

Providence Housing Authority

FY 2017 Annual Report





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Executive Office



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

PHAS

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

PHAS INDICATOR	MAXIMUM SCORE	FY 2015 SCORE	FY 2016 SCORE	FY 2017 SCORE
Physical	40	33	28	34
Financial	25	24	23	23
Management	25	24	25	25
Capital Fund	10	10	10	10
PHAS Total Score	100	91	86	92
RANKING		High Performer	Standard Performer	High Performer

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

In FY2017, the PHA earned a HIGH PERFORMER status for the previous fiscal year. The total score for the PHA was 92 points out of a possible 100 points. The PHA's employees and residents work together to continually assess and improve operations that directly impact the PHAS rating.

SEAMAP

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



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

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

COMMISSIONER APPOINTMENTS

In February 2017, Commissioner Dolores Cascella passed away. Dolores, a twenty-nine year Dominica Manor resident, served as a PHA commissioner for twenty years, being first appointed in 1997. In addition to her service as a commissioner, her dedication to the PHA and to her beloved Dominica Manor community was further evidenced by her many years as a member of the Resident Advisory Board (RAB).

During FY 2017, Lawrence D'Alfonso joined the Board of Commissioners. Mr. D'Alfonso has lived at Carroll Tower for eleven years. He is also the Resident Association President for the Carroll Tower community and serves on the RAB.

LABOR CONTRACTS

Fiscal Year 2017 marked successful wage and benefit negotiations for three of the four existing collective bargaining units; the Teamsters, Laborers and Painter unions. The outstanding Carpenter union's labor contract from the previous fiscal year was finally resolved in fiscal year 2017 (December 2016) after being assigned federal mediation. This included settlement of the full contract for a three year period ending in July 2018 along with two wage and benefit reopeners to bring them current.

In July of 2016, the State Labor Relations Board certified the PHA's new security guard collective bargaining unit comprised of twelve members. This initiated the negotiations with the Local 1217 to establish a brand new contract that would take place in fiscal year 2018.

BOND REFINANCING

The PHA's Bond refinancing successfully closed on April 12, 2017. The interest rate of the new borrowing is 3.65%, well below the rates of the existing bonds which are 5.38% and 5.0%. Net proceeds of \$9.2 million were made available to address the installation of the fire safety sprinkler systems in the high rise developments with any remaining funds to be used for elevator modernization or other high priority capital improvement needs.

FY2017 EMPLOYEE AWARDS

Each year, nominations are collected for employee awards in two categories with recommendations made by senior staff; Employee of the Year (and Runner Up) and Employees of the Quarter. The award winners are listed below:



Employee Of The Year

Betzaida Munoz,
Program Representative, Leased Housing

Employee of the Year Runner Up
Linda Wilson,
Laborer/Facilities Management



January 2017
Employee of the Quarter
Patricia Sousa,
Exterminator/Facilities Management



April 2017
Employee of the Quarter
Thomas Tucker,
Carpenter/Facilities Management



July 2017 Employee of the Quarter
Richard Goodison,
Modernization Specialist/Facilities Management



October 2017 Employee of the Quarter
Damaris DeoLeo-Rosario, Management Aide/Property
Management



PHA HOSTS HUD'S 2016 PROPOSED LEAD RULE ANNOUNCEMENT



HUD Secretary Julian Castro and Senator Jack Reed Visit the PHA, Photos by the Office of Housing and Urban Development,



On August 31st, 2016, the PHA hosted two important events. The first was a technical assistance training provided to 15 Rhode Island housing agencies and Lead Hazard Control grantees which took place in the 40 Laurel Hill Training Room. Staff from the HUD's Boston Regional, Lead Hazard Control and Healthy Homes offices assisted attendees with an overview of lead program regulations and guidance as well

as the developing, future strategies to prevent childhood lead poisoning across the country. HUD Secretary Julian Castro and Senator Jack Reed (among other dignitaries) were in attendance to promote the importance of lead prevention, its influence on family outcomes and the role that housing agencies have in making a positive impact in the lives of others. The PHA coordinated a follow-up Lead TA Training on September 14th with HUD's Healthy Homes Office, State and City Lead Program leaders to provide more specific guidance to PHA staff and other more than 10 additional housing agencies in anticipation of the newly proposed rule Lead Safe Housing Rule.



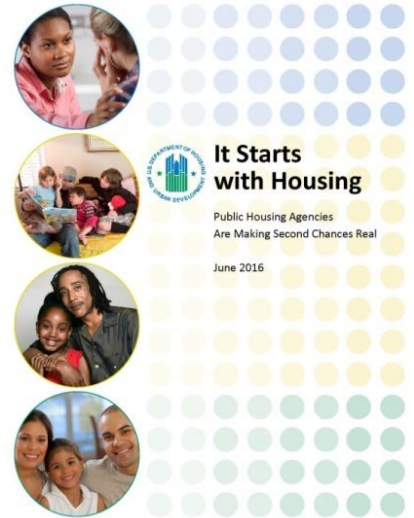
The second event on August 31 was a press conference held in the Hartford Park Tower Community Room which announced HUD's proposal to reduce the lead levels in children residing in HUD-assisted housing that triggers intervention from twenty (20) micrograms per deciliter of blood to five (5)—aligning with the levels established in 2012 by the U.S. Centers for Disease Control and Prevention (CDC). The rule would also require a full environmental investigation rather than just a basic lead assessment for those with elevated blood levels, allowing for more effective measures to locate and remediate the source of lead exposure.

Secretary Julian Castro chose to make the announcement in Rhode Island because of the prevalence of lead paint-based contamination in the state's older urban housing stock and in recognition of a years-long state effort to track and reduce childhood lead poisoning.

REENTRY INITIATIVES & A MORE LENIENT PUBLIC HOUSING ADMISSIONS POLICY

In the previous fiscal year, the PHA began researching its part in criminal justice reform. With the PHA's interest in updating its public housing and housing choice voucher program plans, the PHA began to look closely at the admissions area as HUD began introducing an emphasis regarding the housing and employment barriers for those with former criminal backgrounds as they attempt to rebuild their lives. HUD's encouragement for PHAs to better serve this population through policy and program modification became clear as HUD released funding initiatives and guidance around this topic such as:

- Clarification to Housing Agencies that one strike rules are not required
- PIH Notice 2015-19 PHAs and owners of other federally-assisted housing may not use arrest records alone as the basis for denying admission)
- New funded programs: (1) Juvenile Reentry Assistance Grant and (2) Pay for Success with Supportive Housing Demonstration for ex-offenders
- HUD's Re-entry Toolkit; *It Starts with Housing: Public Housing Agencies are Making Second Chances Real*
- HUD's Legal Counsel implemented a Ban on Blanket Policies for landlords—banning ex-offenders from housing opportunities without fair consideration of circumstances



During FY2016, the PHA evaluated national best practices and reentry housing trends, and engaged the Board, residents and other community stakeholders in order to develop and adopt more lenient public housing admissions and screening policies. It was at this time that the PHA collaborated with Rhode Island Legal Services (RILS) to implement HUD's Juvenile Reentry Assistance Program Demonstration (JRAP) to work with housing choice voucher program youth (up to 24 years old) to clear up their records and licenses and in some cases expunge records to improve employment and housing opportunities.

In FY2017, the PHA worked diligently to amend its public housing admissions policy (Chapter 3) and included the changes in the housing authority's FY2017 Annual Planning process that included a public comment and hearing (March 2017) process. The main improvements to the admissions policy were as follows:

- ELIMINATE automatic applicant denials for criminal history
- ELIMINATE the PHA's ONE STRIKE RULE
- REDUCE 10 YEAR LOOK BACK PERIOD TO 5 YEARS since date of conviction for violent criminal or drug related activity
- ELIMINATE any consideration of MISDEMEANOR CRIMES
- ELIMINATE denials based solely on arrests
- ALLOW applicant households to remove any culpable household members as a condition of eligibility
- CREATE a deferral status for those charged pending adjudication
- IMPLEMENT more tolerant definition of currently engaged in illegal drug use; reduce to 6 months vs 2 years

Note: HUD mandates denial of admissions for the public housing program for (1) the production or manufacture of methamphetamine on the premises of federally assisted housing, (2) an applicant and/or household member who is subject to state lifetime or mandatory sex offender registration requirement and (3) anyone (?) previously evicted from federally subsidized housing.



The March 2017 public hearing brought the attention of the public, community agencies and the press as the public gathered to support the improvements and in some cases share a view that the improvements were not enough. In the same month, the PHA brought the public comments (including the PHA's Resident Advisory Board's comments) to the Board of Commissioners and asked them to vote on the new policy included in the Annual Plan. The PHA's Board of Commissioners approved the Chapter 3 changes with the caveat to monitor the progress of the new policy after one year.

In April, the PHA applied for Vera Institute's Opening Doors to Public Housing Technical Assistance Grant. For years, the Vera Institute has worked closely with public housing authorities promoting reentry initiatives by developing policies and implementing pilot programs to increase affordable housing opportunities for those with criminal histories.

Vera's technical assistance grants (no funding) offered applicants guidance in this area. The PHA's application sought collaboration to learn best practices for reentry programs and reunifications, guidance with stakeholder support groups and assisting in the meaningful compilation of data with the recent policy change. The Pawtucket Housing Authority, who also recently softened their admission policies, supported the PHA's application.



Providence Housing Authority considers softening residency rules for people with criminal histories

By Christine Dunn
Journal Staff Writer

Posted Mar 1, 2017 at 5:45 PM
Updated Mar 1, 2017 at 5:45 PM

PROVIDENCE, R.I. -- The Providence Housing Authority is considering easing its

To learn more about New York City Housing Authority's pilot program to help formerly incarcerated people reunite with their families who live in public housing, visit: <https://www.vera.org/publications/coming-home-nycha-family-reentry-pilot-program-evaluation>.

SECTION 3 PLAN UPDATED

In May, the PHA updated its Section 3 Plan in order to further agency efforts to comply with the promotion of job training and employment opportunities to the greatest extent feasible for residents and low income community members. During FY2017, HUD began collecting public comments to amend various Section 3 reporting requirements and although they hadn't officially mandated the reporting changes, the PHA noted opportunities for improvement within its existing Section 3 Plan (created in 2010).

This fiscal year's changes aimed to increase marketing and utilization of this important initiative by differentiating between policy and procedure with simplified language, identifying the Director of Human Resources as Section 3 Coordinator and adding outreach strategies to increase Section 3 resident participation in employment and training, the selection of Section 3 businesses and the hiring of Section 3 residents by Contractors. Also adopted were Section 3 Self-Certification for residents and businesses and new Section 3 language in all PHA job postings. The new plan, marketing and certifications are included in the PHA's new website (<http://pha-providence.com/about-pha/plans-policies/>). For more on HUD's Section 3 Program, please visit: <https://www.hud.gov/section3>

APPLICATION FOR 2017 VICTIMS OF CRIME ACT (VOCA) FUNDING

In April, the Rhode Island Department of Public Safety Grant Administration (RIPSGA) announced the availability of \$7M in federal funding seeking proposals for programs that provide direct services to crime victims, program outreach, and efforts to prevent re-victimization and to restore the victims' faith in the criminal justice system; as well as training for victims of violent crime.

The PHA applied for \$136,370 in order to coordinate and implement the national best practice intervention Youth & Police Initiative for 60 at-risk youth living in family developments. PHA proposed to meet VOCA program goals by:

- Supporting youth and their families who have been victims of crime and are vulnerable to the violence that surround "street affiliations" (aka gangs)
- Preventing the use of retaliation that often follows victimization; and
- Nurturing positive connections between urban youth and the police.

The PHA's Youth & Police Initiative seeks to change the dynamic between youths living in impoverished neighborhoods and the officers who patrol them, and as a result help young people prevail over the deleterious impacts from being a victim of crime while fostering resiliency and positive relationships that help prevent future exposure to violence and crime.

RHODE ISLAND DEPARTMENT OF HEALTH'S CLIMATE CHANGE & SENIOR RESILIENCY PROGRAM AWARD

The Rhode Island Department of Health (DOH) Climate Change Program works with community, state, and federal partners to address the health impacts associated with climate change and to identify those populations most vulnerable to climate-related exposures. Past experience and research has shown that the elderly are some of the most vulnerable to these impacts.

In FY2017, the PHA was selected to work with the DOH and Yale New Haven Health System (YNHHS) in developing emergency preparedness plans and training for our staff at our Dominica Manor site (as a pilot) and fund an additional assessment for a second high-rise.

As elderly and disabled residents are some of the most vulnerable in time of emergency, the PHA, the RI DOH and YNHHS completed two emergency preparedness plans for the Dominica Manor and Hartford Park buildings.



Human Resources



UNIONS



By the fall of 2016, contract agreements had been negotiated and executed with three of the PHA's four unions, completing negotiations that had begun in spring of 2015. The Housing Authority continued to negotiate with the Carpenters Union, even to the extent of participating in mediation, to no avail. With assistance from the Housing Authority labor attorney, we were finally able to reach an agreement. The agreement was retroactive to July of 2015 and will expire along with the other three union agreements in June of 2018.

RETIREMENTS & SUCCESSION PLANNING

Many employees have made the Housing Authority their career, working here all of their adult lives. The average age of workers is just over 50. This past fiscal year we saw what will become the new trend -- employees have begun to retire. From October of 2016 through the end of the fiscal year eight PHA employees retired. Three more notified Human Resources of their intent to retire before the end of the summer. As of this date there are twenty (20) employees eligible for retirement. The Housing Authority has made a conscious effort to examine its workforce identifying potential retirements and creating a reorganization plan, determining where replacements will be needed so that we can continue to serve our residents in the best possible way.

We have also recognized the importance of having a strong management team in place as well as continuity planning for the future. This past year the Housing Authority searched for and hired several talented individuals to serve in Associate Department Director positions. We will continue to evaluate staff members identifying those with management potential and offer promotional opportunities as positions become available.

SECTION 3

Section 3 is a provision of the Housing and Urban Development (HUD) Act of 1968 that promotes local economic development, neighborhood economic improvement, and individual self-sufficiency. Section 3 is designed to ensure that Housing Authorities have a policy in place that ensures employment and other economic opportunities are, to the greatest extent feasible, made available to low income people, especially those residing in public housing. Section 3 requires that provisions be established whereby Housing Authorities train or employ a specific number of residents (where feasible) each fiscal year. The Section 3 program requires that the Providence Housing Authority (PHA) provides job training, employment, and contract opportunities for Section 3 eligible persons in connection with projects and activities at its properties. It is the policy of the PHA to prioritize Section 3 eligible persons and businesses in contracts partially or wholly funded with monies from HUD.

This past fiscal year the Housing Authority's Section 3 Plan has been revised and updated to be in compliance with HUD regulations. A summary of the changes made are as follows:

- Differentiated between Policy and Procedure

- Simplified language
- Identified Director of Human Resources as Section 3 Coordinator
- Added outreach suggestions with regard to increasing Section 3 resident participation in Employment and Training
- Added outreach suggestions with regard to increasing selection of Section 3 Business Concerns and the hiring of Section 3 residents by Contractors – including circulation of bi-lingual Section 3 brochure
- Added waiver and penalty
- Adopted Section 3 self-certification for residents
- Adopted Section 3 self-certification for business concerns
- Incorporated language in all PHA job vacancy announcements indicating the opportunity for applicants to self-certify as a Section 3 resident and thereby take advantage of Section 3 hiring preference
- Reformatted Plan into five sections (1) Introduction, (2) Employment and Training, (3) Contracting, (4) Reporting, (5) Compliance
- Reviewed the HUD Section 3 Proposed New Rule and inserted language where proposed new rule is more stringent than current policy to stay one-step ahead

The Housing Authority will continue to make every effort to actively seek, employ and contract with qualified Section 3 individuals/organizations to comply with HUD's mandate.

PAYROLL

Paychex, Inc. the Housing Authority's payroll service provider, upgraded its software this past fiscal year at no additional charge. The upgrade process was much more involved than originally anticipated. Not only did the payroll software platform change, but the Time and Attendance tracking software changed as well. Employees and supervisors had to be trained in the new programs. Overall the updated software is much more user friendly.



OSHA TRAINING

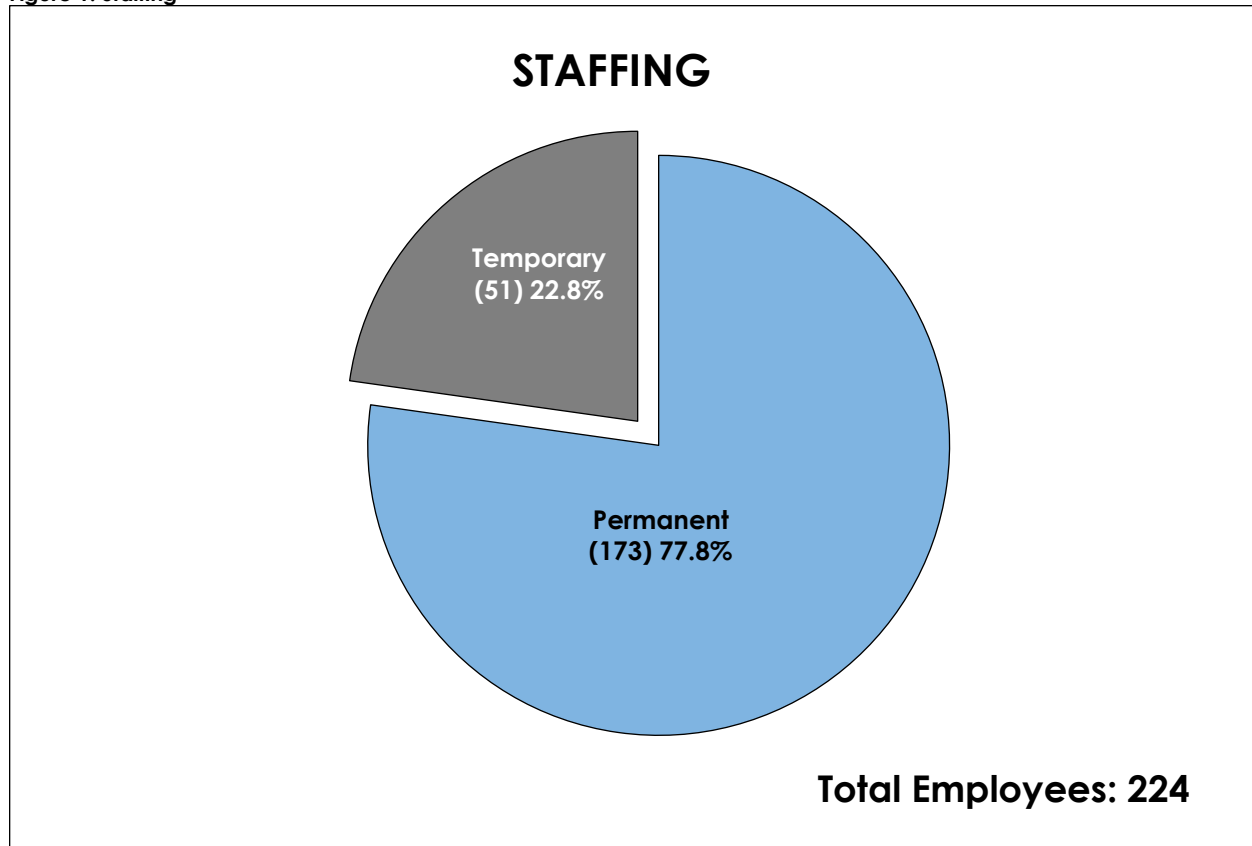
Providence Housing Authority maintenance employees are required to participate in OSHA mandated safety training each year. The majority of this training is provided by our workers compensation carrier, Beacon Mutual. During fiscal year 2017 Beacon Mutual conducted in-house training in the following categories: Seasonal Landscape Safety, Blood Borne Pathogens, Personal Protective Equipment, Hazard Communication, Hearing Conservation, Ladder Safety, Lockout Tagout, Electrical Safety, and Snow Removal Safety. OSHA also requires us to test the hearing of any and all employees who are exposed to higher than normal noise levels. This testing was conducted during the month of June by a certified audiologist. We are pleased to report there were no findings. In the upcoming year employees who drive our vehicles or those who drive their own vehicle for company business will participate in defensive driver training.

PERSONNEL STATISTICS

Staffing

A primary responsibility of the Human Resources Department is to assure the Housing Authority is adequately staffed with talented individuals. This includes recruitment, interviews, and selection. We pride ourselves with our ability to hire and retain qualified employees by providing a competitive wage and benefit package. Staff levels at the Housing Authority have remained relatively consistent over the years. At the close of fiscal year 2017 we employed two hundred twenty-four (224) people, a slight increase from the previous year. One hundred seventy-three (173) individuals are employed in permanent positions. Fifty-one (51) more are employed on a temporary basis.

Figure 1: Staffing

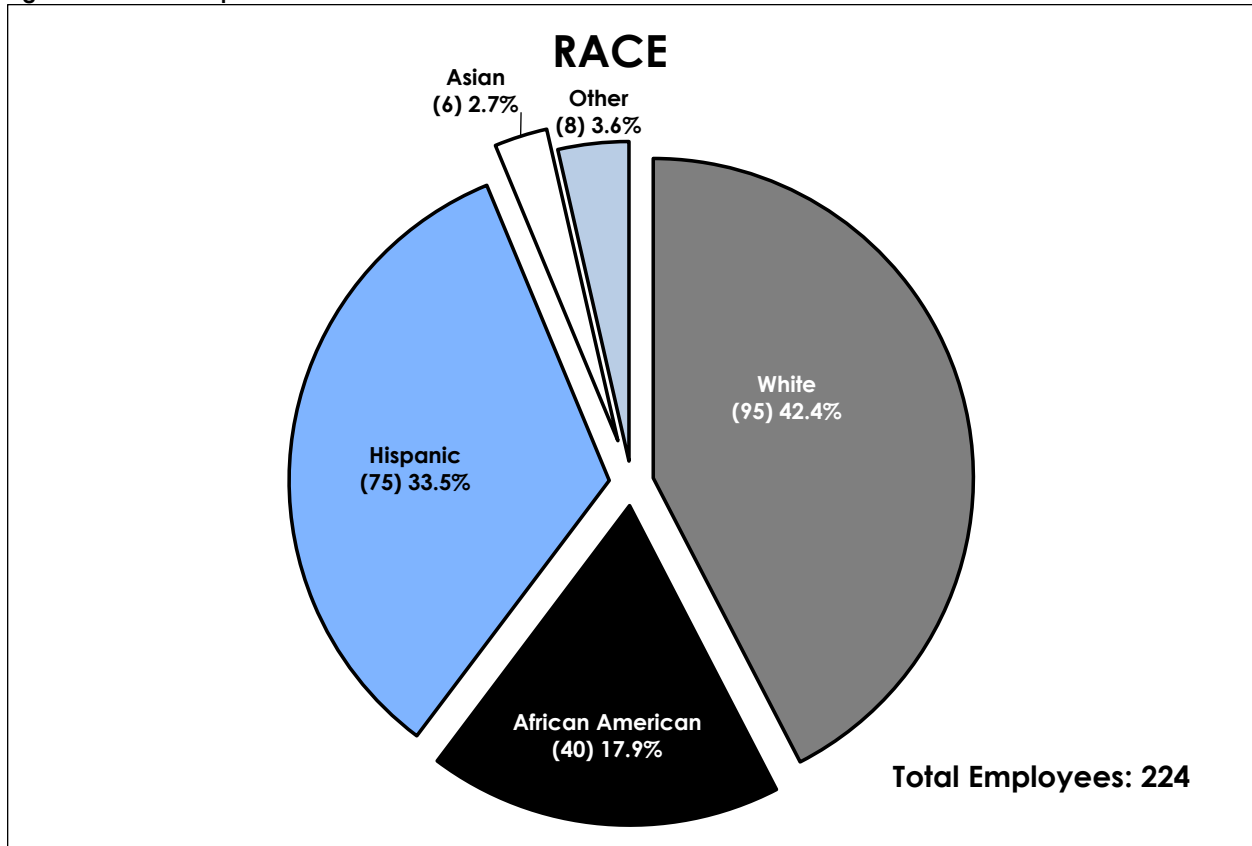


The Facilities Management Department, which consists of maintenance and modernization, is the largest department within the Housing Authority with 110 employees (97 permanent and 13 temporary). Property Management employs 28 individuals, all permanent employees. Resident Services employs 26 staff members (12 permanent and 14 temporary). The Leased Housing Department has 17 employees, sixteen of whom are permanent. Remaining staff members come under the umbrella of the Executive Office and include Information Technology, Finance, Security Services, Special Projects and Human Resources totaling 43 employees (20 permanent and 23 temporary). The majority of the 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 95 (42.4%); African American 40 (17.9%); Hispanic 75 (33.5%); Asian 6 (2.7%) and Other 8 (3.6%).

Figure 2: Racial Composition



Gender Composition

The gender composition of both permanent and temporary personnel for FY 2017 is 58% male and 42% female. Male employees comprise 98 permanent and 32 temporary employees while female employees consist of 75 permanent and 19 temporary workers.

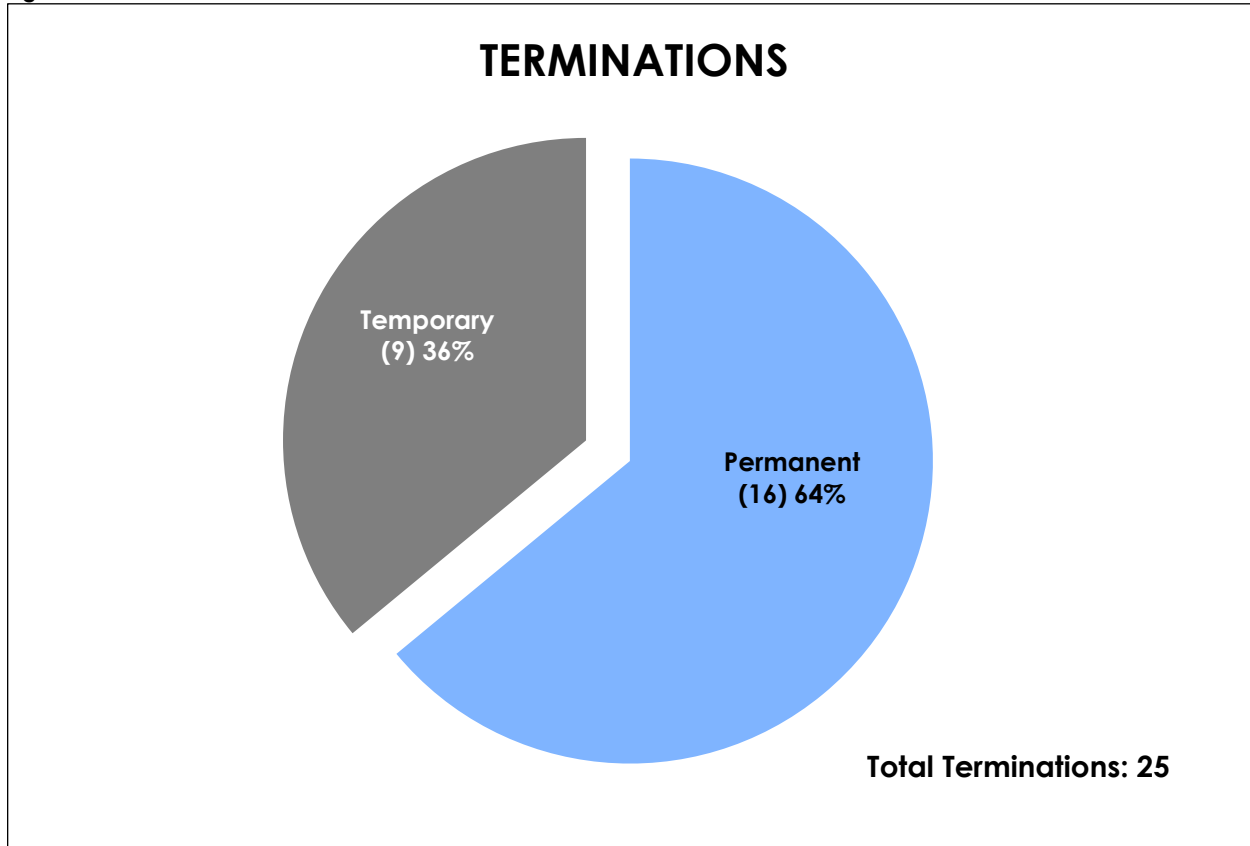
New Hires

Forty-three (43) employees were hired between July 2016 and June 2017. Thirteen (13) of these employees were hired in permanent positions. Thirty (30) 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 filled positions in Facilities Management and the Executive Office.

Terminations

In FY 2017, twenty-five (25) employees terminated their employment with the Housing Authority. Of this number, sixteen (16) were permanent and nine (9) were temporary employees.

Figure 3: Terminations



Section 3 Compliance

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.

Eleven (25.6%) of the employees hired during FY 2017 were Section 3 qualified residents. In addition to hiring Section 3 residents, the Housing Authority offered several training programs. Some of the programs offered to Section 3 residents include.

- Employment Skills Training
- Digital Literacy Training
- Sherwin Williams Painters Training
- ESL / GED / ABE

It should be noted that the Housing Authority currently employs fifty-eight Section 3 residents, forty-one in permanent positions and seventeen in temporary positions. This is almost 26% of the current workforce.

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 90 (56.3%) employees; the Painter's Union represents 14 (8.8%) employees; and the Carpenters Union represents 11 (6.9%) employees. All employees, with the exception of 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 2017, the Housing Authority spent a total of \$15,005,742 on salaries (\$10,506,244) and benefits (\$4,499,498). Wages and benefits are funded by the operating budget, the Section 8 budget and through various grants. Housing Authority Cost of Living increases have kept pace with or surpassed the Consumer Price Index. In FY 2017, unions were offered a 3% wage increase. Increases in the Authority's contributions to union pensions were deducted from this wage increase.

Figure 4: Wage Increase vs. Consumer Index

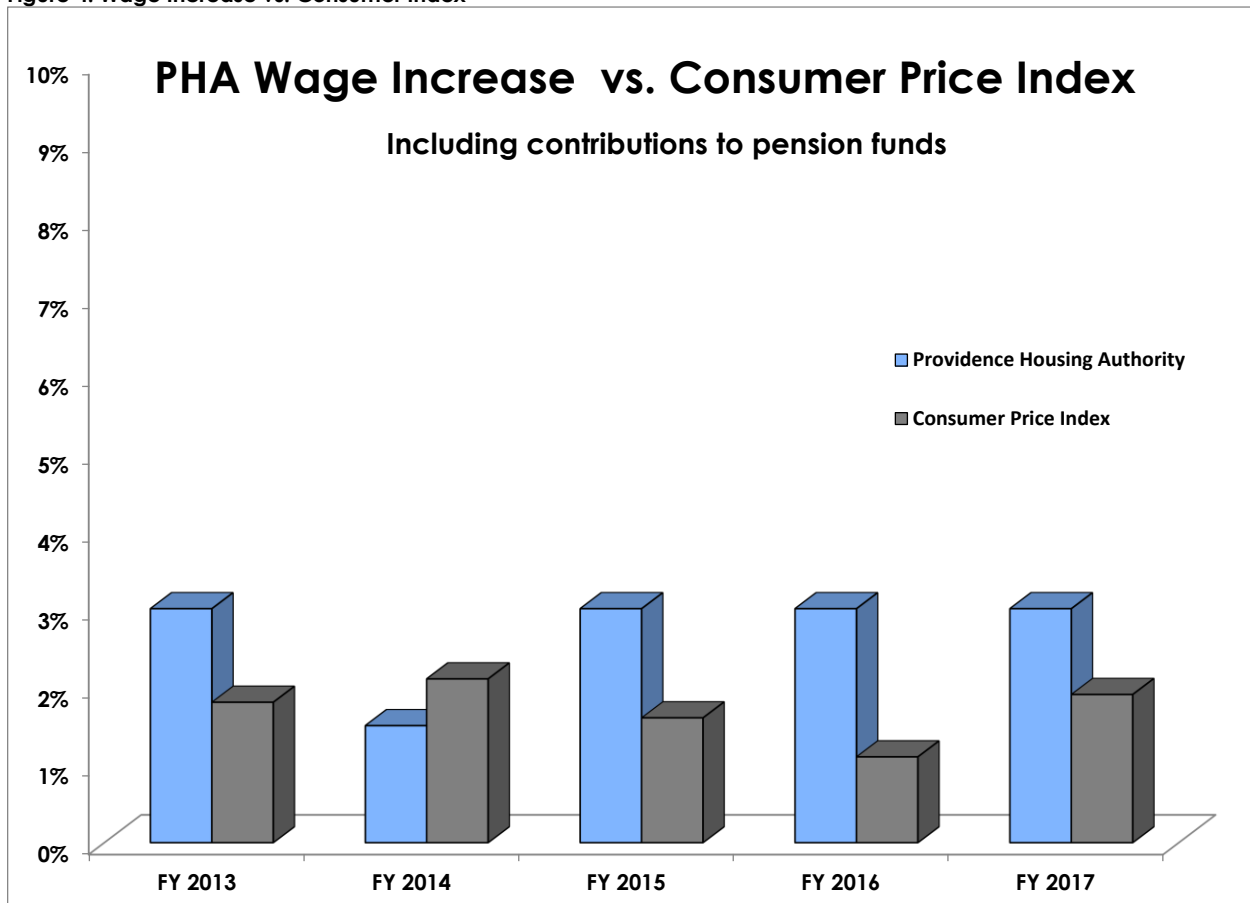


Table 1: Wages and Benefits

Sources	Salary	Benefits	Total
Ops-AMPs*	\$5,616,800	2,580,213	8,197,013
Ops-COCC**	\$3,014,685	1,149,754	4,164,438
Grants	\$766,578	275,703	1,042,282
CFP	0.00	0.00	0.00
Section 8	\$1,108,181	493,828	1,602,010
Total	\$10,506,244	4,499,498	15,005,742

*Asset management projects

**Central office cost center

HEALTH & DENTAL BENEFITS

Healthcare

The cost of health insurance continues to rise. Changes in healthcare reform have had and will continue to have an impact on future costs. Our healthcare consultant, Gallagher Associates, continues to work on the Housing Authority's behalf to negotiate the best rates for health and dental insurance. In fiscal year 2017 our health insurance coverage was initially projected to increase almost 5.5%. However we were able to negotiate that figure down to 2.5%. This resulted in an increased premium of \$50,549.52. The prior year's increase was 3.5% which equated to a premium increase of \$67,817.64. Because of the limited cost increases, we did not feel we needed to make any changes to the plan design. Employee deductibles and co-payments remained the same. The cost for this insurance is offset by employee contributions. The percentage of plan cost contributed by the employee is determined by their annual wage. 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. This allows us to keep this benefit affordable for all employees.

The Housing Authority continues to maintain its health reimbursement account (HRA). The HRA funds the difference between the amounts of the deductible the employee pays (\$250/\$500) annually for specific services and the actual plan deductible (\$3,000/\$6,000). In FY 2017 the Housing Authority spent \$103,545.51 on HRA expenses. This is an increase of 9.3% (\$8,863.12) compared to the amount spent in FY2016. Of the amount spent in FY 2017, \$10,806.00 was for administrative fees. The balance (\$92,739.51) was for actual reimbursement of deductible expenses.

