For an RSC, success can be measured by the actions and the fulfillment of the needs of a resident. The following stories describe some of the positive outcomes brought about by the work of the Resident Service Coordinators in the High-Rise Programs Division.

#### Ana G.

Ana Gonzalez moved into Dexter Manor after losing her job in customer service. While living with and providing care for her mother, who is disabled, Ana realized that she did not want to do customer service again. She decided to go back to school and attended Community College of RI. She began

taking some Psychology classes, which to her surprise, she really enjoyed; she decided to major in Psychology. After two years, she transferred to Rhode Island College, where she earned her Bachelor's Degree in Psychology. During her studies, she would meet with the RSC at Dexter for assistance during registration and navigating the enrollment process at Rhode Island College. Studying has always been difficult for Anna because, not only is she taking care of her mother while attending college, but she also suffers from depression and takes medication. Ana says that studying Psychology has helped her understand her depression enabling her to reduce her medication; she has also learned not to let things affect her in a negative way. Ana enjoyed studying Psychology so much that she continues to study at Rhode Island College and is now working on earning a Master's Degree in Clinical Mental Health Counseling. After graduating, she would like to find a job working with children "and yes, live happily ever after; I do believe in fairytales".



### **Hortencia, RM.**



Hortencia is a resident at Carroll Tower. She has lived in the United States for the past five years. When she first moved to the United States, she lived in New York City; there she received benefits, such as medical assistance and SNAP. When Hortencia moved to RI, she tried to get the same benefits but was told that she didn't qualify for these programs in RI because she had not been living in the country long enough. (She was able to receive these benefits because New York has different eligibility criteria for program qualifications than Rhode Island.) After moving into Carroll Tower, Hortencia met with the RSC who completed an assessment and discovered that she did not have benefits. The RSC assisted Hortencia with filling out the applications for medical assistance and SNAP benefits. To the resident's surprise she was approved for benefits. This was a success because many people who have been in the country for less than 10 years have been denied due to eligibility criteria in this state. This could not have happened at a better time since resident has been having health complications.

### **Phillip C.**

Painting Art Class has been an absolute success in both Dominica Manor and Kilmartin Plaza! With the wonderful instruction of Sue G., residents get to dig into their artistic side. Phillip Cameron, a tenant at Dominica Manor, has especially benefited from this class. It has become very therapeutic for him. Even though he is color blind he has learned different techniques, such as how to navigate water colors, how to mix colors, make negative space and so much more. He never wants to miss a class. He loves the class so much that he has invited one of his resident friends to join him in the class; the friend loves the class as well! Overall this class has been a way for tenants to relieve stress, meet new people, socialize, laugh and have fun. Residents look forward to the class and how they will be challenged with new paintings. Legislative grants have made these classes available to our residents. They have been a great success.





*Facilities*

*Management*

During FY 2015 the Facilities Management Department had five open Capital Fund Program (CFP) modernization budgets. The CFP annual plan for Fiscal year 2015 was submitted to HUD and approved in the amount of \$3,474,496.00.

Several Modernization projects were implemented during 2015 with the most important being a contract award to Edward Rowse Architects for hydraulic engineering and design of automatic sprinkler systems at the authorities five hi-rise buildings; emergency generator work to improve emergency power systems at three buildings within Hartford Park; and a contract for an elevator modernization project at Carroll Tower was executed at the end of the fiscal year with work anticipated to begin in late August 2015. The Authority continues to investigate alternative and new energy sources and new energy saving technologies.

## ENERGY MANAGEMENT

The Authority continues to engage 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 recently selected and completed continue 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. Facilities Management is currently 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 to install new exterior LED lighting fixtures replacing many older incandescent type fixtures. The Hartford High-rise building received many new exterior LED lighting fixtures and lighting fixture renovations replacing older incandescent type fixtures.

## BUILDING SYSTEMS & CONTROLS

The Milestone Video Management server was upgraded to Corporate 7.0. A new video server was installed at Dominica Manor. A new Pan/Tilt/Zoom camera was installed at Chad Brown along with a new video recorder. A new badging printer was ordered for PHU. New security cameras were installed in the work out rooms at Dominica Manor and Carroll Towers by Advanced Telesystems. The Authority was in the process of putting together a contract for the maintenance, systematic updating and replacement of the security cameras throughout the developments; the RFP was scheduled to be advertised by the end of June 2015.



## PROPERTY & GROUNDS DESIGN MANAGEMENT

In preparation for U.S Inspection Group (USIG) and Real Estate Assessment Center (REAC) inspections, the Landscaping Team trimmed bushes, hedges and tree branches away from all buildings, fences and walls in July. Phase III of the fertilizing program was completed in August. Phase IV took place in November and completed the fertilization project for the year. The crew reseeded all high-rises and cut and trimmed family development lawns throughout the summer. Leaf removal at all developments was completed in December. In the spring, the Landscaping Team was back on schedule for grass cutting at the

family developments and scattered Sites and Phase II of the fertilizing program was underway.

## UPCS INSPECTIONS

During FY 2015, USIG from Crossville, TN, conducted the inspections. Inspections began in April and were completed by May of 2015. 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 fifty-two of the 2,606 dwelling units in the Authority's inventory during FY 2015. A total of 5,658 UPCS deficiencies were generated from the inspections averaging 2.21 UPCS work orders per unit.

## INVENTORY CONTROL

Each year our maintenance staff performs an annual inventory. Items that are routinely used are counted. It has been our goal each year to reduce inventory at all our locations.

