

The Providence Housing Authority

FY 2020 5-Year Plan

Draft for public comment 2/4/20



5-Year PHA Plan (for All PHAs)	U.S. Department of Housing and Urban Development Office of Public and Indian Housing	OMB No. 2577-0226 Expires: 02/29/2016
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Purpose. The 5-Year and Annual PHA Plans provide a ready source for interested parties to locate basic PHA policies, rules, and requirements concerning the PHA's operations, programs, and services, and informs HUD, families served by the PHA, and members of the public of the PHA's mission, goals and objectives for serving the needs of low- income, very low- income, and extremely low- income families

Applicability. Form HUD-50075-5Y is to be completed once every 5 PHA fiscal years by all PHAs.

A.	PHA Information.																																				
A.1	<p>PHA Name: <u>Providence Housing Authority</u> PHA Code: <u>RI001</u></p> <p>PHA Plan for Fiscal Year Beginning: (MM/YYYY):<u>7/1/20</u> PHA Plan Submission Type: <input checked="" type="checkbox"/> 5-Year Plan Submission <input type="checkbox"/> Revised 5-Year Plan Submission</p> <p>Availability of Information. In addition to the items listed in this form, PHAs must have the elements listed below readily available to the public. A PHA must identify the specific location(s) where the proposed PHA Plan, PHA Plan Elements, and all information relevant to the public hearing and proposed PHA Plan are available for inspection by the public. Additionally, the PHA must provide information on how the public may reasonably obtain additional information on the PHA policies contained in the standard Annual Plan, but excluded from their streamlined submissions. At a minimum, PHAs must post PHA Plans, including updates, at each Asset Management Project (AMP) and main office or central office of the PHA. PHAs are strongly encouraged to post complete PHA Plans on their official websites. PHAs are also encouraged to provide each resident council a copy of their PHA Plans.</p> <p>The PHA's proposed Plan, Plan Elements, and all information relevant to the public hearing were available for inspection by the public at the PHA's Administrative Offices, 2nd Floor, 100 Broad Street, Providence, R.I. The public may reasonably obtain additional information of the PHA policies contained in the standard Annual Plan, but excluded from its streamlined submissions. PHA posts approved Plans, including updates the Administrative Office and at Management Offices located at: 285-F Chad Brown Street; 144 Dodge Street; 31 Salmon Street; 100 Atwells Avenue; 243 Smith Street; 160 Benedict Street; 25 Tobey Street, 300 Hartford Avenue, and 100 Broad Street. PHA posts PHA Plans on its website and provides each resident council a copy of its Plans.</p> <p><input type="checkbox"/> PHA Consortia: (Check box if submitting a Joint PHA Plan and complete table below)</p> <table border="1" data-bbox="203 1066 1463 1696"> <thead> <tr> <th rowspan="2">Participating PHAs</th> <th rowspan="2">PHA Code</th> <th rowspan="2">Program(s) in the Consortia</th> <th rowspan="2">Program(s) not in the Consortia</th> <th colspan="2">No. of Units in Each Program</th> </tr> <tr> <th>PH</th> <th>HCV</th> </tr> </thead> <tbody> <tr> <td>Lead PHA:</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>					Participating PHAs	PHA Code	Program(s) in the Consortia	Program(s) not in the Consortia	No. of Units in Each Program		PH	HCV	Lead PHA:																							
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B.	5-Year Plan. Required for <u>all</u> PHAs completing this form.																																				

<p>B.1</p>	<p>Mission. State the PHA’s mission for serving the needs of low- income, very low- income, and extremely low- income families in the PHA’s jurisdiction for the next five years.</p> <p>Mission: PHA provides and develops quality and safe affordable housing opportunities and services to address the needs of Rhode Island residents.</p> <p>Vision: PHA, working with its residents, will be a best-in-class leader in creating safe, vibrant communities that promote pathways to opportunities and will be a place where people are proud to live and work.</p> <p>Core values: PHA is committed to: Excellence: Accountability; Innovation; Respect; and Equity.</p>
<p>B.2</p>	<p>Goals and Objectives. Identify the PHA’s quantifiable goals and objectives that will enable the PHA to serve the needs of low- income, very low- income, and extremely low- income families for the next five years.</p> <p>Goal 1: Identify and Pursue Opportunities to Preserve and Expand Affordable Housing</p> <ul style="list-style-type: none"> • Strategy 1.1: Access Viability of Repositioning Components of the PHA’s Real Estate Portfolio • Strategy 1.2: Utilize Existing and New Resources to Expand Affordable Housing Options • Strategy 1.3: Ensure meaningful Engagement of PHA Residents in Preservation and Expansion Efforts • Strategy 1.4: Support Environmental Sustainability and Conservation in Response to the Effects of Climate Change <p>Goal 2: Provide Safe and Healthy Communities with Pathways to Vibrant Futures</p> <ul style="list-style-type: none"> • Strategy 2.1: Enhance Security on PHA Properties • Strategy 2.2: Promote Access to Effective Economic Opportunity, Education, and Health Services for Residents and Participants • Strategy 2.3: Increase Outreach to and Engagement with Youth • Strategy 2.4: Improve Environmental Health of PHA Units and HCV Units • Strategy 2.5: Increase Resident Services for Elderly and Disabled Residents • Strategy 2.6: Support Violence Prevention Strategies <p>Goal 3: Cultivate, Enhance and Evaluate Strategic Partnerships</p> <ul style="list-style-type: none"> • Strategy 3.1: Build Relationships with Prospective Organizations to engage in Future Cross-Sector Planning Efforts • Strategy 3.2: Measure Impact of Partnerships • Strategy 3.3: Collaborate with Key Partners to Proactively Address and Prevent Homelessness • Strategy 3.4: Improve Existing Partnerships with Agencies Already Serving PHA Residents <p>Goal 4: Continuously Improve PHA Internal Management and Operations</p> <ul style="list-style-type: none"> • Strategy 4.1: Improve Property Management and Facilities Management Operations • Strategy 4.2: Assess and improve Organizational Structure and Capacity • Strategy 4.3: Leverage Technology • Strategy 4.4: Improve Customer Service and Publicize Customer Service Excellence • Strategy 4.5: Enhance Services to HCV Participants and Landlords • Strategy 4.6: Optimize Financial Performance

B.3	Progress Report. Include a report on the progress the PHA has made in meeting the goals and objectives described in the previous 5-Year Plan. See Attachment B.3
B.4	Violence Against Women Act (VAWA) Goals. Provide a statement of the PHA's goals, activities objectives, policies, or programs that will enable the PHA to serve the needs of child and adult victims of domestic violence, dating violence, sexual assault, or stalking See Attachment B4
B.5	Significant Amendment or Modification. Provide a statement on the criteria used for determining a significant amendment or modification to the 5-Year Plan.
B.6	Resident Advisory Board (RAB) Comments. (a) Did the RAB(s) provide comments to the 5-Year PHA Plan? Y N Will be updated after RAB meeting <input type="checkbox"/> <input type="checkbox"/> (b) If yes, comments must be submitted by the PHA as an attachment to the 5-Year PHA Plan. PHAs must also include a narrative describing their analysis of the RAB recommendations and the decisions made on these recommendations.
B.7	Certification by State or Local Officials. Form HUD 50077-SL , <i>Certification by State or Local Officials of PHA Plans Consistency with the Consolidated Plan</i> , must be submitted by the PHA as an electronic attachment to the PHA Plan.

Instructions for Preparation of Form HUD-50075-5Y 5-Year PHA Plan for All PHAs

A. PHA Information [24 CFR §903.23\(4\)\(e\)](#)

A.1 Include the full PHA Name, PHA Code, PHA Fiscal Year Beginning (MM/YYYY), PHA Plan Submission Type, and the Availability of Information, specific location(s) of all information relevant to the hearing and proposed PHA Plan.

PHA Consortia: Check box if submitting a Joint PHA Plan and complete the table.

B. 5-Year Plan.

B.1 Mission. State the PHA's mission for serving the needs of low- income, very low- income, and extremely low- income families in the PHA's jurisdiction for the next five years. ([24 CFR §903.6\(a\)\(1\)](#))

B.2 Goals and Objectives. Identify the PHA's quantifiable goals and objectives that will enable the PHA to serve the needs of low- income, very low- income, and extremely low- income families for the next five years. ([24 CFR §903.6\(b\)\(1\)](#)) For Qualified PHAs only, if at any time a PHA proposes to take units offline for modernization, then that action requires a significant amendment to the PHA's 5-Year Plan.

B.3 Progress Report. Include a report on the progress the PHA has made in meeting the goals and objectives described in the previous 5- Year Plan. ([24 CFR §903.6\(b\)\(2\)](#))

B.4 Violence Against Women Act (VAWA) Goals. Provide a statement of the PHA's goals, activities objectives, policies, or programs that will enable the PHA to serve the needs of child and adult victims of domestic violence, dating violence, sexual assault, or stalking. ([24 CFR §903.6\(a\)\(3\)](#))

B.5 Significant Amendment or Modification. Provide a statement on the criteria used for determining a significant amendment or modification to the 5-Year Plan.