Table 2: Healthcare Expense

Year	Total Cost	# Employees participating	Cost per Employee
FY 07	\$1,606,530	150	\$10,710
FY 08	\$1,543,542	148	\$10,429
FY 09	\$1,434,105	146	\$9,823
FY 10	\$1,475,605	154	\$9,582
FY11	\$1,719,678	166	\$10,360
FY12	\$1,981,175	162	\$12,229
FY13	\$1,894,328	160	\$11,840
FY14	\$1,795,475	160	\$11,222
FY15	\$1,948,211	160	\$12,176
FY16	\$1,965,144	155	\$12,678
FY17	\$2,012,874	151	\$13,330
Change FY16-17	2.4%	N/A	5.1%
Change FY07-17	25.2%	N/A	24.4%

During FY 2017, the Housing Authority paid medical insurance premiums totaling \$2,012,874. This figure includes reimbursements to the Painters Union (\$27,174) for temporary worker medical insurance and to the Carpenters Union (\$143,365) for both permanent and temporary members, as well as payments made to our retiree health insurance plan (\$38,592) for qualified retired employees and the amount paid to employees (\$173,992) opting out of health insurance due to coverage under a spouse's plan. We were able to offset some of this expense by collecting \$5,686 in COBRA payments and \$311,963 in employee contributions. If the employees waiving coverage were on the Authority's health plan, it would have cost the PHA an additional \$511,528. The amount paid (\$173,992) directly to employees waiving health coverage saved the Authority \$337,536 (66%).

Gallagher Associates worked with us to create our first Annual Employee Benefit Newsletter. The newsletter provides employees with information on all of their employment benefits including medical and dental insurance, retirement plans, paid holidays, and paid time off to name a few. They also created a Call Center where employees can speak to a live person to obtain information about their health benefits and any assistance they may require dealing with insurance claims.

Dental

Delta Dental of RI continues to provide dental coverage to employee of the Housing Authority. In FY 2017 Delta Dental billed the Housing Authority \$118,690 in premiums. Employees waiving coverage were paid \$2,792 for a total of \$121,482. This figure was offset by COBRA payments of \$2,609.00 leaving a net balance of \$118,873.

Dental insurance premiums saw no increase for the second year in a row. We renewed our three-year agreement with Delta Dental of RI where our maximum increase for the next three years capped at 5%. No changes were made to the plan design. This insurance is offered to employees at no cost.

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 5.01% of the employee's annual salary.

FY2017 pension expenses, which include payments made to union pension plans as well as matching contributions made to Mutual of America for our Defined Contribution Plan, increased by 5.2% as did the cost per employee by 5.8%. This expense has increased by 79% over the past ten years.

Table 3: Pension

Year	Total Cost	Number of Employees	Cost per Employee
FY 07	\$856,458	173	\$4,951
FY08	\$862,654	163	\$5,292
FY 09	\$846,631	165	\$5,131
FY 10	\$965,835	174	\$5,551
FY 11	\$1,101,112	182	\$6,050
FY 12	\$1,205,278	184	\$6,550
FY13	\$1,244,661	169	\$7,365
FY14	\$1,209,463	171	\$7,073
FY15	\$1,341,455	169	\$7,938
FY16	\$1,411,041	168	\$8,399
FY17	\$1,533,318	173	\$8,863
Change FY16-17	8.6%	2.9%	5.5%
Change FY07-17	79%	0%	79%

The following table illustrates the percentage of funds the Authority contributed to each plan in FY 2017.

Table 4: Authority Contribution

Pension Plan	Cost to PHA	% of Total
Laborers	562,146	36.7%
Teamsters	303,696	19.8%
Painters	101,456	6.6%
Carpenters	133,105	8.7%
Mutual of Amer.	432,915	28.2%
Total	1,533,318	100.0%

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. Workers 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 2017 workers compensation premiums decreased by 22.5% (or \$96,448) from \$429,548 in FY2016 to \$333,100 in FY 2017. The cost per employee decreased by \$436 (-21.7%). The reason for this substantial decrease is directly related to the change in our experience modification (MOD factor) from 1.5 in FY16 to 1.35 in FY17. The MOD factor is in part determined by the number of claims reported as well as the severity and expense of each claim. A MOD factor of 1.5 or more is considered a much higher risk and as such, comes at a much higher cost. We will continue to provide safety training to our employees and our supervisors in an effort to reduce the number and severity of injuries which will in turn reduce our MOD factor.

Table 5: Workers Compensation

FY Year	Premium	% Change	# Employees	Cost per. Emp.
2007	\$191,120	+20.6%	209	\$914
2008	\$214,138	+12%	219	\$978
2009	\$221,506	+3.4%	229	\$967
2010	\$180,034	-19.2%	237	\$760
2011	\$223,492	24.1%	242	\$924
2012	\$249,807	11.8%	247	\$1,011
2013	\$215,218	-13.8%	232	\$928
2014	\$233,309	8.4%	218	\$1,070
2015	\$254,903	9.3%	210	\$1,214
2016	\$429,548	68.5%	214	\$2,007
2017	\$333,100	-22.5%	212	\$1,571

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

In FY 2017, 36 PHA employees sustained injuries during the course of their work day. This is two less than the number of injuries reported in FY2016. During the fiscal year, 211 days were lost from work. This is a decrease of 42 days compared to FY16. Of 36 employees injured during the fiscal year, 25 lost no time from work. The average number of weeks lost was just over one week.

Table 6: Time Lost

Time Lost	Injuries FY 2017	Injuries FY 2016
No Time Lost	25	28
< 1 Wk.	6	0
> 1 Wk. & < 6 Wks.	2	5
> 6 Wks. & < 8 Wks.	0	0
> 8 Wks.	3	5

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 purpose of the PHA Safety Committee

(which is comprised of fourteen staff members) 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. The 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 FY17, Human Resources coordinated with Beacon Mutual Insurance, our workers compensation insurance carrier, to provide the majority of this training at no cost. Areas covered included the following:

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

Quarterly meetings are conducted with Beacon Mutual 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 2017, 34 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 FY2016 carried leave into FY 2017. The combined average length of time away from work was just under 5 weeks per employee. Nine hundred and one days (180.2 weeks) were lost from work during FY17. This is an increase of seventeen (17) days or 1.9% from FY2016.

Table 7: Employee Claims

Fiscal Year	# Emp. Claims	% Inc.-Dec	# Days Lost	% Inc.-Dec
FY 2012	26	-10.3%	627.5	-39.7%
FY 2013	23	-11.5%	1,066	69.9%
FY 2014	32	23.1%	1,080	72%
FY 2015	26	18.8%	812	-24.8%
FY 2016	30	15.4%	884	-8.8%
FY 2017	34	13.3%	901	1.9%

STAFF TRAINING AND DEVELOPMENT



The Providence Housing Authority is committed to the continued education of its staff members, assuring that all employees receive the necessary training to perform the essential functions of their positions. 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. 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 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.



Office of Legal Counsel



INTRODUCTION

Except as may be reported elsewhere in this Annual Report as legal matters assigned to outside law firms, the Office of Legal Counsel is pleased to report that no significant legal actions were brought against the Authority during FY 2017. Therefore, this annual report only describes various routine legal and insurance related matters that occurred in FY 2017 that were monitored, reviewed or handled by the Housing Authority's Office of Legal Counsel. The Office was staffed by Attorney Mark C. Ouellet, a long-term employee, who serves not only as the Housing Authority's designated General Counsel but also as its Risk Control Manager, Public Records Officer, and Informal Hearing Officer. Accordingly, this report describes an assortment of legal and other matters handled by Attorney Ouellet as they relate to the Authority's functional Departments. For instance, the Authority's General Counsel worked directly throughout the report period with each of the Authority's administrative departments to assure that Housing Management, Tenant Selection and Leased Housing provided fair notice and due process as appropriate for aggrieved applicants, residents and/or participants. This report includes information on the modest number Grievance Hearings requested and held for public housing applicants and/or residents during FY 2017. The report also provides information below on the number of Informal Hearings conducted for Leased Housing participants during FY 2017.



In reviewing activities carried out by the Office of Legal Counsel, it is of note that a significant amount of General Counsel's time was spent monitoring procurements, drafting and/or reviewing written agreements, and reviewing documentation provided in connection a wide assortment of procurement actions. The report includes basic information on the volume and variety of contracts entered into and the types of transactions that were reviewed for compliance with the PHA's proscribed procurement requirements. It also includes a variety of other miscellaneous legal matters requiring the attention of General Counsel. Finally, this report concludes with information concerning the current and historical costs of the Authority's various insurance policies for the report period and in each of the nine preceding years. For a more detailed description of specific significant events or matters, the reader is referred to applicable FY 2017 Monthly Management Reports.

This report does not include any ongoing, private or confidential legal matters that may have occurred in FY 2017 and were handled by outside law firms/attorneys providing legal services directly to certain Departments or Divisions of the Authority as to Labor/Employment, Landlord/Tenant, or other specific related matters.

PUBLIC HOUSING GRIEVANCE HEARINGS



While the Housing Authority does not receive many complaints or requests for Grievance Hearings, the Housing Authority and its tenants and applicants are required by Order of the U.S. Federal District Court of Rhode Island in the Matter of Johnson, et al v. Housing Authority, C.A. 82-0169S to follow a specified Grievance Procedure to resolve any disputes that the Authority may have with its applicants and/or

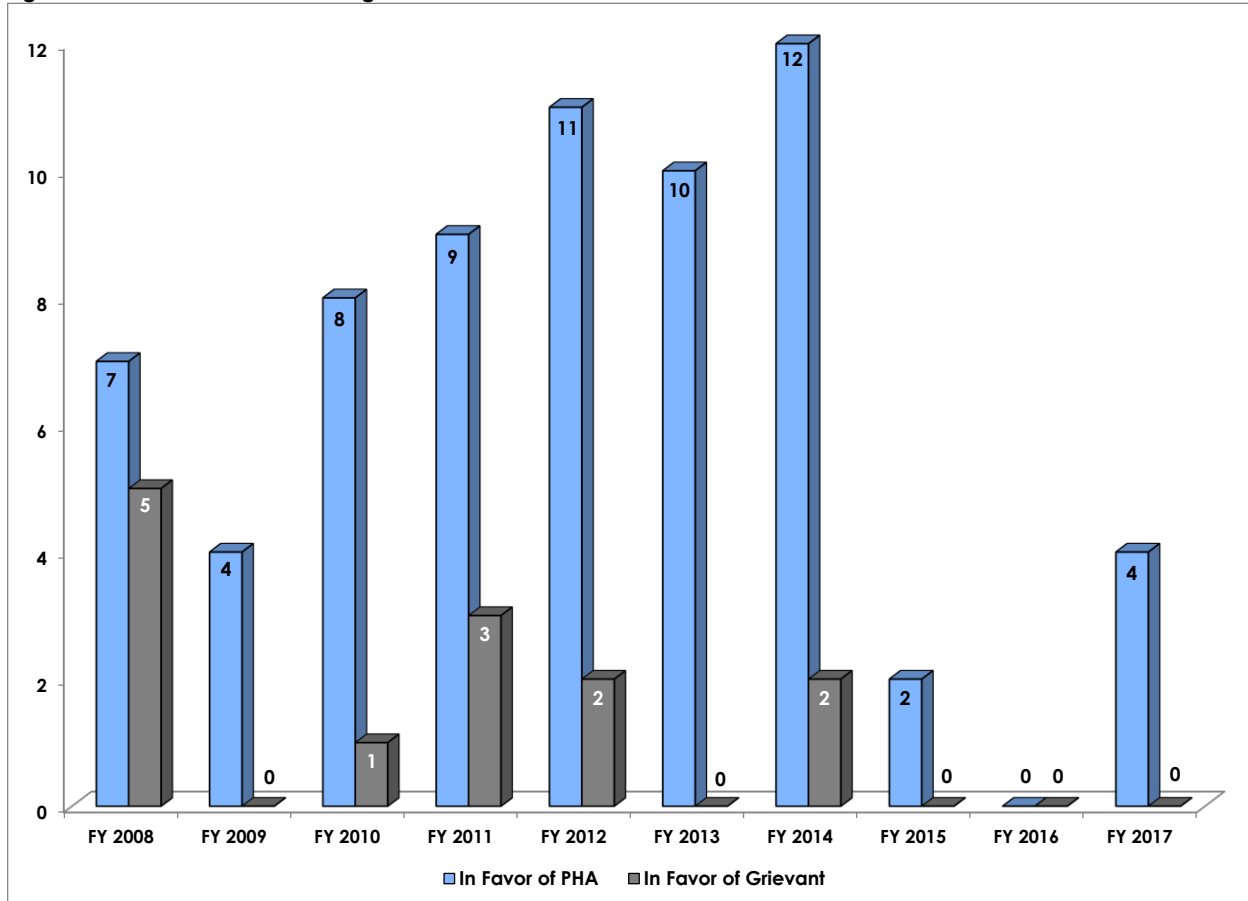
residents. According to the Order issued by the Court in the Johnson matter, a grievance is any dispute or complaint which a tenant/applicant may have with respect to PHA action or failure to act in accordance with the individual tenant's lease, Federal statute or regulation, PHA rule or regulation, or other law. The mandatory procedure doesn't apply however to any grievance concerning an eviction or termination of tenancy that is based upon a tenant's creation or maintenance of a serious threat to the health or safety of other tenants or PHA employees. It is also not a forum for initiating or negotiating policy changes between a group or groups of tenants and the PHA Board of Commissioners or Executive Director; nor is it a forum for disputes between tenants or class grievances.

If a complaint or dispute that an applicant or tenant has against the Authority is not resolved or otherwise excluded from the procedure, they can file a written complaint or objection on a Grievance form that is available at all PHA locations and used for requesting action or reconsideration from the staff that made an initial determination on behalf of the PHA; if the PHA response is unacceptable, the person can sign and return the form to the Housing Authority to request reconsideration by the Executive Director or his/her designee; and if that is not satisfactory, the person can request a formal hearing before a three member Grievance Panel comprised of a neutral third party, a resident and a PHA employee.

Up until a few years ago, the PHA had an average of eleven (11) Grievance Panel Hearings per year. Most hearings in the past involved the denial of applications for admission and the PHA denial of admission was usually upheld based on well documented evidence presented to the Panels. In FY2017, however, no public housing applicant filed a Grievance Request to dispute determinations made against them by the Housing Authority's Tenant Selection staff. The four Hearings that were held in FY2017 only involved residents and consisted of three residents seeking reimbursement of personal property losses not covered by the Authority's insurers and one resident objecting to a Notice of Non-Compliance that was sent to him for an alleged violation

of lease terms. All four complaints were denied by the Grievance Panels' members; three for lack of evidence provided by residents in support of their monetary claims; and, as to the Notice of Non-Compliance matter, they determined that the Notice and associated matter were Moot.

Figure 1: Annual Grievance Hearings FY 2008 – FY 2017

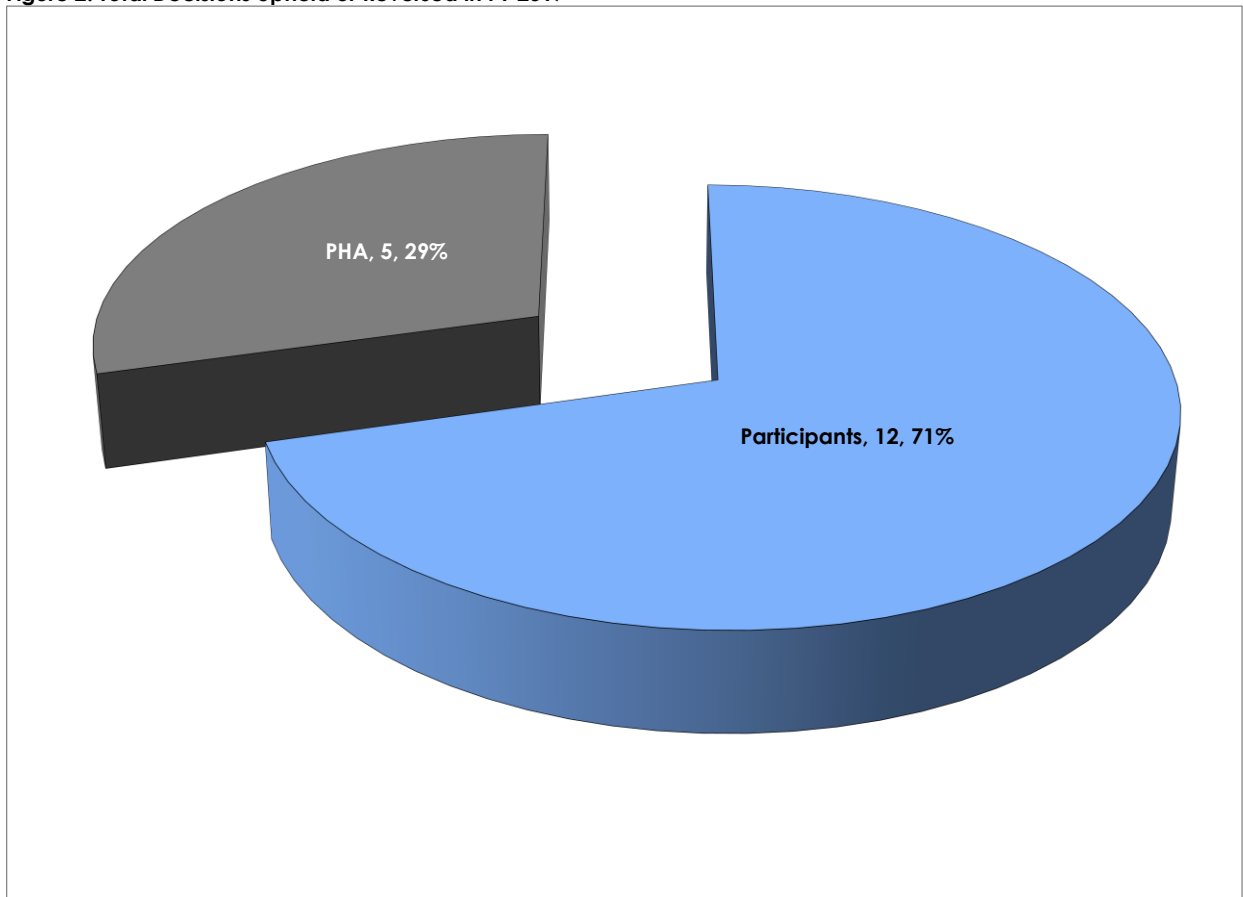


Section 8 Informal Hearings

The Department of Leased Housing administers the Authority's various federally funded, Section 8 Rental Assistance Programs. The Authority periodically terminates or adjusts assistance for participants when it has determined that the participant has somehow violated program rules and/or failed to fulfill his or her family obligations. In accordance with Federal Regulations, participants can and frequently do request an Informal Hearing to object to the Authority's determination. The Authority's General Counsel served as Hearing Officer at twenty (20) Section 8 Informal Hearings during FY 2017. At each hearing, a representative from Leased Housing is required to explain under oath the grounds for PHA's action or determination and present all evidence used in support of the PHA's action or determination. If the PHA provided sufficient evidence in support of its actions, the Hearing Officer then asked the participant to explain under oath why he/she disagrees with the action/determination and to present any witnesses and/or evidence they have in support of their objection. After hearing all testimony and seeing all of the evidence presented by both parties, the hearing officer renders a finding of facts and a decision.

PHA determinations to terminate assistance are carefully reviewed and are only upheld when the grounds for such action is clearly stated in a proper notice to the Participant and supported by a preponderance of credible evidence. In FY2017, a majority (14 or 70%) of the 20 initial determinations made by Section 8 staff that resulted in an Informal Hearing were in fact upheld by the Hearing Officer and those Section 8 participants were terminated from the program except in cases involving money owed to the PHA and the entire amount was paid in full. Six of the Hearing Officer decisions reversed the PHA's determination for a variety of reasons including a lack of sufficient evidence of wrong doing or violation of family obligation, the prompt repayment of excess assistance, and/or evidence of other mitigating circumstances.

Figure 2: Total Decisions Upheld or Reversed in FY 2017



CONTRACTS

Throughout FY2017, General Counsel conferred and/or consulted with vast array of staff, contractors and others in the drafting, review and/or auditing of agreements, documents, statements and other information used in connection with more than 157 separate procurement actions taken by the PHA in excess of \$2,000. General Counsel reviewed and assisted to facilitate most of the PHA's significant procurement actions to assure that the PHA complies with its regulatory obligations and with fiscal best practices. The procurement actions reviewed by General Counsel involved a wide array of routine and non-routine purchases and the use of various facilities, equipment,

goods and services during the fiscal year. The number of formal Procurement Action Certificate reviews (157) done in FY2017 by General Counsel is similar in volume done in FY2016 (161). General Counsel also researched and reported on the application of changes in relevant procurement laws and in regulations pertaining to the use of federal funding and specific Grants. On an as needed and regular basis, General Counsel conferred (often multiple times) with staff and others relative to the review and auditing of fiscal transactions, and the drafting or reviewing of certain specific agreements, contracts, and grants, as well as other types of legal instruments that pertained to either the regular or periodic use of Housing Authority facilities and/or to the provision of special services by various public, private and non-profit entities.

MISCELLANEOUS OTHER MATTERS

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

RISK CONTROL MANAGEMENT

Providence Housing Authority is a founding and continuing member of the Housing Authority Risk Retention Group (HARRG), a captive insurance company organized in the State of Vermont in the 1980s by a small group of public housing authorities that were having difficulties obtaining mandated insurance coverages. It is headquartered in Cheshire, Connecticut and with special approval from the U.S. Department of Housing and Urban Development (HUD) provides insurance products and services throughout the continental United States. With the exception of Worker's Compensation Insurance which the Authority procures separately locally, the Housing Authority and over a thousand public and

affordable housing agencies throughout the country utilize HARRG and its' collection of subsidiary companies (collectively known as the HAI Group) to obtain appropriate insurance solutions and options. Mark C. Ouellet, also acting as the Authority's Risk Control Manager, works with representatives of the HAI Group to handle the responsibilities of risk/safety management and to administer nine different types of insurance coverage that the Authority has for its facilities and operations (insurance coverage and policies for: property, general liability, auto property damage, auto



liability, Directors and Officers, Employee Dishonesty, Boilers/ Equipment, Cyber Protection and Term Life Policy for Employees and Commissioners). Additionally, Mr. Ouellet served in 2017 as the Authority's representative on various advisory committees of the HAI Group and participated in periodic meetings of the committees. In June 2017, he attended a meeting of its affiliated group, Housing Authority Defense Association (HADA) in Hartford, CT for Continuing Legal Education training. As needed, Mr. Ouellet reviewed the terms and conditions of the Authority's various policies, processed changes as they occurred (particularly with respect to additions and deletions of lease vehicles and new or terminated employees), evaluated proposals for new coverage, and assured all policies and coverages were renewed with new or existing insurers in a timely manner. Two types of insurance that the Authority has, Cyber Protection and Term Life Policy for Employees and Commissioners, are provided at no cost to the Authority as additional benefits of its membership in HARRG/HAI 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 FY2017 actually experienced a modest decrease of less than .14% from FY2016. 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 (Damage & Liability), 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 trends and 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 FY2017 the Authority experienced an increase of 8.49% in auto insurance premium costs as compared to the prior year's cost for auto insurance due the scheduled retirement of older vehicles and the addition of newer leased replacement vehicles. Auto premium costs for FY2017 (\$73,984) were still lower than the Authority's overall ten (10) year average of auto insurance premium costs (\$75,196).

Table 1: Auto Insurance Costs FY 2008 - FY 2017

Year	Costs	% Increase/ Decrease
FY2008	\$74,856	4.55%
FY2009	\$70,266	-6.13%
FY2010	\$72,210	2.77%
FY2011	\$72,234	.01%
FY2012	\$71,946	-0.37%
FY2013	\$83,151	13.50%
FY2014	\$81,517	-1.97%
FY2015	\$73,675	-9.04%
FY2016	\$80,505	8.49%
FY2017	\$86,700	7.15%
Total	\$767,060	(\$76,706 avg.)

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 result of claims history and market conditions, in FY2014 the PHA saw another increase of 10.5%; FY2015 and FY2017 saw modest decreases of 2.04% and 2.25% respectively. In FY 2017 the Annual cost of property insurance remained well above the Authority's overall ten year average cost of \$442,793.

Table 2: Property Insurance Costs FY 2008 - FY 2017

Year	Costs	% Increase/ Decrease
FY2008	\$365,070	-11.0%
FY2009	\$346,879	-4.98%
FY2010	\$346,561	-.09%
FY2011	\$443,874	28.08%
FY2012	\$532,037	19.86%
FY2013	\$468,671	-11.91%
FY2014	\$492,108	10.5%
FY2015	\$482,054	-2.04%
FY2016	\$471,176	-2.25%
FY2017	\$479,496	1.74%
Total	\$4,427,926	(\$442,793 10 Year Avg.)

General Liability

Not counting dividend credits received as a member of the Housing Authority Insurance Group, General liability premium costs increased (1.77%) from last fiscal year as a result an increase in the number of personal injury claims made that Fiscal Year and previously. FY2017 cost of general liability insurance (\$119,588) remained substantially less than its ten year average costs of \$126,548.

Table 3: General Liability Insurance FY2008-FY2017

Year	Costs	% Increase/ Decrease
FY2008	\$182,546	-14.30%
FY2009	\$159,490	-12.63%
FY2010	\$132,069	-17.19%
FY2011	\$118,083	-10.59%
FY2012	\$104,421	-11.57%
FY2013	\$108,780	4.01%
FY2014	\$110,833	-6.87%
FY2015	\$113,828	2.75%
FY2016	\$115,846	1.77%
FY2017	\$119,588	3.12%
Total	\$1,265,484	(\$126,548 10 Year Avg.)

Boiler and Equipment

Boiler and Equipment insurance premium cost remained relatively unchanged from last year at \$10,574 and was close to the ten year average cost of \$10,418.

Table 4: Boiler/Machinery Insurance FY 2008 – FY 2017

Year	Costs	% Increase/ Decrease
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%
FY2016	\$10,312	0.52%
FY2017	\$10,574	2.47%
Total	\$104,183	(\$10,418 10 Year Avg.)

Fidelity Insurance

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

Table 5: Fidelity Insurance FY 2008 – FY 2017

Year	Costs	% Increase/ Decrease
FY2008	\$3,227	4.5%
FY2009	\$3,227	0%
FY2010	\$4,847	50.20%
FY2011	\$4,847	0%
FY2012	\$4,847	0%
FY2013	\$4,945	2.2%
FY2014	\$4,945	0%
FY2015	\$4,945	0%
FY2016	\$4,661	-0.057%
FY2017	\$4,661	0%
Total	\$45,152.	(\$4,515 10 Year Avg.)

Officers and Directors

After several years of holding steady, the Authority saw a substantial increase in its premium costs for Officers and Directors insurance in FY2015 (a 63% increase) as result of employment practice claims which were later settled or dismissed) followed in FY2016 by a modest increase of due to a claim made at the end of FY 2015 which the Authority successfully moved to be dismissed. Although no change occurred this year, annual costs remain nearly 40% above the ten year average cost of \$25,979.

Table 6: Officers/Directors Insurance FY 2008 – FY 2017

Year	Costs	% Increase/ Decrease
FY2007	\$17,300	-.05%
FY2008	\$14,274	-17.49%
FY2009	\$14,274	0%
FY2010	\$14,274	0%
FY2011	\$13,560	-5%
FY2012	\$13,560	0%
FY2013	\$15,600	13.08%
FY2014	\$26,226	40.52%
FY2015	\$42,749	63%
FY2016	\$43,988	2.9%
FY2017	\$43,988	0.0%
Total	\$259,793	(\$25,979 10 Year Avg.)



Information Technology



VIRTUAL ENVIRONMENT UPGRADE



Our Virtual environment received an upgrade during the year. A Virtual environment allows hosts (physical servers) access to resources (RAM, Disk space and power) to be shared by multiple virtual machines (VMs). The VMs are created using virtual software and are not actual physical servers. Should a host fail, all VM's residing on that host can be moved to another host while the failed host is repaired or replaced.

A brief description of the project:

- ✓ Replace six (6) existing physical servers in our Virtual environment with two (2) Dell EMC VxRail systems and configure vSphere 6.0 for our environment.
- ✓ Create a vSAN (Virtual Storage Area Network) and move our network files from the SAN's (Storage Area Network) to the vSAN.
- ✓ One at a time, move our Virtual Servers (VM) to the new virtual hardware.
- ✓ Upgrade our backup software, Veeam, to Version 9.5; and reconfigure each backup job to match the new virtual environment.
- ✓ Setup a Disaster Recovery (DR) plan. This plan must ensure if one location (Dexter or Hartford) should fail; "critical" servers automatically startup at the other location, with minimal IT assistance and user downtime. We will consider our DR Plan complete, when we have three (3) successful failovers. This plan will be tested annually or if changes are made to our Virtual environment.

This RFP includes an Annual Support Contract, establishing fixed hourly pricing for business, non-business and holiday hours; tasks to be completed during the year:

- Annually, test DR plan.
- Bi-annually, Virtual Environment review and report concerns to the IT Director.
- Bi-annually, install and configuring software updates for products being used in the Virtual Environment such as: VMware, EMC Data Domain and Veeam software.

Sixteen (16) Dell OptiPlex 3240 AIO computers along with twelve (12) OptiPlex 7440 AIO computers have been ordered and installed. These computers replaced older computers used by staff (Finance, Executive and FM Administration). The replaced computers were reformatted and setup in the Resident Services computer labs. The replaced computer labs computers will have their hard drives removed, then donated to Goodwill Industries.

NETWORK

In preparation for next year's IT audit, the IT Director reviewed access for all Encompass (PHA Authority Wide Computer system) Users by job function and forwarded reports to

each Director for review and approval. This will be done after each Encompass software update. Updates were installed in November 2016 and May 2017.



In preparation of the Jobs Plus Project (JPP), the IT staff assisted Facilities Management and Resident Services staff with moving phone lines, installing new computers and printers. We met our goal to have everything in place by Thursday, March 16th.

During the year the remaining Xerox printers which were located in the Management Offices and in three (3) Maintenance Shops have been replaced with Konica bizhub 4050 laser printers. These printers were replaced due to expired lease; the current lease is a 60 month term.

In July, all user and computer labs computers have been upgraded to Windows 2010. Numerous e-waste pick-ups have been completed during the year with Goodwill Industries. Items disposed: computers, printers, flat screen monitors, calculators, old video cards, numerous power cords, printer cables and UPS (Uninterruptible Power Supply). There is a benefit to both agencies; no cost to the PHA for this service and Goodwill Industries uses this equipment in their training program for staff, volunteers and community programs.

ENCOMPASS COMPUTER SYSTEM



The IT Director met with the Directors and staff members regarding the Encompass computer system; seems a few staff members are unhappy with Encompass's performance.

During the meeting the IT Director asked for a list of items not working correctly, along

with a wish list. Lists with only a few issues/problems were received from Finance and Facilities Management.

- A few items were corrected the same day by contacting Encompass support.
- A few problems are a little bit more difficult to troubleshoot since they don't happen each time.
- The remaining items require program changes which will be included in the next update, which should be released in the spring.

During this meeting it was determined that training would be very helpful, especially for new staff. An on-site training was scheduled for April 18th, 19th and 20th at the 40 Laurel Hill Avenue (LHA) and 100 Broad Street training rooms. Each training session lasted 3 hours, topics covered at 40 LHA; FM & Work Orders, Inventory, winCAP & Encumbrance, Financials, Procurement and winTAR & HMS Mgr. At 100 Broad Street; New User Training

& Reports, PH Applications, S8 Inspections, Section 8 & Family Self Sufficiency program (FSS) and Property Management & FSS.

After the training was complete, the Directors and staff members met to discuss. Staff found the training beneficial and would like more often (cost could be a factor). We've discussed on-site training after each Encompass software update, which is bi-annual. It was also determined during the training that the Encompass computer system is meeting the needs of the PHA, and no need to look for a new authority wide computer system.

The IT Director contacted other Directors to discuss their staffs Encompass training needs. Here is a list of individualized one hour training sessions viewed thru a webinar with HAB staff at the 40 LHA training room.

- AMP Management (new Dispatchers) and Resident Services Staff
 - H.M.S. Mgr – November 16, 2016
 - New User Training – February 28, 2017

Two (2) Encompass software updates were installed; (2016.200) on November 2, 2016 and (2017.100) on May 17, 2017.

A software update pertaining to 1099 and W2 year-end processing was installed on January 3rd, 2017.

VIRUS PROTECTION

A new Virtual Server (VM) was created; Windows Server 2012 was installed as the operating system and the latest version of Symantec Endpoint Protection. On May 2, 2017 a Symantec technician was on on-site assisting the IT staff in the configuration of our Symantec Anti-Virus software, allowing us the comfort of knowing we are using this software to its full potential.



Weekly, the IT Director reviews the Symantec Anti-Virus portal for User/Computer Alerts or Errors; and verifies the software is active and Anti-Virus definitions are current on all computers and servers.

COMPUTER LABS

Internet access thru Cox Communications has been installed at the Chad Brown and Manton Heights Community Centers, removing the lab computers from the PHA network.

The Network System Specialist met with staff at the Manton Heights Computer Lab on May 3rd to discuss the best hardware and software configurations for the computers in this lab.

All HighRise buildings with the exception of Parenti Villa have computer labs for residents; computers were donated by United HealthCare of RI. Dexter Manor has 6 laptops and Kilmartin Plaza has 5 laptops running Windows 2010 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.

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

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

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

PHONES



The IT Director and our Cox Representatives meet Quarterly for account review. Our phone system and Internet are working as expected, no problems to report/discuss.

Due to our Cox Communications phone and contract expiring October 2017; a Phone Committee has been created consisting of IT and FM staff. The committee's purpose, create a Phone RFP. During March and April, the committee met with four (4) phone vendors to discuss technology currently available, and what would best for the agency.

In May, we sent our Phone RFP to these vendors. However, one vendor contacted the IT Director stating they would not be submitting a proposal; based on our RFP requirements their proposal would be very costly. June 1st the Phone RFP was published on the e-Procurement Marketplace website.

The project timelines is as follows:

1. June 1st, 2017 published Phone RFP on e-Procurement Marketplace website.
2. June 20th, site visits - starting at 40 Laurel Hill Ave.
3. June 29th, question deadline.
4. July 13th, proposals due.
5. July 20th, vendor selection.

This project could take approximately three (3) months to complete, including wire installation (minimum plenum Cat5).

HUD

The IT Director certified all PHA EIV user's on the HUD computer system. This process is done bi-annually, April and October.

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

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



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

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

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

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

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

On a monthly basis:

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

SOFTWARE LICENSING

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

The IT Director renewed our VMware Product Support licenses; the three contracts will co-terminate on May 30, 2018.

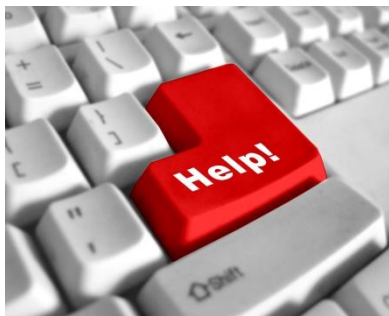
Our Microsoft Licensing Software Assurance contracts have been renewed annually through DELL/ASAP Software; other contracts purchased from Dell/ASAP are: VERITAS (backup software) and Symantec (anti-virus software).