### Procurement

The 5 year comparison of purchase orders shows that We spent \$262,440 more operations dollars than FY 2014. We purchased more appliances this year compared to last. The five year average for appliance purchases is \$117,145. We will make one of our goals for FY 2016 to try and keep appliances purchases below this number. All of these five year averages should be used as benchmarks for FY 2016. Part of procurement planning should include a review of prior purchases, as well as future needs, to find patterns of procurement actions that could be performed more efficiently or economically. Items purchased repetitively should be put on master contracts. However, consideration should be given to storage, security and handling requirements when planning these types of purchasing actions. The Providence Housing Authority uses buying groups such as US Communities, National Joint Powers Alliance (NJPA) and Western States Contracting Alliance (WSCA). The PHA also leases copy equipment on a case-by-case bases in order to take advantage of the cost saving with these lease programs. The Providence Housing Authority needs to establish Individual Procurement Plans (IPP) for large more complex purchases, such as major computer purchases or construction projects. IPPs establish deadlines or milestones for completion of the steps necessary to assure timely delivery or performance and may also include staffing assignments.





Table 1: Purchase Orders

Purchase Order Groups	PO Totals FY 2015	PO Totals FY 2014	PO Totals FY 2013	PO Totals FY 2012	PO Totals FY 2011
<b>Operations:</b>					
Appliance Parts	20,590	23,348	22,930	24,584	23,230
Appliances – Stoves and Refrigerators	136,102	107,140	108,626	104,846	129,013
Automotive Parts and Equipment	108,933	66,140	86,721	58,672	49,146
Carpentry Materials/Supplies	228,965	152,902	208,404	172,695	138,246
Electrical Materials/Supplies	94,931	15,182	59,686	64,883	66,179
Maintenance Equipment/Power Tools...	2,273	10,749	10,872	19,128	29,751
Flooring Material/Supplies	1,733	7,815	6,021	20,570	23,923
HVAC Materials/Supplies	14,885	137,393	107,135	105,285	98,855
Grounds/Landscaping Materials/Supplies	54,314	54,610	32,602	47,464	29,475
Paint/Plaster Material/General Supplies	62,490	46,236	148,443	109,515	58,631
Plumbing Materials/Supplies	95,314	65,424	90,870	92,496	80,137
Safety – Personal Protective Equipment (PPE)		8,778	283	1,076	10,445
Uniforms – FM Staff	25,796	4,282	53,275	25,687	19,015
Building/Janitorial Supplies	128,630	88,585	111,808	117,795	111,882
Window Glass and Hardware	2,325	4,250	3,195	29,749	37,423
MIS/IT – Hardware/Software/Building Controls	71,576	32,236	67,624	41,758	9,577
Outside Service Contracts	593,637	547,725	833,724	689,600	483,837
Office Expenses – Furniture/Paper/Office Supplies	26,760	38,190	54,724	64,459	43,158
Operations Sub - Total	1,673,425	1,410,985	2,006,934	1,790,462	1,441,924
<b>Capital Fund/ CFFP Bond/ Stimulus:</b>					
Non-Operations Sub - Total	532,951	403,828	627,047	1,074,039	578,594
Others – Resident Services, Leased Housing Etc...	18,392.80				
<b>Others Sub Total</b>	<b>30,832</b>	<b>71,743</b>	<b>60,017</b>	<b>233,027</b>	<b>148,503</b>
<b>Grand Totals</b>	<b>2,237,208</b>	<b>1,886,556</b>	<b>2,693,997</b>	<b>3,097,528</b>	<b>2,169,021</b>

Table 2: Purchase Orders by AMP

AMP's	101	102	103	104	105	106	107	108
FY 2014	299,129	349,924	378,144	231,402	59,261	33,864	19,754	11,288
FY 2013	425,470	497,720	537,858	329,137	84,291	48,166	28,097	16,055
FY 2012	379,578	444,035	479,844	293,636	75,199	42,971	25,066	14,324
FY 2011	305,688	357,597	386,436	236,476	60,561	34,606	20,187	11,535
FY 2010	287,879	336,764	363,923	222,699	57,033	32,590	19,011	10,863

## WORK ORDERS

Facilities Management personnel processed 33,876 work orders during the fiscal year which is a decrease of 34 or -0.01% 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 referrals-MOD
6. Scheduled maintenance-planned
7. Vandalism
8. REAC Inspection

Routine work orders at 59% of the total, made up the largest percentage of work orders generated. Scheduled maintenance planned was the next most common category at 28%. 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 constituting 9% of the total workload. Of the work orders generated during the fiscal year 6,888 or 20% were outstanding as of June 30, 2015. This is in line with the department's accomplishments in each of the past ten years.

Table 3: Total Work Orders FY 2006 – FY 2015

Fiscal Year	Work Orders	% Change from Previous Year
FY 2005	77,139	-0.01%
FY 2006	64,582	-16.28%
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%
<b>Average</b>	<b>40,384</b>	<b>N/A</b>

### Work Orders by AMP

The pie chart in Figure 1 shows the breakdown of 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, 6,793. The previous year, FY 2014, there was 7,194 work orders at Hartford Park or 21% of the total annual workload. AMP 02 (RW/CC/SS) accounted for the second highest total of work orders at 5,054, or 14% of the annual total.

The fewest work orders recorded were at Kilmartin Plaza (AMP 8) with 1,910 work orders, or 5% of the annual total. Table 2 depicts the percent change in work orders written at each AMP from FY 2014 to FY 2015.