B.6 Resident Advisory Board (RAB) comments.

(a) Did the public or RAB provide comments?

(b) If yes, submit comments as an attachment to the Plan and describe the analysis of the comments and the PHA's decision made on these recommendations. ([24 CFR §903.17\(a\)](#), [24 CFR §903.19](#))

This information collection is authorized by Section 511 of the Quality Housing and Work Responsibility Act, which added a new section 5A to the U.S. Housing Act of 1937, as amended, which introduced the 5-Year PHA Plan. The 5-Year PHA Plan provides the PHA's mission, goals and objectives for serving the needs of low- income, very low- income, and extremely low- income families and the progress made in meeting the goals and objectives described in the previous 5-Year Plan.

Public reporting burden for this information collection is estimated to average .76 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. HUD may not collect this information, and respondents are not required to complete this form, unless it displays a currently valid OMB Control Number.

Privacy Act Notice. The United States Department of Housing and Urban Development is authorized to solicit the information requested in this form by virtue of Title 12, U.S. Code, Section 1701 et seq., and regulations promulgated thereunder at Title 12, Code of Federal Regulations. Responses to the collection of information are required to obtain a benefit or to retain a benefit. The information requested does not lend itself to confidentiality.

5-Year Plan Attachment B.3

Providence Housing Authority's Update on Goals and Objectives in Previous 5-Year Plan

1. Continue to operate and adhere with federal, state and local mandates as well as formal regulations associated with public housing authorities.

During the period of the current 5-year Plan, the PHA has continually updated and revised its Administrative Plans for both the Housing Choice Voucher and Public Housing programs. In FY 2019, PHA revised its policy concerning the treatment of an over-income family when a second annual income determination indicates the family's income continues to be in excess of 120% of median area income; the revised policy requires the family to move out of public housing after the second determination of over 120% of AMI status. Throughout FY 2020, PHA will monitor the number of residents whose family income has exceeded 120% of the area median income. Also, in FY 2019, PHA sought and received HUD approval for a renewal of the elder-only designation of Dominica Manor and Carroll Tower. Throughout FY 2019 and into 2020, staff have engaged in reviewing and revising the Administrative Plan for the Public Housing Program to reflect updates in HUD regulations and PHA policies and procedures. A copy of the revised Admissions and Continuing Occupancy Plan for Public Housing is affixed as Attachment B.3(a). Highlights of revisions in FY 2020 include: updates to the format of the plan, additional information about more recent regulations not previously incorporated in the ACOP, and changes to the transfer policy.

Fair Housing Act

In FY 2019, PHA implemented revisions to Chapter 2 for both of the Public Housing ACOP and the Section 8 Program Administrative Plan. Revisions updated policy relating to non-discrimination, serving persons with disabilities and improving access to persons with limited English proficiency. PHA also revised the Section Administrative Plan concerning adoption of participation in the Rhode Island Centralized Waiting List and the adoption of local preferences for the PHA's new Mainstream Voucher Program. The activity of revising these plans, as with all revisions was done in consultation with the Resident Advisory Board and applying public comment procedures.

Update on the Vera Institute of Justice Project

As a result of a collaboration with the Vera Institute of Justice in FY 2017, PHA revised its public housing applicant screening policy in FY 2017 to decrease the look-back period when considering involvement in criminal behavior from 10 years to 5 years for felony criminal acts, remove consideration of involvement in misdemeanor criminal activity in screening considerations, and provide all applicants with a history of criminal activity the opportunity of a review meeting with PHA to discuss criminal history and provide evidence of mitigating circumstances or rehabilitation prior to any decision-making concerning eligibility. PHA implemented the new policy in FY 2018. In FY 2019, the PHA and a local filmmaker developed a video that highlights the way the PHA's new policy on criminal backgrounds for public housing admissions has positively impacted tenants affected by the policy change and their families. The video was shown at the April 2019 Board of Commissioners meeting and will also be shared in the future on social media to increase awareness of the policy and the continued positive impacts and equitable access to public housing program the policy change fostered.

Accessibility, Reasonable Accommodation, and VAWA

In FY 2019, the Facilities Management Department completed renovations necessary for the creation of three fully handicapped accessible units. In order to continue to ensure prompt and consistent responses to requests for reasonable accommodations, PHA's multi-disciplinary committee, led by PHA's Reasonable Accommodation Coordinator (Director of Tenant Selection and Property Management) continues to meet to review and respond to all requests. This committee, comprised of Facilities Management, Leased Housing, and Property Management representatives, as well as the Executive Director, meets twice per month to review and act upon requests. The PHA has designated the Associate Director of Property Management to serve as the agency's VAWA Coordinator; she is responsible for receiving and responding to all VAWA protection requests from residents from all properties. This coordination system ensures a prompt and consistent response to VAWA requests. The PHA's Victims of Crime Act (VOCA) grant-funded Community Support Coordinator worked closely with the VAWA Coordinator in FY 2019 to facilitate safety planning and relocation when necessary. The PHA's Community Support Coordinator received 113 referrals and served 72 families in calendar year 2019, including 53 victims of domestic violence and their 36 minor children who were witnesses to domestic violence. This service to victims and their families included emergency relocation, assistance in obtaining protective orders, communication between PHA departments to support safety planning, and counseling provided by the PHA's partner agency Sojourner House.

2. Continue to (1) research and explore modern, affordable housing strategies and programs, (2) generate opportunities with public, non-profit and private partnerships that result in the creation of affordable housing and (3) seek membership in appropriate organizations advocating for affordable housing (Choice, comprehensive neighborhood revitalization initiatives, the Rental Assistance Demonstration).

Two members of the PHA staff maintained active membership of the Rhode Island Continuum of Care (RiCoC) and in other activities designed to proactively address and prevent homelessness. In FY 2019 and into the current year, PHA and partners in the RiCoC, having previously identified a significant need for housing resources for non-elderly persons (between the ages of 18 to 61) with a disability who are transitioning out of institutional settings, at serious risk of institutionalization, homeless, or at risk of becoming homeless, developed an outreach strategy to engage landlords to serve the 50 participants of the Mainstream Voucher program. Partners, including the PHA's Ameri-Corps Vista volunteer, provided support and housing navigation services necessary to assist participants in leasing-up units. A \$50,000 grant from the Rhode Island Foundation, in collaboration with the Pawtucket Housing Authority, provided funds for security deposits and outstanding utility bills as a means of addressing two common obstacles to leasing units. This strategy also included a well-publicized community outreach campaign, known as *38 in 100* (days), that served to publicize the need for units and engage landlords in the effort to house the vulnerable population served by the Mainstream Housing Voucher Program. As of 1/31/20, 38 ____participants have leased units.

In FY 2019, PHA issued a Request for Proposals for landlords interested in project-basing units. PHA received 17 proposals totaling 170 units and awarded vouchers to 8 projects owned by four different organizations. The vouchers will support 22 existing units, 21 units being substantially rehabilitated and 7 new construction units. Of the 50 project-based units, 38 are leased, five are pending lease up; the remaining new construction units expected to come online and be leased in 2021.

The PHA was a past recipient of a Choice Neighborhoods Initiatives (CNI) Planning Grant (2010) for the Manton Heights public housing site and the Olneyville neighborhood. The PHA officially submitted the final Transformation Plan ("Build Olneyville Plan") to HUD on June 27, 2014. Although PHA and its community partners were not successful in securing a Choice Neighborhood Implementation Plan due to a lack of ability to secure matching funds, the collaboration remains strong and the PHA continuously seeks and supports opportunities for neighborhood revitalization, redevelopment, and creation of mixed-income communities. Notable development has occurred in the Choice Neighborhood Transformation Plan target area, including the renovation of a former factory on King Street into 60 housing units by a developer known as Trinity Financial. Fifty-four of the sixty units were designated by the owner as affordable housing units. Although this development passed a City inspection and the owners obtained a certificate of occupancy, the property did not pass HQS standards because units did not have a window in the bedrooms. PHA filed a request for a waiver from the HQS standard; HUD approved a waiver in FY 2019, which allowed 20 low-income families to use their HCV vouchers to access these new units at the King Street development. The PHA looks forward to a new affordable housing project being undertaken by CNI partner One Neighborhood Builders that involves the creation of 30 units of affordable housing and a child care center on a parcel of land abutting the Manton Heights development. One Neighborhood Builders was awarded seven project-based vouchers from the PHA, and these vouchers helped leverage additional funding for the project by increasing the project's score in its successful application for nine percent tax credits this past year.

Throughout FY 2019, various inquiries were made to determine the PHA's interest in the purchase and/or leasing of unused land adjacent to PHA properties. In the future, with HUD approval, the PHA would like to consider the purchase and/or leasing of land in order to enhance operations, property amenities and/or the surrounding neighborhood.