HARDWARE

Table 1: List of Hardware

Location	Computers	Printers	Scanners	Laptop/Tablets	PDA/iPAQ's
Executive Office	8	1	4	5	-
Facilities Mgmt.	26	17	4	7	1
Finance	11	6	1	-	-
IT	3	1	1	1	-
JPP	7	3		5	
Leased Housing	17	3	4	-	2
MOD	4	1	-	-	-
Property Mgmt.	26	12	15	7	-
Resident Services	23	17	-	6	-
Security	8	5	1	1	-
Special Projects	3	1	1		-
Tenant Selection	9	2	2	-	-
Total	145	69	33	32	3
Resident Services Computer Labs	54	8	-	23	-

IT HELP DESK



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

IT has resolved approximately 1120 computer questions/problems for FY 2017. This number is up from the previous year. Below, demonstrate troubleshooting calls for the last five years and troubleshooting categories respectively. Please see the Troubleshooting chart on the following page:

Table 2: Troubleshooting calls for the last five years

Fiscal Year	Number of troubleshoots	Description
FY 2017	1120	The increase in Helpdesk request over the past few years are due to; staff encouraged to use ManageEngine software to submit helpdesk request, staff having problems with changing/remembering their new password and the computer operating system upgrade to Windows 10.
		However, we haven't seen requests where additional training would be beneficial to staff.
FY 2016	757	This number increased slightly from last year. Possible reasons for the increase; the implementation of the Password Policy, users have a tough time remembering their passwords. Along with IT staff encouraging staff to submit troubleshooting issues via Manage Engine software when possible.
FY 2015	628	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.
FY 2014	371	This number decreased a bit due to staff familiar with the software/hardware products used at the PHA.
FY 2013	485	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.



Special Projects



STRATEGY AND DEVELOPMENT (Special Projects Office)

Subsequent to the end of FY17, the Special Projects Office was renamed the Strategy and Development Office (SDO). SDO is responsible for assisting departments across the Housing Authority in developing and revising policies and programs, as well as coordinating fund development, strategic planning, and communications for the Housing Authority as a whole. SDO coordinates the Annual Plan and Five-Year Plans for submission to HUD and also serves as a resident liaison office to connect residents and the Housing Authority Administration. In that role, SDO coordinates the authority-wide Resident Advisory Board and Planning Committees at various developments.

PROJECTS

Protect Providence with One Click (PPOC) Campaign



For the fourth consecutive year, the PHA through the Providence Community Opportunity Corporation (PCOC) was awarded a grant from the Rhode Island Department of Transportation for a Seatbelt Safety & Education initiative called the Protect Providence with One Click (PPOC) Campaign. Since vehicular deaths and injury are prevalent among multicultural populations due to improper seatbelt use, the PPOC Campaign aims to raise awareness and educate both PHA and Providence residents about the importance of wearing their seatbelt and promote Rhode Island's Primary Seatbelt Law.

During FY2017, PPOC specifically sought to expand driver safety and awareness by targeting elderly drivers and new/young drivers through marketing materials such as pamphlets, slideshows, driving guides, bus ads, workshops, surveys and focus groups. Between all of these strategies, the campaign reached more than 5,800 people including PHA staff, PHA residents and citizens of the City of Providence. Additionally, the Campaign improved the branding and awareness of the ProtectProvidence.com online resource. The online resource promoted the PPOC message through local communities by allowing online users to obtain data, information, and resources regarding seatbelt and car seat safety.

Overall the PPOC Campaign allowed the PHA to obtain well rounded feedback, data, and information from PHA residents regarding their knowledge, views, and experiences with seatbelt safety, elder driver safety and new/young driver safety as well as the Primary Seatbelt Law.

After four years, 100% of residents and staff know wearing a seat belt is the law and 100% of residents and staff wear their seat belt compared to 84% and 99% respectively from previous years. Also, post-survey results showed a 10% increase (29% to 39%) in knowledge of elder driver statistics. A 5% increase, from 33% to 38% was recorded for parents and grandparents of young drivers and their knowledge of teen driving.

Health Equity Zone (HEZ) Initiative

The Rhode Island Department of Health (RIDOH)'s Health Equity Zone (HEZ) initiative includes nine federal, state, and local partnerships to support innovative place-based approaches to preventing chronic disease, improving birth outcomes, and improving the socioeconomic and environmental conditions of neighborhoods.



During FY 2017, RIDOH's HEZ initiative funded two sessions of the Youth & Police Initiative (YPI). The first was held in the fall (females) and another in the spring (males). The PHA partnered with the North American Family Institute (NAFI) and the Providence Police Department (PPD) to deliver the program which strives to break down barriers between at-risk youth and the police officers who patrol their neighborhoods. Colonel Hugh Clements of the Providence Police Department and Resident

Service Coordinators addressed YPI youth and their families at the fall and spring YPI celebrations. A total of 27 youth graduated from YPI this fiscal year and received stipends for their participation.

Food on the Move Program



The Rhode Island Public Health Institute (RIPHI), in partnership with the Providence Housing Authority (PHA), continues to offer the Food on the Move (FOTM) Program which provides discount, fresh fruit and vegetable markets, and provides nutrition education and cooking demonstrations in conjunction with the markets.

During FY 2017, a pilot program began at Dominica Manor where residents received 50% off of their market purchases when using their SNAP benefits (previously, FOTM had instead provided vouchers for additional free produce matching the value of SNAP purchases for market customers). The FOTM Program hopes to establish this new incentive



method in other PHA sites (Carroll Tower, Dexter Manor and Parenti Villa). Fifty two markets took place totalling \$19,643.86 in sales.

The FOTM Program received grant funding from two sources, AARP and the USDA Food Insecurity Nutrition Incentive (FINI) Program, which help support the incentive programs. In order to celebrate the success of the pilot program and the grant funding, a press event was held at Dominica Manor on Thursday, June 1st. Speakers included Food on the Move representatives, AARP representatives and members of the Lifespan hospital network. Approximately 35 attendees were present.

Smoke Free Policy

Manton Heights

SDO focused on educating and preparing the residents of Manton Heights for the the Smoke Free Policy prior to implementation planned for December 2017. Residents attended meetings, viewed slideshow presentations and received information on second hand smoke and quit line phone numbers. The staff at Manton Heights was also educated on the Policy. The PHA purchased signs, benches, ash burns and cement pads for the Designated Smoking Areas (DSAs). All residents signed an updated addendum during their recertification.

Hartford Park

The Department of Housing and Urban Development (HUD) has mandated all housing authorities adopt the Smoke Free Policy by August 2018. As a result, SDO and other key PHA staff will be conducting outreach to the residents of Hartford Park via flyers, posters in the JPP and the Resident Association offices, Looping Videos and notices in the management office. DSAs will be established and the Policy is expected to be implemented in April 2018. Hartford Park is the last PHA development to implement the Smoke Free Policy.

Additionally, the PHA must re-evaluate the current DSAs at all developments in order to adhere to the new regulations requiring that they must be 25 feet from a building. The PHA will be making the necessary adjustments where needed. Also, all residents have to sign the new, updated policy addendum during recertification.

Fire Safety



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

During the summer of 2016, SDO partnered with the Providence Fire Department and the PHA Resident Services Department to combine their annual Back to School Celebration with the Family Fire Safety Training in order to maximize attendance. Nearly 600 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 different approach using a newsletter highlighting important statistics and tips on how to prevent fires which led to open ended conversations with residents. Discussions focused primarily on cooking fires since they are the number one cause of death and injury among this population.

During FY 2017, the number of fire incidents reported across all developments increased from 49 to 58. The leading cause of fire incidents in the PHA's elderly/disabled high-rises is still cooking fires accounting for 58% of all fire incidents that are reported from the elderly/disabled high-rises. In FY 2017, Parenti Villa reported the most fire incidents of all of the high-rises with 17 incidences called into the Fire Department.

In order to address the concerning increase in fires, the PHA Team collaborated and developed the following strategies to promote fire safety and prevention among the PHA communities:

- Fire Safety training attendance will be mandatory for all residents involved in a fire incident. Property Management will invite past offenders beginning in August 2017 and SDO will track their attendance.
- Implement 1-on-1 fire safety counseling meetings to maximize and promote lease compliance and safety. The meetings are conducted in two parts and are led by Property Management (PM) and the Strategy and Development Office. The Resident Liaison meets with the resident to review important fire safety procedures. The Property Management staff then meets with the resident to discuss lease compliance issues should the incident happen again and to discuss any potential future costs incurred by the resident. Also, PM conducts a home visit to ensure appliances are in good working order.
- The PHA will expand the PHA's Fire Safety database to include information regarding the 1-to-1 counseling meetings and resident feedback regarding their incident.
- Both Property Management and Strategy and Development will determine the need for additional Resident Services Case Management.
- Additionally, a new Resident Orientation Video will be produced to assist new residents with lease compliance and community living skills. A subset video focusing on fire incidents and overall fire safety will also be produced and utilized as a prevention and intervention tool. The videos will include information on how to prevent fires, statistics on the most vulnerable populations and ways to plan for a safe and proper escape from an apartment in the case of an emergency
- The PHA has found that there is a new and improved Safe-T Element called the Safe Burner manufactured by Pioneer Technology. The new Safe Burner costs the same as the burners the Authority has purchased previously yet offers an easier installation which does not require an electrician to install as in the past and the device is easier to clean.

PHA's Annual Plan

FY 2016 Annual Plan Revision

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 2017, the Rhode Island state fire codes required the PHA install automatic sprinkler systems in 5 high-rises. As discussed in the Executive Office and Finance sections, the PHA applied to HUD to refinance two past existing bonds into one bond to support this project. This large project triggered a revision of the past FY 2016 Annual Plan.



The public comment period for this revision took place for 45 days and ended on February 9, 2017 (a public hearing took place on 1/17/17). There were no public comments. The Board of Commissioners passed a resolution for the PHA to submit the FY 2016 Annual Plan Revision on February 23, 2017. The PHA submitted the Plan and it was approved.

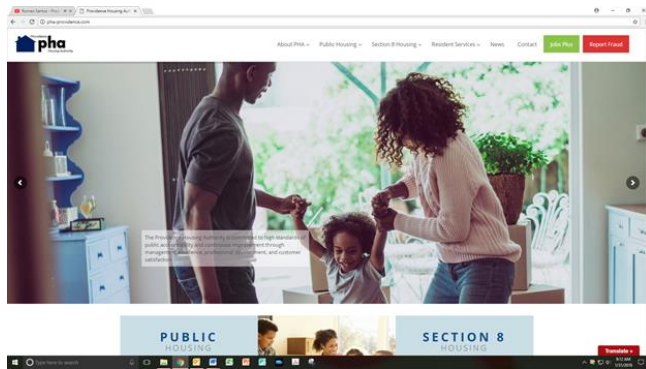
FY 2017 Annual Plan

As part of the Annual Plan, the proposed changes to the admissions policy (specifically the change regarding individuals with criminal records as discussed in the Executive Office section of this report) were included in the process. The new FY 2017 Annual Plan including the proposed Admission Policy changes were open for public comment for forty five days ending on March 16, 2017 (the public hearing took place that day). Also, the Board, RAB, community partners, Mayor Jorge Elorza, the Providence City Council and state legislators were sent the Admissions Policy for their feedback. The public comments and the RAB comments (as well as the Annual Plan with the Admission Policy) were presented to the Board of Commissioners and was submitted to HUD by April 15, 2017. The FY 2017 Annual Plan was approved.

PHA Website

The PHA released a Request for Qualifications (RFQ) seeking a company to complete the new website. Three proposals were received and two interviews were conducted. Black Door Creative was chosen as the company to complete the following:

- Redesign the website within the WordPress platform
- Organize the site
- Create pages with content provided by the PHA



Black Door Creative will also provide staff training to allow PHA staff to make content updates; provide design and coding services for structural changes on an “as needed basis;” and to provide minor design changes. Website maintenance will be continuous. The site is scheduled to go “live” in September 2017.

RESIDENT ADVISORY BOARD

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

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

The PHA encourages leadership and teamwork at each development. With RAB leadership in promoting events or meetings at the developments, resident participation increases. It is the PHA's expectation that Providence's public housing communities will build stronger RAs and PCs and increase collaboration with organizations to gain additional supportive services to meet residents' needs.



During FY 2017, Resident Advisory Board members attended nine RAB meetings. Residents discussed security and maintenance issues and received updates on grants and programs. RAB members also received information and provided feedback regarding topics including the Summer Meals

Program, the Jobs Plus Program, the Section 8 Waitlist and the Centralized Waitlist as well as the Reentry Initiatives.

PHA Resident Representatives Nomination Process



For the third year, the nomination process of PHA Resident Representatives took place. This year, the focus was on resident representation for the Board of Commissioners and the Resident Advisory Board. The campaign was

used to inform and assemble a list of interested residents to represent the resident population on the PHA's Board of Commissioners and the Resident Advisory Board.

As part of this process, meetings were held at each community and residents were provided with bilingual informational packets highlighting the role of the Board of Commissioners and the Resident Advisory Board. Twelve members selected by residents form the new Resident Advisory Board and six residents who had collected sufficient signatures were put on a list that PHA submitted to the Mayor for consideration for the open resident seat on the Board of Commissioners.

Resident Associations & Planning Committees

The PHA continues to make progress on its goal to have active Resident representation at each of the developments. Typically, Resident Associations represent needs and concerns within their community. The PHA began forming Planning Committees at the various sites where the consistent resident participation needed for a Resident Association was a challenge despite dedicated, educational outreach efforts. A Planning Committee consists of the Resident Liaison from the Special Projects Office, the Property Manager, the Resident Service Coordinator, and interested residents. Additionally, residents will invite their neighbors to attend a meeting and over time attendance can grow. (Unlike Planning Committees, PHA staff does not attend Resident Association meetings unless they are invited by the residents.)



The purpose of the Planning Committee is to meet monthly to hear residents' needs and concerns, plan activities, and share available support services and ideas from other PHA developments. By participating, the residents are being trained on Resident Association rules, regulations, and purposeful activity planning. By reaching the goal of

having functioning resident representation at each development, the PHA can improve resident participation and the important connection to their clientele.

Throughout FY2017, the RAs/PCs assisted the PHA by posting flyers throughout their communities for education, training, and safety events such as Fire Safety Events, the Seat Belt Safety Grant, as well as health and self-sufficiency programs organized by the Resident Services Department. This distribution of information is an important aspect of RAs/PCs since their efforts connect residents with opportunities and services that can better their lives and their community. For example, the required Fire Safety Events and Back-to-School Events hold high participant levels due to supplemental RA and PC outreach efforts.

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

FY 2017 Legislative Grants

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



The PHA hopes this funding will assist the elderly/disabled residents of the developments in their goal of promoting interpersonal relationships, health and wellness education and community unity. State Senators and Representatives sponsor the funding requests to execute the above-mentioned activities. Please find a table highlighting the community and sponsors on the following page.

Table 1: Legislative Grants

Development	Senator/Representative	Funds Awarded	Purpose
Carroll Tower	Sen. Maryellen Goodwin/ Rep. Edith Ajello	\$4,500	Community room furniture, projector and screen and community-wide event, May Breakfast, summer BBQ, board games
Dominica Manor	Sen. Paul Jabour/ Rep. John Lombardi	\$4,000	Art Classes, community events, community beautification, 8ft. Table, printer, exercise bike, tablecloths, bulletin board and supplies for community
Kilmartin Plaza	Rep. Scott Slater	\$1,000	May Breakfast, Art Classes and supplies
Manton Heights	Rep. Ray Hull	\$2,000	Holiday Toys
Parenti Villa	Sen. Paul Jabour/Rep. John Lombardi	\$4,500	Food for Food Pantry



Security Operations



FISCAL YEAR SUMMARY



The information contained in this section represents the Security Department activity generated and recorded for Fiscal Year 2017. This information, when compared to previous FY activity, provides for an opportunity to analyze the information and assess where new or continual problems, such as an increase in reported crime, exists. The assessment of that information allows for the planning of a “deterrence plan of action” such as an increase in Public Housing Unit (PHU) patrolling, additional security officer assignment or new camera installation in the problem area that is out of view of the current cameras.

ARRESTS AND CRIMES REPORTED

For Fiscal Year 2017 the officers of the Providence Police Public Housing Unit (PHU) apprehended 48 individuals for a total of 87 criminal charges. Fifty-one (51) Part 1 Offenses (generally, more serious crimes) were reported to the PHU officers and 159 Part 2 Offenses were reported to the officers. In total 210 crimes were reported to or encountered by the PHU. Of the 210 crimes reported or encountered by the PHU officers 87 (41.4%) were cleared by arrest. For FY17 the PHU officers responded to 1,341 radio calls for service in the PHA developments.

As compared to FY16 the number of people apprehended decreased 47.2% (91 for FY16) and the number of crimes cleared by arrest decreased 37.4% (139 for FY16). The number of Part 1 Offenses (crimes) reported or encountered by the PHU decreased 20.3% (64 in FY16) and the number of Part 2 Offenses (crimes) reported or encountered decreased 14.9% (187 in FY16). The total number of offenses reported or encountered decreased 16.3% (251 in FY16). Radio calls for service responded to increased 12.5% as compared to the 1,173 calls in FY16.

One homicide was recorded in the PHA developments in FY17. That one homicide occurred in Hartford Park. There were three homicides recorded in FY16.

Table 1: Crime and Incident Report FY 2017

Public Housing Unit Crime and Incident Report FY 2017												
Incident	Hartford	Manton	Chad Brown	R.Williams	Codding Ct.	Dexter Mnr.	Parenti Villa	Kilmartin Pl.	Dominica	Carroll Twr	S.Sites	Total
Part 1 Crimes												
Murder	1											1
Rape	1					1						2
Robbery			1			1	1					3
Assault	5		5			1	1	1				13
B&E	2						2					4
Larceny	13	2	4	1		1	1	1		2		25
Motor Veh. Theft		1	1							1		3
Sub Total	22	3	11	1		4	5	2		3		51
Part 2 Crimes												
Simple Assault	10	3	13		1	3	3					33
Stolen Property	1											1
Malicious Mischief	15	5	27	1								48
Weapons Offenses	2	1	2									5
Prostitution/Vice												
Other Sex Offenses	1		1									2
Narcotics	1					1			1			3
Gambling												
Family&Children												
DUI												
Liquor Violations			1									1
Disorderly Conduct	4	4	3			2	1					14
All Other Offenses	17	7	12			12	1	3				52
Sub Total	51	20	59	1	1	18	5	3	1			159
Total	73	23	70	2	1	22	10	5	1	3		210

Table 2: Arrest and Activity Report FY 2017

Public Housing Unit Arrest and Activity Report FY 2017												
Incident	Hartford	Manton	Chad Brown	R.Williams	Codding Ct.	Dexter Mnr.	Parenti Villa	Kilmartin Pl.	Dominica	Carroll Twr	S.Sites	Total
Part 1 Crimes												
Murder	1											1
Rape												
Robbery						1	1					2
Assault	4					1		1				6
B&E												
Larceny												
Motor Veh. Theft		1	1									2
Sub Total	5	1	1			2	1	1				11
Part 2 Crimes												
Simple Assault	4	2	6			1	2					15
Stolen Property												
Malicious Mischief	1		2									3
Weapons Offenses		1										1
Prostitution/Vice												
Other Sex Offenses												
Narcotics									1			1
Gambling												
Family&Children												
DUI												
Liquor Violations			1									1
Disorderly Conduct	2	4	3			2	1					12
All Other Offenses	14	7	7			12		3				43
Sub Total	21	14	19			15	3	3	1			76
Total	26	15	20			17	4	4	1			87
People Arrested	14	8	9			10	4	2	1			48

Table 3: Activity performed by the Public Housing Unit FY 2017

Activity Performed by the Public Housing Unit (PHU)												
Incident	Hartford	Manton	Chad Brown	R.Williams	Codding Ct	Dexter Mnr.	Parenti Villa	Kilmartin Pl.	Dominica	Carroll Twr	S.Sites	Total
Radio Calls PPD	440	155	269	39	31	110	59	19	10	19		1151
Radio Calls PHA	52	18	71	14	5	7	8	5	2	1	7	190
M/V Summons/Tags	36	24	21									81
Dispersals	8	6	7	3	3	5	3	3	1			39
Lease Violations												
Meetings	20	4	58	2	4	2	19	1	1			111
Eviction Hearings												
Total	556	207	426	58	43	124	89	28	14	20	7	1572

Juvenile Arrest Activity

The Public Housing Unit monitors juvenile arrest activity that takes place in the PHA developments. Due to the fact that the PHA and the PHU officers are participants in youth oriented programs, such as the Youth Police Initiative, the impact those programs have on juvenile arrest activity is important, especially in planning future juvenile orientated programs. Juvenile arrest activity assists in determining successes or failures such



as determining if a specific age group should have greater participation in these programs. In addition the PHU officers sponsor hot-dog roasts to allow for interaction between the police and the community, especially resident youth. Most important, the PHU officers have dedicated themselves to maintain daily contact with resident youth by conducting informal “chats” between the officers and resident youth.

For FY17 the PHU officers arrested a total of 4 juveniles in the PHA developments. This was a significant decrease from FY16, when a total of 13 juvenile arrests were recorded. All four of the juveniles arrested in the PHA developments were males. One of the juveniles arrested was a resident of the PHA while three were non-residents. The four juveniles arrested represented 8.3% of all of the PHU arrests that took place in the PHA developments.

The four juveniles were charged with a total of eight criminal offenses. Of the eight charges, two were warrant arrests; two were for disorderly conduct, two for resisting arrest, one for possession of a stolen auto and one for possession of a prohibited weapon.

ORGANIZATION AND STAFFING

For FY 2017 the Security Department continued to be staffed by six Providence Police Officers assigned to the Public Housing Unit and a total of 18 PHA Security staff.

The staffing level of the PHU is crucial in determining the level of policing visibility and interaction with residents that the PHU officers have. The more visibility that is provided by the PHU, the more deterrence of crime is achieved. More importantly, greater

visibility means that resident contact is more frequent, an important factor in community relations, especially with resident youth.

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

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

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

ACTIVITY OVERVIEW FOR FY 2017:



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

Criminal Background Checks

For FY17 the Security Department conducted 2,299 criminal background checks on resident and employee applicants. Of the 2,299 criminal background checks conducted, 98 required fingerprinting to obtain an indicated out of state criminal record. The results of these checks, which are conducted through the FBI database, are reviewed by

Resident Selection staff to determine eligibility for housing due to criminal background check results and by human resources in the case of job applicants.

Access Cards

For FY17 the Security Department produced 607 access cards. These access cards allow high-rise residents and PHA staff to access doors, such as main lobby doors, and other access points controlled by the PHA access control system.

Fraud Investigations

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

For FY17 the Agency Inspector received 57 new complaints regarding suspected fraud activity of which 49 (85.9%) were cleared by determining if there was or was not fraud involved. In addition four outstanding fraud investigations were cleared. In total, 53 suspected fraud related complaints were cleared and closed.

Security Work Orders

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

For FY17 there were a total of 2,323 Security Work Orders generated. Of that total 1,487 (64%) were for responses or incidents in the family developments. A total of 836 (34%) Security Work Orders were generated in the high-rises.

For FY17 there were 1,250 Code 1 SWOs recorded which indicated the number of fire department responses to our developments. Code 1 SWOs represented 53.8% of the SWOs recorded for the FY. There were 74 Code 2 SWOs recorded for the FY representing 3.1% of the total SWOs.

There were 849 Code 3 police response work orders recorded. This represented 36.5% of the total number of SWOs. Finally, there were 150 Code 4 SWOs recorded representing 6.4% of the total number of SWOs.

Community Relations

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

One of the primary concerns and challenges today in law enforcement is the establishment and the maintenance of a trusting relationship between the police and the citizens that they serve. Over several decades the police officers who have served the public housing community established that trust and made it a primary goal to maintain that trusting relationship. The longevity of some of the officers assigned to patrol public housing has produced a stabilizing effect between the police and the community and helps to maintain the established trusting relationship. Some of the officers assigned to public housing, after retiring from the



police department, continue to serve the public housing community as PHA employees in the Security Department, thus extending the effect of longevity and familiarity with the resident population.

Day to day contact and interaction with the residents of the housing community has assisted in creating a trusting relationship between the PHU and the PHA community. In addition the PHU officers attend or take part in PHA events, such as the Back to School Events.

SUMMARY



We continue to be in an age where the relationship between the police and the public, nationwide, has deteriorated and become full of mistrust. There are many factors that contribute to this negative situation, which is complicated for officers and security personnel who are continually trying to determine the expectations of the public regarding the form of policing that they expect and even demand.

The reality is that the police cannot perform their job effectively without having a good and trusting relationship with the community that they serve. Policing is and has always been full of challenges, however, positive relations between the police and the public that they serve does make the job of policing much easier and effective. This results in a community that is safer for the residents to reside in.

In one form or another, the PHU and the Security Department have been a part of the PHA community since 1971. During this 46 year span the relationship between the PHU and the residents has evolved from a beginning that could be assessed as fragile and full of mistrust to the presently solid and trusting relationship. Our trusting relationship reflects a strong partnership consisting of the police, the PHA staff and, most importantly, the residents that was formed long ago and has continued to remain strong.

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



Property Management

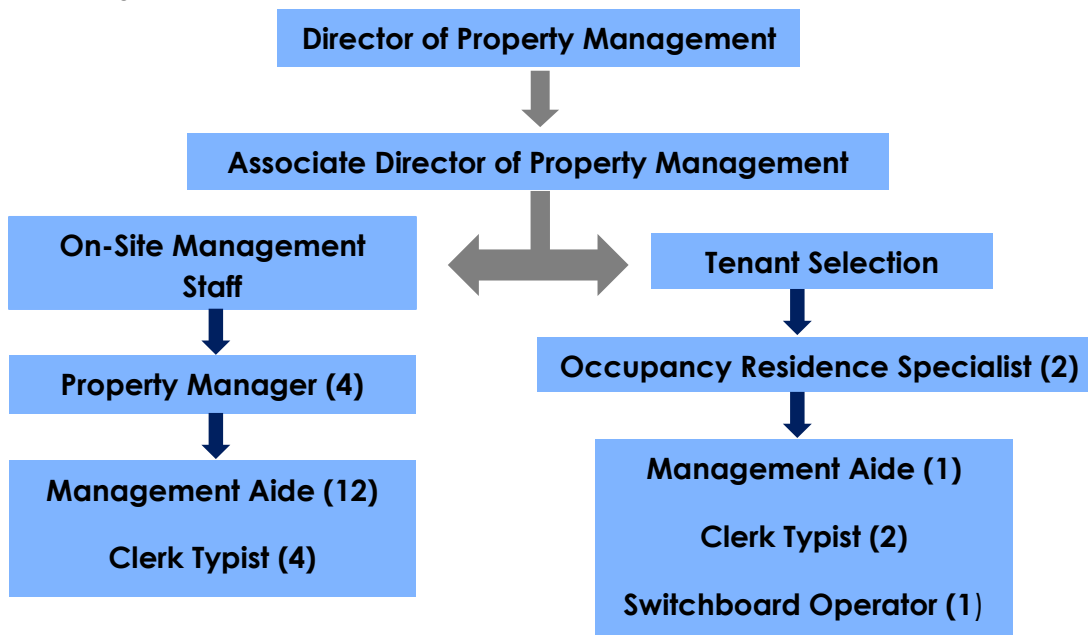


INTRODUCTION

The Property Management Department has two main functions; **admissions** and **continued occupancy**. The department consists of nine On-Site Management Offices and the Tenant Selection Office which is located within the PHA's Administrative Offices. The Tenant Selection staff primarily handles the applicant/admission functions while the On-Site Management team handles all tenant and continued occupancy tasks.

The Property Management Department has a staff of 28 highly experienced and dedicated employees. Twenty of the twenty-eight staff members work at the on-site management offices. The remaining 8 employees work at the PHA's main office. Eighteen staff members are bilingual in English and Spanish. Being able to communicate in Spanish with applicants and tenants is essential as 64% of the applicants waiting for housing and 70% of PHA's tenants are Hispanic. Efforts are on-going to cross-train all pertinent staff, establish consistent management practices throughout the department and increase the level of customer service provided to all prospective and existing tenants.

Figure 1: Staffing Structure



ADMISSIONS

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



Violence Against Women Act (VAWA) policy and educated about the PHA's Reasonable Accommodation Policy and the process to request an accommodation.

The family waiting list is open through a pre-application process. The waiting list for the elderly/disabled developments is open to all qualified applicants through a formal application process. Applicants qualified for the PHA's

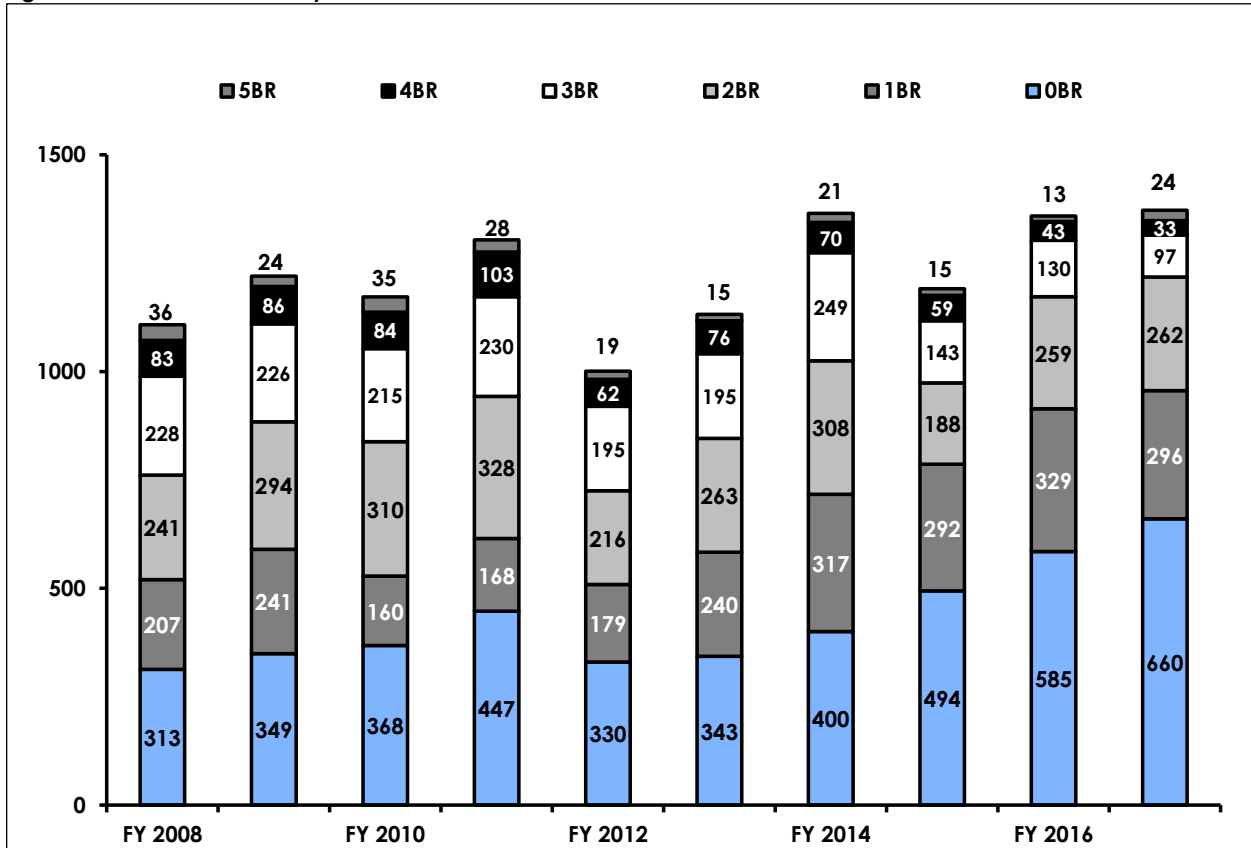
elderly/disabled developments are processed by the date and time received and placed on one central waiting list according to the bedroom size needed. Applicants applying for the family developments are placed on a pre-application wait list by date and time received. Pre-applicants waiting for the family developments are integrated to the active waiting list on a monthly or as needed basis 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.

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

The active waiting list and the pre-application waiting list are reviewed throughout the fiscal year to ensure that the wait lists reflect an accurate need for housing. Update notices are sent to all applicants and pre-applicants with whom the PHA has not been in contact 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.

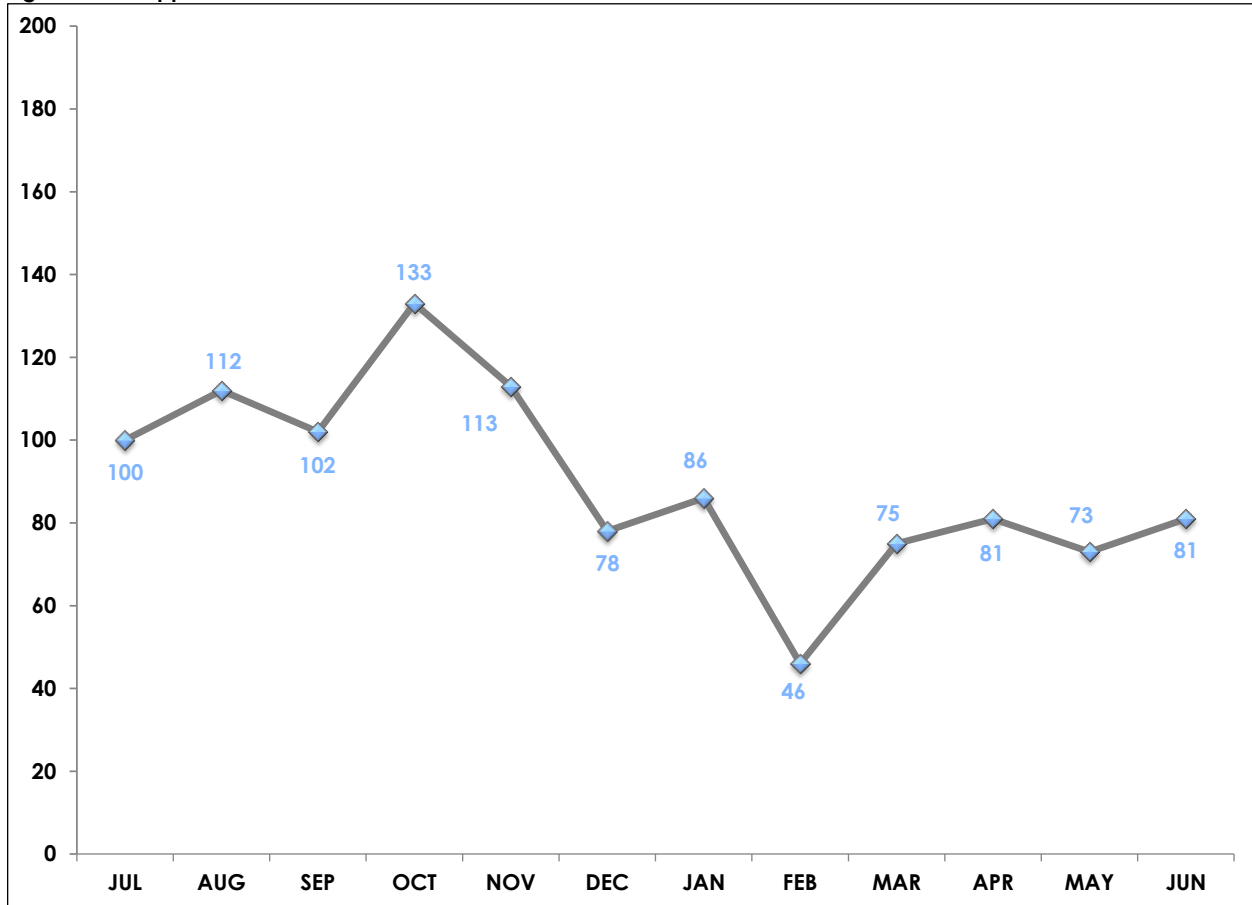
Affordable housing is scarce and families, once they are admitted, tend to stay in public housing for a longer period of time than they had in previous private housing. The wait for housing continues to be long as the demand for housing far outweighs the supply. Many applicants are in crisis and need immediate solutions to their housing issues; however, the PHA does not offer any type of emergency housing. Families can wait in excess of five years for the opportunity to live in a PHA apartment. **At the end of FY 2017, there were 5,396 individuals and families waiting for a PHA public housing unit.** There were 4,024 pre-applications on file and 1,372 individuals and families on the PHA's active waiting list. At the close of FY17, an additional 522 tenant families were waiting for a transfer from one PHA unit to another more suitable unit.