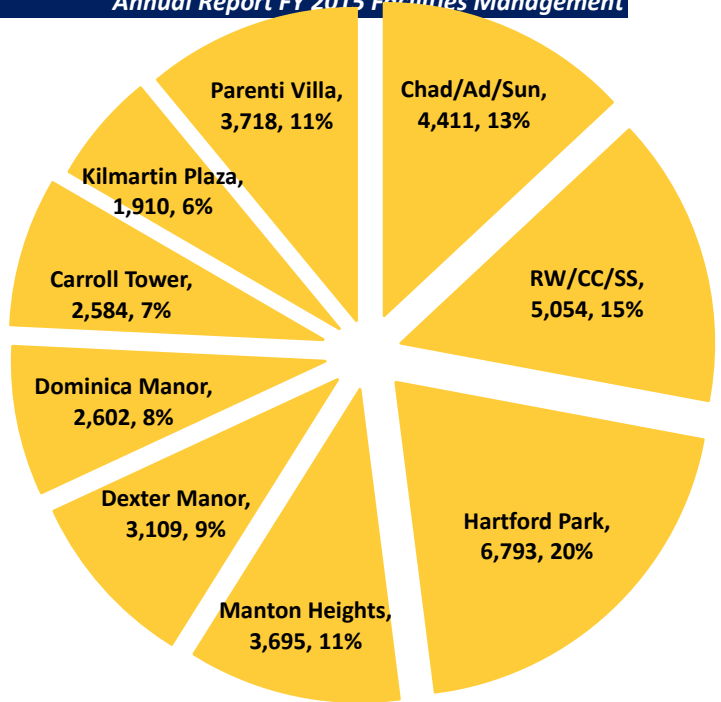


Table 4: Change in WO by AMP between FY14 & FY15

AMP	Development	FY 14	FY 15	% Change
01	Chad/Ad/Sun	4,730	4411	-6.74%
02	RW/CC/SS	5,034	5054	0.40%
03	Hartford Park	7,194	6793	-5.57%
04	Manton Heights	3,769	3695	-1.96%
05	Dexter Manor I & II	3,303	3109	-5.87%
06	Dominica Manor	2,492	2602	4.41%
07	Carroll Tower	2,538	2584	0.63%
08	Kilmartin Plaza	1,781	1910	7.24%
09	Parenti Villa	3,069	3718	21.15%
	<b>Total</b>		<b>33,876</b>	<b>-0.19%</b>

From FY 2014 to FY 2015 there was a decrease of 34 work orders or -0.19% 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 59% of the total over the past year. Scheduled planned work orders accounted for 28% of the total average. Emergency, urgent, vacancy rehabilitation, UPCS inspection, vandalism, extraordinary, and REAC Inspection work orders make up the balance of 13% of the average.

Table 3 shows that during FY 2015, 33,876 work orders were generated for the department of Facilities Management; this is a decrease 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 (9,773 work orders were written for this category). Routine work orders are now the most frequent recorded type with 20,105 in FY 2015.

**Table 5: Work Order Categories as a Percent of Total Work Orders FY 2006 – FY 2015**

Year	Emergency	Urgent	Routine	Vacancy Rehab/ Unit TA	Scheduled Maint-Planned	Scheduled- Maint. Preventative	Vandalism	UPCS Referrals	Total
Percent	0.49%	0.50%	44.64%	5.05%	31.81%	17.31%	0.16%	0.04%	100%
FY 2006	310	526	31,931	3,654	18,227	9,651	104	179	64,582
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

### 1. Emergency Work Orders

The department recorded 113 emergency work orders during FY 2015, which is a decrease of 12 from FY 2014. 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 2015, the department recorded 3 urgent work orders.

### 3. Routine Work Orders

The department recorded 20,105 routine work orders during FY 2015, an increase of 371 from FY 2014 routine requests, and equivalent to 59% of the total annual workload. UPCS inspectors have advised residents to call in routine work orders as they occur. Table 5 shows that for FY 2015, the routine work order per unit ratio was 8:1.

Table 6: Routine Work Orders per Unit Ratio FY 2015

AMP	Development	# Work Orders	# Units	Ratio
01	Chad/Ad/Sun	2,892	375	8:1
02	RW/CC/SS	3,495	404	9:1
03	Hartford Park	3,913	508	8:1
04	Manton Heights	2,522	330	78:1
05	Dexter Manor	1,692	291	6:1
06	Dominica Manor	1,317	204	6:1
07	Carroll Tower	1,329	194	67:1
08	Kilmartin Plaza	713	106	67:1
09	Parenti Villa	,2321,	194	812:1
	<b>Total</b>	<b>20,105</b>	<b>2,606</b>	<b>8:1</b>

### 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 3,348 vacancy rehabilitation work orders during FY 2015. There were 361 dwelling units "turned around" by Facilities Management staff in FY 2015.

### 5. UPCS Referrals - Mod

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 2015, 423 UPCS Modernization referral work orders were generated. Table 5 shows that during FY 2015, U.S. Inspection Group Inspectors performed 2,554 inspections using the UPCS standards. 48 units were not accessible. UPCS standards require an inspector to verify that a unit is vacant and then record the corresponding inspection as inconclusive.

Table 7: UPCS Status FY 2015

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	365	404	480	324	290	204	192	105	190	2,554
UPCS Deficiencies	852	1,182	1,689	675	354	164	275	150	317	5,658
Deficiencies per Inspection	2.33	2.92	3.51	2.08	1.22	0.80	0.69	0.78	1.66	2.21

Table 6 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 2,554 UPCS inspections performed generated 5,658 deficiencies or an average of 2.21 deficiencies per unit inspected.

Table 8: UPCS Inspection Status AMP FY 2015

AMP	Development	Total Units	Total Inspected	% of Units Inspected	% Not Inspected
01	Chad/Ad/Sun	375	365	97%	3%
02	RW/CC/SS	404	404	100%	0%
03	Hartford Park	508	480	94%	6%
04	Manton Heights	330	324	98%	2%
05	Dexter Manor	291	290	99%	1%
06	Dominica Manor	204	204	100%	0%
07	Carroll Towers	194	192	98%	2%
08	Kilmartin Plaza	106	105	99%	1%
09	Parenti Villa	194	190	97%	3%
	<b>Total</b>	<b>2,606</b>	<b>2,554</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 9,773 Scheduled Maintenance-Planned work orders this year compared with 9,920 last year, a decrease of 147.