In FY 2019 PHA staff participated in NAHRO, Nan McKay, and CLPHA training events and conferences concerning RAD components 1 and 2. The PHA continues to consider all strategies noted in HUD's Repositioning of Assets Initiative, including Choice Neighborhood Initiative, demolition and/or disposition under Section 18, project-basing vouchers, conversion of public housing to tenant-based assistance, RAD, and any combination of recapitalization that should be considered to preserve hard units for the low-income families PHA serves. PHA utilized technical assistance services made available by HUD in FY 2019 and the current year to begin consideration of repositioning strategies. Before the end of calendar year 2020, PHA anticipates conducting a feasibility assessment to determine which repositioning strategies would support the preservation of affordable housing for the people the PHA serves. In addition, PHA continues active membership in professional industry groups and keeps abreast of and engaged in efforts designed to advocate for affordable housing.

3. Continue to create, maintain and nourish sustainable partnerships with community stakeholders in order to increase opportunities that positively impact PHA residents, properties and employees.

PHA continues to engage in a wide range of sustainable partnerships with community stakeholders in order to increase opportunities that positively impact PHA residents, properties and employees. The following are examples of the fruits of the PHA's efforts to create and maintain partnerships:

Source of Income Legislation

PHA has been an active member of a collaborative effort to establish a state law in Rhode Island that would prohibit discrimination based upon a family's source of income, as well as a city-level ordinance that would do the same in Providence. In FY 2019, PHA, in collaboration with Rhode Island Housing, conducted a survey among HCV participants who sought to move to another unit with a voucher. Sixty-one percent of the in the survey respondents reported that a landlord had declined to rent a unit to a family specifically because the family had voucher.

Wellness Resource Center /SAMHSA State Opioid Response Grants (SOR):

The Rhode Island Department of Behavioral Healthcare, Developmental Disabilities, and Hospitals (BHDDH) was the recipient of Federal Fiscal Year 2019 SAMHSA State Opioid Response Grant (SOR). The program aims to address the opioid crisis by increasing access to medication-assisted treatment, reducing unmet treatment need, and reducing opioid overdose related deaths through the provision of prevention, treatment and recovery activities for opioid use disorder (including prescription opioids, heroin and illicit fentanyl and fentanyl analogs). Through this grant, BHDDH awarded a contract to PHA, in the amount of \$300,000 to ensure trauma-informed housing retention services are provided to young adults and families who experience conditions that place them at higher risk for opioid use disorder including, involvement with the Department of Youth and Families, housing instability, and low-income status. PHA partnered with Pawtucket Housing Authority and Family Service of Rhode Island to use the funds to pilot the Wellness Resource Center initiative at both housing authorities, with PHA administering the grant funds. In addition to fostering housing stability through access to treatment and recovery support, the program provided opioid abuse awareness training and prevention strategies to PHA residents, program participants, and employees. The program served over 90 residents of Providence and Pawtucket Housing Authorities in calendar year 2019. The Wellness Resource Center has received an additional \$250,000 grant from BHDDH to continue the program through September of 2020.

Health Equity Zone (HEZ) Community Health Worker Program

PHA staff serve as active members of two Health Equity Zones (HEZ) in Providence. The HEZ serving the central section of Providence, which includes Hartford Park, Manton Heights, Parenti Villa and Kilmartin Plaza, allocated funds to support a part-time community health worker. This health outreach worker, who works closely with the Wellness Resource Center Program Coordinator, Resident Services Coordinator assigned to Hartford Park and the VOCA Community Safety Coordinator, provides valuable information and support to residents seeking equitable access to health care and social determinants of health.

ConnectHomeUSA: Digital Equity and Inclusion Initiative

As a stand-alone member of ConnectHome USA, PHA recognizes that Internet access and digital literacy are critical in our efforts to promote resident self-sufficiency and close the digital divide. PHA has long provided residents with access to computer labs and technology education. Although these labs are important components to our Resident Services programming, in-home access to low-cost Internet and technology continue to be key resident empowerment and self-sufficiency goals for our communities. PHA joined the State of Rhode Island's Office of Innovation as one of several housing authorities in the State to participate in a national digital inclusion pilot project led by HUD and EveryoneOn called ConnectHomeUSA. The initiative led to funding for digital literacy training for residents and PHA joined Pawtucket Housing and Rhode Island Housing in a pilot to collect data as part of our annual re-certification process regarding digital access. The data being produced by the pilot project is providing valuable information necessary to develop new digital literacy initiatives. Among new initiatives in FY 2019, PHA received seven tablets, cases and keyboards, along with two years of service from T-Mobile, as part of our ConnectHome digital equity work from the RI Office of Innovation. The tablets were deployed at Dexter Manor with a focus on digital literacy and health/wellness as part of the PHA's Wellness Resource Center work. This is a small pilot to identify ways PHA can utilize technology to engage and improve outcomes for its elderly/disabled residents. Also in FY 2019, the Providence Rotary Charities Foundation awarded the PHA \$1,000 for the summer youth employment program that supported the purchase of Chromebooks for 20 youth. The ChromeBooks were awarded to mark the youths' completion of the summer program and to assist them in future employment and academic pursuits. In FY 2019, ConnectRI (through the State's Office of Innovate) collaborated with PHA to apply for an AmeriCorps VISTA from the Connect Home USA program to build both organizations' capacity around digital equity work. We were successfully awarded an AmeriCorps VISTA and hiring/supervision will be mostly through the Office of Innovation. The VISTA will work in 2020 on identifying resources, developing curriculums, and securing devices to support our work. RIHousing also provided the PHA with a donation of 4 desktop computers to add to a building computer lab. We are working with IT and Resident Services to identify a site for these new devices and get them installed for resident use.

Census 2020

The Providence Community Opportunity Corporation, the PHA's non-profit affiliate, received \$5,000 from the RI Foundation to conduct outreach to PHA residents and voucher holders regarding the importance of participating in the 2020 Census. The Rhode Island State Office of Innovation plans to apply in the 2nd round of Census funding for resident leader stipends and technology training working with housing authorities across the state to assist organizations in setting up of accessible stations where residents can take the Census and training of resident volunteers who would assist their neighbors in completing the questionnaire

Family Support:

In the summer of 2019, the Providence Children and Youth Cabinet provided the Strong African American Families program for residents of the Chad Brown development. The program provided sessions in which parents and youth discussed such issues as drug use, peer pressure, self-esteem, and safe sex practices; the program was well-received.

Food Insecurity and Access to Fresh Fruits and Vegetables.

In FY 2019, PHA continued three important initiatives that address food insecurity and access to fresh fruits and vegetables for public housing residents, especially elders and persons with disabilities: *Parenti Villa Food Pantry*, *Food on the Move Mobile* market, and the expansion of the Senior Box Program that provides boxes of food monthly to 167 vulnerable residents. At Parenti Villa, 12 resident volunteers team-up with PHA staff each month to distribute a wealth of fresh produce, canned goods, and other vital food items, serving more than 80 households monthly. In late 2019, the Rhode Island Food Bank began experiencing decreased donations of foodstuffs, provided decreasing amounts of food items for food pantries. The PHA has utilized funding from grant sources to augment what is available from the Food Bank. In December 2019, PHA conducted an employee food drive to assist food pantries in PHA sites. At four of the PHA's six sites for elders and persons with disabilities, residents had access to fresh, nutritious and affordable fresh fruit and vegetables at weekly *Food on the Move* mobile markets in FY 2019. This partnership with *Food on the Move* results in residents receiving a discount when they use SNAP benefits to purchase produce at these mobile markets. Unfortunately, *Food on the Move* suspended operations in September due to a need to restructure its operations. The organization anticipates a resumption of programming in early 2020.

Manton Project Bike and Walking Path Project.

A partnership, among PHA, the City of Providence, the Acquisition and Rehabilitation Program of Rhode Island Housing, and the Woonaquacket River Watershed Council, will create a new resource for the residents of the Manton Heights development and the surrounding community. The path will connect Salmon Street, the Manton Heights development, and the Woonaquacket River Greenway via a new sidewalk and winding path in 2020. New signage, fencing, and plantings will create a more secure, visible, and easy to maintain amenity for neighborhood residents utilizing the Greenway for exercise, recreation, or transportation in general. In January 2020, PHA submitted to HUD the proposed agreement with RI Housing for approval as the \$132,370 in funding will come to us as a forgivable loan secured with a mortgage on the Manton Heights development. We worked closely with the Office of Public Housing Investment in the process.

Intergenerational Programming

In collaboration with One Neighborhood Builders, Tufts Health Care, and the Hartford Park Tower Tenant Council, a multi-session, intergenerational program was provided to residents in the summer of 2019. The program featured storytelling, arts and crafts, and cooking activities with teens and elders. The program was well received, with residents requesting additional intergenerational programs; PHA intends to pursue additional programming as a way of building bridges between youth elders, as well as decreasing isolation in elders.

4. Continue to provide quality service to meet stakeholder expectations through conducting a comprehensive service satisfaction survey, updating operational goals and monitoring performance management indicators.