Figure 2: Waitlist Breakdown by Unit Size



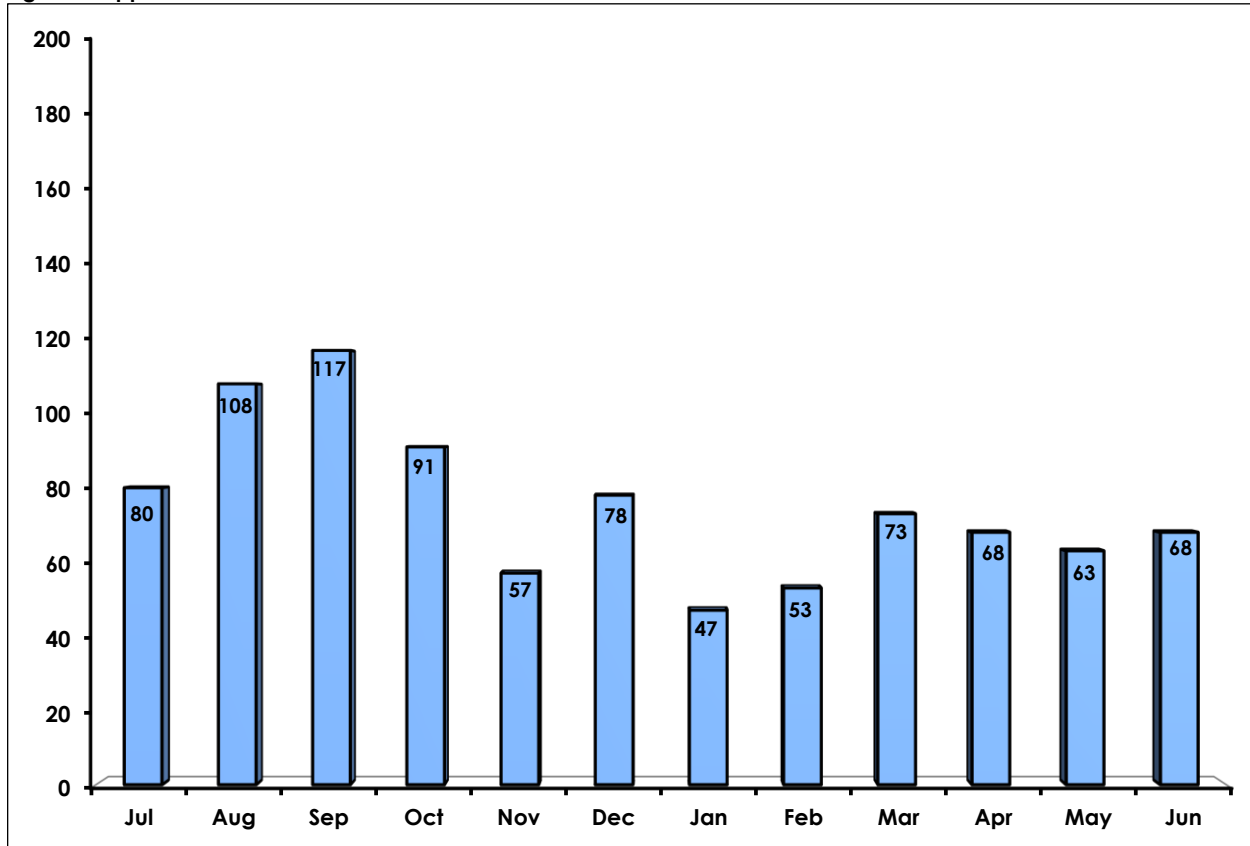
The PHA has a preference for working families. Twenty-five percent of all new tenants on a monthly basis must, at the time of leasing, include a head of household, spouse or co-head who is employed. Elderly/disabled families are also eligible for this preference. This preference is intended to encourage 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 that seek to limit the concentration of poverty in public housing.

Figure 3: Pre-Applications Received in FY 2017



In addition to the heavy walk-in traffic and numerous telephone inquiries that are received each day, the Tenant Selection staff handles a large volume of applications each year. Applications are processed by the date/time received. A total of 903 new applications were received this fiscal 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 1,080 pre-applicants applied for housing throughout the fiscal year. **In FY17, between applicants and pre-applicants, Tenant Selection processed 1,983 applications for housing.**

Figure 4: Applications Received in FY 2017



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 five-year rental history check, a home visit, a national criminal background check, a sex offender registry check and, when warranted, a fingerprint search with the FBI. All applicants applying for family housing are required to pass a home visit inspection before the final determination of eligibility for public housing is made. During the home visit, Tenant Selection staff updates the family's application, evaluates their housekeeping habits, and speaks with their landlord to further determine family eligibility. An applicant's past rental history is also verified. Home visits are an essential component of the screening process. **In FY 2017, 28 applications for public housing were denied, which is 2% of the total applications (1,372) on the active waiting list.**

Figure 5: Total Number of Denials by Reason

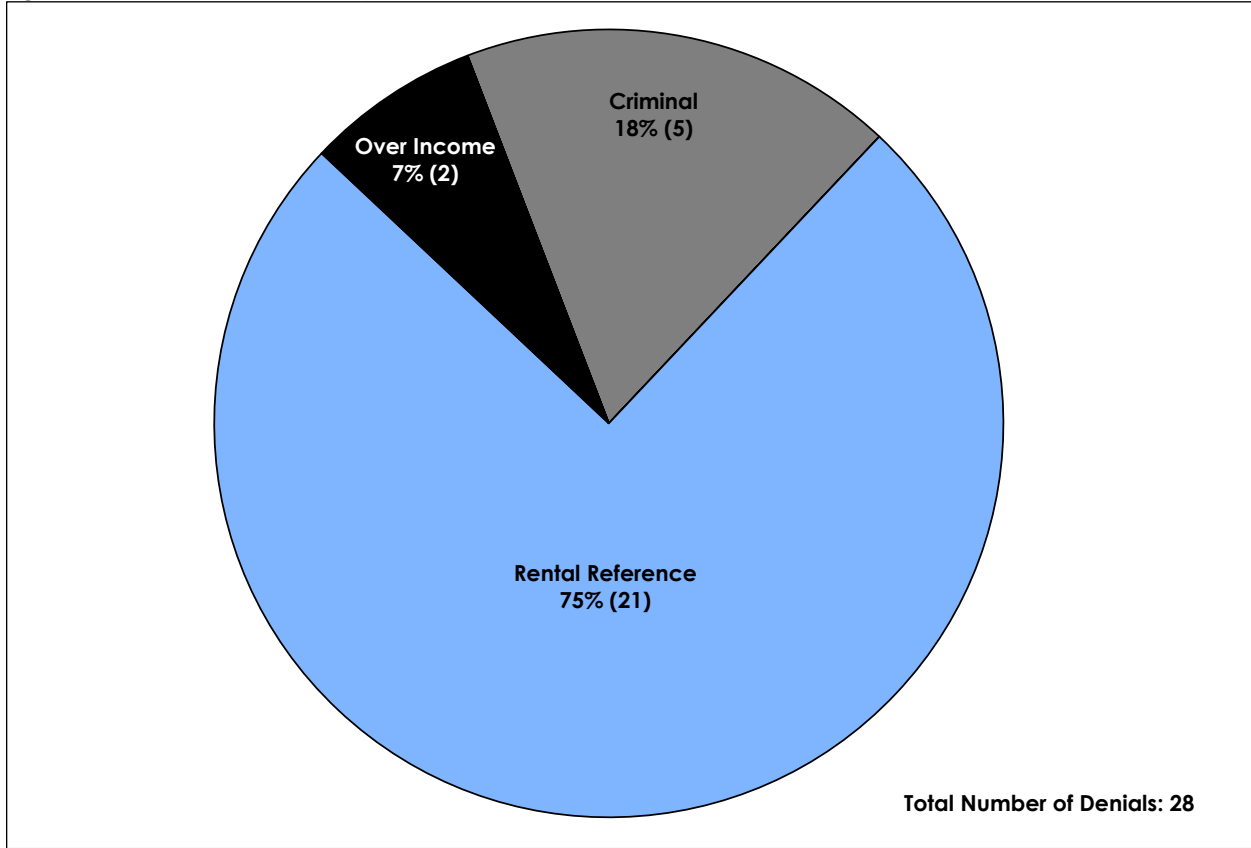
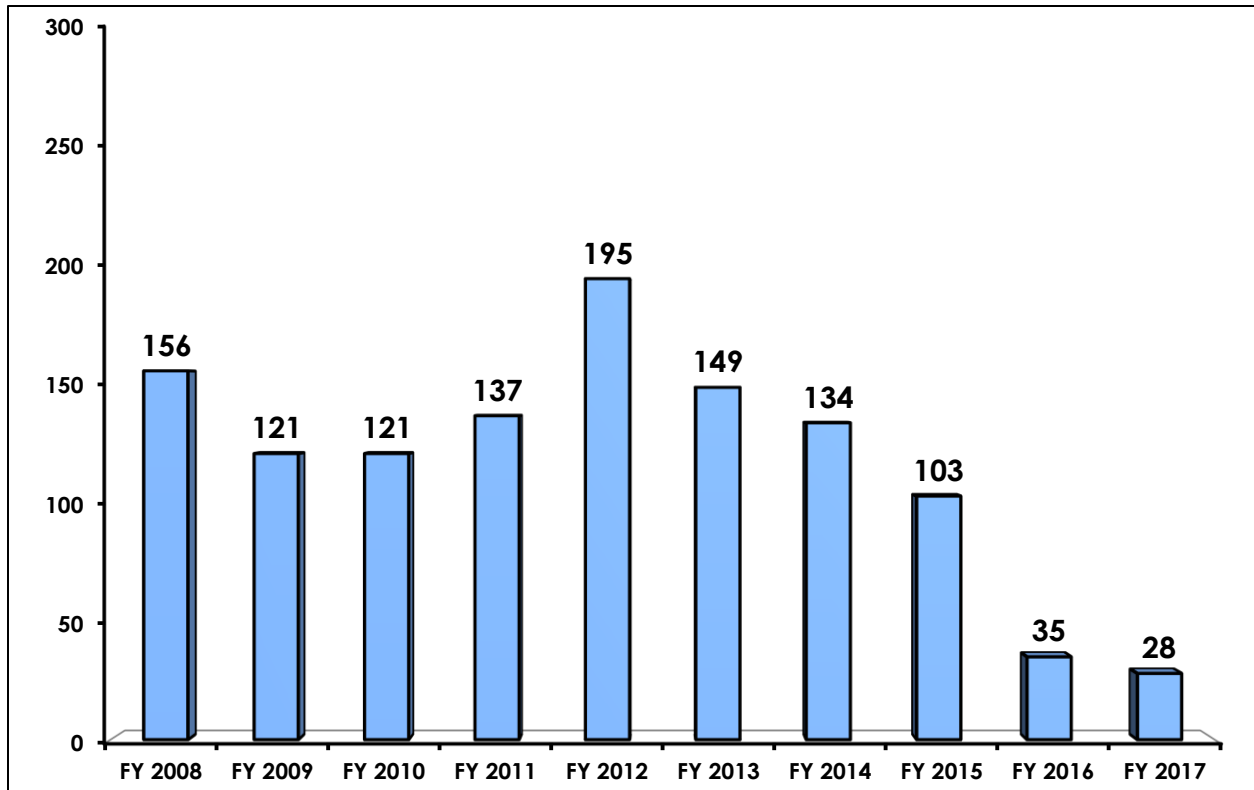


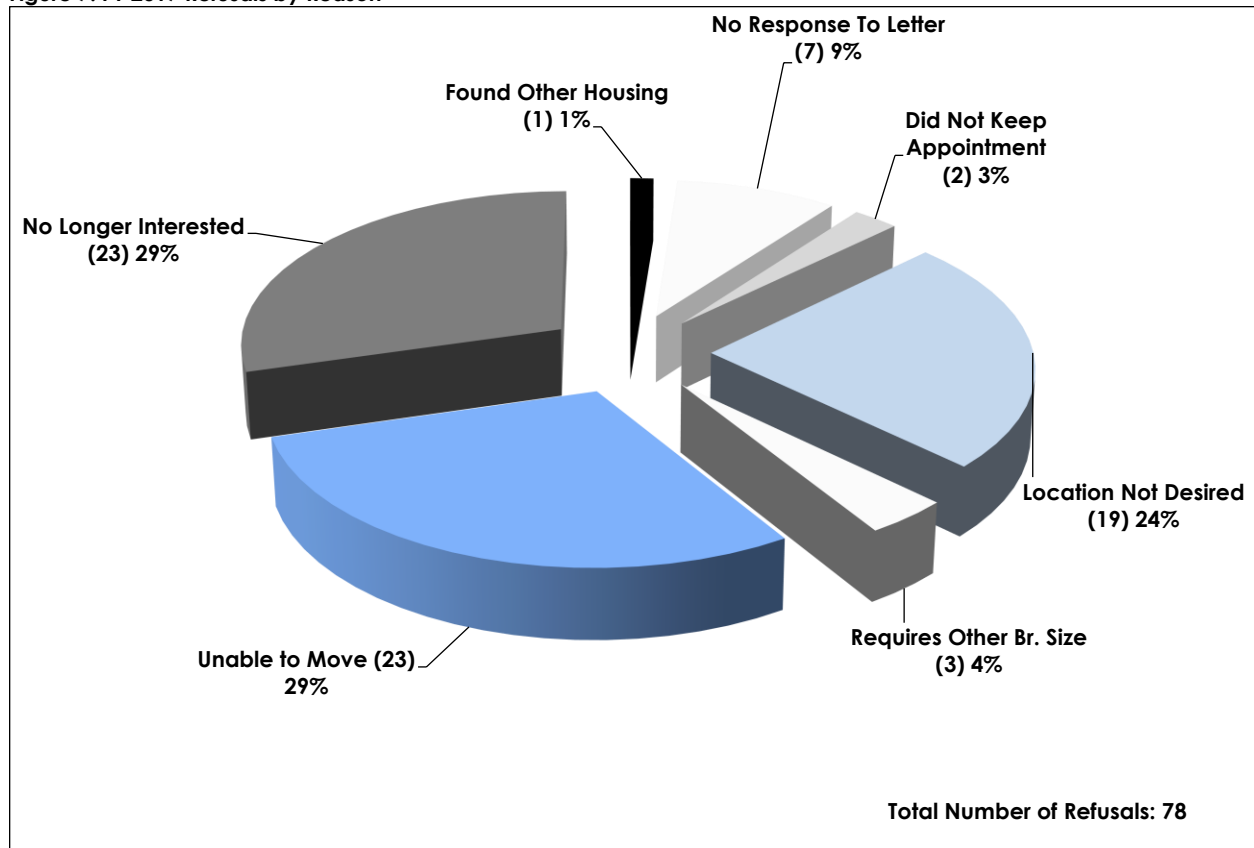
Figure 6: FY 2008-FY 2017 Total Number of Denials



Applicants for public housing go through a structured screening and interview process. They are educated on the PHA's pertinent admission and continued occupancy policies so they can make an informed decision before accepting or refusing the unit offered. The PHA maintains one central waiting list for all of the 9 Asset Management Projects (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, and anyone who refuses the unit goes back to the bottom of the waiting list. 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 applicant 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 FY17, the PHA offered 335 units to applicants on the waiting list. Of this number, 257 (77%) applicants responded and accepted the unit offered and 78 (23%) did not respond or refused the unit offered. There is little change in the accepted/refusal rates from year to year. In FY 2017, eight additional applicant folders were remitted to the developments and returned to the applicant without being offered a unit because a unit was no longer available (due to a transfer, a unit being placed off-line, or other circumstances). In these cases the applicant returns to the top of the waiting list.

Figure 7: FY 2017 Refusals by Reason



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

Table 1: Key Performance Indicators

Admissions Key Indicators	FY 2017
New Applications Received	903
Pre-Applications Received	1080
Applications Integrated from Pre-App. List	232
Interviews Conducted	743
Applications Withdrawn	637
Applicants Offered Units/Refused	343/86
Home Visits Conducted	218
Number Of Grievances Conducted	0
PHA Grievance Decisions Upheld	0

CONTINUED OCCUPANCY

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



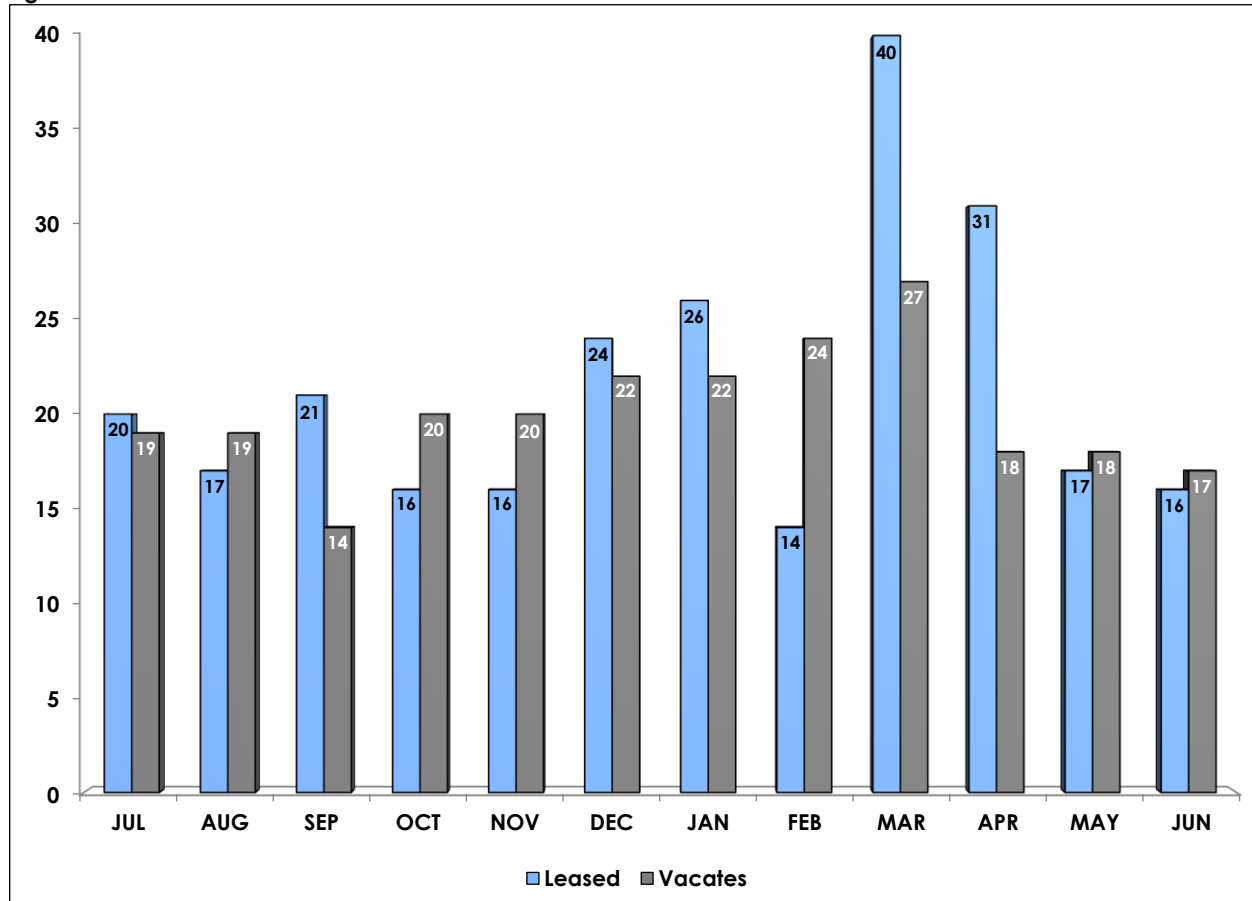
Table 2: Management Groupings by Development

Family Developments			Elderly & Disabled Developments		
Development	Number of Units	AMP	Development	Number of Units	AMP
Chad Brown	198	1	Sunset Village	24	1
Admiral Terrace	153	1	355 Hartford	120	3
Roger Williams	120	2	Dexter Manor	291	5
Codding Court	40	2	Dominica Manor	204	6
Scattered Sites	244	2	Carroll Tower	194	7
Hartford Park	388	3	Kilmartin Plaza	106	8
Manton Heights	330	4	Parenti Villa	194	9

As with every fiscal year, the Property Management Department had a busy and productive year. In February a new Associate Director joined the Property Management team. This addition to the staff had a positive impact on staff productivity and an overall increase in the department's efficiency. Property Management staff participated in several training sessions that included the following topics; VAWA, Lead Disclosure, Integrated Pest Management and the Recertification Process. Throughout the year the PM team worked on revising the ACOP (Admissions and Continued Occupancy Policies), implemented a new Air Conditioner Policy, executed a VAWA Emergency Transfer Policy and held tenant meetings to educate the PHA's tenants on updated maintenance charges and their role in keeping their apartment clean and in good condition.

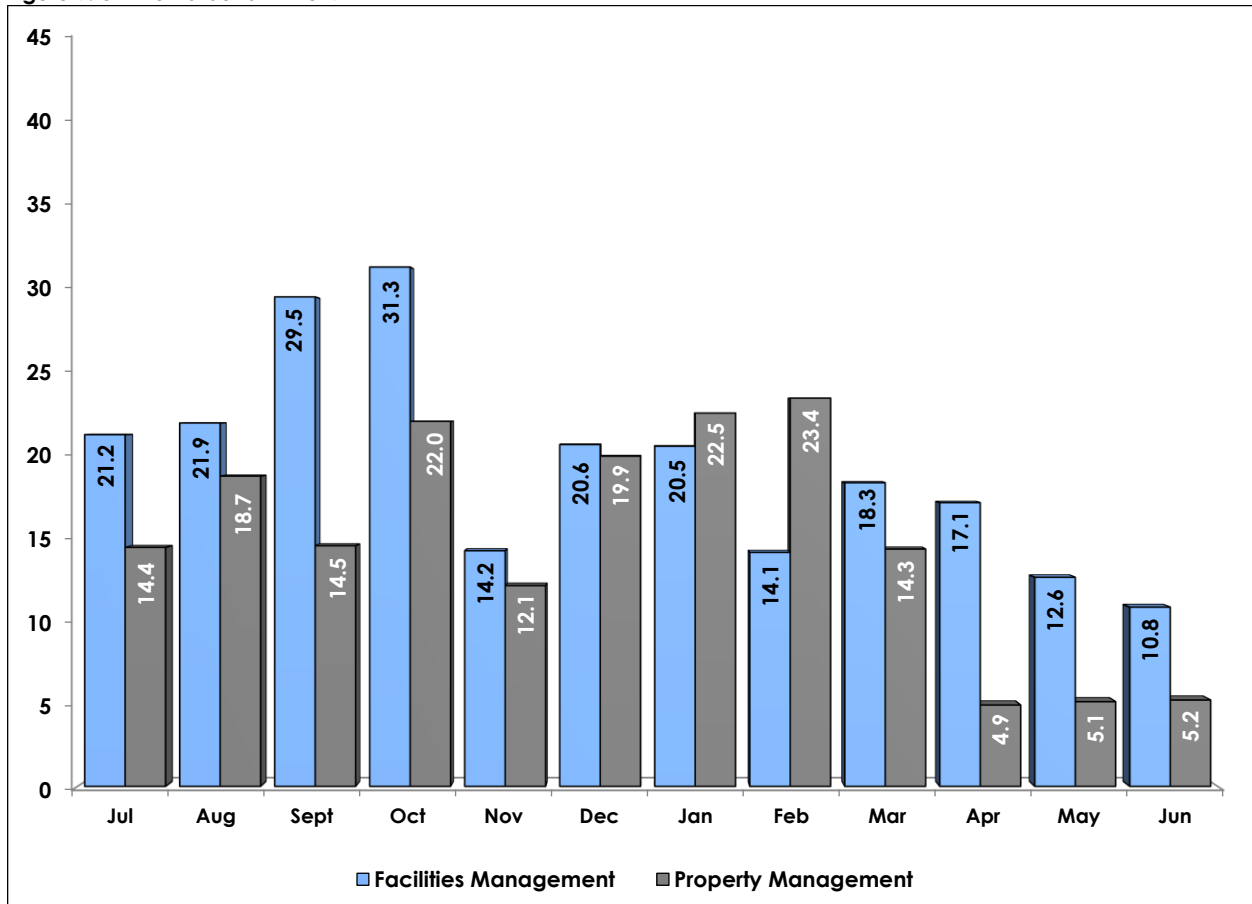
In FY 2017, property management leased 258 units and transferred 52 tenant families. **The 258 new leaseings represent approximately 5% of the 5,396 applicant families waiting for housing and the 52 transfers account for 10% of the 522 tenant households waiting for a transfer.** Transfers move from one PHA unit to another and therefore have no impact on the PHA-wide occupancy rate. However, transfers do effect turnaround times for both maintenance and management and transfers from one AMP to another AMP will change the occupancy rate for the involved AMPs. Throughout FY 2017, 240 units were vacated which resulted in an **overall net gain of 18 occupied units and a 9% turnover rate.**

Figure 8: Units Leased vs. Units Vacated



Once a unit is marked ready for lease, management's goal is to lease the unit as quickly as possible. To keep unit turnaround times at a minimum, the on-site the management staff works with the tenant selection team to ensure that the next suitable applicant is ready to move when the unit becomes available. Maintenance, Property Management and Tenant Selection continuously work on filling the vacancies as quickly as possible. These three key departments all work towards the same goal; improving unit turnaround time. This team effort produced some positive results. In the last quarter of FY17, management and maintenance consistently obtained the turnaround time goal: 21 days. The hiring of Associate Directors in Property Management and Facilities Management likely was a major factor in this improvement at the end of the year.

Figure 9: Unit Turnaround FY 2017

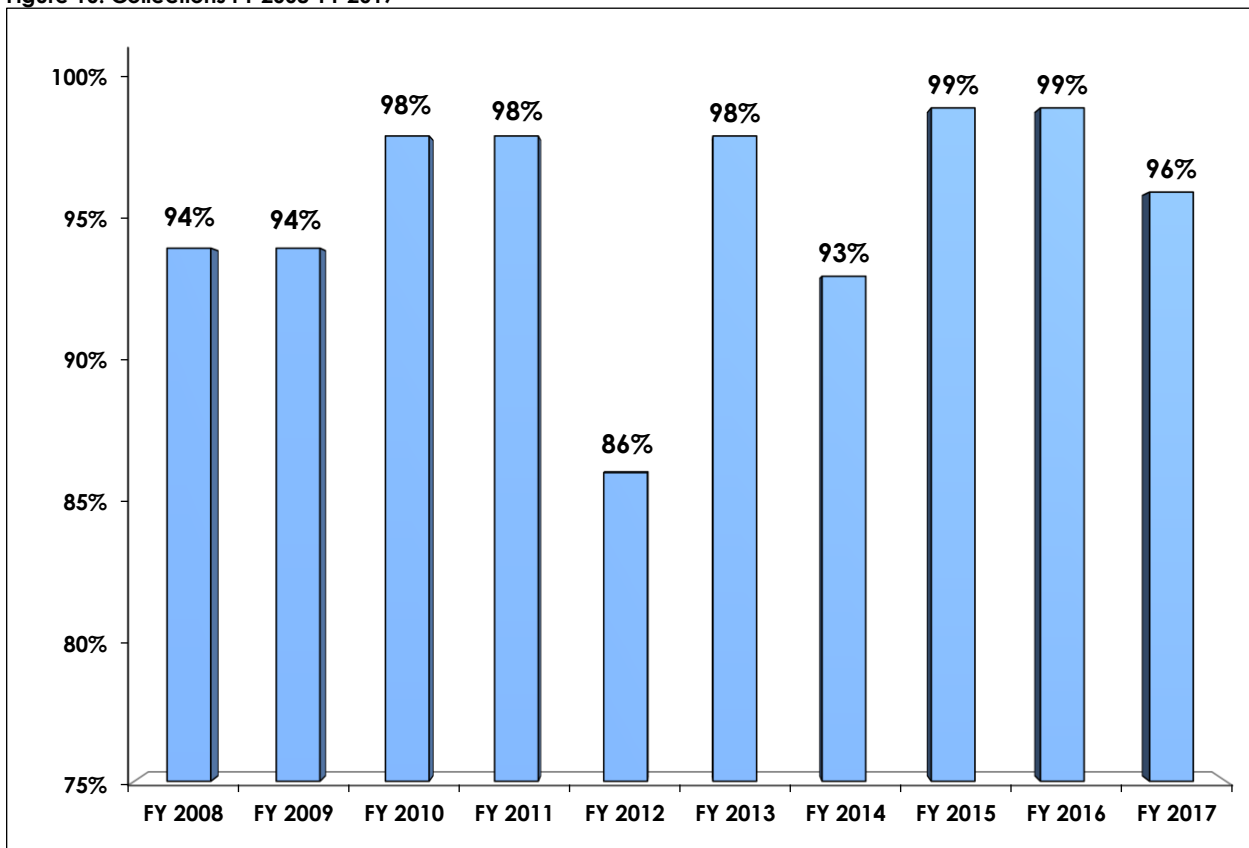


One of the most important functions of the Property Manager and the on-site management staff is collecting rent. Managers work hard to have a successful collections rate to help them maintain a balanced budget. A poor collections rate could mean a shortfall, and needed items cannot be purchased. Each development's collections and spending are evaluated monthly.

All developments must be profitable because they are reviewed as separate businesses. 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.

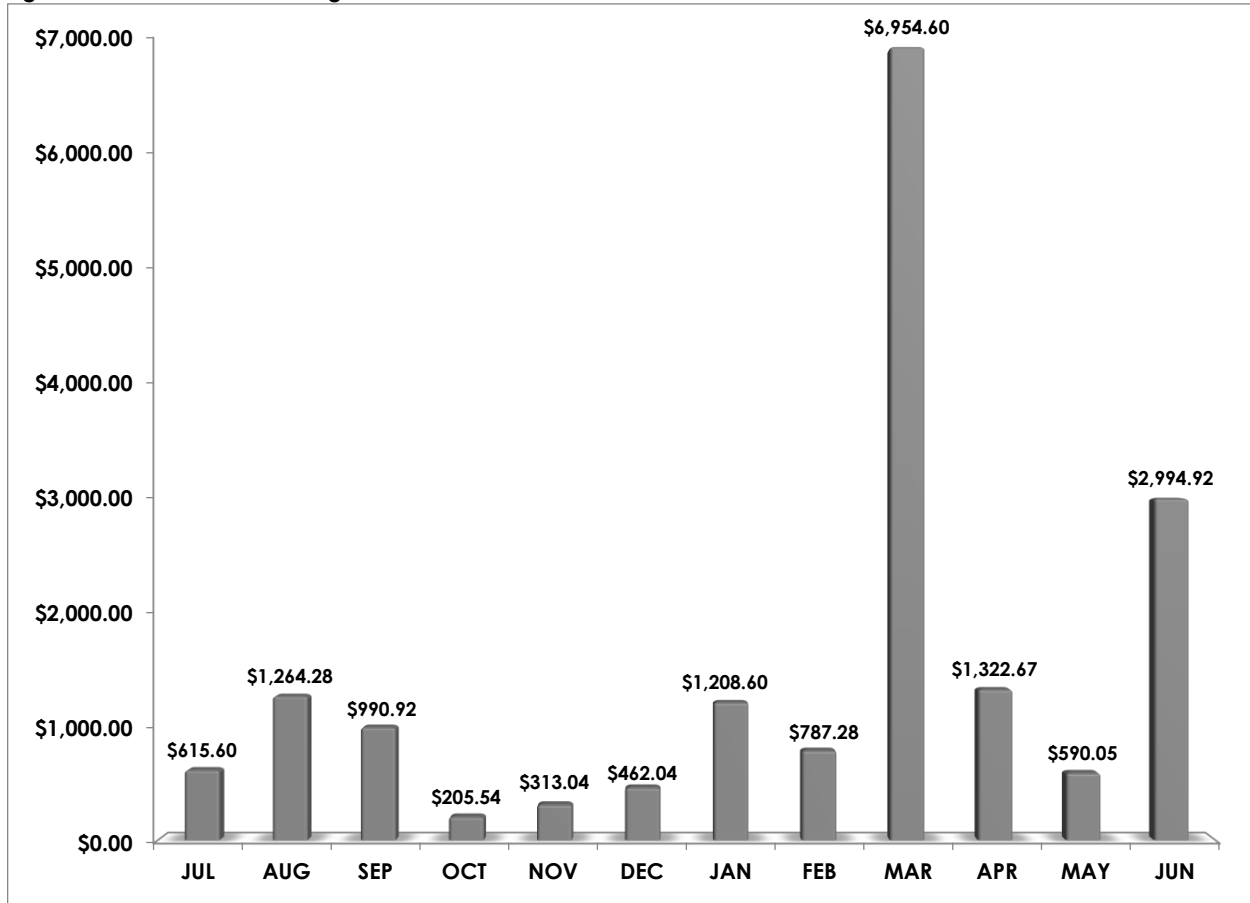
The PHA recently renewed its focus on meeting a longstanding internal goal for management to collect at minimum 93% of all money owed each month. The Elderly/Disabled developments combined and individually consistently exceed the collection goal and have a strong collection rate history. Some of the family developments met or exceeded the goal throughout the fiscal year while others fell short. Throughout FY17, the on-site management team persistently worked on bringing the tenants delinquent in their rent to court. Cases still pending at month-end affect the monthly collection rate.

Figure 10: Collections FY 2008-FY 2017



Consistent and timely entries in HUD's Enterprise Income Verification (EIV) Debts Owed system results in vacated tenants who are seeking subsidized assistance elsewhere and/or reapplying to the PHA to pay their debts owed to the PHA. **Throughout FY17, \$17,709.24 in debts owed to the PHA were collected.**

Figure 11: FY 2017 Vacate Charges Collected



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 FY17, 38 tenants were evicted from their PHA public housing unit. Eleven of these evictions were due to lease violations and the remaining twenty-seven were due to non-payment of rent.