Table 9: Sched. Maintenance WOs per Unit Ratio FY 15

AMP	Development	# Work Orders	# Units	Ratio
01	Chad/Ad/Sun	493	375	1:1
02	RW/CC/SS	781	404	2:1
03	Hartford Park	1,848	508	4:1
04	Manton Heights	750	330	2:1
05	Dexter Manor	1,269	291	4:1
06	Dominica Manor.	1,089	204	5:1
07	Carroll Tower	1,089	194	6:1
08	Kilmartin Plaza	1,167	106	11:1
09	Parenti Villa	1,287	194	7:1
	<b>Total</b>	<b>9,773</b>	<b>2,606</b>	<b>4:1</b>

## 7. Vandalism

During FY 2015, the department completed 51 Vandalism work orders, a decrease of 1 work orders from FY 2014. 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 TURNAROUNDS (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 2015, the department was responsible for 361 unit turnovers, or the equivalent of 13% of the Authority's portfolio. The number of unit turnovers decreased by 2 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 (63 %) occurred at family AMPs (229 units) and among the family AMPs Hartford Park had the highest number of turnarounds at 70 or 19% of the Authority wide total.

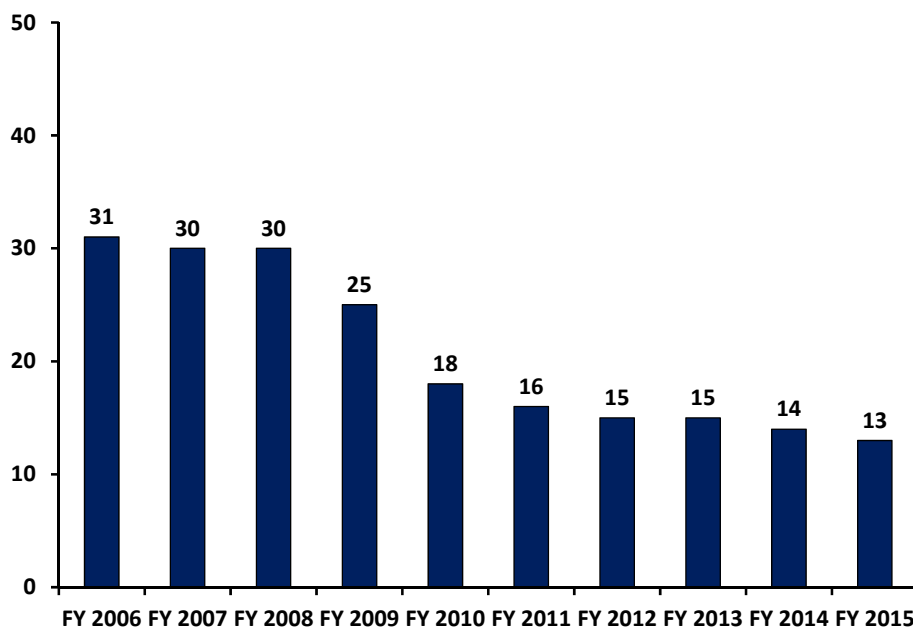


One hundred and thirty two units or (37%) percent of all unit turnarounds occurred at the elderly/disabled AMPs. Carroll Tower with 30 (8%) led the way. A breakdown of UTAs by AMP and bedroom size is shown in Table 8. Figure 5 shows the ten year comparison for Unit Turnarounds.

Table 10: Unit Turnaround by AMP and Number of Bedrooms FY 2015

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	3	24	24	8	1	0	0	60	16%
02	RW/CC/SS	0	4	15	23	7	0	0	0	49	13%
03	Hartford Park	0	10	30	19	6	5	0	0	70	19%
04	Manton Heights	0	6	27	15	1	1	0	0	50	13%
	Subtotal	00	23	96	81	22	7	0	0	229	63%
<b>Elderly + Disabled AMPs (989 units)</b>											
05	Dexter Manor	13	13	3	0	0	0	0	0	29	8%
06	Dominica Manor	10	13	0	0	0	0	0	0	23	6%
07	Carroll Tower	20	10	0	0	0	0	0	0	30	8%
08	Kilmartin Plaza	14	7	0	0	0	0	0	0	21	5%
09	Parenti Villa	17	11	1	0	0	0	0	0	29	8%
	Subtotal	74	54	4	0	0	0	0	0	132	37%
	<b>Overall Total</b>	<b>74</b>	<b>77</b>	<b>100</b>	<b>81</b>	<b>22</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>361</b>	<b>100%</b>
	<b>Percent of Total</b>	<b>21%</b>	<b>22%</b>	<b>27%</b>	<b>22%</b>	<b>7%</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>	<b>100%</b>	

Figure 2: Total Unit Turnaround Percentages FY 2006 – FY 2015





## 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 2015, more than \$86,285.90 was charged to residents for repairs to their units. Table 9 breaks down the charges by AMP.

Table 11: Resident Charges FY 2015

AMP	Charges	Percent of Total
01 Chad/Ad/Sun	\$19,079.82	22%
02 RW/CC/SS	\$19,048.00	22%
03 Hartford Park	\$25,806.90	29%
04 Manton Heights	\$9,566.00	11%
05 Dexter Manor	\$1,733.00	2%
06 Dominica Manor	\$1,989.05	2%
07 Carroll Towers	\$2,860.83	4%
08 Kilmartin Plaza	\$2,802.30	4%
09 Parenti Villa	\$3400.00	4%
<b>Total</b>	<b>\$86,285.90</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 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 four open budgets Bond.