In FY 2019, PHA began a Strategic Planning and 5-Year Plan project by designing and advertising an RFP for a consultant to assist the PHA in carrying out a comprehensive strategic planning process. PHA contracted with the Bronner Group as its strategic planning consultant. PHA and the Bronner Group designed and disseminated customer satisfaction surveys to public housing residents, HCV participants, landlords, vendors and staff. Four hundred-seventy-three residents, 113 HCV participants, 94 landlords, 123 employees, and 36 vendors returned surveys to the Bronner Group. In addition, the Bronner Group conducted a focus group with the PHA's Resident Advisory Board and conducted interviews with 33 community stakeholders to gain insight from local government, community agencies, and partners. In addition, the Board was engaged in two retreats and 150 staff members participated in planning activities. The survey results, focus group input, and interviews with stakeholders yielded

valuable information that has been applied to our strategic planning process and the development of the Five-Year Plan. PHA expects that the Board of Commissioners will approve the new strategic plan in March of 2020- the board reviewed and gave positive feedback to an outline of the plan in January that informs our proposed five-year plan being released for comment. PHA will use the results of the strategic planning surveys as benchmarks for measuring progress in many areas of its strategic plan goals and strategies.

PHA continued to engage in regularly scheduled walk-throughs of properties by a multi-disciplinary team of staff. These events provide an opportunity for staff and residents to interact; walk-throughs often involve home visits to residents to gather information about customer satisfaction levels and resident needs for services and programs. Monthly Resident Advisory Board meetings continue to provide an opportunity for staff to obtain valuable feedback from resident leaders concerning the needs for services and programs, as well a wide range customer service issues. FY 2019, PHA completed the production of a bilingual orientation video. The goal of the video is to provide applicants with comprehensive information regarding their lease, house rules, opportunities, programs, amenities and policies in order to maximize their housing experience and establish clear expectations between residents and management. In FY 2020 this video will be integrated into the final stage of the public housing admissions process, in which a staff member has been assigned to conduct a the orientation and accompany the new resident when he/she views a unit and signs the lease as a means of bridging the transition from being an applicant to becoming a member of a PHA community.

As a means of updating operational goals and monitoring performance management indicators, all Departments continued to be required to provide detailed, written reports on a monthly basis that serve to update the Board and Executive Team on the status of performance management goals and indicators. These reports, coupled with monthly senior staff meetings, inform decision-making regarding overcoming obstacles to meeting operational goals and performance management indicator benchmarks, as well as guiding updates to and developing new strategies for meeting goals and performance indicator benchmarks. These reports may be revised in the coming year to optimize monitoring of progress with our new five year plan.

5. Continue to cultivate Resident Advisory Board and Resident Association relations and communication to maintain transparency and provide a forum for valuable resident participation in planning activities guided by PHA goals and objectives.

In FY 2019, PHA supported the Resident Advisory Board (RAB) by providing skill-building workshops about effective communication and conflict resolution in response to members' request for such training. The PHA's Office of Strategy and Development (OSD) assisted the RAB during FY 2019 in reviewing and updating the RAB's bylaws. As a result, the RAB adopted new bylaws that established two-year terms rather than one-year terms, beginning in FY2020. Also in FY 2019, the PHA's OSD designed a robust resident outreach campaign that sought to: 1) Raise awareness of the RAB and the important role it plays in planning and governance of the PHA; 2) Explain the process by which residents could be nominated by peers to serve on the RAB; and 3) Generate interest in RAB elections to result in an expansion of RAB membership and representation from all PHA communities and the Housing Choice Voucher program. The campaign included mailers sent to all resident households, discussion of the RAB election process in monthly Tenant-Management meetings at all developments, and posters displayed in highly visible locations. The campaign ended in July of 2019 and resulted in a 20-member RAB (double the previous size) with more than half of the membership not having served in the previous year. Sites such as Dominica Manor, Coddling Court and Parenti Villa, which had no representation last year, now have five members combined representing the residents. Also added to the RAB in FY 2019 was a representative of the HCV program.

6. Continue to improve the appearance of PHA properties, reduce work order and unit turnaround time, reduce energy consumption and costs as well as conduct authority wide inspections and proper procurement processes.

Appearance of Properties

In FY 2019, the PH continued its "Walk-through Initiative" in which the directors and staff of Property Management, Facilities Management and Resident Services Departments walked the grounds of developments. The main purpose of this initiative is to increase the PHA's presence on the grounds, promote resident engagement and stimulate staff and resident accountability in all PHA communities. Regularly scheduled walk-throughs of properties conducted by these teams assisted in identifying development appearance issues for which the Facilities Management Department implemented prompt corrective action. During FY 2019 and into FY 2020, the Facilities Management Department undertook a landscaping improvement project that included trimming of trees and bushes, installation of new landscaping elements and plantings, all of which were well-received by residents.

In FY 2019, PHA piloted a new program to test the feasibility of using new products during the unit turn-around process that would increase both durability and to make units less institutional for PHA families. Included in the pilot project was the use of different painting palettes, planking flooring, and hard-core wooden doors. The reaction from residents has been highly favorable.

In FY 2019, the PHA accomplished the following upgrades to its public housing portfolio:

- Three buildings were vinyl sided and two units were converted to fully handicapped accessible units at Hartford Park;
- Architectural drawings were created for the Manton Heights Pathway and the basketball court was resurfaced and repainted and backboards and rims were replaced, with assistance from grants, at Manton Heights;
- Lead testing was completed at Chad Brown and Admiral Terrace;
- Four roofs, windows, doors, the cedar fence and front and back porches were replaced at the Scattered Site unit at 87-89 Harrison Street and the unit was repainted. Also, at Scattered Site units, plank flooring was installed at unit turnaround;
- The boiler was replaced at Dexter Manor I and the roof was replaced at Dexter Manor II;
- Fire sprinklers/fire alarm system was installed at Dominica Manor;
- Asbestos removal, concrete repairs and painting to the 2 stairwells were completed at Carroll Tower;
- One unit was converted into a handicapped accessible unit at Parenti Villa; and
- Picnic tables and benches were installed at Kilmartin Plaza through CDBG funding.

In FY 2020, PHA anticipates completing the following projects:

- Boiler and pump replacement at Manton Heights;
- Fire Sprinkler/fire alarm replacement at 335 Hartford, Carroll Towers, Parenti Villa and Dexter I & II;
- Vinyl siding of buildings at Hartford and Scattered Sites;
- Elevator modernization at Kilmartin and Dexter I & II;
- Installation of heat pumps, air regulators, high energy roof top exhaust fans and high efficiency ECM pumps for Domestic hot water at Kilmartin, Carroll and Parenti;
- Lead removal and/or encapsulation at Hartford, Manton and Chad/Ad through HUD grant;
- Manton Heights pathway project;
- Asbestos removal and plank flooring installation at 285 Chad Brown building;
- Tot lot installation at Hartford Park; and
- Young adult playground at Admiral Terrace.

Reducing Work Order and Unit Turnaround Time

During FY 2019, there were 38,303 work order (WO) requests; a 1% increase from FY 2018 (37,779). The average length of time to complete a WO was 11 days in FY 2019 compared to 7.4 days in FY 2018. There was a 11% decrease in the number of vacancies in FY 2019, with 299 vacant units authority-wide; PHA experienced 334 vacancies in FY 2018. The average vacancy days for unit turnaround decreased slightly to 31.23 days in FY 2019; unit turnaround time was 32 days in FY 2018. The Facilities Management Department continued to deploy a Unit Turnaround Task Force, comprised of an inter-disciplinary team of maintenance staff, which was deployed to design and implement a vacancy reduction strategy in developments whenever a pre-determined vacancy threshold occurs in a development. The team coordinated closely with Property Management and Applications staff to forecast vacancies and ensure prompt leasing of returned units. During FY 2019, the Property Management, all three Departments continuously worked as a team towards achieving a common goal - improving unit turn-around time. Once a unit is marked *ready for lease*, Property Management staff works with Tenant Selection staff to ensure that the next suitable applicant is ready to move when the unit becomes available.

Reducing Energy Consumption Costs

The PHA continues to investigate alternative energy sources and new energy saving technologies, including discussions with firms about the feasibility of addressing energy savings through projects such as solar, geo-thermal and co-generation projects at PHA sites. Meetings with various energy program providers included discussions of potential energy saving offers involving Remote Net Metering Solar Programs and Renewable Energy Opportunities involving Renewable Energy Credits. These topics offer new possibilities where the PHA may obtain energy savings based on selection and choice of energy providers. The

Facilities Management Department continued to partner with National Grid and RISE Engineering, National Grid's regional program administrator of the EnergyWise program. RISE has provided energy assessments and upgrades that have lowered energy-related operating costs. Some of the upgrades were provided at no cost to PHA, the cost of others was covered by ratepayer-funded financial incentives and rebates. Included in energy upgrades to date have been RISE Engineering replacing 46 energy efficient hot water distribution pumps, hot water boiler primary pumps, domestic hot water pumps and domestic hot water recirculation pumps saving the Authority an estimated \$31,800 in electric savings annually. The cost of this project was \$435,000 to complete at no cost to the Authority. RISE Engineering has replaced all exterior and common area light fixtures and bulbs to LED at Coddling Court and Roger Williams; this will save the PHA an estimated \$14,211 in electrical savings annually. The cost for these projects was \$93,778 at no cost to Authority. National Grid installed Cozy Radiator Labs (\$123,000 project cost) on all radiators at 335 Hartford High-rise at no cost to the Authority. PHA is partnering with nine other local Housing Authorities and a consultant to develop a solar net metering RFP to be released in February 2020, anticipating that we may be able to select a development partner and seek HUD approval to contract as soon as the Spring of 2020.