Table 3: Evictions by AMP

Evictions by AMP FY 17		
AMP	Non-Payment	Cause
01	1	1
02	5	0
03	10	7
04	3	2
05	4	0
06	0	0
07	0	0
08	1	0
09	3	1
Total	27	11

Figure 12: Evictions Cause vs. Non-Payment

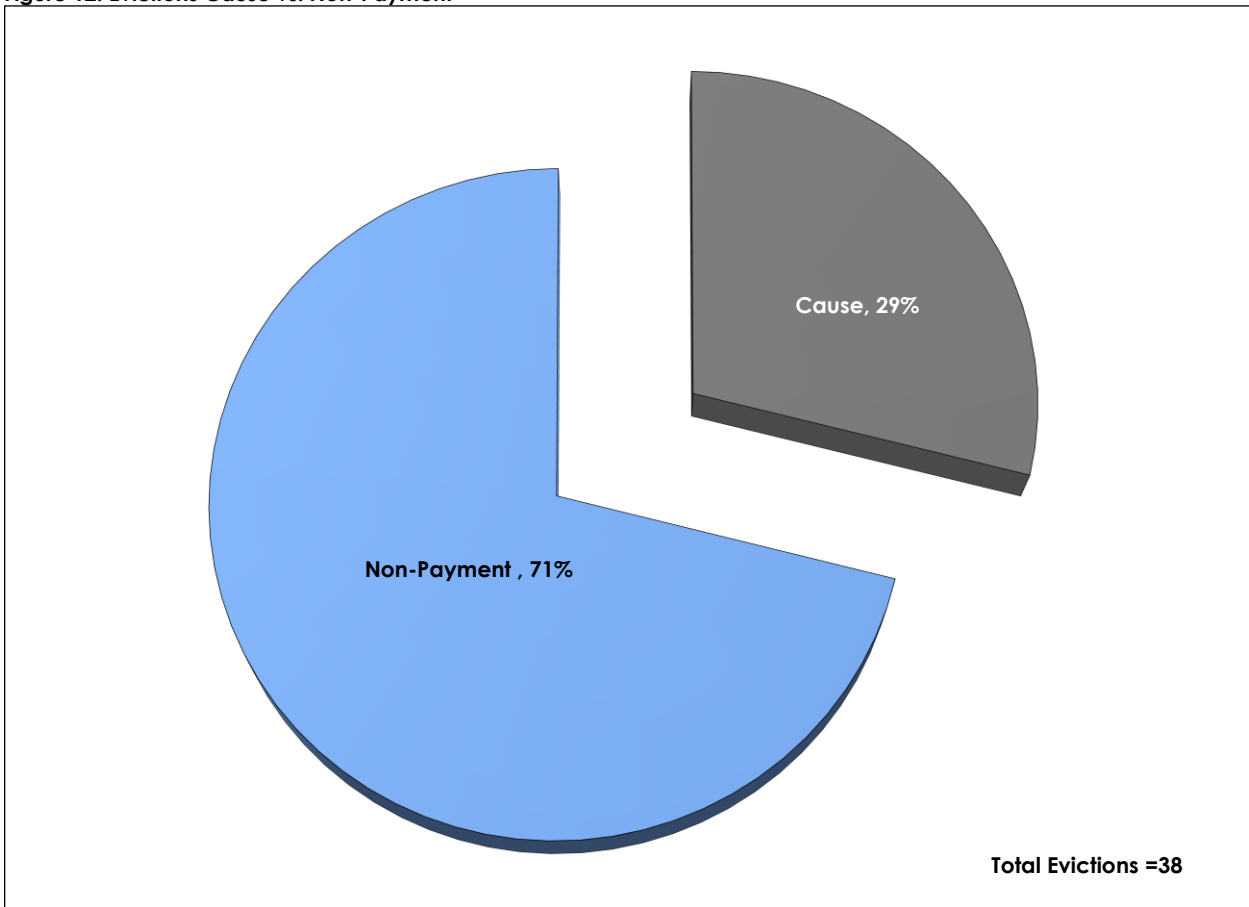
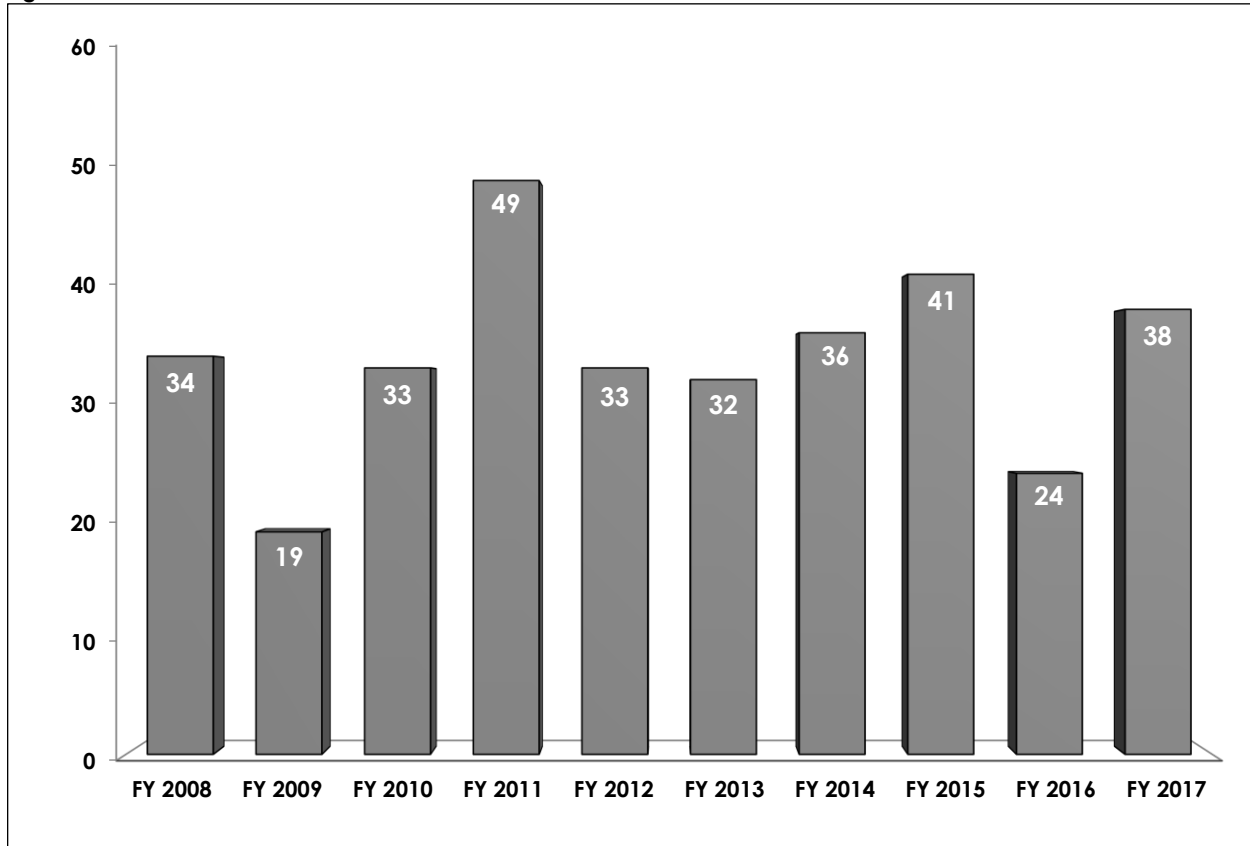


Figure 13: Evictions FY2008-FY2017



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. The PIC submission rate is also reviewed monthly and consistently on target.

Table 4: Continued Occupancy Key Indicators

Continued Occupancy Key Indicators	FY2017
New Leasings	258
Homeless at Admissions	28
Vacates	240
Transfers	52
Net Increase (+) Decrease (-)	+18
Evictions for Cause	11
Evictions for Nonpayment	27
Recertifications	4053
Collection Rate	96%
Occupancy Rate	99.4%

FY 2018

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 the department works as a team to figure out a game plan. The ever increasing workload is continuously reviewed to see if there is a better and more efficient way to not only meet all goals but to achieve greater results. The staff receives training and guidance throughout the year. We



We anticipate more changes, challenges, and obstacles in the upcoming fiscal year. The staff is prepared for what lies ahead and looks forward to another productive year. FY 2017 was full of changes, challenges, and obstacles and FY 2018 will be no different. The department functions well, approaches all obstacles together as a team, and is prepared and ready to handle whatever challenges lie ahead.



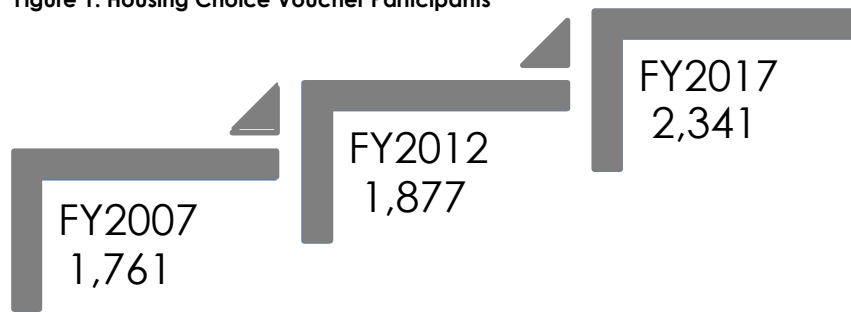
Leased Housing



INTRODUCTION

During FY 2017, the Leased Housing staff provided services to almost 2,700 participants in the rental assistance programs. Although the PHA's allocation is comprised of 2,411 vouchers and 205 Moderate Rehabs, the size of both programs fluctuates. Since the implementation of budget based funding in 2005 (in which we now receive a flat amount rather than funding for each voucher allocated), maximizing utilization has been a challenge. By dipping into the reserve and subsequently being reimbursed by HUD, the department was able to increase the number of participants by 3% (2,278 to 2,341) during FY2017. This reflects a 25% increase in the Housing Choice Voucher (HCV) Program from its lowest point (1,761) ten years ago.

Figure 1: Housing Choice Voucher Participants



Because of the loss in administrative fees in the past, staff size decreased 15% from 2012 to 2017 through attrition. In 2017, however, three employees with twenty-five or more years of service retired and the department's first Associate Director was hired. These staff changes facilitated the reorganization and streamlining of various processes within the department and also provided an opportunity for staff to take on new responsibilities; it has re-energized a staff whose flexibility, good planning and teamwork have always been the strengths of the department. In FY2017, the Leased Housing Department earned the High Performer designation by HUD's Section Eight Management Assessment Program (SEMAP), as it has every year since SEMAP began 15 years ago.

JOINT OPENING OF THE WAITING LIST

Individuals and families were unable to fill applications for voucher assistance for seventeen years because the waiting list was closed. For almost a year, the PHA had been collaborating with RI Housing on a plan to open the waiting list in a joint venture; the event went smoothly and was a great success! Leading up to the official joint wait list, there were extensive and comprehensive outreach efforts to the public including a series of articles in the Providence Journal. For the first time, applications were only available online. As a result, thousands of prospective applicants standing in line for



Providence Housing Authority waiting list will open in November

Thursday Posted at 10:42 AM
Updated at 11:35 AM

By Christine Dunn
Journal Staff Writer

PROVIDENCE, R.I. — In a shift from an earlier plan, the Providence Housing Authority will open its waiting list for the Housing Choice Voucher Program jointly with Rhode Island Housing between Nov. 11 and 16.

The electronic application process will begin Friday, Nov. 11, at 12:01 a.m. and close at 11:59 p.m. Wednesday, Nov. 16, according to Rhode Island Housing. Applications can be submitted at www.rhodeislandhousing.org. Paper applications will not be accepted.

hours (which had become the norm throughout the country) were non-existent.

The Housing Choice Voucher list opened November 11-13, 2016 with public access to online applications only and then, again from November 14th through the 17th with both online access and in-person assistance sites (satellite sites where applicants could be assisted with the online application) throughout Rhode Island. Over twenty social service partners volunteered staff and computers at their sites to assist with applicant intake.

Although the list was scheduled to close originally on November 16th, technical difficulties on November 12th led the team to extend the opening for an additional day until November 17th. Throughout November, there was a toll free help line available to the public for any questions and/or technical assistance requests. Additionally, both RI Housing and PHA staff members were available to the public for questions.



The final count of applications was approximately 13,777, of which almost half were received the first day. Eighty percent applied online as opposed to in person at a satellite site; of those applying online, sixty percent of were submitted via a smart phone rather than a computer.

There was no rush to be the first to apply because a lottery to determine rank was scheduled for December 6, 2016 at RI Housing with representatives from the PHA and RI Legal Services in attendance. The computer randomly assigned rank to the applicants, reduced the list to 5,000 for PHA and 5,000 for Rhode Island Housing, and then the preferences were applied. Applicants were notified by email and letter as to whether they placed within the first 5,000 or not.

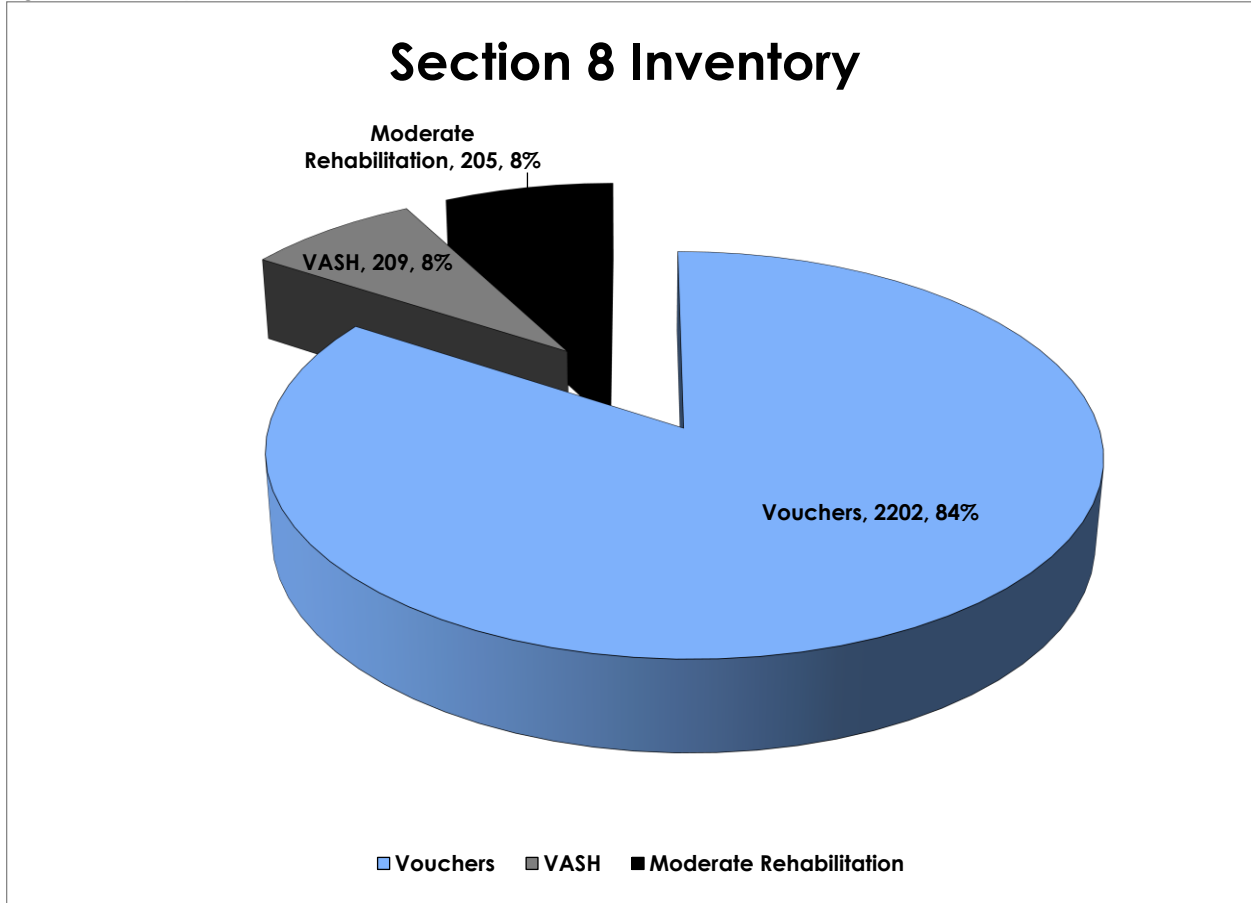
This joint opening served as the pilot program for the Rhode Island Centralized Waiting List (CWL). The Public Housing Association of RI (PHARI) partnered with RI Housing so that families and individuals would be able to apply at all times online to as many housing authorities as they would like with one application. PHARI announced the CWL opening for December 17, 2017. PHA is not participating in the CWL at this time.

INVENTORY OF SECTION 8 UNITS

Five programs comprise the PHA's allocation of rental assistance in the Section 8 Program which began in 1976. The breakdown of allocations as of June 30, 2017 is:

- Housing Choice Vouchers (2,072 units)
- Project Based HCV Vouchers (130 units)
- VASH Vouchers (178 units)
- Project Based VASH Vouchers (31 units)
- Moderate Rehabilitation (205 units)

Figure 2: Inventory of Section 8



SITE BASED ASSISTANCE



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

annual Housing Quality Standards inspections.

Two developments in the Single Room Occupancy Programs were modernized and downsized; Omni Phoenix Renaissance (formerly Advent House) decreased by eight units so that there is no longer the sharing of bathroom or kitchen facilities. Dean St. Studios (formerly Advent Apartments) lost six units in order to provide residents with 24 hour presence of services by Riverwood Mental Health Services on site.

In January 2016, HUD allocated tenant protection vouchers to thirty-three (33) families residing in the Barbara Jordan II Apartments at that time. Many agencies and advocates were concerned about the loss of the unoccupied forty-one units as affordable housing within the city. After

Providence Housing Authority

initially refusing to issue vouchers, HUD allocated 41 additional vouchers to the PHA in the fall of 2016.

Eleven of the Veterans Affairs Supportive Housing Program (VASH) vouchers have been utilized at the Sgt. Belanger House, which opened in 2011, and an additional 20 vouchers have been used at Veterans for Tomorrow since September 2016. Apartments for the formerly homeless veterans are located in a renovated historic mill in the Wanskuck neighborhood.



Table 1: Site Based Assistance FY 2017

Development	Units	Neighborhood	Funding Source
University Heights	21	College Hill	Vouchers
Elmwood Commons	30	Elmwood	Vouchers
Sutterfield Apts.	60	Wanskuck	Vouchers
Open Doors	19	Silver Lake	Vouchers
Fox Point (Scattered Units)	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*)
Omni Phoenix Renaissance	26	West End	Moderate Rehab (SRO*) reopened 11/1/16
Dean St. Studios	51	Federal Hill	Moderate Rehab (SRO*)
Sgt. Belanger House	11	Elmhurst	VASH Vouchers
Veterans for Tomorrow	20	Wanskuk	VASH Vouchers
Total	366		*Single Room Occupancy

SPECIAL PROGRAMS

The PHA offers three programs funded within the Housing Choice Voucher (HCV) 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 over time increases in their portion of the rent are put into an escrow account which they receive upon successfully completing their goals. As of June 30, 2017, eighty-one (81) Section 8 families are taking advantage of this opportunity. See the Resident Services section for more information about the FSS program.

Since 2003, the PHA also provides rental assistance in the Homeownership Program. Qualified participants in the HCV Program are able to buy a single family home while the subsidy assists in payment of the mortgage and utilities. Although many families express interest, the majority must first improve their credit score. As of June 30, 2017, fifty-three (53) own property. Over the years, seventy-eight participated but for various reasons withdrew mostly due to increased income; a few committed fraud or moved to another state. During FY2017, ten new families purchased a home and there are several just waiting for closings. The average housing assistance payment is \$525 per month. Participants are finding beautiful single family homes throughout the city with the heaviest concentrations in Silver Lake, Washington Park and Mt. Pleasant neighborhoods.

Collaboration between the housing authority and the Veterans Administration has provided rental assistance combined with case management for homeless veterans since 2008. The PHA has received a new allotment of VASH vouchers annually for a current total of 209 on June 30th. During FY2017, HUD did not announce any new allocations; however, some are anticipated by the end of the calendar year.

This fiscal year, the PHA applied for and was awarded additional administrative fees by HUD for a designated staff person to coordinate the application, leasing and recertification processes for VASH vouchers. This position was filled and the many veterans and case managers have found it is very helpful and more efficient.

Table 2: Special Programs FY 2017

Program	Contracted	Active
Family Self Sufficiency	27	81
Homeownership	N/A	53
VASH	209	197

Since the program's inception in 2008, 387 veterans have participated and the PHA issued 55 vouchers to new participants this year. 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, 2017, the lease rate for the VASH Program is 94%. Eighty-six (86) veterans reside in Providence and 109 in other cities. Moves to other cities cost the PHA more than \$7,000 per month in administrative fees paid to other housing authorities. 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. Because Providence has the most rental units in the state, there is a consistent interest in living here; 152 families ported to Providence during FY2017. This, however, is 34% lower than last fiscal year. In FY2010, only 76 voucher holders moved out of Providence as opposed to 182 this fiscal year. Sixty-seven percent (122) remained in Rhode Island and the others (60) went out of state.

The majority of those porting-out of Providence participate in the VASH Program. As in the past several years, fifty-six percent (56%) of the veterans do not live in Providence as opposed to only six percent of housing choice voucher holders. More than 89% of the VASH participants need one bedroom units which are limited in Providence.

Table 3: Voucher Portability Administered Assistance as of June 30, 2017

Program	Incoming	Outgoing	Net Effect
Vouchers*	5	119	-114
VASH	8	109	-101
Total	13	228	-115

Besides widespread administrative burdens: screening, monthly billing, absorbing vouchers from other jurisdictions, tracking late payments and coordinating moves with other housing authorities, portability is costly for the PHA. The 228 families residing in other jurisdictions cost the PHA \$174,860 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 50 transfers monthly. In FY2017, \$42,462.00 was earned for providing such services to transferring families which is a 2% decrease from the previous fiscal year.

PREFERENCES

Local Preferences were implemented by the Board of Commissioners in the summer of 2016. Upon the opening of the waiting list in November, applicants were able to request a local Preference(s) for the first time; i.e., victims of domestic violence (2 points) and Rhode Island residents (1 point), or a combination of both. The PHA has not applied preferences since the mandatory federal preferences were abolished twenty (20) years ago. Almost five percent of the waiting list (230 applicants) received preferences as both Rhode Island residents and as victims of domestic violence and an additional 2.3% (115 applicants) were domestic violence victims but not RI residents.

APPLICANT SCREENING

The staff interviewed all the families remaining on the 1998 waiting list prior to the new list opening. The family composition, household income, criminal check, citizenship status and qualifications for any deductions were verified. The veterans and port-ins from other jurisdictions follow the same process. During this fiscal year, 228 households went through this process: 21 applicants, 55 veterans and 152 transfers.

Table 4: Screening FY 2017

	Total Applicants Interviewed	Total Vouchers Issued	Ineligible Applicants
Waiting List	21	34	3
VASH	55	55	1
Transfers	152	N/A	0
Total	228	89	4

TURNOVERS

Turnover Rate

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

Reasons for Turnover

During FY2017, rental assistance in the voucher program was discontinued for 232 families (a 13% decrease from FY2016); 38 moved from site-based units and 194 with tenant based vouchers. These “turned in” vouchers give an applicant on the waiting list an opportunity for long-awaited rental assistance. Some participants left the program voluntarily and others were the result of non-compliance with program rules.

This year, 65 (33% of those discontinuing tenant-based vouchers or HCVs) left the Voucher program while in compliance with program rules. Reasons for these terminations are as follows: 27 (13.9%) became over income, 10 (5.2%) needed nursing home care or are deceased, 25 (12.9%) no longer wanted assistance and 3 (1.5%) bought property on their own.



Although 129 voucher terminations were due to failure to comply with program rules, this reflects only two percent of all program participants. Loss of rental assistance due to non-compliance during FY2017 was a result of the following: four vacated without notice (2.1% of tenant based terminations), 11 failed to recertify (5.7%), three committed fraud and/or refused to repay (1.5%) and seven were evicted for cause or non-payment of rent (3.6%). In addition, one family was terminated due to drug activity (0.5%), and 10 were terminated by the VA for non-compliance with case management

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(5.2%). Only 7 (3.6%) families never found another unit within 120 days. Thirty-eight participants vacated site-based units.

Seventy-six vouchers (39.2% of tenant based terminations) turned over because another housing authority absorbed the family into its program. These participants kept their rental assistance in the other jurisdiction. Since 1998, a total of 1,485 families have been absorbed reflecting a 62% turnover of the PHA's allocated vouchers for this reason alone.

Figure 3: Turnover Rate

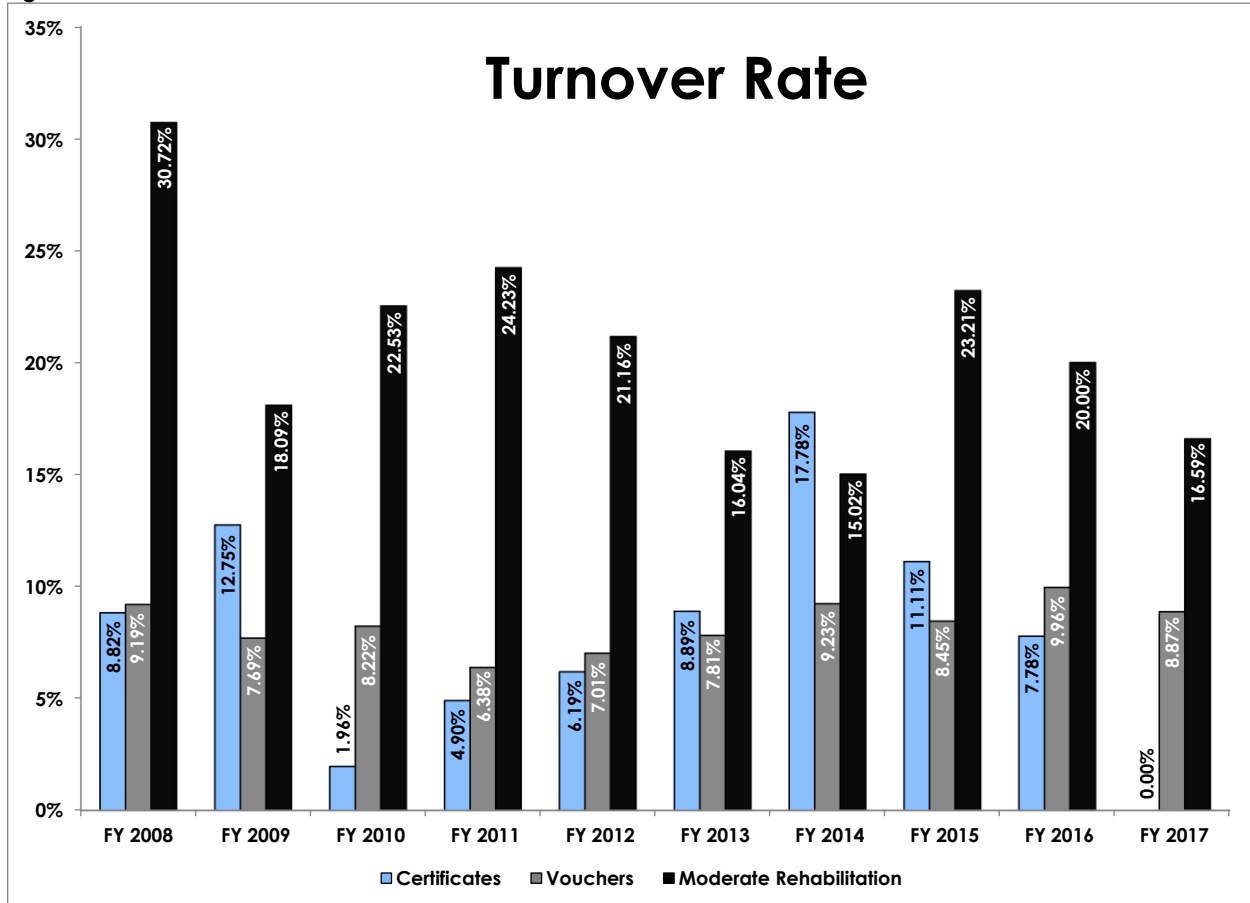
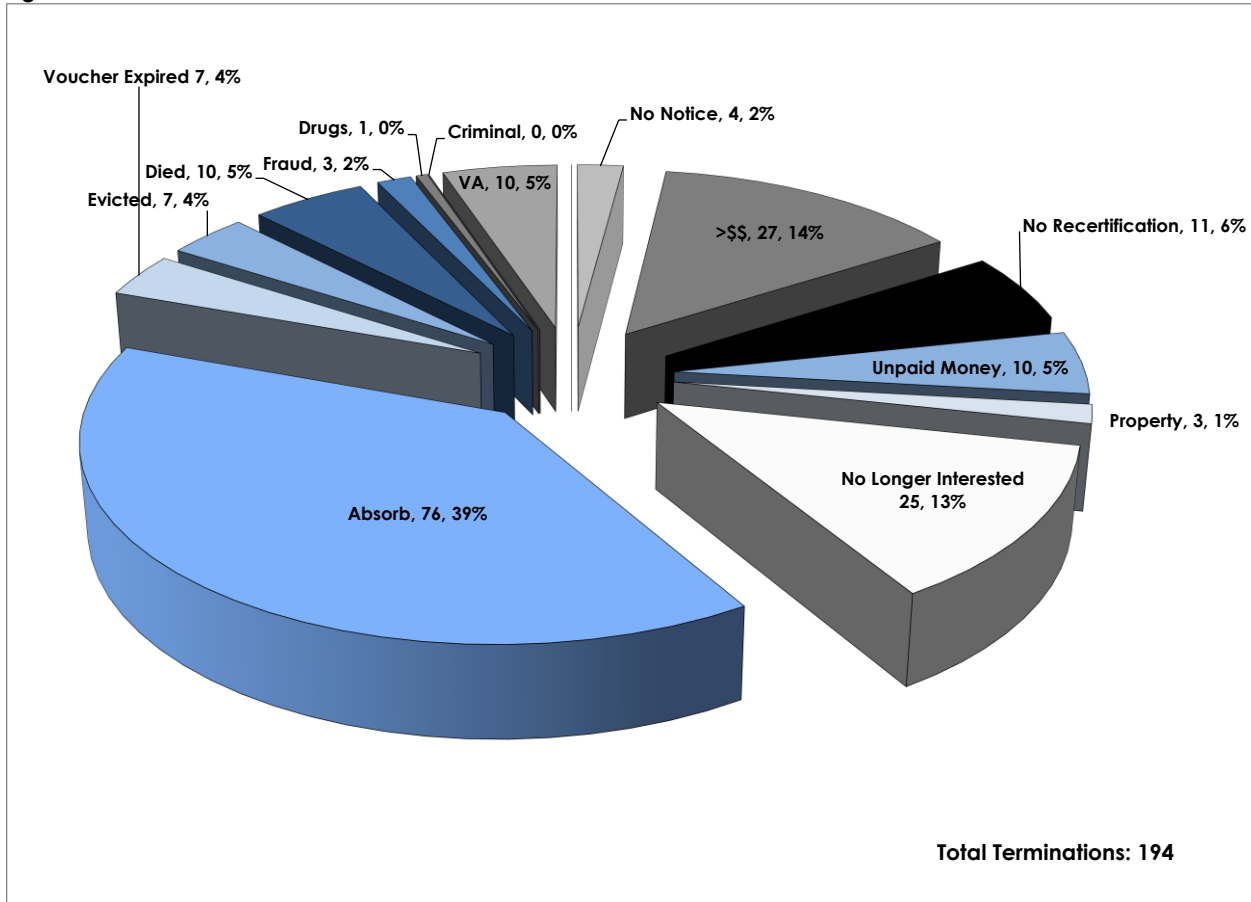


Figure 4: Reasons for Turnover



LEASES EXECUTED



During FY2017, the Department of Leased Housing executed 665 new leases; 330 initial leases and 335 moves. Those leasing for the first time in the program from the waiting list or transfers generate initial leases. The 335 moves are those moving from one subsidized unit to another. The move rate of 13% has remained stable for the past seven years which reflects a

sufficient supply of units and owners willing to participate in the Section 8 Programs.

Lease/Utilization Rate

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

Prior to FY17, the Moderate Rehabilitation Program had consistently maintained an average lease rate of 96% despite the transitory nature of its participants. With Omni Phoenix Renaissance (26 units) closed for modernization until Nov. 2016 and renovations at Dean St. Studios requiring 7 vacant units, the lease rate was lower than previous years but increasing again. Any household change occurring between annual recertifications must be reported to the Representative within 10 days. During FY2017, the staff verified changes and recalculated the rental assistance for 2,058 adjustments. Since HUD's database (EIV) became operational and participants became more compliant, adjustments have risen.

ANNUAL INSPECTIONS

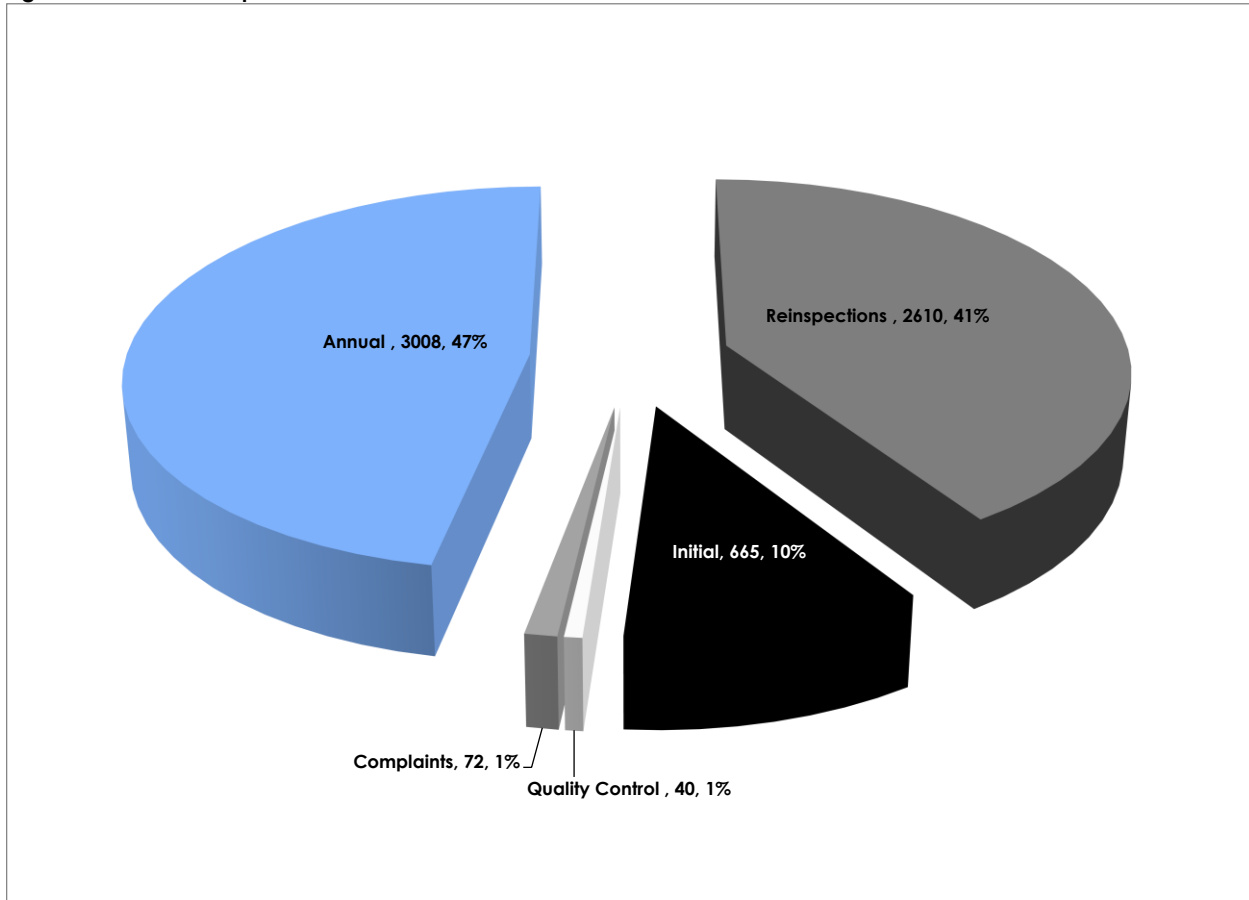
Three full-time inspectors ensure all units meet HUD's Housing Quality Standards. Regulations require that they inspect each unit prior to the execution of a new lease and then at least annually. Tenants also call any time for complaint inspections -- most of which are heat related issues in the winter.