The CFP 50111 budget, approved at \$3,499,623 was 100% obligated and 100% expended. The CFP 50112 budget, approved at \$3,409,567 was 99% obligated and 99% expended. The CFP 50113 budget was approved at \$3,228,877 was 97% obligated and 94% expended. The Authority submitted its new CFP Annual Plan for Fiscal Year 2015 funding (Budget 50115) which was approved in the amount of \$3,474,496 was 29% obligated and 0% expended.

Table 10 reflects a breakdown of budget obligations and expenditures. These figures reflect the financial position of the CFP adjusted as of June 30, 2015.

**Table 12: Active Capital Fund Program Budgets as of June 30, 2015 Approved, Obligated and Expended by Budget**

<b>Budget Number</b>	<b>Budget Amount</b>	<b>\$ Obligated</b>	<b>% Obligated</b>	<b>\$ Expended</b>	<b>% Expended</b>
50111 (P)	\$3,499,623	\$3,499,623	100%	\$3,499,623	100%
50112 (P)	\$3,409,567	\$3,408,933	99%	\$3,400,264	99%
50113 (P)	\$3,228,877	\$3,151,281	97%	\$3,056,872	94%
50114 (P)	\$3,692,398	\$3,330,054	90%	\$1,105,825	29%
50115 (P)	\$3,474,469	\$1,155,745	0%	\$0.00	0%



***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 Authority is one of the largest housing providers in the City of Providence (the “City”) and the State of Rhode Island. Since its inception in 1939, under the General Laws of the State of Rhode Island (RIGL 45:25), it has been the primary provider of affordable housing in the city. It is governed by an eleven member Board of Commissioners with the day-to-day management under the direction of an Executive Director.

The Authority currently owns and manages 2,606 units of low income public housing. The PHA Leased Housing Department administers 2,597 Section 8 units. The PHA also has an interest as a limited partner in two other developments: a 65-unit Low Income Housing Tax Credit property in the south-side of the city known as Williams-Woods, and a 204 unit Section 8 development known as Lockwood Plaza in the same neighborhood.

As management of the Authority, we offer the readers of the Authority’s financial statements this narrative overview and analysis of the financial activities of the Authority for the fiscal year ended June 30, 2015. We encourage readers to consider the information presented here in conjunction with the Authority’s basic financial statements.

It is important to point out that the Authority expended over \$50 Million in direct support of Public Housing and Section 8 operations, independent of capital projects, for the benefit of low-income households residing in the City in fiscal year (FY) 2015. The Authority has progressed significantly and is a major provider of much needed housing, housing services and social programs. This Management Discussion and Analysis report is intended as an introduction to the FY 2015 financial statements. Questions concerning any of the information provided in this report or requests for additional information should be addressed to the Authority’s Executive Director, 100 Broad Street, Providence, Rhode Island 02903.

### Financial Statements

The financial statements are presented as a special-purpose government engaged in a business-type activity, or proprietary fund. Proprietary fund financial statements organize financial reporting around related activities in a manner similar to the private sector. The financial statements which are the basis for analysis throughout this document are as follows:

- Statement of Net Position - Reports the Authority's current financial resources (short term spendable resources) together with capital assets and long-term debt as of PHA's fiscal year ended June 30.
- Statement of Revenues, Expenses, and Changes in Net Position - Reports the Authority's operating and non-operating revenues and expenses for the fiscal year. This statement reports by major source along with operating and non-operating expenses and capital contributions.
- Statement of Cash Flows – Reports the Authority's cash flows from operating, investing, capital and related financing activities during the fiscal year.

The accompanying analysis of net position, revenues, and expenses is provided to assist with the assessment of the Authority's fiscal health and stability. This analysis includes all assets and liabilities using the accrual basis of accounting, which is similar to the accounting used by most private sector companies. Accrual of the current year's revenues and expenses are taken into account regardless of when cash is received or paid. This analysis also reflects the Authority's net position and changes there in. The Authority's net position represents the difference between what the Authority owns (assets) and what the Authority owes (liabilities). Net position is an important measure of the Authority's financial condition.



### **Statement of General Financial Condition**

The Authority's assets consist of two primary categories 1) the operational cash and near-cash equivalents that support the delivery of the program services, and 2) the land, buildings, and the historical investments in improving those assets, along with the construction in progress generated by outputs from the active Capital Fund Program (CFP) grants.

The Authority has favorable liquidity, with reserves (unrestricted net assets) able to support over 2 months of expenditures, with a current ratio of 6.0 and with net current assets in excess of \$25.2 million. Overall, the net position of the Authority decreased from June 30, 2014 to June 30, 2015.

### **Financial Highlights**

- Budget authority established by HUD for the Authority for the Annual Contributions Contract (ACC) Operating Subsidy for LIPH was finalized at 85% for HUD calendar year 2015 and 89% for HUD calendar years 2014. The ACC Administrative Fee supporting Section 8 was finalized at 79% and 75%, respectively, for HUD calendar year 2015 and 2014. This proration level results in the Authority having a degree of additional funding available to provide full support to the served population. In all cases, efforts have been made throughout the Authority to find new efficiencies and to augment productivity in servicing our programs.
  - The Central Office Cost Center provided the Housing Choice Voucher program (HCVP) with \$216k in FY 2015 to offset that program's administrative operating shortfall.
  - The FY 2015 Authority Budget was developed assuming an 82% proration for LIPH Operating Subsidy and a 79% proration level for Section 8 Administrative Fees.
- The Authority had unrestricted cash balances of \$22,588,936 and \$21,249,721 on June 30, 2015 and June 30, 2014, respectively, an increase of \$1,339,215. This consistent level of working capital and

reserves reflects the Authority is well positioned to address fluctuations in revenue streams and expense trends going forward.

- The Authority administered 16 purpose-specific, resident focused, grants within FY 2015, representing an investment just over \$968K to benefit eligible populations.