Authority-wide Inspections

PHA contracted with Nan McKay & Associates in FY 2019; it is currently utilizing USIG in FY 2020 to conduct annual inspections of all PHA units. PHA will pilot a new inspection program in FY 2020 that involves specially-trained PHA staff conducting unit inspections in the next fiscal year.

Proper Procurement Process

The Procurement Department added two new staff members in FY 2019, a Procurement Officer and Purchasing Agent, who joined the one existing purchasing agent. In FY 2019, the new Procurement Officer completed Standard Operational Procedures for purchasing staff and requisitioners; including protocols for all spending thresholds and micro, small and sealed-bid/construction type projects. PHA has updated the internal requisition form to enhance data collection practices. The Department also worked in collaboration with PHA's Legal Counsel to develop updated "boiler plate" service and construction contracts. As of December 2019, senior managers and facility management staff have undergone procurement operational training. This includes the project managers assigned to construction projects as well as the Foremen and Maintenance Mechanics. Prior to the end of FY 2020, PHA will train other departments who have requisitioning needs.

As of December 2019, PHA is reformatting the warehouse at 40 Laurel Hill Avenue/Facility Management building to stock high volume products. PHA has added security cameras and developed updated internal controls. We are conducting trend and price analysis with our more commonly used products so that the PHA can better negotiate bulk prices with vendors. In January 2020, the Procurement Department provided hands-on technical assistance at each development's stock room. PHA will be analyzing the current scanning and inventory practices and help staff better align their work with PHA policy. This work will continue and evolve as PHA moves to stock more inventory at our central warehouse.

The Procurement Office now advertises any public offerings on the provhousing.org/procurement-bid/ webpage so anyone interested in doing business with the PHA has access to the information. PHA now utilizes the email address procurement@provhousing.org so it can better triage and respond to needs, as multiple staff members receive mail from this address.

7. Continue to maintain public housing occupancy rates above 97%, stream line the application process and improve tenant collections.

A total of 6,128 applicant families were waiting for public housing at the PHA at the end of FY 2019. An additional 503 tenant families were waiting for a transfer to a more suitable unit. Throughout FY 2019, the PHA maintained a consistently high occupancy rate of 98% or greater, which increases the waiting period for applicants. At 6/30/19, the PHA-wide occupancy rate was 99.1%, with four of the PHA's 13 developments at 100% occupancy; **the same as 6/30/18**. This PHA accomplishment is attributed to enhanced communication between Tenant Selection, Property Management, and Facilities Management supervisory staff in a teamwork approach that better tracks vacancies and fosters unity of effort in attaining a shared goal of a 98% occupancy rate. This occupancy accomplishment is also attributed to a new system of processing applications that assigns concrete tasks in the application screening process to individual staff, as well as to property management staff prioritizing the showing and leasing of units in the field. The Facilities Management Department's Vacancy Turnaround Task Force supported maintaining occupancy rates above 97% by applying specialized strategies to developments with vacancy rates exceeding pre-determined benchmarks. Facilities Maintenance staff are exploring the application of more durable materials as a strategy in decreasing unit turnaround time. In addition, the PHA plans to implement additional unit inspections

conducted by specially-trained PHA staff during FY 2020 as a means of more quickly detecting necessary repairs and addressing them prior to vacancy.

To improve collections, the Property Management Department supervisor tracks the collection rates of each property manager and participates in developing general and site-based strategies to improve tenant collections. PHA ended FY 2019 with an authority-wide collection rate of 89%; the same as FY 2018; the PHA's rent collection goal for FY 2019 was a 93% collection rate. FY 2019 was challenging in that two experienced Property Managers retired from their positions and two new Property Managers were on-boarded. The on-site management teams have been persistently working on improving and stabilizing the rent collection rate. Strategies employed in FY 2019 included the request for inclusion of a clause in every court repayment agreement that requires the resident to make timely rent payment for the next twelve months, a measure, that when coupled with a referral to financial literacy training, often results in residents developing improved rent payment habits. The Property Management Department seeks to collect all money owed and to avoid any legal action, but at times the only remaining option is legal action and termination. The Property Manager must determine as soon as possible when a resident will not cooperate with referrals for services and methodically pursue all the necessary steps to protect the PHA from further losses by taking appropriate legal action, up to and including termination of the tenancy of such a resident. In the coming year, PHA will review the effectiveness of existing collections strategies, develop new strategies, and institute training to deploy new strategies.

8. Continue to maintain Section 8 leasing rates (at least 95%), monitor the de-concentration policy and rent reasonableness standards, develop innovative methods to re-open the waiting list, maximize administrative fees, expand the VASH voucher program and refer participants to the Family Self-Sufficiency and Homeownership Programs.

HCV Program Performance

PHA has consistently utilized budget authority at or above 97% and PHA accomplished high performer status once again in FY 2019. The Department closely monitored the de-concentration policy and received the de-concentration bonus points on SEMAP this year. PHA expanded its HCV by receiving 50 Mainstream Program vouchers in FY 2019.

Improving Customer Service

In FY 2019, the Department piloted a new allocation of staff duties designed to improve customer service through consistent staff contact. The Department moved from work assignments based on functions, such as annual recertification, interim recertification, and moving to assignments where staff were assigned specific participants as a caseload. This new system will be monitored in 2020 to determine how it positively impacts customer service and work flow.

RI Centralized HCV Waiting List

The PHA's Leased Housing Department and Office of Strategy and Development (OSD) worked closely with Rhode Island Housing during FY 2019 to prepare for the joining of the Centralized (online) Waiting List (CWL) on June 6, 2019 (this was the first opening of PHA's HCV waitlist since 2016). Advertisements were posted in the Providence Journal and Nuevos Horizontes and PHA staff participated in community outreach efforts to engage partners who will assist potential applicants with setting up an account or using their existing accounts on the CWL website to apply for the PHA Housing Choice Voucher Program. This opening of the list allowed new applicants who are eligible for homeless and institutional settings preferences to potentially be issued Mainstream vouchers.

Mainstream Voucher Program 38 in 100 Family Challenge

OSD and Leased Housing spearheaded communications efforts in FY 2019 to lease the Mainstream vouchers in partnership with Crossroads RI (a non-profit dedicated to helping homeless and at-risk individuals secure stable homes), the Continuum of Care (CoC), RI Coalition for the Homeless, and RIHousing. In August of 2019, the partnership launched an outreach campaign known as the *38 in 100 Family Challenge* to attract landlord participation in the effort to help 38 Mainstream Voucher Program families find housing and end their homelessness.

Increasing Landlord Participation in the HCV Program

To outreach to and attract more landlords to participate in the HCV program and to educate existing HCV program landlords, OSD and the Leased Housing Department collaborated with the City's Human Relations Commission, city councilors, neighborhood councils and CDCs to plan a series of workshops for the fall of 2019. Over 75 landlords attended these informational sessions through 12/31/19. Within these presentations, PHA staff solicited information about the needs of landlords and ways in which the program could be marketed to new landlords. In addition, PHA provided all HCV landlords with the opportunity to advise PHA about their experience with and needs concerning the HCV program by designing and engaging them in a customer satisfaction survey. PHA plans continued engagement with landlords in FY 2020.

FSS and Homeownership

In FY 2019, 10 HCV families became new homeowners through the PHA Homeownership Program. At the end of FY 2019, PHA had 53 homeowner families in the program. In addition to these families, since the programs' inception in 2003, 33 other families became homeowners and graduated from the program. In FY 2019, 145 HCV families were participants in the FSS program. In FY 2019, PHA assigned an FSS Coordinator to be on-site one day each week in the Leased Housing Department to increase awareness of the program and the number of HCV participant referrals to and engagement with the FSS Program. The Department now also facilitates outreach to families who could benefit from FSS by forwarding a monthly mailing list of participants who have zero income and facilitates outreach to families eligible for homeownership by forwarding a monthly mailing list of families whose income meets levels required for homeownership to the Resident Services Department. In 2020, the department will also collaborate with Resident Services to schedule quarterly program briefings about both programs.

9. Continue to address the education, economic, social services and healthcare needs of youth, adults, and the elderly and disabled populations through direct service, referrals and creative partnerships. The PHA will increase homeownership rates (PH, S8) and explore the Job Plus Pilot Program and opportunities for new digital literacy and youth programming.

In FY 2019, the PHA's Resident Services Department provided a wide array of services to 1,408 residents through on-going programs. The chart below outlines the caseloads for these programs:

Program	FY 2019 Caseload
Jobs Plus Providence	339
Family Self-Sufficiency	145
Resident Service Coordinator Programs (RSC)	226
Financial Opportunity Center	122
Homeownership	187
Adult Education	62
Victims of Crime Act Community Support Coordinator	54
Youth Programs	256
Job Training Programs (Digital Literacy and Home Depot Painters Training)	79
Total Residents Served	1,408

In FY 2019, PHA programs produced notable outcomes for PHA residents. The chart below highlights FY 2019 resident outcomes from our established programs.