During the analysis of the work flow and staff changes, the opportunity arose to begin an optional HUD policy at the end of the fiscal year: biennial inspections; i.e., units in which the inspector found no violations are able to skip the following annual inspection. One Inspector's position was eliminated due to the projected number of decreased inspections in exchange for adding one Representative. This change better fulfilled departmental needs without increasing the number of staff within the department

During FY2017, the Leased Housing Inspectors performed 6,395 inspections: 72 complaints by the tenant (1%), 665 required before a new lease or move (12%), 3,008 routine annual inspections (45%) and 40 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 2,610 re-inspections (41%).

Figure 5: Number of Inspections



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 were removed by the tenant) which triggers an emergency re-inspection in 24 hours.

RECERTIFICATIONS & ADJUSTMENTS

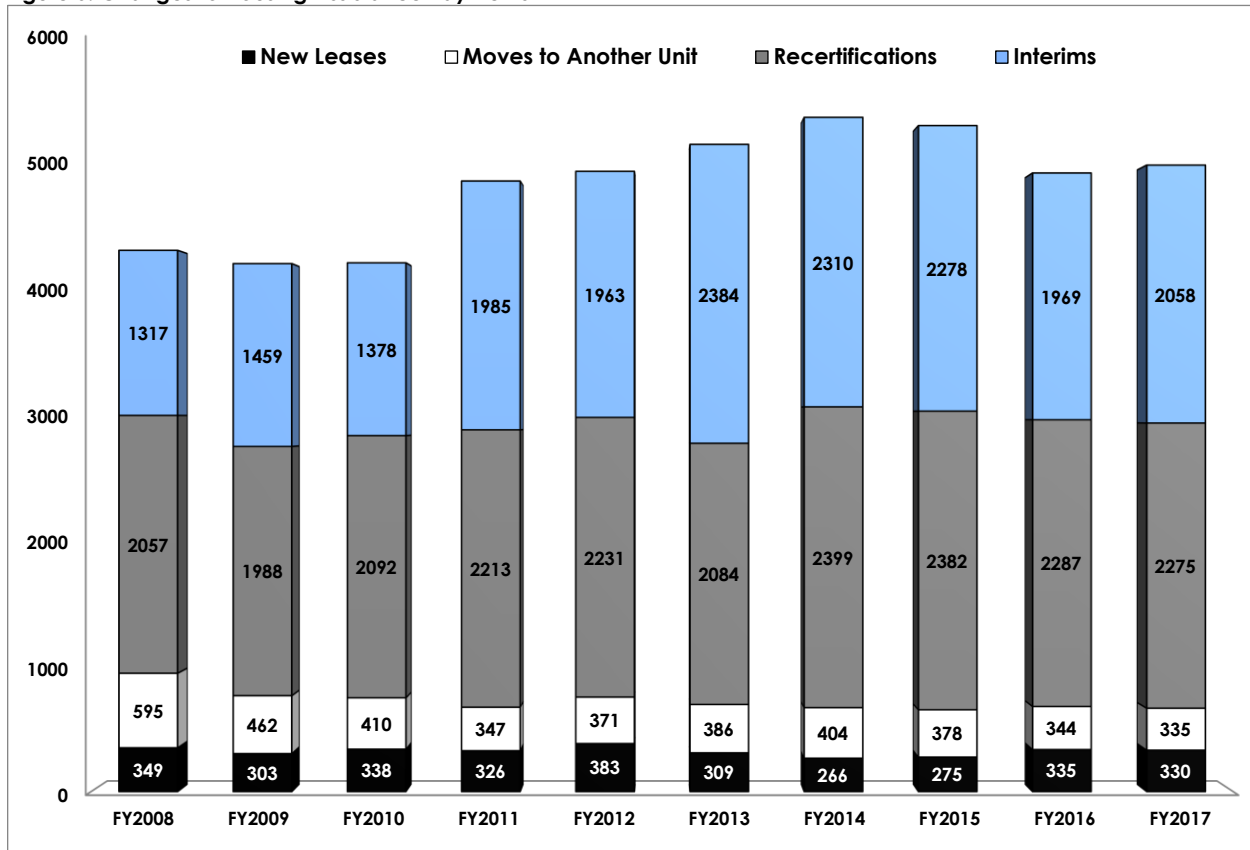
Annually, every household member 18 or over must come into the office in person to update their family information which is then verified and tenant rent and subsidy is recalculated.

Annual re-certifications for most of the site based developments are conducted at the management office on site. The Leased Housing staff, however, reviews the verifications, calculations and input the data to transmit to HUD. Staff processed 2,275 re-certifications for those remaining in the same unit and 335 before moving for a total of 2,610.

Any household change occurring between annual recertifications must be reported to the Representative within 10 days. During FY2017, the staff verified changes and recalculated the rental assistance for 2,058 adjustments. Since HUD's database (EIV)

became operational and participants became more compliant, adjustments continue to rise.

Figure 6: Changes to Housing Assistance Payments



REPAYMENTS

Although fraud detection has been simplified by the installation of the Fraud hotline and access to income matching databases, it has become a huge part of the staff's daily workload averaging 400 hours per month. During FY2017, families reimbursed the PHA \$44,541.53 which is only 30% of what was collected prior to 2015. Since FY2006, fraud reimbursements reached almost \$150,000 per year but have dropped drastically each year since 2015. This is a reflection not only of further participant compliance but also the fact that the sole consequence is no further subsidy and the amount must be repaid if detected upon a subsequent application.



Cases can no longer be prosecuted civilly; however the US Attorney can prosecute for egregious fraud depending on the priority of other cases. Five years ago, the US Attorney accepted six cases for prosecution but only one has been prosecuted due to other priorities of that agency. Due to the statute of limitations, the participant in the one prosecuted case will reimburse the PHA \$32,000 although the total owed originally was \$60,000.

Although the Fraud Investigator has connected with many state and federal agencies to share information, every year, there is less collaboration due to the shifting priorities of other agencies. Even the Office of the Inspector General can only assist with cases with a large dollar amount involving owner fraud.

Table 5: Repayments FY 2008-FY 2017

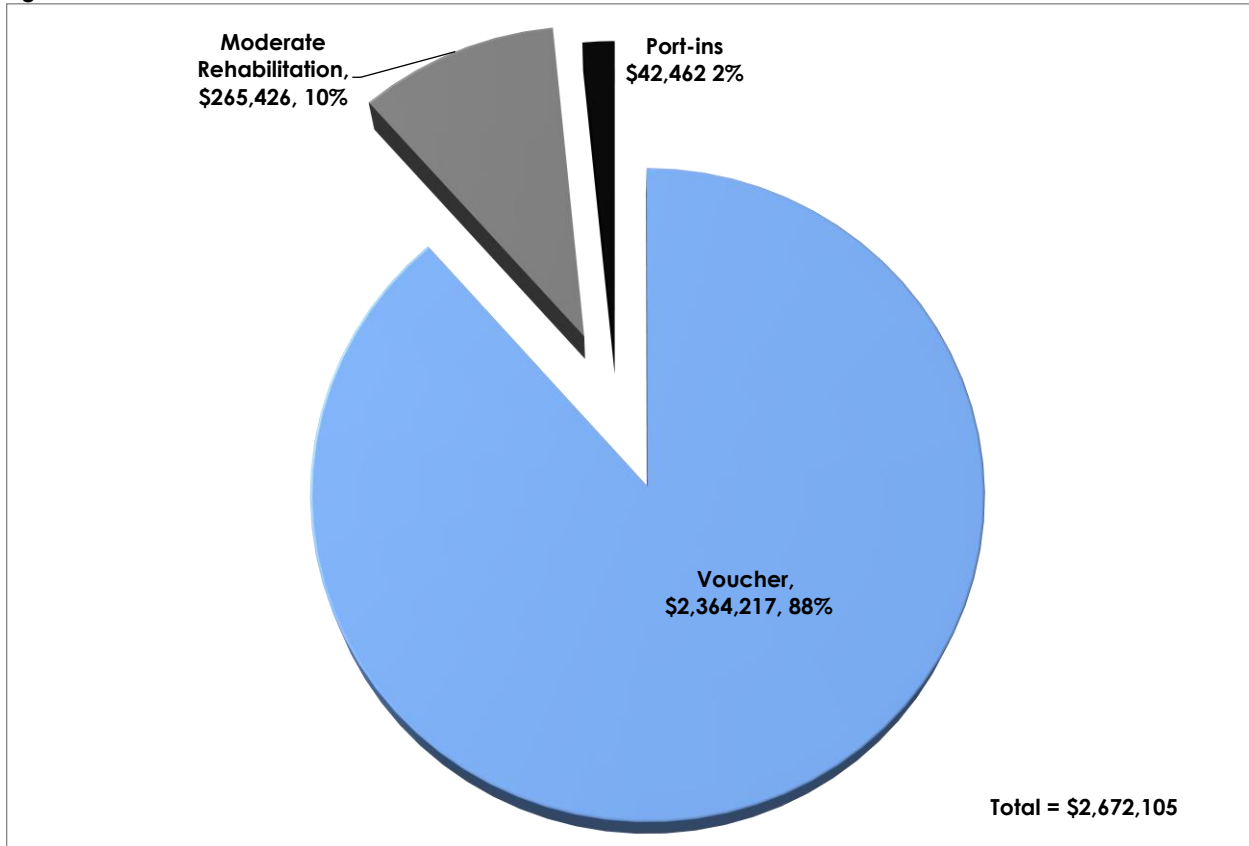
Year	Repayments due to Unreported Income	Repayments from Public Housing Tenancy (balances due from prior tenancy in public housing)
FY2008	\$143,299.88	\$7,943.50
FY2009	\$63,541.00	\$1,316.00
FY2010	\$105,476.08	\$3,547.00
FY2011	\$118,342.00	\$12,283.00
FY2012	\$132,282.07	\$1,302.00
FY2013	\$123,244.63	\$9,083.63
FY2014	\$ 117,879.00	N/A
FY2015	\$ 94,012.48	N/A
FY2016	\$ 48,346.14	N/A
FY2017	\$ 44,541.53	N/A
Total	\$990,964.81	\$35,475.13

During the past 10 years, the staff recouped \$1,026,439.94 from participants/applicants. Since 2008, the PHA enters the amounts not repaid into HUD's Debts Owed Database. Those in debt are ineligible for future housing assistance until the debt is resolved.

FEE DISTRIBUTION BY PROGRAM

For each unit leased on the first of the month, Leased Housing earns an administrative fee to cover the program's operational expenses. Until CY2013, the department always earned more than enough to cover its expenses but was severely impacted after Congress' sequester. The current administrative fee is \$64 per unit per month, much lower than \$99 four years ago.

Figure 6: Fee Distribution



During FY2017, the Leased Housing Department earned a total of \$2,672,105 from HUD for administering the Section 8 Programs. This is 2% less than last year; however, the department served almost 3% more families.

Consistent with program size, 88% of the administrative fees come from the Voucher Program, 10% from the Moderate Rehabilitation Program and 2% from the Port Ins that were not absorbed into the PHA Programs.

The increased number of participants moving away from Providence has also cost the PHA a loss of administrative fees since \$174,860 was paid to other housing authorities. This is an 8% increase since last year.

HOUSING ASSISTANCE PAYMENTS

A total of \$19,252,370 in Housing Assistance Payments (HAP) was sent to property owners for participating families during FY2017. This reflects a 6% increase in the past year which can be attributed to increased program size, the rising rental market and new lease-ups in two SRO buildings which were vacant the prior year. The average assistance payment ranged from \$623 in July 2016 to \$641 in June 2017. The average tenant rent was \$269 (a 1% decrease from FY2016).

Table 6: Total Housing Assistance FY 2008-FY 2017

Year	Vouchers	Mod. Rehab.
FY 2008	\$13,930,124	\$1,678,588
FY 2009	\$14,826,221	\$1,483,121
FY 2010	\$14,697,476	\$1,880,461
FY 2011	\$16,187,663	\$1,897,459
FY 2012	\$16,841,380	\$1,798,836
FY 2013	\$17,415,434	\$2,024,858
FY 2014	\$17,051,690	\$1,834,537
FY 2015	\$17,554,037	\$1,404,581
FY 2016	\$16,949,999	\$1,230,904
FY 2017	\$17,930,077	\$1,322,293

LOCATION OF UNITS

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

Historically, the highest percentage of participants resides in the Upper South Providence neighborhood (297, or 11.7%). The second most popular neighborhood is Wanskuck with 268 (10.5%) followed by Elmwood with 240 (9%). These top three neighborhoods account for 32% of the participants due to numerous complexes such as Lockwood Plaza, Sutterfield Apts., Elmwood Common, Williams Wood, Omni and SWAP.

Subsidized families living in other cities rose consistently since 2008 (from 6.2% to 9.0%). Hopefully, an improved economy and more job opportunities will reverse this trend.

Providence Housing Authority

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

Neighborhood	Units	Percent
Blackstone	0	0%
College Hill	24	1.0%
Charles	80	3.1%
Downtown	1	< 1%
Elmhurst	56	2.2%
Elmwood	240	9.4%
Federal Hill	78	3.0%
Fox Point	25	1.0%
Hartford	42	1.6%
Hope	5	< 1%
Lower South Providence	157	6.2%
Manton	58	2.3%
Mt. Hope	40	1.6%
Mt. Pleasant	140	5.5%
Olneyville	104	4.1%
Reservoir	36	1.4%
So. Elmwood	26	1.0%
Smith Hill	104	4.1%
Silver Lake	162	6.4%
Upper South Providence	297	11.7%
Valley	54	2.1%
Wanskuck	268	10.5%
Washington Park	112	4.4%
Wayland	0	0%
West End	207	8.1%
Other (Outside City)	230	9.0%
Total Section 8 units: 2,546		



Resident Services



INTRODUCTION

The Department of Resident Services continues to enhance the mission of the agency as a whole by addressing the educational, economic and healthcare needs of our residents through both direct service and creative partnerships. In FY 2017 a total of 1,833 individuals were served through the Department's comprehensive continuum of programs and services.



Adult Education is one of a number of core programs provided by the Resident Services Department

The following table is evidence of our success in serving a significant number of residents in both our family and elderly/disabled high-rise developments during FY 2017:

Table 1. Unduplicated Count of Residents Served FY 2017

PROGRAM	Unduplicated Participants
Resident Services Department Programs	
Jobs Plus Providence	97
Adult Education (ABE/GED & ESL)	125
Family Self-Sufficiency (FSS)	142
Financial Opportunity Center (FOC)	143
Homeownership (HC)	164
Resident Service Coordinator (RSC)	986
RSD Programs Total	1,560
Youth Programs	
Boys & Girls Club - Open Door Program	158
Boys & Girls Club - Licensed Child Care	115
Youth Programs Total	273
TOTAL Residents Served	1,833

PERSONNEL

Approximately twenty-seven full and part time Resident Services Department (RSD) staff provided program development, coordination and/or direct services to our residents in FY 2017.



Resident Services Department staff attended an all-day planning retreat at United Way of RI

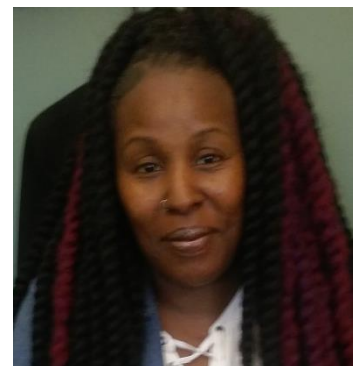


RSD personnel numbers increased during FY 2017. Four additional full time staff members were added as part of the new HUD Jobs Plus Providence (JPP) program for a total of 16 full time staff this year. In addition, with the redesign of our Adult Education Program, one part time GED teacher and six) part time ESL teachers, a Program Specialist and a Program Assistant were hired,

as well as three part time JPP Community Outreach Workers, bringing the total number of part time staff up to 11 (see new staff photos below).

In FY 2017, RSD also hosted a full time AmeriCorps Worker through the Accessing Home Program funded in part by NeighborWorks RI and the RI Housing Network. The purpose of this program is to educate and assist residents to become responsible tenants, avoid eviction, and build community.

With the exception of the Director and a percentage of the Associate Director, *all RSD staff was fully funded from grants secured through department fundraising efforts.*



FUND DEVELOPMENT

In FY 2017, 13 new or renewal applications for funding were submitted. All but two applications were awarded funding. \$3,911,232 in grant funding was secured for Resident Services programs in FY 2017. The table below is a record of all funding applications submitted.

Table 2: Summary of FY 2017 Funding Applications

Funding Source	Grant Program/Activity	Amount Requested	Amount Awarded
CDBG/Community Center/Public Service	Thomas J. Anton Community Center Programs	\$78,140	\$42,343
Dexter Donation Fund	Increasing elderly physical activity	\$2,000	\$2,000
CVS Community Heroes Grant	Increasing elderly physical activity	\$5,000	\$0
HUD ROSS Public Housing Family Self Sufficiency (FSS) Program	FSS Services	\$196,744	\$196,744
HUD/Comprehensive Housing Counseling Program	Section 8 Homeownership	NA	\$17,244
HUD/ROSS Service Coordinator Program	Comprehensive Resident Services	\$246,000	\$246,000
HUD Juvenile Re-Entry Assistance Program (JRAP)	Youth Legal Services	\$100,000	\$100,000
HUD Jobs Plus Program (JPP)	Workforce Development	\$3M	\$2,999,608
RI Department of Education (RIDE) Job Development Fund (JDF)	Adult Education (AE)	\$133,382	\$133,382
RIDE English Language CIVICS	EL Civics	\$25,000	\$25,000
UWRI Providing Operational Support	Adult Education	\$49,917	\$48,917
UWRI Scaling Up for Success	Financial Opportunity Center Services	\$99,994	\$99,994
Victims of Crime Act (VOCA)	Youth & Police Initiative	\$109,086	\$0
TOTAL		\$4,025,318	\$3,911,232

Community Development Block Grant (CDBG)

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

Dexter Donation Fund

The City awarded the PHA \$2,000 in Dexter Donation grant funds to support physical fitness activities for seniors in our high-rise developments. Funds this year were used to outfit an exercise room and provide exercise classes at 335 Hartford Avenue (the Tower).

HUD Grant Renewals

HUD renewed the PHA's ROSS Service Coordinator (RSC) and Family Self Sufficiency (FSS) Program grants in the amount of \$246,000 and \$196,744, respectively; HUD increased our HUD Comprehensive Housing Counseling Program grant to \$17,244 this year.

HUD Juvenile Re-Entry Assistance Program (JRAP)

HUD funding in the amount of \$100,000 was awarded to deliver JRAP services to eligible youth ages 16-24 in partnership with RI Legal Services (RILS) in FY 2017.

HUD Jobs Plus Program (JPP)

The PHA was one of six public housing authorities nationally in HUD third cohort to be awarded a Jobs Plus grant to assist residents entering the workforce. \$2,999,608 in grant funds allowed the PHA to launch its Jobs Plus Providence Program (JPPP) this fiscal year (see Jobs Plus Providence Program for details).

Rhode Island Department of Education (RIDE)

RIDE renewed the PHA's Adult Education and EL CIVICs grants for a total of \$158,382 to support our Adult Education Program this fiscal year.

UWRI Providing Operational Support

Funding in the amount of \$49,917 annually for three years was awarded to support our Adult Education Program in FY 2017.

UWRI Scaling Up for Success

Funding in the amount of \$99,994 annually for three years was awarded to replicate our Financial Opportunity Center (FOC) in another geographic location (Coddington Court) in FY 2017.

RESIDENT SERVICES DEPARTMENT PROGRAMS



Through a combination of direct service delivery and creative partnerships, the Department of Resident Services is able to provide a broad range of programs to meet the needs of resident youth and adults as well as our elderly and disabled population. RSD services fall into several broad program categories: Youth Programs; Adult Education/Training Programs; Resident Service Coordinator (RSC) Program; Family Self Sufficiency

(FSS) Program; Financial Opportunity Center (FOC) Program; and Section 8 Homeownership Program. Two new programs were added during FY 2017: the Jobs Plus Providence (JPP) Program and the Volunteer Income Tax Assistance (VITA) Program.

YOUTH PROGRAMS

Providence Boys and Girls Club

The Providence Boys and Girls Club (BGC) continues to be our primary partner in the

delivery of quality after school and summer programming for public housing youth ages 6-12 and teens ages 13-18. Last year, a total of 158 youth and teens participated in a variety of Open Door activities at three public housing sites (Chad Brown, Hartford Park and Manton Heights). The BGC's *licensed before and after school childcare* program at Hartford Park continues to grow serving a total of 115 youth annually and bringing the total number of youth authority wide served to 273 this fiscal year.

Youth & Police Initiative (YPI)

Two sessions of the Youth & Police Initiative (YPI) were held in fiscal year 2017. The first was held in the fall (females) and another in the spring (males). With grant funding from ONE Neighborhood Builders, the PHA partnered with the North American Family Institute (NAFI) and the Providence Police Department (PPD) to deliver this innovative intervention which strives to break down barriers



between at-risk youth and the police officers who patrol their neighborhoods. Colonel Hugh Clements of the Providence Police Department and our Resident Service Coordinators addressed YPI youth and their families at the fall and spring YPI celebrations. A total of 27 youth graduated from YPI this year and received stipends for their participation.

Youth Leadership Academy



In partnership with Year Up, this year the PHA graduated 19 public housing youth ages 14-18 from its Youth Leadership Academy (YLA). Funding for this pilot program to improve educational outcomes and increase employment among public housing youth was provided by United Way of RI. The 10-week after school program utilized parts of the established Year Up curriculum – a proven model for increasing self-awareness, confidence and communication skills. Program components included:

- ✓ **Communication skills**
- ✓ **Conflict resolution**
- ✓ **Leadership & civic engagement**
- ✓ **Job readiness**
- ✓ **Mentorship**

Each YLA participant was matched with a Year Up alumni mentor who served as a positive role model and provided another layer of support. Staff from Comprehensive Community Action Program (CCAP) provided assistance to YLA graduates preparing and searching for summer employment.



ADULT EDUCATION/TRAINING PROGRAMS

Table 3: Summary of Program Utilization FY 2017

Course	Students	Total Hours
English as a Second Language	111	6,092
Adult Basic Education/GED Preparation/NEDP	29	2,093
Digital Literacy Training	73	1,067
Sherwin Williams Painter Training	8	224
Total	221	9,476

ABE/GED and ESL Classes

For Fiscal Year 2017, the PHA's Adult Education/Training Program offered one GED/ABE class and five ESL classes: four at Laurel Hill and one at Chad Brown. ESL students had the opportunity to enroll in one of two ESL levels, as well as to select between a daytime or evening class. The academic calendar was divided into four sessions as opposed to three sessions the year before. A total of 140 students received case management and 8,185 instructional hours for FY 2017.



The staff incorporated digital literacy during adult education classroom time and through the Northstar Curriculum many students received instruction on basic skills needed to perform tasks on computers and online. The students reviewed vocabulary and computer skills instructions in the classroom before going to the computer lab. One of the ESL classes learned to prepare an individual PowerPoint presentation about a state that they

carefully researched online. In addition to utilizing the computer labs on site, the AE program purchased smart projectors for next year. This will enable classes to access video, news and word processing applications as an integrated component of language and literacy development.

PHA adult students were also encouraged to participate in other programs and services as well as events offered by RSD such as the PHA's annual Community Job Fair and Homeownership Fair coordinated by the Financial Opportunity Center. Also about 22 students participated in a field trip to the Museum of Work & Culture during the spring. In addition to ongoing preparation for and delivery of individual classes, teaching staff met monthly to review classroom practice. They also spent several hours monthly engaged in professional development work, including conference/webinar participation, reading subscriptions and online discussion groups.



Job Skills Training



In partnership with Sherwin Williams, Inc., the PHA offered the Home Work Painter Training program in May 2017. Eight participants (5 residents) received three days of classroom instruction on paint basics, paint application, safety and HUD lead-safe work practice and also learned about finding a job. Participants also completed two days of hands-on painting at the Senior Lounge at Chad Brown where they practiced the skills learned in the classroom. Each graduate received a RI Certification as a Remodeler/Renovator. At the end of the week,

there was a celebration recognizing the students' hard work and accomplishments.

RESIDENT SERVICE COORDINATOR (RSC) PROGRAM

With HUD funding, the PHA employs five (5) full time Resident Service Coordinators (RSCs) to address the social services needs of its residents. Two RSCs split their time assisting residents in each of our three (3) large family developments (Chad Brown, Hartford Park and Manton Heights); the remaining three RSCs are assigned to one or more of our six high-rise developments and rotate between these sites.



RSCs promote all PHA programs, provide on-site, one-on-one case management, coordinate special events and collaborate with local service providers in the community to connect residents with the services they need through appropriate referral and follow up. RSCs reach out to all new residents within three weeks of lease signing, assess residents' needs, and develop an Individual Service and Training Plan (ISTP). Information from the ISTP is entered into the department's Tracking At A Glance (TAAG) case management system. This fiscal year, over 500 ISTPs were entered into the data system and 21 new service providers were contacted from which 14 new onsite programs were introduced. The RSCs organized 76 community events this year authority-wide. As of June 2017, the RSCs had made 306 referrals to various agencies and community partners for services.

Back to School Events



In August, the RSCs assigned to our family developments organized **Back To School (BTS)** events at each family site. BTS events were held in conjunction with **Fire Safety Events** organized by the PHA's Special Projects Office (SPO) in collaboration with the **Providence Fire Department**. With the assistance of resident volunteers and Property Management office staff, the RSCs handed out free backpacks

filled with school supplies to over 600 families with children ages 6 to 17 for a total of 979 backpacks. Numerous partners including **Blue Cross Blue Shield of RI, United Healthcare** and **Coastway Community Bank** helped sponsor these annual events. The RSCs also reached out to their respective Planning Committees for assistance in making these events a success. Thanks to the coordinating efforts of the RSCs, attendees enjoyed a wide range of activities including music, face painting, raffles, refreshments and the **Y-On-The Move** inflatable obstacle course.



Health and Wellness Fairs

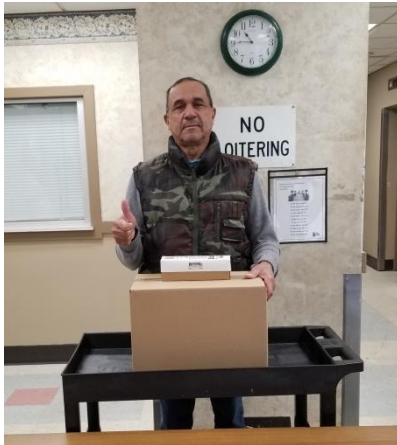
Many public housing residents need access to health education and services. In response to this need, the RSCs coordinate a wide range of interventions to help residents monitor their health, eat more nutritious foods and become more physically active. A variety of health education workshops, screenings,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



Perhaps the most popular health-related event is the annual resident Health and Wellness Fair. Numerous partner agencies participate in these events including the URI Pharmacy Outreach and URI Nutrition Programs, Walgreen's Pharmacy, Federal Hill House Association and PACE. Fairs feature free blood pressure and cholesterol screenings and mini workshops on a variety of topics including food and nutrition, the importance of exercise, disease prevention/management, medication interaction/management, alternative treatments and herbal remedies.

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

Food Pantry & Senior Box Program



Established in 2011, the Food Pantry improves food access for public housing residents living in Parenti Villa. The pantry is a collaboration between the PHA and the Rhode Island Community Food Bank. PHA staff from Facilities Management along with 11 volunteer residents assist with ordering, picking up, and stocking the food. In FY year 2017, the Food Pantry provided a total of 1,450 meals to 157 residents. Each year, the PHA hosts a Volunteer Appreciation event to recognize all of the hard work performed by the volunteers and staff. This year, a meeting was also held with volunteers and staff to discuss best practices.

The Senior Box Program is a collaboration between the PHA and the RI Food Bank. The RSCs, along with a few resident volunteers, distribute boxes of nonperishable goods on

the first and third Tuesday of the month. In fiscal year 2017, 57 residents received Senior Box services, 12 boxes per year, with a total 684 boxes distributed.

Carroll Tower Congregate Meal Site

The PHA's partner Meals on Wheels (MOW) is dedicated to meeting the nutritional needs of the elderly to help them maintain their independence. At the Congregate Meal Site, MOW provides hot, nutritiously balanced meals Monday through Friday to residents 60 years of age or older living in Carroll Tower. Each diner is provided with a monthly menu which includes a nutrition newsletter. Members are also invited to participate in workshops presented by Blue Cross and Blue Shield of Rhode Island on nutrition and stress. The meal site is staffed by current and former resident volunteers and two Meal Site Coordinators provided through a new partnership with Maturity Works (formerly SER Jobs for Progress).



Social Events



RSC staff encourages elderly residents to be socially active and to participate in community building activities in their developments. In FY 2017, the RSCs hosted a wide variety of social events centered around holidays such as Earth Day, Halloween, Valentine's Day, Mother's Day and Father's Day and In December, they helped coordinate the PHA's annual Holiday Luncheons at each high-rise site.

In FY 2017, the RSCs coordinated Art Classes at several sites, bringing in a professional artist to teach painting. In the spring, resident students were invited to display their art work as part of a local art exhibit in the lobby at United Way RI.

By far the most popular annual event is the Cultural Festival. These events, traditionally held in November at each high-rise development, bring together diverse cultures from Africa, Dominican Republic, Italy, Ireland, Guatemala, Mexico, Puerto Rico, Russia and Thailand.

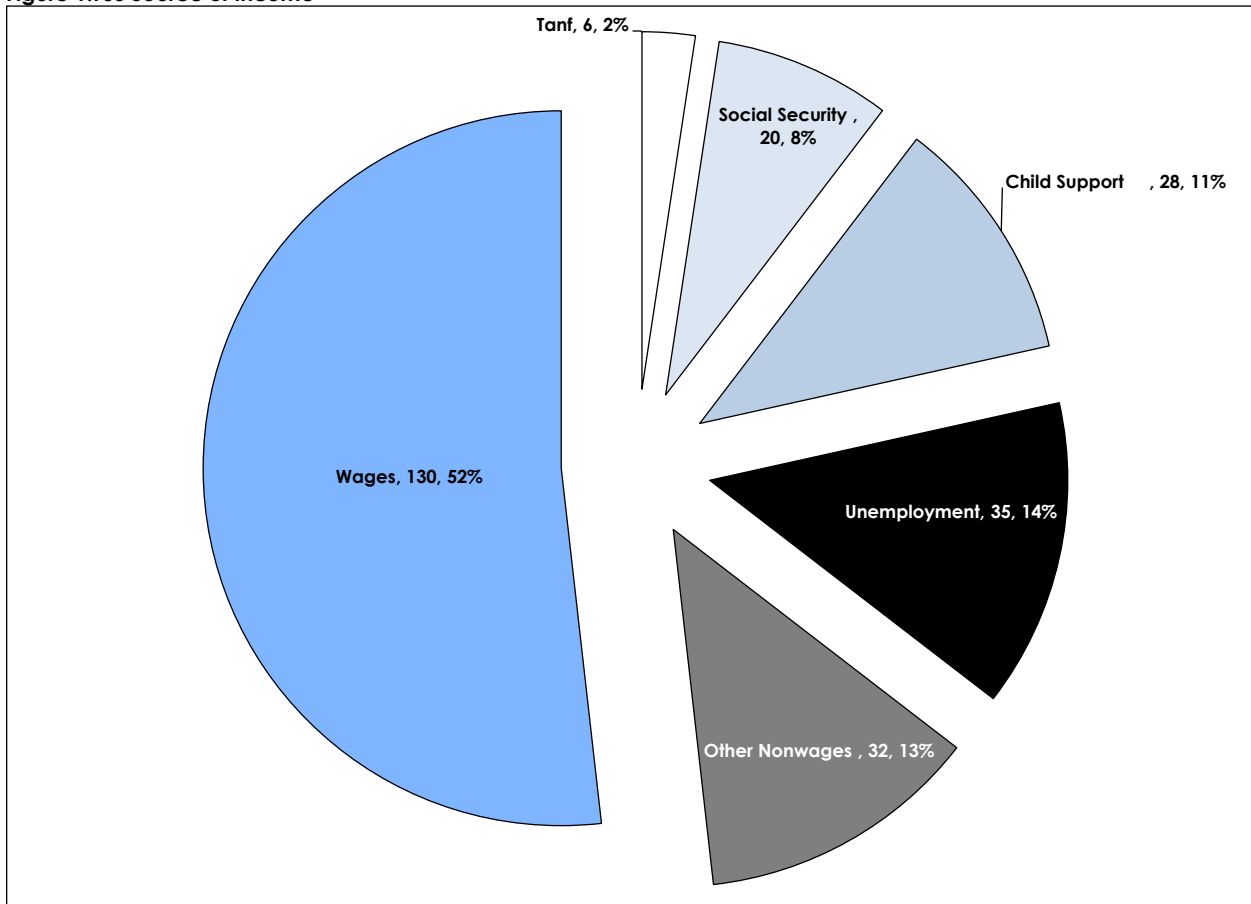
Residents and staff are encouraged to dress in traditional clothing from their countries. Music, dancing, food, visual artifacts and singing all serve to create a festival atmosphere. In FY 2017, over 190 residents participated in these festivals.

FAMILY SELF-SUFFICIENCY (FSS) PROGRAM

The Family Self Sufficiency (FSS) program helps PHA and Section 8 residents achieve economic independence through gainful employment. Two FSS Coordinators are available to meet with program participants and develop a five-year Contract of Participation (COP). This contract includes an Individual Service and Training Plan (ISTP) which outlines education, training and employment goals that will lead to increased earned income. Appointments with the FSS case manager to discuss progress and address needs or barriers are conducted quarterly. The PHA served 178 families in the FSS program in FY 2017.