### Economic Factors

- Continued uncertainty in HUD funding levels of Operating Subsidy and Capital Fund Program to the Asset Management Projects (AMPS) and the Section 8 Administrative Fee.



- Impact of regional unemployment – potential recovery (reduction in unemployment) correlates to a trend of increasing resident income levels and subsequent improvements to the Authority’s rental income.
- Utility costs and consumption – driving continued attention to increase system efficiencies, apply alternative energy solutions, and control consumption where possible. Fluctuating costs of fuel affecting the costs of owning and operating a fleet of vehicles and costs passed on by vendors.
- Union relationships – maintaining balance in negotiated outcomes.
- Maintaining competitive employee benefit programs – balancing ability to draw highly qualified hires from market and maintain employee retention while trying to control expense levels in an environment of rising health premiums.
- Extremely competitive grant environment - ability to qualify for grant funds to maintain existing levels of resident programs and capital improvement programs.

### 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 on the next page provides a summary of the Authority’s statement of net position at June 30, 2014 and 2015. 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.

Of note is the stability of the Authority’s net position and the financial components from 2014 to 2015.

Table 1: Condensed Statement of Net Position: June 30, 2014 and 2015

	2014	2015
Cash and equivalents	\$ 21,249,721	\$ 22,588,936
Receivables	1,139,257	1,390,477
Other current assets	1,378,151	1,259,745
Total current assets	23,767,129	25,239,158
Fixed assets (net)	121,094,881	116,574,034
Other assets	4,549,721	4,536,848
Total assets	\$ 149,411,731	\$ 146,350,040
Current liabilities	\$ 3,772,284	\$ 4,202,544
Non-current liabilities	26,050,760	25,373,368
Total liabilities	29,823,044	29,575,912
Invested capital	102,283,820	99,005,403
Restricted net position	-	1,041,842
Unrestricted net position	17,304,867	16,726,883
Total net position	119,588,687	116,774,128
Total liability and net position	\$ 149,411,731	\$ 146,350,040
<b>Current Ratio</b>	<b>6.30</b>	<b>6.01</b>
<b>Quick Ratio</b>	<b>5.94</b>	<b>5.71</b>

Table 2: Condensed Statement of Revenues, Expenses, and Changes in Net Position: Year ended June 30, 2014 and 2015

	2014	2015
Operating revenue	\$ 45,240,740	\$ 45,332,345
Operating expenses	(51,371,231)	(50,814,677)
Operating loss	(6,130,491)	(5,482,332)
Non-operating revenues	(1,045,696)	(1,017,269)
Capital Contributions	3,104,491	3,685,042
<b>Change in net position</b>	<b>\$ (4,071,696)</b>	<b>\$ (2,815,559)</b>

**Current Assets and Current Liabilities**

Current assets on June 30, 2014 totaled \$23.8M as compared to \$25.2M on June 30, 2015 representing an increase of approximately 6%. Current liabilities totaled \$3.8M on June 30, 2014 and \$4.2M at June 30, 2015, an increase of approximately 11%.

**Fixed Assets**

There was no development activity at the Authority in FY 2015, this is reflected in the fact that there are no additional physical assets attributed to the categories of land and buildings between June 30, 2014 and 2015.

The Authority was active in generating improvements in FY 2015, as follows (Footnote 4):

- 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 2015.

**Composition of Long Term Debt**

There has been no additional financing during FY 2014 or 2015. Refer to Footnote 6 in the accompanying footnotes to the financial statements.

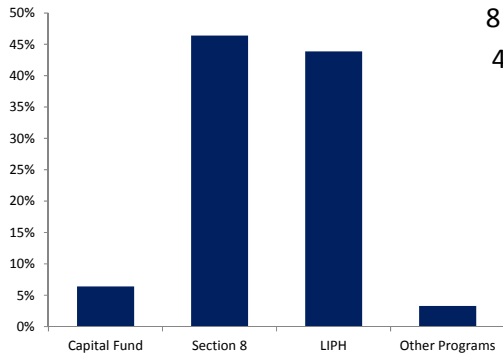
**Revenues by Funding Source**

The PHA administers the following programs and the revenue generated for each in FY 2014 and 2015 were as follows:

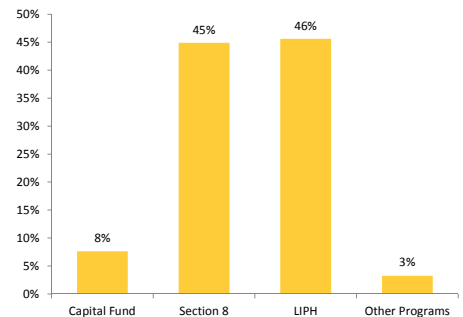
**Table 3: Revenue by Fund Category**

	2014	2015
Capital Fund	\$3,104,491	\$3,685,042
Section 8	\$22,424,465	\$21,707,127
LIPH	\$21,215,938	\$22,053,139
Other Programs	\$1,600,337	\$1,572,079
<b>Total revenues</b>	<b>\$48,345,231</b>	<b>\$49,017,387</b>

The chart to the left highlights the Revenue by funding Source for FY 2014. Section 8 and LIPH were the highest source of funding with 47% and 44%, respectively. The total revenue was \$48,345,232.



The chart to the right highlights the Revenue by funding Source for FY 2015. LIPH and Section 8 were the highest source of funding with 45% and 44%, respectively. The total revenue was \$49,017,387.





Capital Fund revenue increased from \$3.1M in 2014 to \$3.7M in 2015, an increase of approximately \$0.6M (19%). This increase is a direct function of Authorized Budget Authority allotted to the Capital Fund Program by HUD. The funds received by the PHA are determined considering a physical needs assessment submitted to HUD each year. Over recent years, Capital Fund revenue has exceed \$3M annually.