JOBS Plus Providence	
Benchmark	Outcome for program to through 6/30/19
Number of households who had earnings disregarded due to the JPEID.	283
Total amount of rent disregarded through the JPEID	\$1,084,071
Program to date we have a total of participants that maintained a job longer than 180 days	41
Participants were employed prior to starting the program and have stayed employed throughout the lifetime of the program-	119
Family Self-Sufficiency Program	
Outcome	Number of Residents Attaining Outcome
Received Financial Counseling	95
Obtained Health Benefits	85
Obtained Industry Recognized Credential	2
Obtained Post-Secondary Degree	3
Obtained employment	79
Increased income	120
Moved to non-subsidized housing	10
Purchased home without voucher (HCV)	4

Financial Opportunity Center	
Outcome	Number of Residents Attaining Outcome
Obtained Employment	40
Retained Employment: 3 months	28
Retained Employment: 6 months	41
Retained Employment: 12 months	19
Increased Credit Score	11
Increased Earned Income	14
Purchased home with voucher	7
Purchased home without voucher	5

Jobs Plus Providence

PHA received a Jobs Plus grant in FY 2017. 2020 marks the fourth and final year of this impactful program, and PHA is engaged in developing strategies for building on the successful components of the program to develop new program elements and align existing PHA programs, such as the Financial Opportunity Center and the Family Self-Sufficiency Program to bring increased economic and employment opportunities to residents at all PHA properties. In FY 2019, PHA conducted focus groups with staff and residents and conducted resident surveys to gain insight into the which Jobs Plus strategies produced desired outcomes and where new strategies could yield increased positive outcomes. The results this survey fueled discussion in a planning retreat in the summer of 2019. During this last year of the program, PHA staff will be working closely with JPP participants to provide the support needed for residents to successfully plan for the transition from the JPEID to income-based rent in October of 2020. One way in which the PHA's Job Plus team is assisting residents to be ready for the transition is a new program component centered on credit repair and settling debt. One of the JPP Employment Case Managers, who has a financial background, was able to work with participants resulting in residents eliminating a total of \$68,699.50 in debt through 12/31/19. In December 2019, the Jobs Plus team presented at HUD's annual Jobs Plus Conference in Austin, TX. The presentation centered on the importance of budgeting and the establishment of a family savings plan that creates a solid foundation for a better future. Key to the PHA's approach to budgeting and savings is the recognition that spending habits are often the driving force in whether a resident can maintain a healthy financial status and we encourage residents to consider new ways of thinking when it comes to money. During the workshop, the team discussed the techniques the PHA has used to strategically guide residents to achieve their financial goals.

Summer Youth Employment Program

In partnership with the City of Providence and a host of community employers, PHA participated in the City's *One Providence Summer Youth Program* in the summer of 2018 with 17 youth. In the summer of 2019, PHA engaged 19 youth in the program. This six-week program included work readiness skills development, career exploration, and paid internships at a variety of businesses, public agencies and non-profit organizations. In order to expose summer interns to different careers, guest speakers were invited to present every Friday. Youth were placed in the following locations; CVS Retail Stores, Providence Children's Museum, PHA Resident Services Department, PHA Finance Department, PHA Office of Strategy and Development, PHA Facilities Maintenance and in the PHA Property Management Offices. Throughout the program youth were educated on various topics spanning career and health and wellness. The following partners presented: FBI, Sojourner House, University of Rhode Island (Media Education Lab), and The Institute of Entrepreneurship & Leadership. PHA is currently applying to participate in the program for a third summer in 2020.

Healthy Youth Development and Leadership

PHA partnered with the Providence Public Library to deliver the Teen Squad program designed to develop leadership, public speaking, and teamwork skills among youth residing in the Chad Brown development. Teens created and delivered well-received digital presentations that capped their participation in the program and were celebrated for their participation in a graduation ceremony attended by their families. PHA anticipates repeating this program in **FY 2020**. In collaboration with the YMCA of Providence, PHA provided youth residing in Codding Court with the *Culinary Arts Academy*, an eight-week program designed to introduce them to careers in the culinary arts industry. The program included a meal prepared by youth and a graduation ceremony, attended by parents, which honored the youth for their participation. Parents praised the program and requested that PHA consider additional programs for youth in the development. In FY 2019 PHA has partnered with the North American Family Institute to complete a three-week session of the Youth Police Initiative and have brought 6 public housing youth participants together with Providence police officers for leadership development and story sharing exercises.

Digital Literacy Class FY19-FY20

In partnership with The Rhode Island Family Literacy Initiative (RIFLI) through the Providence Public Library (PPL), three Digital Literacy students are enrolled in a continuation class at Roger Williams University. This opportunity will add to their computer literacy credentials, which will allow them to upskill and earn a living wage. A total of four Digital Literacy students are now hired by the Providence Public Library as part-time Assistant Digital Literacy Teachers in Pawtucket, RI.

Success Closet

Often, PHA staff note that residents encounter a lack of appropriate work attire as an obstacle to employment. Resident Services staff, supported by donations of clothing, accessories, and toiletries from PHA staff, continued to operate the *Success Closet*. The *Success Closet* is a free boutique where residents, with assistance from Financial Opportunity Center and Jobs Plus staff, can select suitable clothing and related items necessary for making a positive first impression and securing employment. Staff provided residents who secure employment with referrals to additional sources of clothing required for employment.

Resident Opportunities and Self-Sufficiency Program (ROSS)

ROSS Resident Service Coordinators continue to engage in a wide array of activity designed to meet the needs of all residents, including assessing needs, connecting residents to community resources, developing and nurturing relationships with community partners, and fostering self-sufficiency and workforce development in family developments. In FY 2019, the PHA created and funded a new position of Direct Service Community Support Specialist. The position is charged with providing direct services specifically to residents of elderly and disabled developments to prevent social isolation. The Community Support Specialist served 55 unduplicated residents in the first six months of the program by conducting 145 home visits and providing 234 services.

Family Self-Sufficiency Program

PHA provided public housing residents and HCV participants with the opportunity to improve family income and attain self-sufficiency through involvement in its long-standing Family Self-Sufficiency (FSS) program. In FY 2019, the program maintained a caseload of 145 families with 50% of participants being from the HCV program and 50% from public housing. In FY 2019, PHA distributed \$275,423 in FSS escrow funds to graduates of the program.

Adult Education

During FY2019, 62 PHA residents received Adult Education support through the combined efforts of AE Program Specialist, JPP and FSS job counsellors, and Resident Service Coordinators. Among the services provided for these residents were referrals, testing, case management, registrations and enrollment. 42 of these 62 PHA residents were enrolled and participated in PIPA consortium classes (other education referrals included RIRAL, RIFLI, Dorcas International, and CrossRoadsRI).

Homeownership Program

PHA continued to provide residents and HCV participants with information, referrals, and coaching necessary to become homeowners. In FY 2019, PHA partnered with Primary Residential Mortgage, Inc. to facilitate seminars and two financial workshops. In HUD FY 2019, 12 families became homeowners, in comparison to 14 in FY 2018. One homeowner came from public housing, one from the Providence community who utilized Homeownership classes, and ten families were HCV program participants. Of the ten HCV families, seven left the HCV program after purchasing the home and three purchased the home with the use of a voucher. Prices for single family homes in Providence continue to increase, making it more difficult for our participants to become homeowners. In the current fiscal year, PHA is developing plans to provide increased post-purchase coaching and counseling to support maintaining homeownership, with an emphasis on families nearly the end of program participation. The PHA's post purchase support to homeowners includes educational programs such as energy efficiency, debt management, and information about resources available to homeowners.

Collaboration with the Sherlock Center on Disabilities at Rhode Island College

PHA outreached to the Sherlock Center on Disabilities at Rhode Island College in FY 2019 to develop a partnership that will bring a range of information to residents who receive SSI and SSDI and who wish to pursue employment without those losing benefits on which they must rely. In FY 2019 PHA distributed information about public information sessions provided by the Center in the community. In November 2019, the Center provided a well-received presentation to RAB members; RAB members have advised that there is a significant number of residents with disabilities who need for information about they how to preserve benefits while pursuing part-time employment. In the spring of 2020, PHA will begin hosting presentations at PHA sites.

10. Continue to provide security and safety to residents by advocating for more housing unit officers, nourishing community relations, maintaining partnerships with federal, state and local law enforcement agencies, tracking and monitoring crime trends and seeking funding opportunities to support and enhance safety initiatives and methods.

For FY 2019 and continuing in 2020, the Security Department continued to be staffed by 1 Providence Police Sergeant, 6 Providence Police Officers assigned to the Public Housing Unit and a total of 15 PHA Security staff, including 11 guards. The PHA Security Officers provide security, both stationary and roving, to the PHA elderly/disabled high-rises. The fiscal year staffing of 11 Security 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 Security Night Supervisor and Fraud Investigator provide for the necessary oversight of the Security Department. These three staff share the overall responsibility for the oversight and the provision of effective policing and security services to the PHA and its residents. The monitoring of the Authority's 262 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.