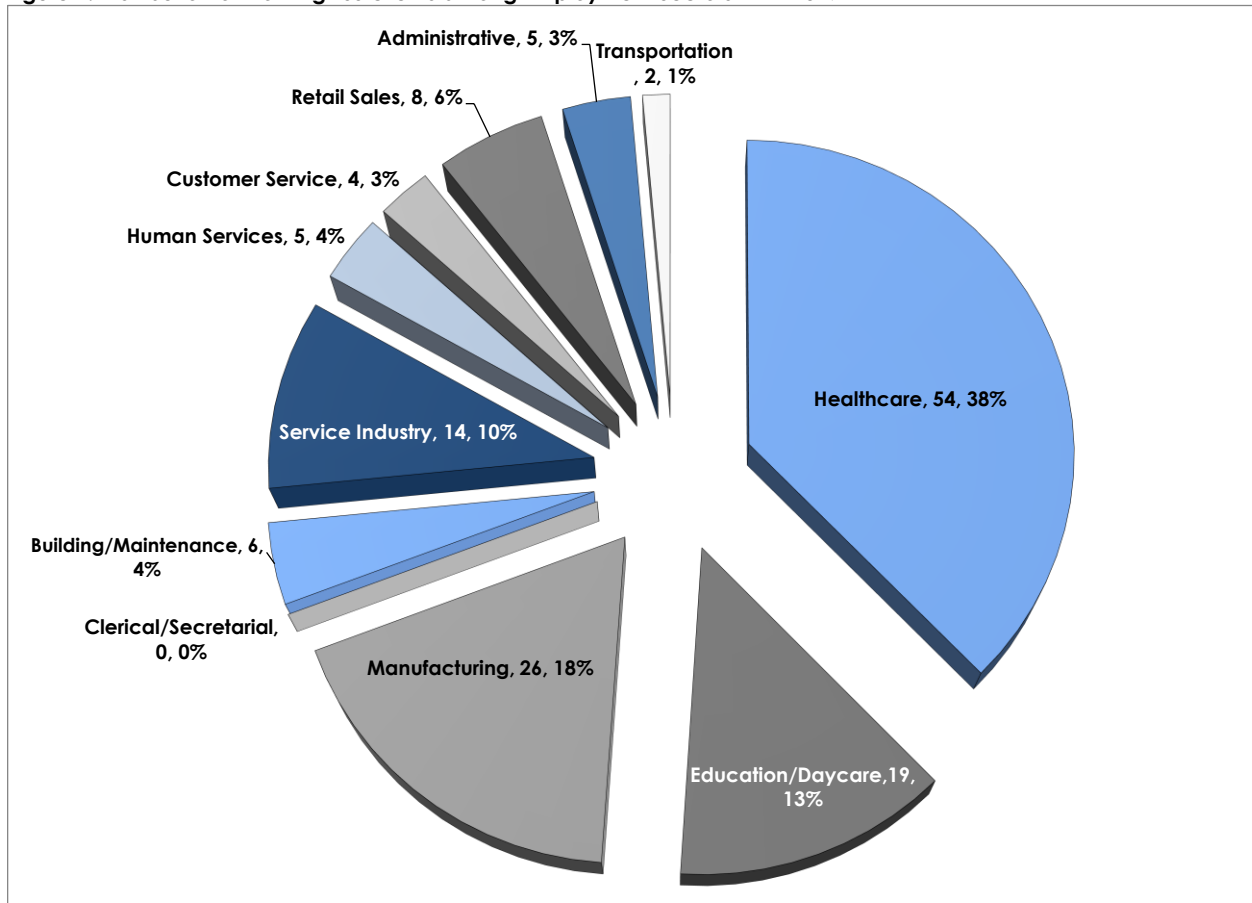
Figure 1:FSS Source of Income



At the close of FY 2017, 80.33 percent (143) of FSS participants were employed. Twenty percent of participants report non-wages (i.e., stipends for foster parents or AmeriCorps workers) as their primary income source; 9 percent are collecting unemployment, and only 2 percent of FSS participants receive Rhode Island Works (TANF) cash assistance. Other primary income sources include child support, Social Security and SSI.

Healthcare is a growing industry in Rhode Island and 30 percent of employed FSS participants hold jobs in this field. Some of the most common positions held are Home Health Aides, Patient Care Technicians and Certified Nursing Assistants. Another 19 percent work in Manufacturing and 14 percent work in Education/Childcare, with many participants working as Daycare Workers, Teachers' Aides, Laborers and Assemblers. The chart below illustrates the distribution of working FSS clients among employment sectors in FY 2017.

Figure 2: Distribution of working FSS clients among Employment Sectors in FY 2017



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 178 active FSS participants as of June 30, 2017, 62 percent have established escrow with the average account balance being \$4,720.90. The majority of those participants who have not yet established escrow are those participants who are actively job searching or are enrolled in training.

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

Escrow Account Indicator	Public Housing	Section 8	Total
Total held in escrow	\$244,716.73	\$274,583.35	\$519,300.08
Participants with escrow	54	56	110
Average account balance	\$4,531.79	\$4,903.27	\$4,720.90

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 forty-eight who successfully completed the FSS program, twenty-six (54%) had escrow account savings released to them. The average escrow disbursement was \$10,252.67 and payouts ranged from \$294.19 to \$30,988.05.

Table 5: FY 2017 Escrow Disbursements - Terminated Participants

Escrow Account Indicator	Public Housing	Section 8	Total
Total escrow disbursed	\$194,633.31	\$71,936.20	\$266,569.51
Participants receiving escrow	15	11	26
Average disbursement	\$12,975.55	\$6,539.65	\$10,252.67

FINANCIAL OPPORTUNITY CENTER

With new grant funding from United Way of RI (UWRI) in FY 2017, the PHA's Financial Opportunity Center (FOC) is now in its seventh year. The overarching goal of the FOC is to assist low-income families to become financially independent by improving or repairing their credit, helping them access benefits to which they may be entitled, and increasing their earned income through employment. To achieve this, the FOC "bundles" three key counseling services under one roof:

- **One-on-One Financial Coaching**
- **Income Supports**
- **Employment Supports**

The FOC's main offices are located at the Thomas J. Anton Community Center facility in Hartford Park (50 Laurel Hill Avenue); at the start of this fiscal year, the FOC expanded its scope by offering services at the PHA's Education and Training Center (ETC) located in Coddington Court (144 Dodge Street). FOC orientations occur on the last Friday of every month. The sessions serve as the first step toward enrolling in the FOC. A PowerPoint presentation assists in describing the benefits of joining the program. Families submit a completed application and signed credit report authorization form. Once all client intake data is entered into the program's comprehensive, web-based case management system Efforts to Outcomes (ETO), the applicant is contacted by the Financial Coach to schedule the first appointment.

In FY 2017, of the 145 enrollees, 93 (64%) received bundled services from the Financial Opportunity Center. The Workforce Education and Employment Specialist (WEES) helped 45 clients obtain employment and has tracked retention benchmarks along the way with 45 clients attaining a 3, 6 or 12-month milestone during the year. Financial outcomes have been strong with 29 achieving an increase in net income, 13 increasing their net worth and 23 seeing an increase in credit score.

Table 6: Financial Opportunity Center Outcomes

Performance Indicators	FY 2017
Unduplicated residents served	110
Attended Orientation	90
Total receiving bundled services	93
Initial Financial Assessments	50
Obtaining employment	45
Retaining employment: 3 months	45
Retaining employment: 6 months	33
Retaining employment: 12 months	16
Achieving increase in income	29
Achieving increase in net worth	13
Achieving increase in FICO score	23

Financial Coaching

During the initial meeting with the FOC Financial Coach, clients receive a Combined Financial Assessment (CFA) 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 continues to educate clients and empower them to be self-sufficient.

Income Supports

Once an FOC client has met with the Financial Coach and completed a CFA, they may be referred to one of the PHA's Resident Service Coordinators (RSCs) for a benefits assessment to determine eligibility for various income supports such as TANF, SNAP, WIC, SSDI, etc., which can help increase a family's net income.

Employment Supports

The Workforce Employment Education Specialist (WEES) provides career counseling, resume help, job search assistance and job retention strategies. In addition to one-on-one job coaching, she also teaches an Employment Skills Training class that prepares

people for work. Grant funds enabled PHA to purchase clothing vouchers and bus passes for clients who obtain and retain employment benchmarks in this program.

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

Women and Entrepreneurship



With the majority of participants being female head of household, the Financial Opportunity Center often finds itself in search of creative ways to support families thrive economically. Many of these women are not only sole providers and protectors of their families; they are also exceptionally talented and natural entrepreneurs in their own right.

With an emerging need to find employment opportunities that cater to 'mom hours,' the FOC connected with the Center for Women Enterprise to present what has been dubbed the *Women in Business Seminars*. These seminars were facilitated throughout the fall providing basic information on the realities and opportunities of starting a woman-owned business in Rhode Island. Women not only weighed the benefits and challenges in entrepreneurship, but learned about the ins and outs of putting together a business plan. They also learned about accessing capital through bank loans and microloans offered by CWE and other organizations. As a result of the seminars, five women reported pursuing their own business in home daycare, gift basket making, health & beauty, and the food industry.

Community Job Fair/ Education & Training Fair

The 5th Annual PHA Community Job Fair was held in May at the Manton Heights Family Development Recreation Center. The job fair was moved from its usual early spring timing to coincide with the start of the Jobs Plus Providence Program, which aims to serve the Manton Heights and Hartford Park Family Developments. Employers and partners included Rhode Island Public Transit Authority, Twin River Casino, the Providence School Department, and the City of Providence's First Source Office to name a few.





As part of expanding services to residents of Codding Court the Financial Opportunity Center hosted the Education and Training Fair on August 18, 2016. The event brought together various training partners including Genesis Center's healthcare training, RI Food Bank's Culinary Arts Program, and Amos House Construction Course. By having a room full of outstanding training programs, the FOC facilitated the opportunity for residents to simultaneously access information on

various programs and compare which suited their educational and training needs. Moreover, the event created an opportunity for PHA staff to network with the various training partners.

Bridging Workforce & Adult Education

Similarly to last year, the Employment Skills Training (EST) course was modified to suit the needs of our residents and FOC participants. One modification involved a five-week Spanish/ESL course at Manton Heights centered on developing basic on-the-job communication skills. Participants discussed the present standing of the Rhode Island labor market and conducted an analysis of their household income in comparison to achieving a "living-wage." These conversations sparked a discussion on the everyday challenges our residents face, but also motivated participants to further invest in their education and language learning.



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Additionally, the WEES collaborated with Groundworks Rhode Island at Codding Court to offer Resume and Interview Readiness Workshops. This collaboration proved to be doubly beneficial as participants were trained through Groundworks in OSHA 10/OSHA 40 (HAZWOPER) making them work-ready and fantastic candidates for employment placements through the FOC.

Due to its popularity and success last year, the FOC once again collaborated with the ESL and GED instructors at Hartford Park to facilitate mini workshops that covered resume writing, dressing for success, and tips on engaging employers in preparation for the 5th Annual PHA Community Job Fair.

HUD HOUSING COUNSELING PROGRAM



The HUD Housing Counseling Program is open to both public housing and Section 8 residents. It specifically allows qualifying Section 8 residents to use their voucher as a form of mortgage payment assistance on single-family homes. As a way to facilitate outreach and effectively communicate program guidelines, the PHA hosts quarterly seminars, in both English and Spanish, for prospective homebuyers. Since July 2016, thirty-four (34) residents attended a presentation; twenty (20) were issued Housing Assistance Payment (HAP) letters for

prequalification and twelve (12) closed on a home. Participating lenders accept the HAP prequalification letter as a form of income and offer competitive, low-rate/fixed rate loans.

Table 7: Section 8 Homeownership Program Indicators

Indicator	Total
Enrolled	50
Attended quarterly orientation	34
Certification (HAP) letters sent	20
Closed on a home with Section 8	12

Homebuyer Information Fair

Shortly after his appointment, HUD Secretary Dr. Ben Carson, declared June to be National Homeownership Month. In June, the PHA hosted its 12th annual Homebuyer Information Fair at 40 Laurel Hill Avenue. The goal of this event is to inform public housing and Section 8 residents in Providence about the latest local resources available to low and moderate income families interested in becoming homeowners. A total of 19 vendors participated in the Fair. Citizens Bank, this year's sponsor, provided refreshments and gave a presentation on their various financial products available to low income individuals. Attendees were then able to visit each vendor and obtain information regarding homebuyer education, credit counseling services, home inspection services, home sales by community development organizations and local realtors, and mortgage products for first-time homebuyers and disabled persons. A total of 46 people attended this event - 20 were Section 8 voucher holders; seven public housing residents; and 19 from the community at large.

VOLUNTEER INCOME TAX ASSISTANCE (VITA) PROGRAM

The Volunteer Income Tax Assistance (VITA) program offers free basic income tax return preparation with electronic filing to individuals and families that make less than \$55,000. VITA sites and their volunteers are trained to ensure that individuals who are eligible access important tax credits, such as the Earned Income Tax Credit (EITC) and the Child Tax Credit (CTC), which reduce the tax burden and often lead to a larger refund.



During FY 2017, the PHA joined the Providence VITA Coalition and offered the VITA program at the Thomas J. Anton Community Center, 50 Laurel Hill Avenue. The site was open two evenings per week and two days per week. With funding from the IRS, Providence Community Development Block Grant funds and United Way of RI, the PHA was able to hire a Site Coordinator and give stipends to three residents who served as Greeters for the program. In our first year, we exceeded the minimum submissions required and successfully transmitted over 120 returns.

JOBS PLUS PROVIDENCE (JPP) PROGRAM



During FY 2017, the PHA was one of twenty-four public housing authorities in the country selected by the U.S. Department of Housing and Urban Development (HUD) to participate in Jobs Plus - a federally-funded initiative to assist public housing residents entering the workforce. The PHA's Jobs Plus Providence (JPP) Program targets residents living in Hartford Park and Manton Heights.

The site-based JPP Program aims to increase residents' earned income through employment by effectively integrating JPP's three main components:

- (1) **Employment-related Services** - JPP program staff has established partnerships with a number of community-based organizations to deliver a comprehensive menu of employment-related services. The JPP Employment Case Managers (ECM) connect JPP participants to appropriate services including work readiness training, industry specific job skills training and job search/placement/retention assistance.
- (2) **Financial Incentives** - through the JP Earned Income Disregard (JPEID), better known as the Rent Program, Hartford Park and Manton Heights residents who increase their earned income through work (i.e. get a new or additional job; get a raise or move from part time to full time work), will NOT experience a rent increase during the term of the program.

- (3) **Community Supports for Work** - JPP staff create opportunities for residents to identify the barriers they face in finding employment and to work together to find solutions to those barriers. Additional partnerships with local service providers allow JPP participants to access a variety of work-enabling supportive services critical to success such as adult education, computer and citizenship classes, child care, transportation, financial literacy workshops and behavioral health counseling.

A full time JPP Manager, three full time JPP Employment Case Managers (ECMs) and four part time JPP Community Outreach Workers (COWs) were hired during the second half of FY 2017 to implement the JPP Program.



The COWs (all residents of either Hartford Park or Manton Heights) received 12 hours of outreach training. The Manager and ECMs were trained in Tracking-at-a-Glance (TAAG) - the department's data collection and case management web-based software system. All full-time staff participated in a HUD JPP Conference in Washington D.C. where they were able to meet with our HUD Jobs Plus Program representatives and learn from other JP grantees.

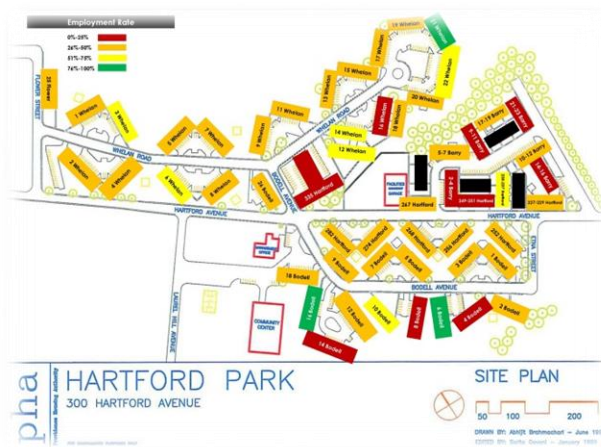
In January, JPP staff established and convened members of the JPP Task Force. The JPP Task Force is made up of staff from all PHA departments. The theme at the meeting was "Make Every Contact Count." At the meeting, members learned about the JPP program elements and their particular role in promoting the program. For example, the Property Management team plays an important role in outreach and recruitment by disseminating information at the time of lease up, recertification or when residents come to discuss the Rent Program.

JPP staff has established partnerships with a number of community-based organizations to provide a variety of valuable services to JPP participants including Spanish GED classes, digital literacy classes, individual and family behavioral health counseling, and, of course, industry specific job skills training (culinary arts; carpentry; manufacturing; environmental jobs; etc.). A convening of representatives from all partner agencies was also held in conjunction with HUD's official Jobs Plus Site Visit in April. At this all-day gathering, JPP and other RSD staff made formal presentations to our HUD Jobs Plus Program representatives and partner agencies bringing all stakeholders up to date on JPP progress to date and soliciting feedback and ideas for moving forward.

The JPP Program officially "launched" in April 2017. JPP staff is located at the Thomas J. Anton Community Center (50 Laurel Hill Avenue) - the Resident Services Department's main facility located in Hartford Park. The table below represents outcomes for JPP for FY 2017:

Jobs Plus Providence Program (JPP) Performance Indicators	FY17
Current Residents who attended a Jobs Plus Orientation	226
Current Residents who are Jobs Plus participants	181
Participants who enrolled in a Training/Certification program	12
Participants beginning new P/T or F/T employment	40

The first step in the JPP participant process is the JPP Orientation. Orientations began in May and are now taking place twice a week. At the Orientation, Hartford Park or Manton Heights residents have the opportunity to make an appointment for a one-on-one meeting with an Employment Case Manager. At this meeting, the ECM helps the client to map out their career goals and develop an Individual Service and Training Plan (ISTP) to meet those goals.



JPP outreach and recruitment is ongoing. Our Community Outreach Workers knock on doors, attend events, and regularly host a table at the Hartford Park and Manton Heights Property Management offices to promote JPP and encourage residents to attend an Orientation. COWs use maps that break down employment rates in each of the target developments to create weekly outreach and recruitment strategies.

All JPP outreach and recruitment correspondence with residents has been bilingual. All residents were sent a JPP newsletter along with a survey related to the goals of JPP to identify resident needs and gaps in services and to help establish baseline information for future evaluations.

The development of JPP marketing and promotional materials has been an important focus during this period. The JPP logo was finalized and posters were developed and printed. The JPP website and social media platforms have been finalized. Our website is: <http://jobsplusprovidence.com> and stakeholders can visit us on Facebook at: Jobs Plus Providence, on Instagram at: jobsplusprov, or Twitter at: @jobsplus_prov.



Facilities Management



INTRODUCTION

During FY 2017 the Facilities Management Asset Management Department had five open Capital Fund Program (CFP) modernization budgets. The CFP annual plan for Fiscal year 2017 was submitted to HUD and approved in the amount of \$3,995,447.

Several Modernization projects were implemented during 2017. A contract was awarded to Edward Rowse Architects to provide Professional Engineering Services for Hydraulic Engineering and Design of Automatic Sprinkler Systems at the five Authority high-rise buildings. This award will allow the Authority to move forward with plans to obtain engineered sprinkler design for future bidding and procurement of high-rise building automatic fire sprinklerization projects. The first phase of this project involved schematic and design drawing production of the fire sprinkler modernization project of Sister Dominica Manor. The City of Providence Fire Prevention has approved drawings for Fire Protection Systems Upgrade. Bids were received in late May and were under review by Staff and the project architect at the end of the fiscal year. A contract was awarded to Ryan Electric Construction, Inc. for the relocation of three transformer sub-stations at Admiral Terrace. Ryan completed the project in November.



Ferreira Home Remodeling, Inc. was awarded a contract for exterior renovations at 18 and 20 Whelan Road. Removal of existing siding/trim and installation of new siding and trim was completed in December.

Ferreira Home Remodeling, Inc. was awarded a contract for exterior renovation work at two Scattered Sites, 444/446 Chalkstone Avenue and 49/51 Wayne Street. The work included new windows, vinyl siding, trim and light fixtures. Work was completed in June.

Freeport General Contracting, Inc. was awarded a contract for ADA renovations in apt. 1207 at Carroll Tower and apt. 1107 at Parenti Villa. Work was completed in September.

PHA LANDSCAPE CREW



The Landscaping Team is comprised of three permanent employees and nine part time (24 hrs. per week) employees. During the months of July through August, the Landscaping Team was on schedule for grass cutting at the family developments and Scattered Sites. Phase III of the fertilizing program was completed at all developments in October. In the fall months crews began leaf removal and applied the last fertilizing step for winter, which was completed in November. Four members of the Landscaping Team applied for and received permanent positions as Maintenance Custodians at the Authority. In January crews provided assistance with unit turn arounds and snow removal. There were eight snow

events during the winter months. Two were minor (an inch or less) and cleaned up with power brushes and brooms with ice melt applied as needed. Three were moderate storms (up to six inches) and three were significant (6-11"). Staff used snow blowers, snow brushes; a tractor with plow, 3 trucks with plows and shovels for snow removal. Ice melt was applied as needed throughout the developments. In June the Landscaping Team was back in full cutting mode at all the Family and Scattered Site developments.

ENERGY MANAGEMENT

The Authority continues to investigate and explore new energy sources and savings technology opportunities. Energy saving projects selected and completed continue to result in substantial reduced energy costs each heating season, reduce cost to produce domestic hot water, and reduce power cost by utilizing new low energy LED lighting technology and new VVF electric motor equipment. Asset Management was looking into new investment opportunities within the current National Grid energy rebate program to address possible LED fixture replacements for many older lighting fixtures in our buildings.



Facilities Management is looking into the feasibility of Solar Net Metering by adding Solar PV to our portfolio of energy savings measures. The first step was to determine if there were any obstacles with HUD with respect to keeping the incremental savings from an agreement with a solar energy firm and the PHA. We have been pointed in the right direction with the help of City of Providence's Office of Sustainability. The tool HUD has implemented is known as the Rate Reduction Incentive (RRI) in Public Housing. This year the RRI was modified to include off site solar net metering. Rhode Island laws now allow for off-site net metering for Public Housing. With the fundamental framework in place, we will soon be able to examine the costs of solar net meeting to the PHA and determine if there is a cost savings after factoring in our existing Energy Savings Contract with Ameresco.

Facility Management recently conducted stairwell fixture replacements at Sister Dominica Manor, following similar work done at Carroll Tower and Parenti Villa in FY2016. Winter meetings with various energy program providers included discussions of potential energy saving offers involving Remote Net Metering Solar Programs and Renewable Energy Opportunities with Renewable Energy Credits. These topics offer new possibilities where the Authority may obtain energy savings based on selection and choice of energy providers. Selection of renewable energy choices and similar topics need to be reviewed by HUD for approval prior to entering into specific agreements. The Public Housing Association of Rhode Island (PHARI) board awarded a contract to Source One of Boston Ma to assist public housing authorities throughout the state with energy consulting services. This award selects an expert energy firm to provide energy procurement services for large accounts of power and natural gas consumed by the

(PHARI). PHA energy accounts served represents approximately 40% of this group's consumption.

HEATING, VENTILATION AND AIR CONDITIONING (HVAC)



Annual cleaning and routine maintenance was conducted at all major boiler plants. Solar enhancements were ongoing at Sunset Village to improve efficiency of the system to include central heating during the heat season. Building controls were also added to monitor the central heating and domestic water efficiency and to help provide additional long term energy savings. Talks continued with Honeywell to upgrade high efficiency boiler controls at Manton Heights and Hartford Park. Existing Honeywell Delphi products are to be replaced by upgraded Honeywell Slate equipment.

UNIFORM PHYSICAL CONDITIONS STANDARDS (UPCS) INSPECTIONS

During FY 2017, Nan McKay & Associates from El Cajon, CA, conducted the inspections. Inspections began April 24th and were completed on May 26th. 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. Nan McKay Inspectors inspected all but fourteen of the 2,606 dwelling units in the Authority's inventory during FY 2017. A total of 235 UPCS deficiencies were generated from the inspections averaging 0.09 UPCS work orders per unit.

WORK ORDERS

Facilities Management personnel processed 34,624 work orders during the fiscal year which is an increase of 710 (0.2%) from the previous year. This continued trend is a result of changing daily planned maintenance work orders to monthly. Also, weekly vehicle check work orders were changed to monthly. Work orders are categorized into eight types:

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

Routine work orders, at 63% of the total, made up the largest percentage of work orders generated. Scheduled maintenance planned was the next most common category at 28%.

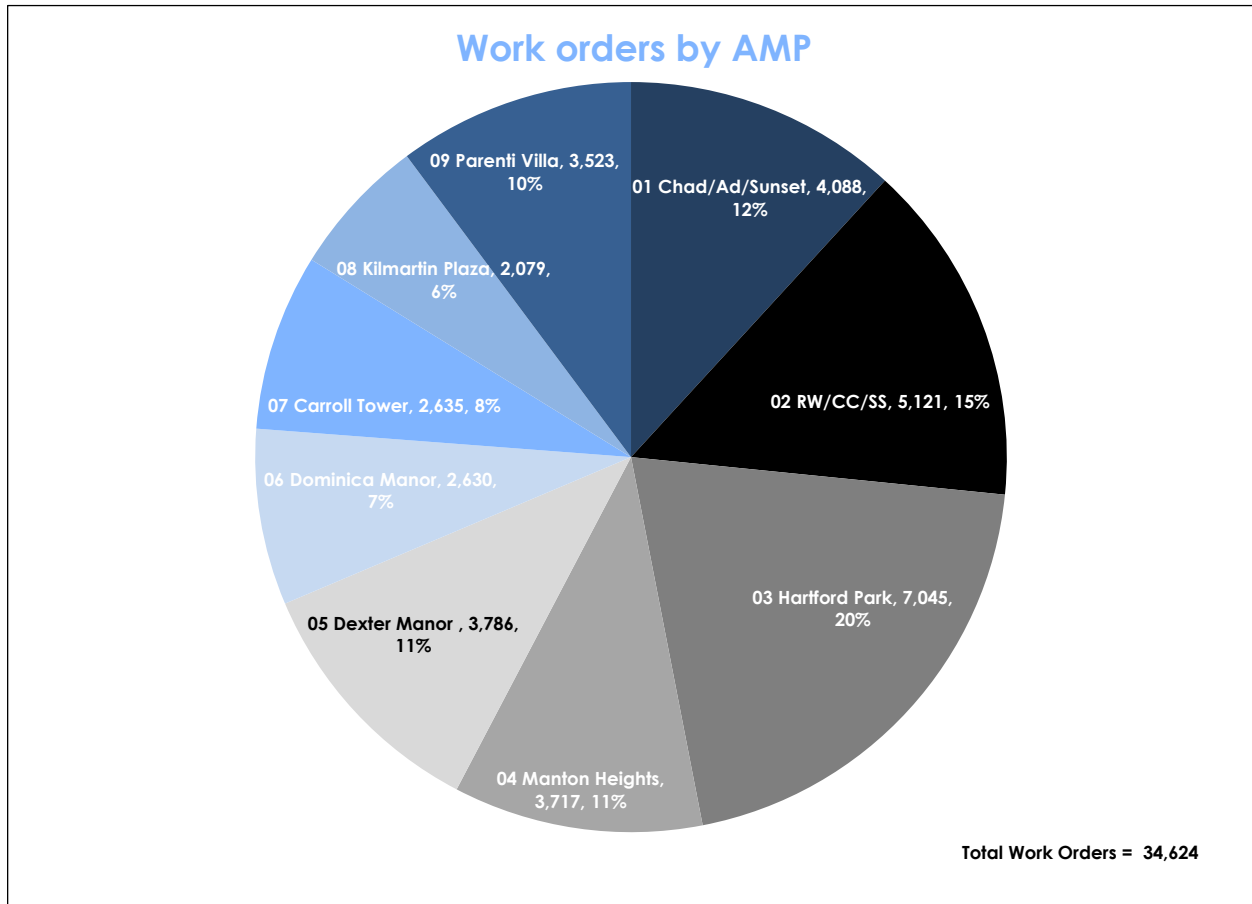
This category includes most day-to-day work tasks associated with interior and exterior building common area work at the AMPs. Also included are seasonal programs such as snow removal and lawn care.

Vacancy rehab was the next highest category resulting in 7% of the total workload. Of the work orders generated during the fiscal year, 221, or <1% were outstanding as of June 30, 2017. This is in line with the department's accomplishments in each of the past ten years.

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, 7,045. In the previous year, FY 2016, there were 6,607 work orders at Hartford Park or 20% of the total annual workload. AMP 02 (RW/CC/SS) accounted for the second highest total of work orders at 5,121 or 15% of the annual total.

Figure 1: Work Orders by AMP FY 2017



The fewest work orders recorded were at Kilmartin Plaza (AMP 8) with 2,079 work orders, or 6% of the annual total. Table 1 depicts the percent change in work orders written at each AMP from FY 2016 to FY 2017.

Table 1: Change in Work Orders by AMP FY 2016 - FY 2017

AMP	Development	FY 2016	FY 2017	% Change
01	Chad/Ad/Sun	3,835	4,088	6.60%
02	RW/CC/SS	5,294	5,121	-3.27%
03	Hartford Park	6,607	7,045	6.63%
04	Manton Heights	3,449	3,717	7.77%
05	Dexter Manor I & II	3,512	3,786	7.80%
06	Dominica Manor	2,826	2,630	-6.94%
07	Carroll Tower	2,749	2,635	-4.15%
08	Kilmartin Plaza	1,910	2,079	8.85%
09	Parenti Villa	3,681	3,523	-4.29%
	Total	33,914*	34,624	0.23%

*Total includes 51 not attributed to an AMP.

From FY 2016 to FY 2017 there was an increase of 710 work orders or +0.23% from the previous year.

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. 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 work orders were changed from daily to monthly and vehicle check work orders were changed from weekly 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.

Table 2 shows that during FY 2017, 36,624 work orders were generated for the department of Facilities Management; this is an increase of 710 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 (9,743 work orders were written for this category). Routine work orders are now the most frequent recorded type with 21,770 in FY 2017.

Providence Housing Authority

Table 2: Work Order Categories as a Percent of Total Work Orders FY 2016 – FY 2017

Year	Emergency	Urgent	Routine	Vacancy Rehab/ Unit TA	Scheduled Maint-Planned	Scheduled- Maint. Preventative	Vandalism	UPCS Referrals	REAC Inspection	Total
Percent	0.69%	0.98%	67.40%	8.14%	17.34%	5.25%	0.20%	0%		100%
FY 2008	214	124	28,183	3,508	7,610	1,947	115	1		41,702
Percent	0.51%	0.30%	67.58%	8.41%	18.25%	4.67%	0.28%	0.00%		100%
FY 2009	186	142	25,079	3,495	7,239	1,829	88	1		38,059
Percent	0.49%	0.37%	65.90%	9.18%	19.02%	4.81%	0.23%	0.0026%		100%
FY 2010	239	102	25,906	1,525	6,737	2,639	54	617		37,819
Percent	0.63%	0.27%	68.50%	4.03%	17.81%	6.98%	0.14%	1.63%		100%
FY 2011	129	13	21,889	3,016	9,821	49	66	1,043		36,026
Percent	0.36%	0.04%	60.76%	8.37%	27.26%	0.14%	0.18%	2.90%		100%
FY 2012	98	5	20,481	2,881	9,779	22	55	2,710		36,031
Percent	0.00%	0.00%	57.0%	8.00%	27.0%	0.00%	0.00%	8.00%		100%
FY 2013	109	7	19,696	2,754	9,896	0	38	2,262		34,762
Percent	0%	0%	58%	9%	29%	0%	0%	4%		100%
FY 2014	125	5	19,734	2,955	9,920	1	52	1,118		33,910
Percent	<1%	<1%	59%	9%	28%	0%	<1%	0%		100%
FY 2015	113	3	20,105	3,348	9,773	0	51	420423		33,876
Percent	0.49%	0.50%	44.64%	5.05%	31.81%	17.31%	0.16%	0.04%		100%
FY 2016	160	4	20,606	2,560	9,778	0	65	138		33,914
Percent	<1%	<1%	63%	7%	28%	0%	<1%	1%	<1%	100%
FY 2017	117	4	21,770	2,582	9,743	0	90	236	82	34,624

1. Emergency Work Orders

The department recorded 117 emergency work orders during FY 2017, which is a decrease of 43 from FY 2016. This 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 majority 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 2017, the department recorded 4 urgent work orders.

3. Routine Work Orders

The department recorded 21,770 routine work orders during FY 2017, an increase of 1,164 from FY 2016 routine requests, and equivalent to 63% of the total annual workload. UPCS inspectors have advised residents to call in routine work orders as they occur. The routine work order per unit ratio was 8:1.

4. Vacancy Rehabilitation

Vacancy Rehabilitation work orders are work orders generated for work associated with Unit Turnarounds where all necessary work in a unit is completed so it is prepared for lease. Once this is completed, the unit is given to the Management Department to lease. Facilities Management staff performed 2,582 vacancy rehabilitation work orders during FY 2017. There were 300 dwelling units "turned around" by Facilities Management staff in FY 2017.

5. UPCS Inspection

In order to attain a high rating under the Public Housing Assessment Program (PHAS), a housing authority must inspect all of its units annually. The Modernization Division is responsible for reviewing these work orders and attempting to fund them under the Capital Fund Program. These work orders are tracked and reported separately by the system in order to ensure compliance with PHAS requirements. As noted above, the inspections are performed by an outside firm, Nan McKay & Associates from El Cajon, CA. Inspections are scheduled from April to May of each year and all inspections were completed to date. In FY 2017, 236 UPCS referral work orders were generated.

Table 3: UPCS Status FY 2017

Work Order Type	01 Chad/ Ad/Sunset	02 RW/CC/S S	03 Hartford Park	04 Manton Heights	05 Dexter Manor	06 Dominica Manor	07 Carroll Towers	08 Kilmartin Plaza	09 Parenti Villa	Total
Number Inspected	374	393	507	329	391	204	194	106	194	2,592
UPCS Deficiencies	1,427	1,417	1,779	1,096	681	235	316	189	216	7,356
Deficiencies per Inspection	3.82	3.61	3.51	3.33	2.34	1.15	1.63	1.78	1.11	2.84

Table 3 summarizes the number of units inspected from the UPCS inspections. During the past fiscal year, the 2,592 UPCS inspections performed generated 7,356 deficiencies or an average of 2.84 deficiency work orders per unit inspected.

Table 4: UPCS Inspection Status AMP FY 2017

AMP	Development	Total Units	Total Inspected	% of Units Inspected
01	Chad/Ad/Sun	375	374	99.73%
02	RW/CC/SS	404	393	97.28%
03	Hartford Park	508	507	99.80%
04	Manton Heights	330	329	99.70%
05	Dexter Manor	291	291	100.00%
06	Dominica Manor	204	204	100.00%
07	Carroll Tower	194	194	100.00%
08	Kilmartin Plaza	106	106	100.00%
09	Parenti Villa	194	194	100.00%
	Total	2,606	2,592	99.46%

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 9,743 Scheduled Maintenance-Planned work orders this year compared with 9,778 last year, a decrease of 35.

Table 5: Sched. Maintenance WOs per Unit Ratio FY 2017

AMP	Development	# Work Orders	# Units	WOs per unit
01	Chad/Ad/Sun	511	375	1.4
02	RW/CC/SS	781	404	1.9
03	Hartford Park	1,845	508	3.6
04	Manton Heights	739	330	2.2
05	Dexter Manor	1,295	291	4.5
06	Dominica Manor	1,089	204	5.3
07	Carroll Tower	1,090	194	5.6
08	Kilmartin Plaza	1,108	106	10.5
09	Parenti Villa	1,285	194	6.6
	Total	9,743	2,606	3.7

7. Vandalism

During FY 2017, the department completed 90 Vandalism work orders, an increase of 25 work orders from FY 2016. Vandalism work orders include graffiti removal and repair of damaged or destroyed exterior and hallway lighting. Vandalism work orders consistently comprise less than 1% of all work orders annually.

UNIT TURN AROUNDS (VACANCY REHABILITATION)

A primary workload factor for the Facilities Management Department is the number of Unit Turnarounds (UTAs). Work orders associated with UTAs are classified as Vacancy Rehabilitation work orders. During FY 2017, the department was responsible for 300 unit turnovers, or the equivalent of 11% of the Authority's portfolio. The number of unit turnovers decreased by 17 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 number of UTAs at 53% (158) occurred at family AMPs and among the family AMPs Hartford Park had the highest number of turnarounds at 58 or 19% of the Authority wide total.

One hundred and forty two units or (47%) percent of all unit turnarounds occurred at the elderly/disabled AMPs. Dexter Manor with 43 (14%) had the highest number among the Elderly/Disabled Developments. A breakdown of UTAs by AMP and bedroom size is shown in Table 6. Figure 5 shows the ten year comparison for Unit Turnarounds.