Section 8 Program saw a decrease in revenue from \$22.4M to \$21.7M in 2014 and 2015 respectively, or a decrease of \$0.7M or 3%. This decrease is the result of a slight decline in Housing Assistance Payments from HUD in 2015, a function of waitlist turnover dynamics and related leasing efficiencies.

Revenue increased in LIPH from \$21.2M to \$22.1M from 2014 to 2015 respectively, or an increase of \$0.9M or 4%. This increase was a function of stable occupancy, additional income from tenant charges, and fraud recovery collections.

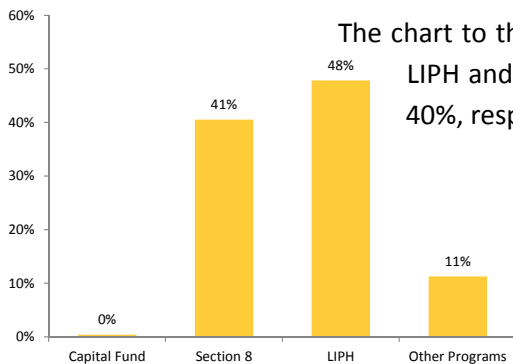
Other Programs revenue, a combination of both federal, state, and community grants, had revenue of \$1.6M in 2014 and 2015.

**Expenses by Funding Source**

The PHA administers the following programs and the operating expenses generated for each in FY 2014 and 2015 (prior to eliminations) were as follows:

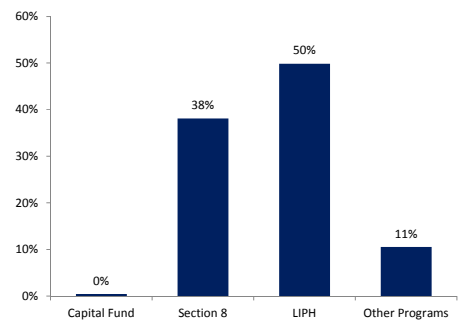
Table 4: Expenses by Fund Category

	2014	2015
Capital Fund	\$231,209	\$248,639
Section 8	\$22,841,003	\$21,484,161
LIPH	\$26,967,930	\$28,094,286
Other Programs	\$6,342,169	\$5,937,703
<b>Total operating expense</b>	<b>\$56,382,311</b>	<b>\$55,764,789</b>



The chart to the left highlights the Expenses by funding Source for FY 2014. LIPH and Section 8 were the highest source of expenses with 48% and 40%, respectively. The total expenses were \$56,382,311.

The chart to the right highlights the Expenses by funding Source for FY 2015. LIPH and Section 8 were the highest source of expenses with 50% and 38%, respectively. The total expenses were \$55,764,789.



The Authority as a whole decreased operational expenses by \$0.6M from 2014 to 2015.

Capital Fund expenditures remained at \$0.2M between 2014 and 2015

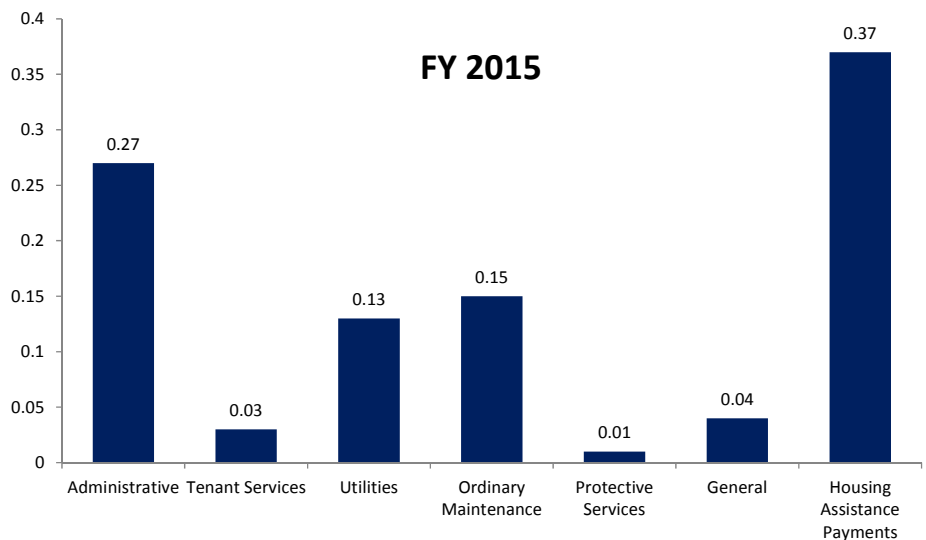
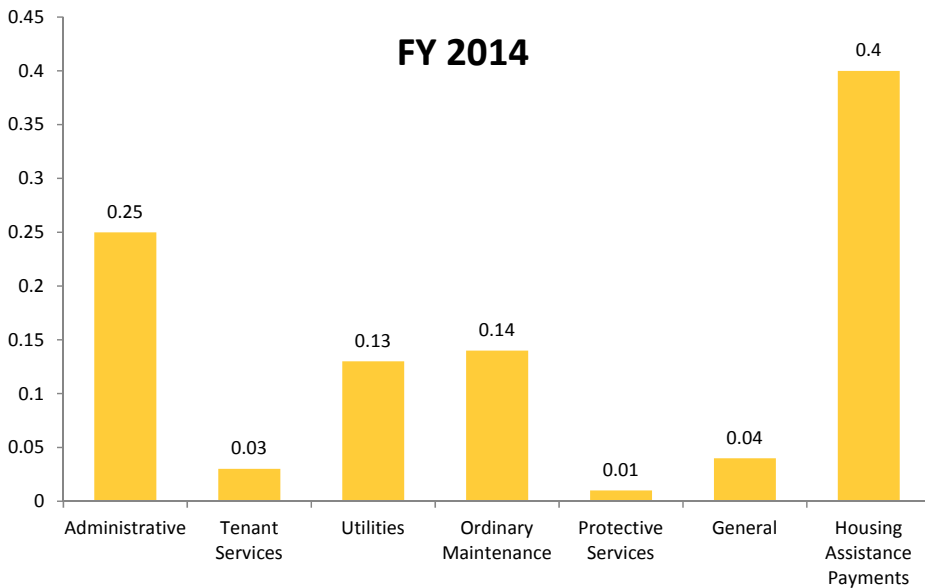
as a result of the relative stability in the human and process resources required to support the administration of the program