Although the number of fatal opioid overdose deaths in Providence and Rhode Island decreased for a second consecutive year in FY 2019, the number of non-fatal opioid-related emergency department visits increased. Law enforcement notes an increase in the circulation of counterfeit opioid prescription medications, many of which contain lethal amounts of illegally-made fentanyl. The Security Department worked in tandem with the Wellness Resource Center program to raise awareness of dangers of opioids of all kinds and promote Narcan use training events. The Department also publicized the availability of prevention and treatment resources by making prompt referrals to the Center concerning opioid-related emergency responses to PHA addresses.

In FY 2019, the Security and Safety Department completed a project that populated its database with additional fields, including fields that allow Department staff to more effectively track No Contact Orders, Domestic Violence Protection Orders, and No Trespass Orders to promote the safety of residents and staff. In the current year, this expanded database allows Security and Management staff and the VOCA Community Support Coordinator to have the same information in the same format.

The Security Director, other key PHA staff, Housing Police Unit members, and Providence Police Department (PPD) supervisors continued to closely review incident reports and PHA crime statistics to note trends and plan for effective, site-based safety measures and crime suppression, intervention and prevention strategies. The PHA Security and Safety Department logged 196 reported crimes/incidents in FY 2019, compared to 263 in FY 2018. In FY 2019, 25% of reported crimes were Part 1 Crimes (category includes murder, rape, robbery, assault, B & E, larceny, and motor vehicle theft) and 75% were Part 2 Crimes (simple assault, stolen property, malicious mischief, weapons offenses, prostitution/vice, other sex offenses, narcotics, gambling, family and children, DUI, liquor violations, disorderly conduct, all other offenses); these percentages mirror FY 2018. It should be noted that for the second consecutive year there were no murders or rapes reported on PHA property in FY 2019. In addition to response to calls concerning crime, the Department responded to 1,153 calls for service in FY 2019; response to calls for service totaled 1,873 in FY 2018. Calls for service figures include safety checks, emergency situations, meeting attendance, and motor vehicle summonses and tags.

The Safety and Security Department worked closely with the VOCA Community Support Coordinator, with emphasis on follow-up with adults and children who were the victims of domestic violence. PHA has been awarded a FY 2020 VOCA grant renewal from the Rhode Island Department of Public Safety to fund the Community Safety Coordinator's provision of direct services to persons affected by crime who reside in PHA developments or participate in the HCV program. In FY 2019, the VOCA Coordinator developed heightened awareness among residents, program participants, and staff of the impact of crime and violence, as well as available prevention and intervention resources in the community. Safety and Security Department staff meet with the Coordinator daily to share information to ensure that she has the information necessary to be aware of a victim of a crime and to effectively liaise with other PHA Departments, the Providence Police Department, the court system, and appropriate agencies to support the victim and assist in promoting his/her safety.

The Youth and Police Initiative (YPI), coordinated by the Resident Services Department that celebrated its 11th year of operation in FY 2019, continued to build positive relationships between youth and police and expose youth to careers in law enforcement. This year, PHA conducted one YPI training program serving youth from the Coddling Court, Chad Brown and scattered site developments. Following these trainings, Providence Police and the PHA's Security Department reported an increase in positive interactions with youth and families, as well as parents expressing thanks for the program, requesting assistance in addressing issues with children, and reporting information about safety and crime concerns that enabled law enforcement and staff to act to protect the community. In the current year, Providence youth participated in an inter-agency YPI event in Boston with youth from that City's program.

In 2019, PHA collaborated with the Providence Police Department to develop and deliver a well-received *Best Practices in Policing with Public Housing Communities* seminar for police academy cadets. This seminar, delivered by an officer assigned to the Providence Police Public Housing Unit, not only introduced cadets to best practices but also served to dispel myths and stereotypes about public housing residents. By the end of this 2020, PHA anticipates partnering with the Providence Police Department to develop a Police Explorer Program as a follow-up for older youth who participated in the existing Youth and Police Initiative. The program will follow the Law Enforcement Explorer Program that provides career orientation and experience for youth contemplating a career in the field of criminal justice. The program will serve both males and females, ages 14 – 21 and will provide a personal awareness of the criminal justice system through training, practical experiences, and other activities. The program will have a focus on leadership development and fostering trusting relationships between youth and police officers and police and the community. In addition, the Safety and Security Department anticipates working with the VOCA Coordinator to develop a program to be known as Youth Peace Ambassadors that will provide youth with both leadership and violence prevention skills.

11. Continue to ensure adherence of legal risk management, safety and insurance best practices as well as maintain the PHA Safety Committee to promote policies to make the PHA a safe and healthy place to live and work.

In FY 2019, PHA reviewed the agency's process for reporting, documenting, and responding to injury and/or loss claims filed by residents, guests and visitors to PHA properties and revised procedures and forms utilized for documenting and responding to claims. During the year, PHA provided training to all Facilities Management, Property Management and Resident Services staff to implement the new forms and procedures. In addition, PHA created a new internal claim reporting checklist that simplified the reporting process; this change has resulted in more formal reporting practices from staff. The PHAs Risk Management Coordinator and Safety Committee noted a negative trend on the claims database in FY 2019 concerning an increase in employee-caused vehicle accidents. PHA addressed this trend by engaging staff in Defensive Driver and Winter Preparedness training and emphasized the importance of reporting accidents immediately to risk management. PHA staff and the Safety Committee continue to conduct ground inspections. In January 2019, the PHA's property insurance carrier, AIG, completed robust inspection at Dexter Manor. The main negative from the inspection was the lack of sprinklers in half of the building, which the PHA will complete addressing in FY 2020. A sprinkler system was installed at Dominica Manor in FY 2019; PHA anticipates completing sprinkler system installations Hartford Tower, Carrol Tower, Parenti Villa in FY 2020 and awarded a contract to a vendor for these three projects in January 2020.

The PHA Safety Committee, an interdepartmental group of employees led by the Director of Security continued to meet bi-monthly to review safety information, plan training activity, and develop programming. The Committee conducted safety inspections of grounds and common areas of developments to note any safety issues which require correction.

PHA, through its Office of Strategy and Development worked with PFD to bring interactive fire safety and prevention training sessions to all elderly developments in 2019. In FY 2020, PHA and the PFD will develop fire safety and prevention training for family developments. In FY 2020, PHA and its partners will begin developing emergency preparedness plans for family developments.

12. Continue to maintain and improve finance procedures to assure regulatory compliance, refine reporting systems (based on the most recent audit review), advance department cross training and improve the newly acquired payroll system.

In FY 2019, the PHA Finance Department underwent a significant change in personnel due to the retirement of several long-term staff. In late FY 2019 and early FY 2020, the Department on-boarded four new staff and two existing staff assumed new positions within the Department. In 2019, the Finance Department continued to conduct cross-training of staff to ensure coverage of key functions in the event of staffing changes. Also, in 2019, the Department Director, Associate Director and a Staff Accountant attended a week-long training conducted by BDO USA. The training provided staff with a host of tools Finance Department staff can use to best maintain and improve the financial performance of the PHA. In particular, the training included innovative ways for using the Two-Year Tool to optimize utilization of HCV Program resources.

13. Continue to maintain, reorganize and improve the general infrastructure of the organization and ensure compliance with Section 3 requirements.

General Infrastructure

In FY 2019, PHA continued to look at its organizational structure and discuss possible changes to address agency needs, improve efficiency and effectiveness, as well as address succession planning for future retirements as a component of the agency's strategic planning initiative.

Among activity in FY 2019 were:

- Promotion of one of the Associate Directors of the Resident Services Department to Department Director;
- Revision and update of PHA polices, including the employee handbook;
- Automation of new hire process to establish electronic on-boarding;
- Automation of employment application tracking;
- Research of performance evaluation systems; and
- Methods of increase professional development;

Section 3 Goals

In FY 2019, PHA surpassed its Section 3 Goal of 30% of new hires being Section 3 hires. Of the 35 new hires in the fiscal year, 11 or 31.42% of new hires were Section 3 hires. In the coming year, PHA will continue to raise resident awareness of employment opportunities by posting all job vacancies on resident bulletin boards, distributing job vacancy information to Resident Advisory Board members, coordinating with the Resident Services Department and the Job Plus Program, and by participating in job fairs geared toward Section 3 eligible persons. Unfortunately, the Housing Authority did not meet its contracting goal for FY 2019. PHA makes every effort to provide contracting opportunities to Section 3 qualified residents/business concerns. Bid documents contain information on Section 3 preferences. The Section 3 preference is explained in detail during pre-bid conferences. A Section 3 clause has been incorporated into each contract entered into with the PHA and is reiterated during contract signing and pre-construction meetings. In addition, this past year a direct mailing was sent to contractor/vendors providing information on Section 3 business requirements, compliance, as well as information on how to certify as a Section 3 business. Unfortunately, Section 3 businesses are few and far between and those that do exist, do not submit bids packages for consideration. PHA will continue to make every effort to comply with HUDs mandate in the coming year.