Providence Housing Authority

Table 6: Unit Turnaround by AMP and Number of Bedrooms FY 2017

AMP	Development	O-BR	1-BR	2-BR	3-BR	4-BR	5-BR	6-BR	7-BR	Total	Percent of total
Family AMPs (1,617 units)											
01	Chad/Ad/Sun	0	0	11	9	2	3	0	0	25	8%
02	RW/CC/SS	0	1	6	19	10	2	0	0	38	13%
03	Hartford Park	0	10	25	8	9	6	0	0	58	19%
04	Manton Heights	0	6	13	12	6	0	0	0	37	12%
	Subtotal	0	17	55	48	27	11	0	0	158	53%
Elderly + Disabled AMPs (989 units)											
05	Dexter Manor	21	19	3	0	0	0	0	0	43	14%
06	Dominica Manor	12	8	1	0	0	0	0	0	21	7%
07	Carroll Tower	16	17	2	0	0	0	0	0	35	12%
08	Kilmartin Plaza	10	8	0	0	0	0	0	0	18	6%
09	Parenti Villa	11	14	0	0	0	0	0	0	25	8%
	Subtotal	70	66	6	0	0	0	0	0	142	47%
	Overall Total	70	83	61	48	27	11	0	0	300	100%
	Percent of Total	23%	28%	20%	16%	9%	4%	0%	0%	100%	

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 2017, \$65,299.22 was charged to residents for repairs to their units. Table 7 breaks down the charges by AMP.

Table 7: Resident Charges FY 2017

AMP	Charges	Percent of Total
01 Chad/Ad/Sun	\$8,072.19	12%
02 RW/CC/SS	\$10,819.24	17%
03 Hartford Park	\$17,199.72	26%
04 Manton Heights	\$13,265.30	20%
05 Dexter Manor	\$2,676.20	4%
06 Dominica Manor	\$2,404.47	4%
07 Carroll Tower	\$2,099.00	3%
08 Kilmartin Plaza	\$3,839.10	6%
09 Parenti Villa	\$4,924.00	8%
Total	\$65,299.22	100%

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 architectural and engineering contracts with Design Professionals and Consultants.

The division also prepares bid packages and activities, evaluates modernization contract and AMP service or inspection 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 for major modernization or capital improvements. During the fiscal year, the division administered projects with funding in five open budgets.

At the end of FY 2016, the CFP 50112 budget, approved at \$3,409,567 was 100% obligated and 100% expended. The CFP 50113 budget, approved at \$3,228,877 was 100% obligated and 100% expended. The CFP 50114 budget, approved at \$3,692,398 was 99% obligated and 95% expended. The CFP 50115 budget was approved at \$3,474,496 was 94% obligated and 91% expended. The CFP 50116 budget was approved at \$3,600,004 was 70% obligated and 37% expended. The Authority submitted its new CFP Annual Plan for Fiscal Year 2017 funding (Budget 50117) which was approved in the amount of \$3,995,447.

Table 8: Active Capital Fund Program Budgets as of June 30, 2017 Approved, Obligated and Expended by Budget

Budget Number and initial fiscal year	Budget Amount	\$ Obligated	% Obligated	\$ Expended	% Expended
50112 (P) / FY 2012	\$3,409,567	\$3,409,567	100%	\$3,409,567	100%
50113 (P) / FY2013	\$3,228,877	\$3,228,877	100%	\$3,228,877	100%
50114 (P) / FY2014	\$3,692,398	\$3,681,077	99%	\$3,500,167	95%
50115 (P / FY2015)	\$3,474,469	\$3,276,120	94%	\$3,164,955	91%
50116 (P) / FY2016	\$3,600,004	\$2,546,180	70%	\$1,340,134	37%
50117 (P) / FY2017	\$3,995,447	0.00	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 currently owns and manages 2,606 units of low income public housing. The PHA Leased Housing Department administers 2,633 Section 8 units.

It is important to point out that the Authority expended over \$48.1 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 FY 2017. The Authority is a major provider of much needed housing, housing services and social programs.

FINANCIAL HIGHLIGHTS

- Budget authority established by HUD for the Authority for the Annual Contributions Contract (ACC) Operating Subsidy for LIPH was finalized at 90.21% of calculated eligibility for HUD calendar year 2016 and at 92.85% for HUD calendar year 2017. The ACC Administrative Fee supporting Section 8 was finalized at 77% and 80% of calculated eligibility, respectively, for HUD calendar year 2016 and 2017. The FY 2017 Authority Budget was developed assuming an 86% proration for LIPH Operating Subsidy and at and 80% proration level for Section 8 Administrative Fees. As such, our higher ACC funding 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 Authority had unrestricted cash balances of \$27,844,507 and \$24,035,461 on June 30, 2017 and June 30, 2016, respectively, an increase of \$3.8M. This consistent



level of working capital and reserves reflects that the Authority is well positioned to address fluctuations in revenue streams and expense trends going forward.

- The Authority administered 22 purpose-specific, resident focused grants in FY 2017, representing an investment of approximately \$1.2M 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 have led the agency to be conservative in its budgeting and spending.
- Ongoing economic recovery and reduction in the regional unemployment rate has the potential to increase resident income levels and subsequent improvements to the Authority's rental income.
- Utility costs and consumption: we are driving continued attention to increase system efficiencies, apply alternative energy solutions, and control consumption where possible. Fluctuating costs of fuel affect the costs of owning and operating a fleet of vehicles and costs passed on by vendors.
- Union relationships –the PHA seeks to maintain balance in negotiated outcomes.
- Maintaining a competitive employee benefit programs – the authority is continually balancing our 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 – even as grant applications become more competitive due to reduced available government funding, we are aggressively pursuing grant proposals to continue 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, 2016 and 2017. The statement of net position cites the status of the Authority at a specific point in time.

Of note is the stability of the Authority's net position and the financial components from FY 2016 to 2017.

Table 1: Condensed Statement of Net Position as of June 30, 2016 and 2017

Fiscal Year End	6/30/2016	6/30/2017
Cash and Equivalents	24,035,461	27,844,507
Receivables	1,370,002	784,297
Other current assets	1,611,772	307,576
Total current assets	27,017,235	28,936,380
Fixed assets (net)	110,818,332	105,476,184
Other assets	4,403,891	11,859,568
Total assets	142,239,458	146,272,132
Current liabilities	4,756,787	5,051,606
Non-current liabilities	24,502,027	34,176,688
Total liabilities	29,258,814	39,228,294
Invested capital	94,512,626	89,984,798
Restricted net position	1,229,617	1,241,116
Unrestricted net position	17,238,401	15,817,918
Total net position	112,980,644	107,043,832
Total liability and net position	142,239,458	146,272,126
Current Ratio	5.68	5.73
Quick Ratio	5.05	5.51

Table 2: Condensed Statement of Revenues, Expenses, and Changes in Net Position for the year ended June 30

Fiscal Year End	6/30/2016	6/30/2017
Operating revenue	46,014,973	55,127,435
Operating expenses	(53,379,893)	(62,423,506)
Operating Loss	(7,364,920)	(7,296,071)
Non-Operating revenues	(916,110)	(1,360,732)
Capital Contributions	4,487,546	2,714,482
Change in Net Position	(3,793,484)	(5,942,321)

CURRENT ASSETS AND CURRENT LIABILITIES

Current assets on June 30, 2016 totaled \$27.0M as compared to \$28.9M on June 30, 2017 representing an increase of approximately 7% mainly due to an increase in cash and cash equivalents. Current liabilities totaled \$4.8M at June 30, 2016 and \$5.1M at June 30, 2017, an increase of approximately 6% related to an increase in accruals and payables.

FIXED ASSETS

There was no development activity at the Authority in FY 2017, and as such there are no additional physical assets attributed to the categories of land and buildings between June 30, 2016 and 2017.

The Authority was active in generating improvements in FY 2017. The Capital Fund program, the purpose of which is to provide improvements to the Authority's existing housing stock, had generated \$1.07M of construction in progress in FY 2017.

COMPOSITION OF LONG TERM DEBT

The Authority extinguished the Long Term Debt of the 2001 Series and 2008 Series Capital Fund Finance Program (CFFP) Bonds through a refinancing of those obligations into a new 2017 Series CFFP Bond issuance.

There has been no other financing during FY 2017. 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 2016 and 2017 were as follows:

Table 3: Revenue by Fund Category

Revenue by Fund Category		
	FY 2016	FY 2017
Capital Fund	4,487,546	2,714,482
Section 8	20,997,869	23,589,370
Low Income Public Housing (LIPH)	23,318,505	24,263,985
Other Programs	1,698,599	2,040,011
Total	50,502,519	52,607,848

Figure 1: FY 2016 Revenue by Category

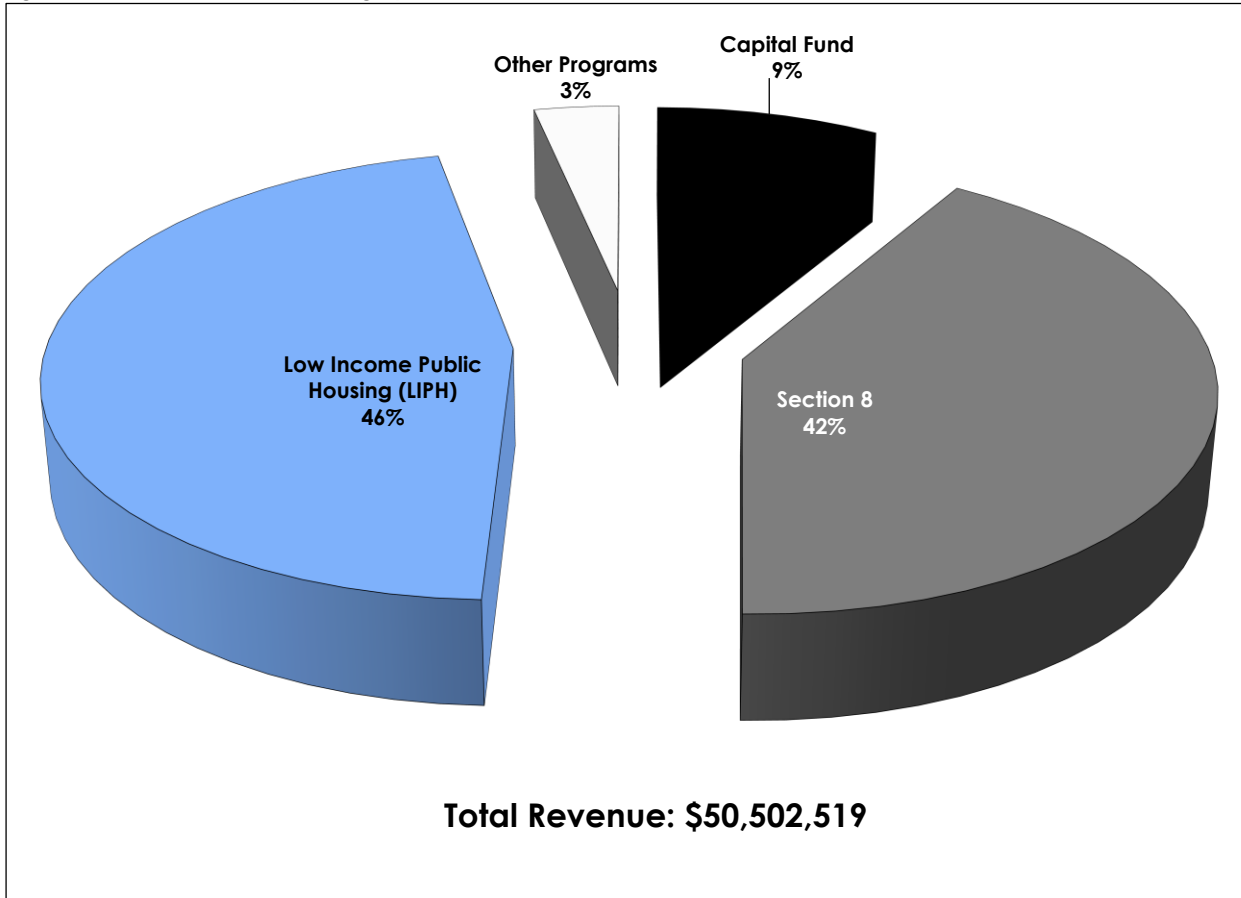
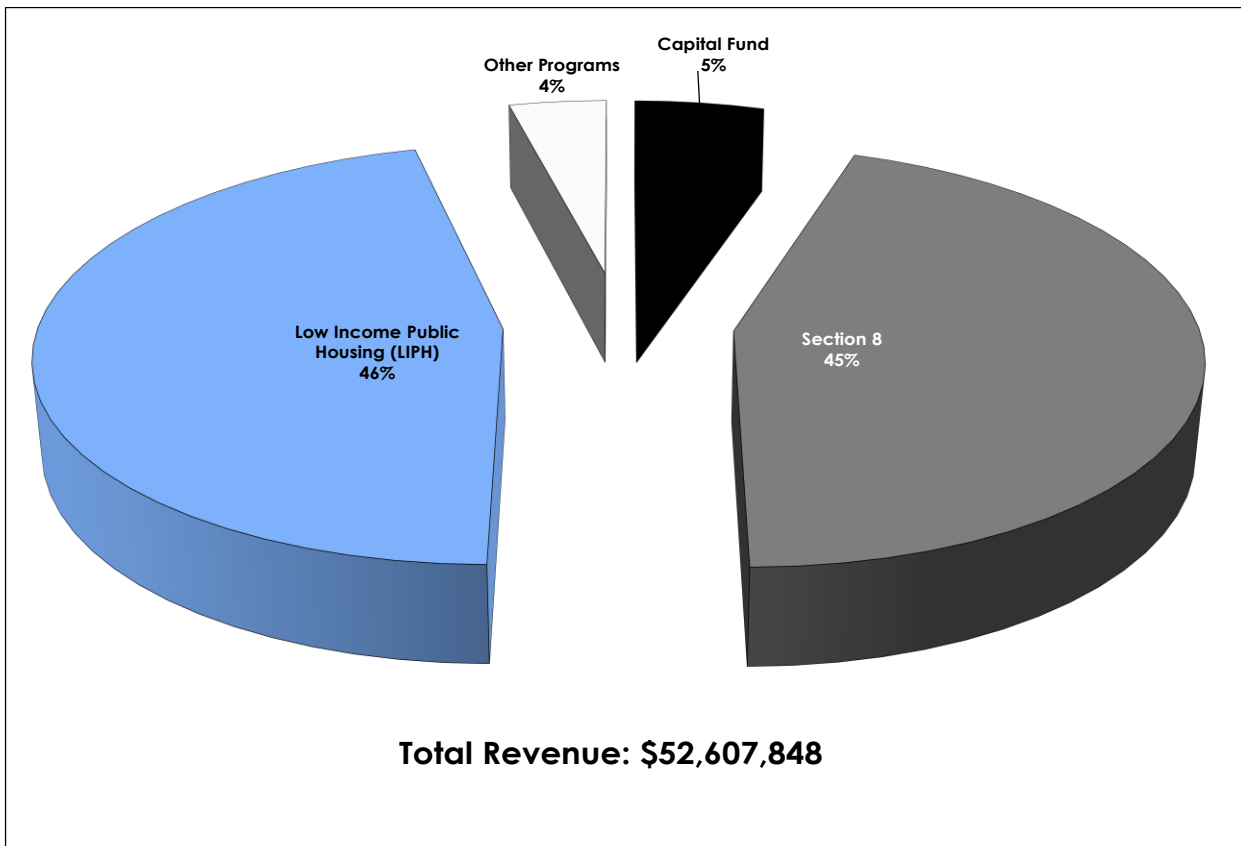


Figure 2: FY 2017 Revenue by Category



Capital Fund revenue decreased from \$4.5M in 2016 to \$2.7M in 2017, an decrease of approximately \$1.8M (40%). This decrease is a direct function of Authorized Budget Authority allotted to the Capital Fund Program by HUD and that 2016 Capital Fund revenue contained the Operating Subsidy drawdown from two Capital Grants. There was no such drawdown of funds in FY 2017. The funds received by the PHA are determined through HUD's review of a physical needs assessment that PHA submits each year. Over recent years, Capital Fund revenue has generally exceeded \$3M annually.

Section 8 Program revenue rose from \$21M to \$23.5M in 2016 and 2017, respectively, or an increase of \$2.5M or 12%. This increase is the result of an increase in Housing Assistance Payments from HUD in 2017, a function of waitlist turnover dynamics and related leasing efficiencies.

Revenue increased in Low Income Public Housing (LIPH) from \$23.3M to \$24.2M from 2016 to 2017, respectively, 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 \$1.7M and \$2.0M in 2016 and 2017, respectively or an increase of \$0.3M or 20%.

EXPENSES BY FUNDING SOURCE

The operating expenses generated for each program in FY 2016 and 2017 (after eliminations) were as follows:

Table 4: Expense by Fund Category

Expense by Fund Category		
	FY 2016	FY 2017
Capital Fund	\$370,329	\$403,722
Section 8	\$20,731,150	\$22,093,129
Low Income Public Housing (LIPH)	\$26,236,376	\$27,950,166
Other Programs	\$6,040,614	\$6,742,421
Total	\$53,378,469	\$57,189,438

Figure 3: FY 2016 Expenses by Fund Category

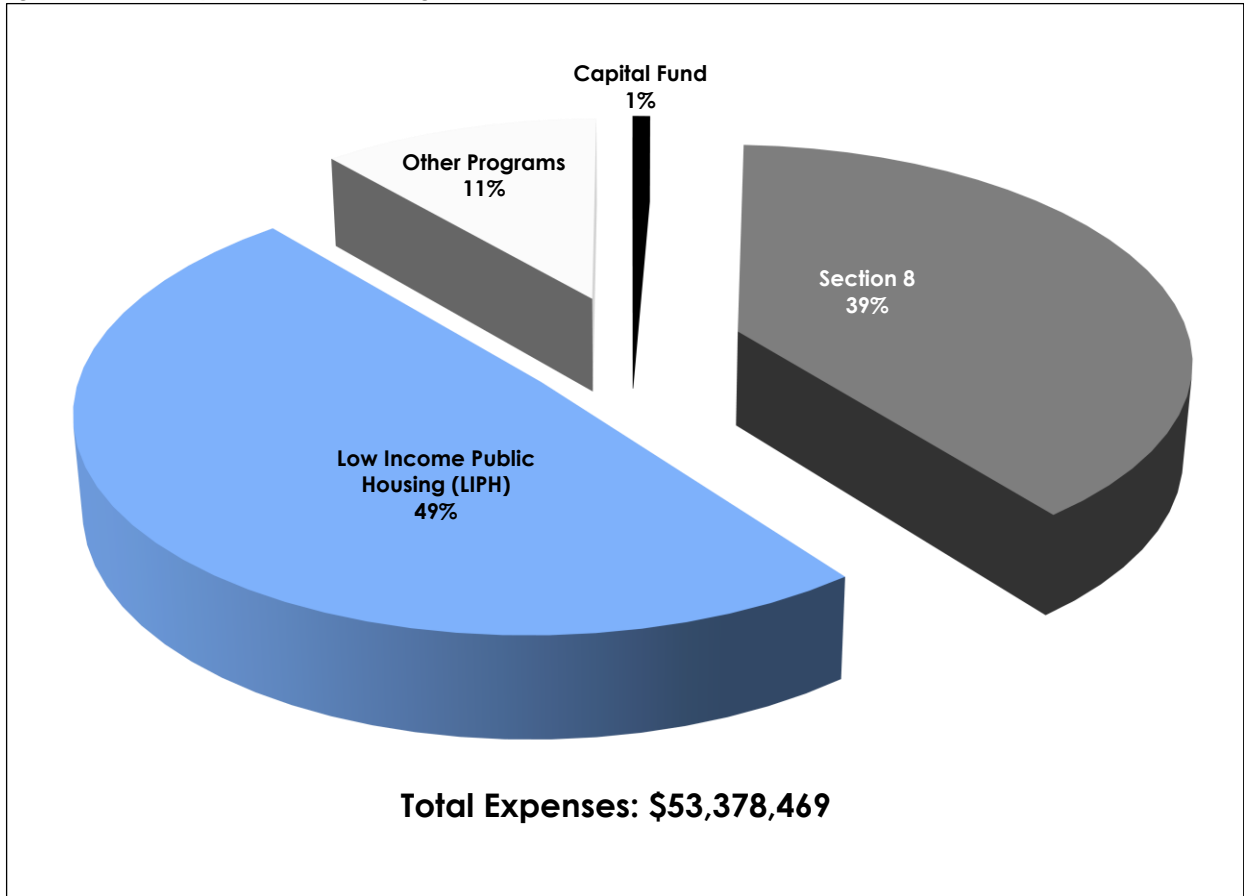
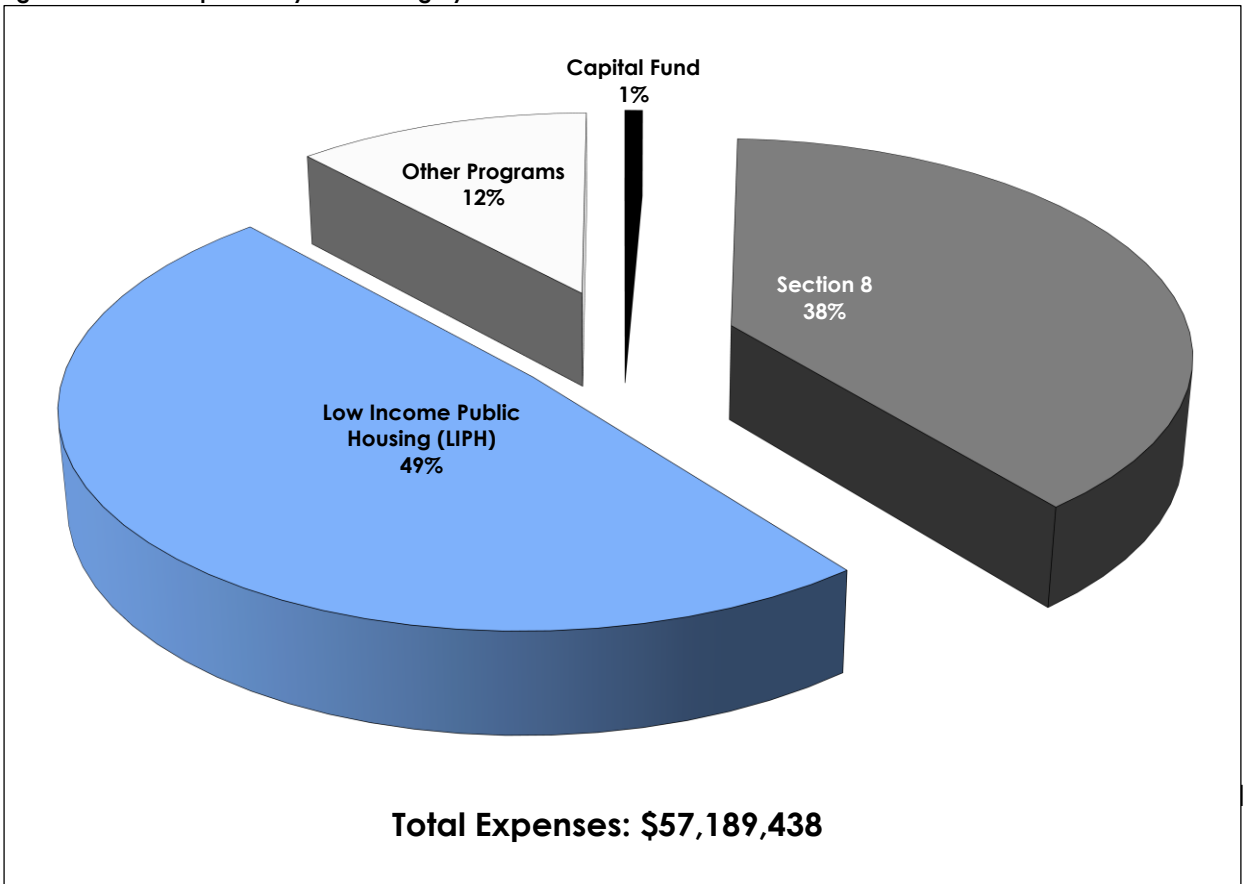


Figure 4: FY 2017 Expenses by Fund Category



Overall, the Authority increased operational expenses by \$3.8M from 2016 to 2017. Capital Fund expenditures increased from \$0.3M to \$0.4M between 2016 and 2017 as a result of the relative stability in the human and process resources required to support the administration of the program.

Section 8 expenditures increased from \$20.7M in 2016 to \$22.0M in 2017, an increase of \$1.3M or 7%. This change is a result of an increase in leased units and the spending of the additional HAP associated with those additional leases. Savings were realized due to staffing attrition/transfers and an overall effort to manage expenses in response to HUD Housing Choice Voucher Program (HCVP) Administrative Fee proration levels.

LIPH expenditures increased from \$26.2M to \$27.9M in 2016 to 2017, respectively, an increase of \$1.7M or 7%. This change was contributed to by an increase in maintenance expense and general expenses.

For other programs, grants effectively spend 100% of the revenue achieved, therefore expenses increased in perfect correlation to revenue from 2016 to 2017.

The following charts illustrate the percentage of expenses generated by major HUD Expense Control category for FY 2017. Note that Administrative Expenses do not include consideration of Asset Management Fee Expense.

Figure 5: FY 2016 PHA Total Operating Expenses by HUD Control Category

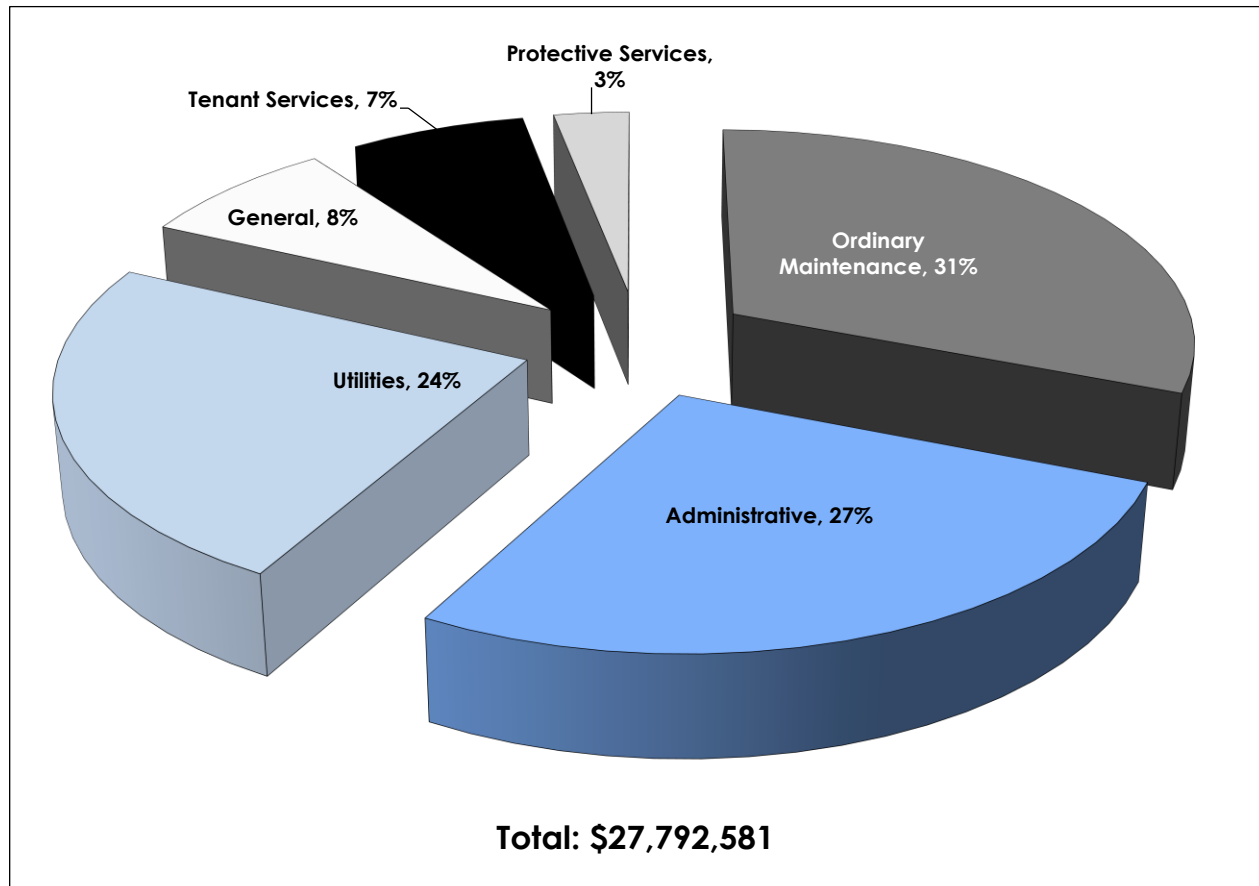
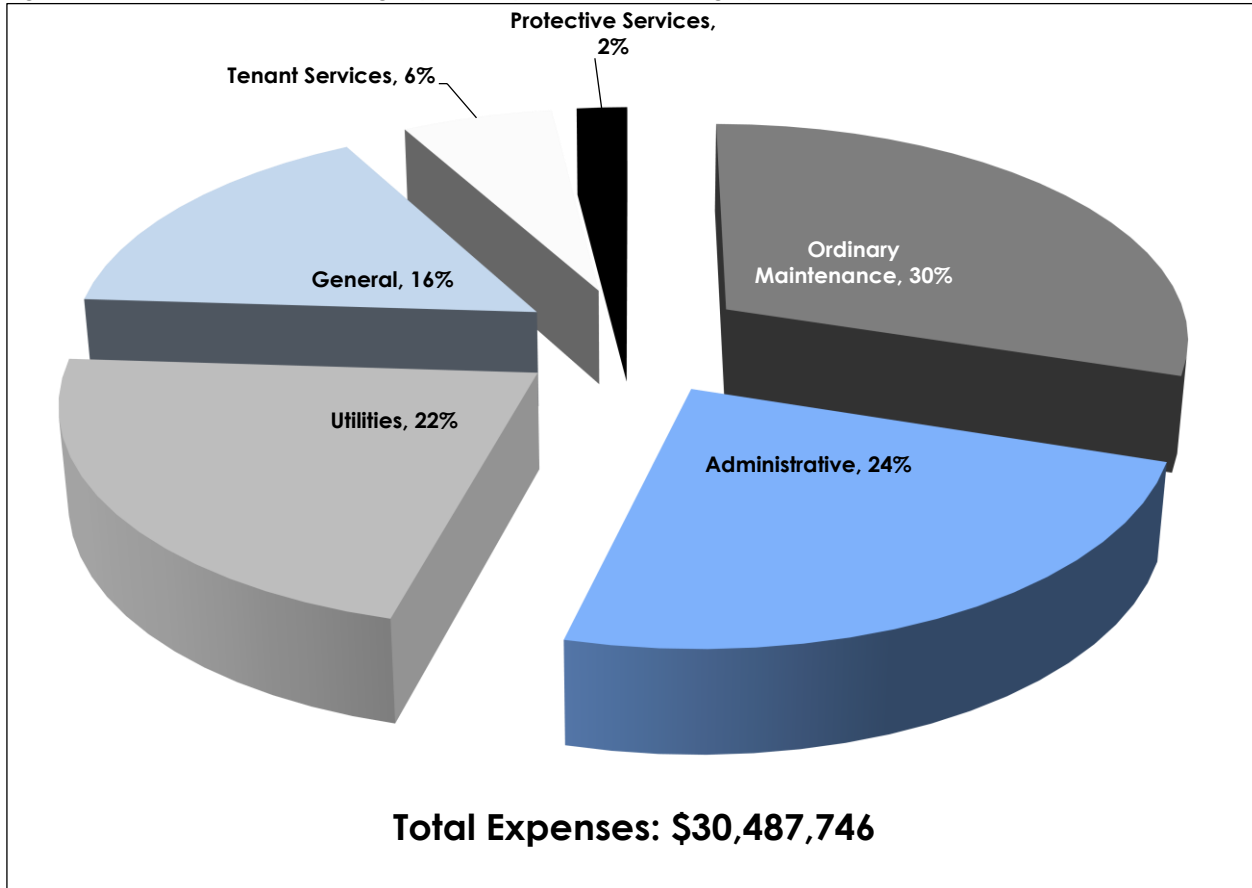


Figure 6: FY 2017 PHA Total Operating Expenses by HUD Control Category



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.

Typically, public housing authorities are allowed to spend their capital grants over a four-year period. The receipt and expenditure of capital funds therefore have little direct connection to the timing of the annual authorization. As an example, at the end of FY2017, CFP grants from 2013, 2014, 2015 and 2016 still have residual funds available.

Providence Housing Authority

Table 5: Capital Grants

Capital Grants: Status as of FYE 2016									
Grants	CFP	Budget	Obligated	Expended	To Be Expended	Remaining Budget	% Obligated	% Expended	
R143P001501-13	2013	3,228,877	3,228,377	3,204,927	9/8/2017	23,950	100%	99%	
R143P001501-14	2014	3,692,398	3,685,515	3,386,680	5/12/2018	305,718	100%	92%	
R143P001501-15	2015	3,474,496	2,652,742	1,202,843	4/12/2019	2,271,654	76%	45%	
R143P001501-16	2016	3,600,004	2,251,105	725,201	4/12/2020	2,874,803	63%	32%	
Totals		13,995,775	11,817,739	8,519,651		5,476,124			
Capital Grants: Status as of FYE 2017									
Grants	CFP	Budget	Obligated	Expended	To Be Expended	Remaining Budget	% Obligated	% Expended	
R143P001501-13	2013	3,228,877	3,228,877	3,228,877	9/8/2017	-	100%	100%	
R143P001501-14	2014	3,692,398	3,681,077	3,500,167	5/12/2018	192,321	100%	95%	
R143P001501-15	2015	3,474,496	3,276,120	3,164,955	4/12/2019	309,541	94%	97%	
R143P001501-16	2016	3,600,004	2,546,180	1,340,134	4/12/2020	2,259,870	71%	53%	
Totals		13,995,775	12,732,254	11,234,133		2,761,642			
FY 2017 Activity			914,515	2,714,482					
Detail of CFP Expenses									
Administration Cost				403,722					
2017 Construction in Progress				1,174,070					
2017 Operating Subsidy to Projects				-					
2017 Bond Repayments (P&I)				1,136,691					
				2,714,483					

FUTURE DEVELOPMENTS



In FY2017, the PHA was awarded a grant for HUD's Jobs Plus 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 (in which income increases through work do not impact rent). 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 was one of only six recipients of the grant award nationally, and received the maximum \$3M of grant funding to support the Jobs Plus mission within the communities in the City of Providence.

The PHA continues to research the potential of participating in the Rental Assistance Demonstration (RAD) program, which aims to convert public housing subsidies to

project based subsidies addressing aging public housing portfolios while increasing stable funding stream opportunities. Due to receiving the Jobs Plus Grant award, the PHA will be unable to implement any redevelopment activities under the RAD for the 48 month grant at the targeted sites (Manton Heights and Hartford Park) since the Jobs Plus grant is geared towards public housing residents. The PHA remains interested in RAD, and will research feasibility of implementing this innovation at PHA developments not involved with the Jobs Plus Grant. RAD has become a popular tool to preserve affordable housing and address the backlog of capital improvements of aging housing stock.

PHA is working comply with the Rhode Island State Fire Marshall's requirement to install automatic sprinkler systems in the four high-rise resident buildings (representing over 1,000 units of housing for persons who are almost entirely elderly or disabled). Preliminary estimates for this project are approximately \$6M. A Local Engineering Firm has been hired to assist with assessment and publishing an RFP to complete the project. Funding for this project is expected to be obtained through the refinancing of existing bonds for which a financial advisor has been procured. The refinancing process is underway and is expected to yield funds to complete the sprinkler project and some of the cost to overhaul the aging elevator systems at four high rise sites.