Section 8 expenditures decreased from \$22.8M in 2014 to \$21.5M in 2015, a decrease of \$1.4M or 6%. This change is a result of staffing attrition/transfers and an overall effort to manage expenses in response to HUD HCVP Administrative Fee proration levels.

LIPH expenditures increased from \$27.0M to \$28.1M in 2014 to 2015, respectively, an increase of \$1.1M or 4%. This change was contributed to by an increase in maintenance expense and general expenses.

Other programs, the grants, by their regulations effectively spend 100% of the revenue achieved, therefore expenses increased in perfect correlation to revenue from 2014 to 2015.

The following charts illustrate the percentage of expenses generated by major HUD Expense Control category for FY 2014 and FY 2015. Note that Administrative Expenses does not include consideration of Asset Management Fee Expense.



## Capital Grants

HUD Determines the annual amount of money authorized for use by the CFP by formula that apportions the total HUD Capital Fund budget authority to every public housing authority considering variables related to size (number of units supported), physical condition of the housing unit inventory and infrastructure, composition of resident population (i.e., family or elderly), geographic location, etc.

Public housing authorities are allowed to spend their capital grants over (typically) a three-year period. The receipt and expenditure of capital funds therefore have little direct connection to the timing of the annual authorization. As an example, the 2015 CFP authorization for \$3.5M has yet to be obligated or expended, and grants from 2011, 2012, 2013 and 2014 still have residual funds available.

**Table 5: Capital Grants; Status as of FYE 2015**

Grant #	CFP	Budget	Obligated	Expended	To Be Expended	Remaining	%	%
					By	Budget	Obligd	Expnd
RI43P001501-10	2010	\$4,085,495	\$4,085,495	\$4,085,495	07/14/2014	-	100%	100%
RI43P001501-11	2011	\$3,499,623	\$3,499,622	\$3,492,963	08/02/2015	\$6,660	100%	99%
RI43P001501-12	2012	\$3,409,567	\$3,379,089	\$3,379,089	03/11/2016	\$30,478	99%	99%
RI43P001501-13	2013	\$3,228,877	\$3,101,107	\$2,960,782	09/08/2017	\$268,095	96%	92%
RI43P001501-14	2014	\$3,692,398	\$3,330,053	\$1,070,412	05/12/2018	\$2,621,986	90%	29%
RI43P001501-15	2015	\$3,474,496	-	-	09/30/2019	\$3,474,496	0%	0%
<b>Totals</b>		<b>\$21,390,456</b>	<b>\$17,395,366</b>	<b>\$14,988,741</b>		<b>\$6,401,715</b>		

## Future Developments

Potential for participation in programs such as Choice Neighborhoods Initiative (CNI) and Rental Assistance Demonstration (RAD) are innovative programs developed and offered by HUD.

CNI offers a comprehensive approach to transforming distressed public and HUD assisted housing into viable and sustainable mixed income neighborhoods. In 2010, the PHA received one of the nation's first CNI Planning Grant awards in the amount of \$250,000. The result of the comprehensive planning efforts is entitled the Build Olneyville Plan submitted to HUD in June 2014. The planning process inspired Trinity Financial; the Authority's housing developer, to independently pursue the potential development of an abandoned building (Imperial Knife) and vacant land parcels adjacent to the PHA's Manton Heights public housing site.

The second phase of the CNI program is the Choice Implementation Grant worth \$30M in funding in order to put planning efforts into action. The competition for CNI Implementation Grants is extremely competitive and recently the federal budget for CNI has been uncertain. The PHA and principal planning partners have experienced challenges with securing the required funding commitments needed to leverage \$70M to qualify for the eligibility thresholds but remains interested in this transformative initiative.

The PHA's involvement with the CNI program introduced the availability of HUD's RAD to the Authority. The RAD program aims to convert public housing subsidies to project based subsidies addressing aging public housing portfolios while increasing stable funding stream opportunities. The PHA remains interested in RAD as it has become a popular tool to preserve affordable housing and address the backlog of capital improvements of aging housing stock.

In FY2016, the PHA applied for HUD's 2015 Jobs Plus Pilot program (at Hartford Park and Manton Heights sites) aimed at increasing the earned income and advancing employment gains of public housing residents by offering locally based employment services with financial incentives such as earned income disregard. The PHA is well-positioned for the Jobs Plus program as it has the capacity, partners and operates the Family Success Center at its Hartford Park location. The PHA understands that if awarded Jobs Plus, we will be unable to implement any redevelopment activities such as CNI Implementation and RAD for the 48 month grant period at the targeted sites.

Action is being taken to comply with the Rhode Island State Fire Marshall's 2016 requirement for the PHA to install automatic sprinkler systems in the four high-rise resident buildings (representing over 1,000 units of housing for persons who are elderly or disabled). Preliminary estimates for this project exceed \$5M. A local engineering firm has been hired to assist with assessment and publishing a request for proposals to complete the project. Funding for this project is expected to be obtained through the refinancing of an existing bond for which a financial advisor will be procured.