14. Continue (1) to ensure that the PHA computer hardware, software and network are updated and upgraded to maximize operational efficiency, (2) maintain a secure digital environment and (3) provide support and technological tools to employees and residents of the PHA.

To provide the PHA with the highest level of secure and efficient technological tools, the PHA's IT Department engaged in the following planning initiatives in FY 2019 that will be completed prior to the end of FY 2020:

- Run Vulnerability Scan / Penetration Test – the PHA partnered with Janus Associates to run the PHA's first vulnerability scan and penetration test. The tests were run in July; in November PHA worked with Janus Associated for assistance with resolving findings from this test;
- Email Encryption and Cyber Security Trainings – the PHA partnered with Rapidscale to install and support Mimecast (Email Encryption) and Ataata (cyber security trainings). Staff now encrypts all emails with PII data. On the first of each month, a cyber security training video is emailed to all staff who accesses a PHA computer; each video is a minute or two in length and covers cyber security topics likely to impact PHA users and systems;
- Upgrade Blueprint VM to Windows Server 2016 – the PHA partnered with Focus Technology to upgrade its Blueprint VM (Virtual Machine) from Windows Server 2003 to Windows Server 2016. This was a complicated project, PHA could not just upgrade to Windows Server 20016. The Blueprint VM was using a 32-bit processor, but Windows Server 2016 requires a 64-bit processor. Furthermore, the software being used to access our digitalized blue prints, SP Search, the vendor is no longer in business. Focus Technology created a new VM running Windows 2016, was able to copy and get the SP Search installed and operational on the new VM, and copy all the digitalized files to the new VM; staff now has access to the blue prints from this new VM. The old VM and its files will be deleted from our Virtual Environment once PHA has final confirmation that this VM is fully operational;

- Computer Replacements - eight computers used by FM Admin (1), Finance (3), Executive (1) Strategy and Development (1) and IT (2) staff have been replaced with Dell OptiPlex 7470. In late December or early January 2020, ten Resident Services staff members will also have computes replaced;
- Upgrade VM's running Windows Server 2008 to Windows Server 2016 – PHA partnered with ATG Group to upgrade all VM's using Windows Server 2008 to Windows Server 2016, Microsoft support for Windows Server 2008 ends on January 14, 2020.
- SQL server - while upgrading the VM's to Windows Server 2016, PHA also upgraded the SQL Server to 2016 as well;
- Create/Publish RFP for Virtual Environment Managed Services - an RFP was published in November for a vendor to manage the PHA's Virtual Environment. Part of this RFP was to review the PHA's current Disaster Recovery (DR) Plan and make recommendations/changes (if necessary); PHA will run a test of its DR plan each April or May;
- Upgrade Continuum software to latest version on the two computers in the Security Department and one in the Facilities Maintenance Dispatch office – this project was required for the Continuum VM to be upgraded to Windows Server 2016. All three computers were upgraded;
- Create/Publish RFP for Network Consultant – the FM Admin, Security and IT staff are working on creating an RFP for a vendor to review our current network, create a report listing its strengths and weakness, assist staff with creating an RFP to support and manage our network, assist staff with reviewing proposals and selecting a vendor to support and manage the network. The schedule is to publish this RFP mid-December 2019;
- Create/Publish RFP for Network Contract- with the assistance of the vendor selected for the Network Consultant, PHA will create an RFP for a vendor to support and manage our network; and
- Create/Publish RFP for Cyber Security Monitoring – this project is currently in the planning stages; the purpose of this RFP is to partner with a vendor for cyber security monitoring. The vendor selected would be required to create a Cyber Security plan and be responsible for network and email monitoring, supporting and resolving all cyber security issues.

**Providence Housing Authority 2020 5-Year Plan
Attachment B. 4
Violence Against Women Act Goals**

Goal 1: Child and adult victims of domestic violence, dating violence, sexual assault, and stalking will have access to information about VAWA protections and have access to resources that promote safety and wellness while supporting their continued participation in PHA housing programs.

Objective 1: *Continue to designate staff to serve as VAWA Coordinator and designate staff to coordinate access to programming and services for victims of domestic violence, dating violence, sexual assault, and stalking.*

Activity 1: Designate or secure funding for coordination of referral to services and supportive programs for victims.

Activity 2: Communicate which staff have been designated VAWA Coordinator and as the coordinator of referral to VAWA-related programs and services. PHA will communicate contact information to PHA staff, residents, program participants, and community agency partners.

Activity 3: Provide ongoing training opportunities to the VAWA Coordinator to ensure PHA remains abreast of any changes in the VAWA.

Objective 2: *Maintain and publicize PHA's VAWA policy*

Activity 1: Review and update the PHA's VAWA policy annually to make certain it remains in compliance with applicable law and regulations.

Activity 2: Provide a copy of the VAWA policy at intake to all PHA's housing programs, at annual or interim recertification, and include it with all program violation notices, eviction notices, and denial of assistance letters.

Activity 3: Inform Section 8 owners, landlords, and participants of their rights and obligations under VAWA in the PHA *Property Owner's Guide* and *Tenant's Guide*.

Activity 4: Post information about how program participants may invoke their VAWA rights and protections in administrative and management offices, information boards and at program sites.

Objective 3: *Increase staff capacity to recognize the signs of domestic violence, dating violence, sexual assault, and stalking and their role in promoting the safety of and extending VAWA protections to victims of domestic violence, dating violence, sexual assault, and stalking.*

Activity 1: Incorporate an explanation of the PHA's VAWA policy and PHA responsibilities as a part of new employee orientation.

Activity 2: Provide an annual training for PHA staff about domestic violence, dating violence, sexual assault and stalking, the PHA's VAWA policy, the role of staff in extending VAWA protections to victims, and available support programs.

Objective 4: *Increase the capacity of PHA residents to recognize the signs of domestic violence, dating violence, sexual assault, and stalking and to know who to contact at PHA for assistance in invoking VAWA rights and protections and accessing programs and services.*

Activity 1: Provide workshops and events at PHA developments about domestic violence, dating violence, sexual assault, and stalking, rights under the PHA's VAWA policy, available services and programs, and contact information for the VAWA Coordinator.

Activity 2: Provide Resident Advisory Board members with training that increases their awareness of domestic violence, dating violence, sexual assault, and stalking, explains the PHA's VAWA policy, and introduces them to the VAWA Coordinator and other PHA staff designated to assist victims.

Activity 3: Post contact information for the VAWA Coordinator and other PHA staff designated to assist victims in property management offices and at the Leased Housing, Applications, and Resident Services Departments.

Goal 2: *PHA is recognized as an active participant in local and state efforts that prevent and respond to domestic violence, dating violence, sexual assault, and staking.*

Objective 1: *Establish and maintain interagency partnerships with organizations providing services and programming.*

Activity 1: Join and maintain membership in the Rhode Island Coalition Against Domestic Violence.

Activity 2: Outreach to community organizations, law enforcement agencies, and others to raise awareness of the problem of domestic violence, dating violence, sexual assault, and stalking in public and assisted housing programs.

Objective 2: *Secure funding to support PHA and collaborative programs with other agencies and organizations that promote the safety and wellness of victims of domestic violence, dating violence, sexual assault, and stalking.*

Activity 1: Monitor notices of funding opportunities.

Activity 2: Outreach to and engage with other agencies and organizations to explore opportunities for collaborative grant writing and program development.

Activity 3: Author grant applications and provide support for other agencies and organizations seeking funding to combat domestic violence, dating violence, sexual assault, and stalking.

Providence Housing Authority's Statement of Significant Amendment

The Housing Authority is required to define and seek HUD approval of changes included in this Annual Plan that are considered a "Significant Amendment/Modification" of the Housing Authority's 5-Year or Annual Plan. Significant Amendments and Modifications are required to undergo a public review process that includes: consultation with the Resident Advisory Board, a public comment period, public notification of where and how the proposed change can be reviewed, and approval by the Housing Authority Board of Commissioners. For purposes of defining, reporting and/or seeking HUD approval of changes to the Housing Authority's 5-Year or Annual Plan which are subject to said public review process, the Housing Authority hereby and hereafter defines "Significant Amendments and Modifications" as actions taken or planned by the Housing Authority that result in:

1. Changes to tenant/resident admissions and/or continued occupancy policies;
2. Changes to Section 8 Leased Housing participation and/or termination policies;
3. Changes to the tenant and participant screening policies;
4. Changes to the public housing rent policies;
5. Changes to preferences and/or the organization of the waiting list;
6. Changes in regard to demolition, disposition, designation, homeownership, or conversion activities;
7. Additions of non-emergency work items (items not included in its current Annual Statement or 5-Year Action Plan);
8. Changes in use of replacement reserve funds under the Capital Fund; and/or
9. Additions of new activities not included in the current Public Housing Drug Elimination Program (PHDEP) Plan.

Except that: minor changes, corrections or updates concerning the above specified matters; actions taken as the result of an occurrence of an unforeseen event or circumstance requiring major repair, improvements or demolition in excess of other funding sources including insurance claims; and/or policies adopted or planned solely to reflect applicable HUD or other regulatory or judicial requirements, shall not be considered a significant amendment or modification subject to all of the public review process requirements specified above.