



PROVIDENCE HOUSING AUTHORITY

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PROVIDENCE, R.I. 02903-4129

THOMAS J. ANTON
CHAIRMAN

STEPHEN J. O'ROURKE
EXECUTIVE DIRECTOR

DOMENIC V. SCHIANO
DEPUTY DIRECTOR

November 10, 1997

Michael R. Clement, City Clerk
City Hall
25 Dorrance Street
Providence, RI 02903

SUBJECT: Annual Report

Dear Mr. Clement:

Pursuant to the City Charter's requirements, I am forwarding copies of the *Providence Housing Authority's Annual Report on Operations*. While the Charter requires 17 copies, it is my understanding your office requires extras.

If you have any questions, please contact me.

Sincerely yours,


Stephen J. O'Rourke
Executive Director

IN CITY COUNCIL
NOV 20 1997

READ
WHEREUPON IT IS ORDERED THAT
THE SAME BE RECEIVED.


CLERK

Providence Housing Authority

Annual Report on Operations FY 1997

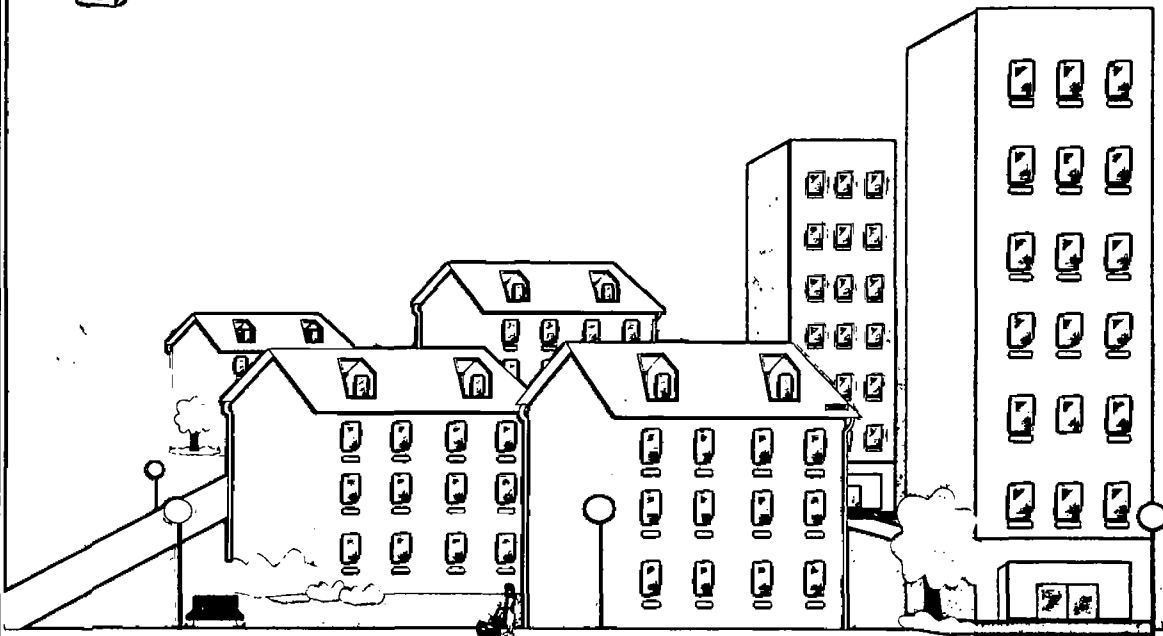
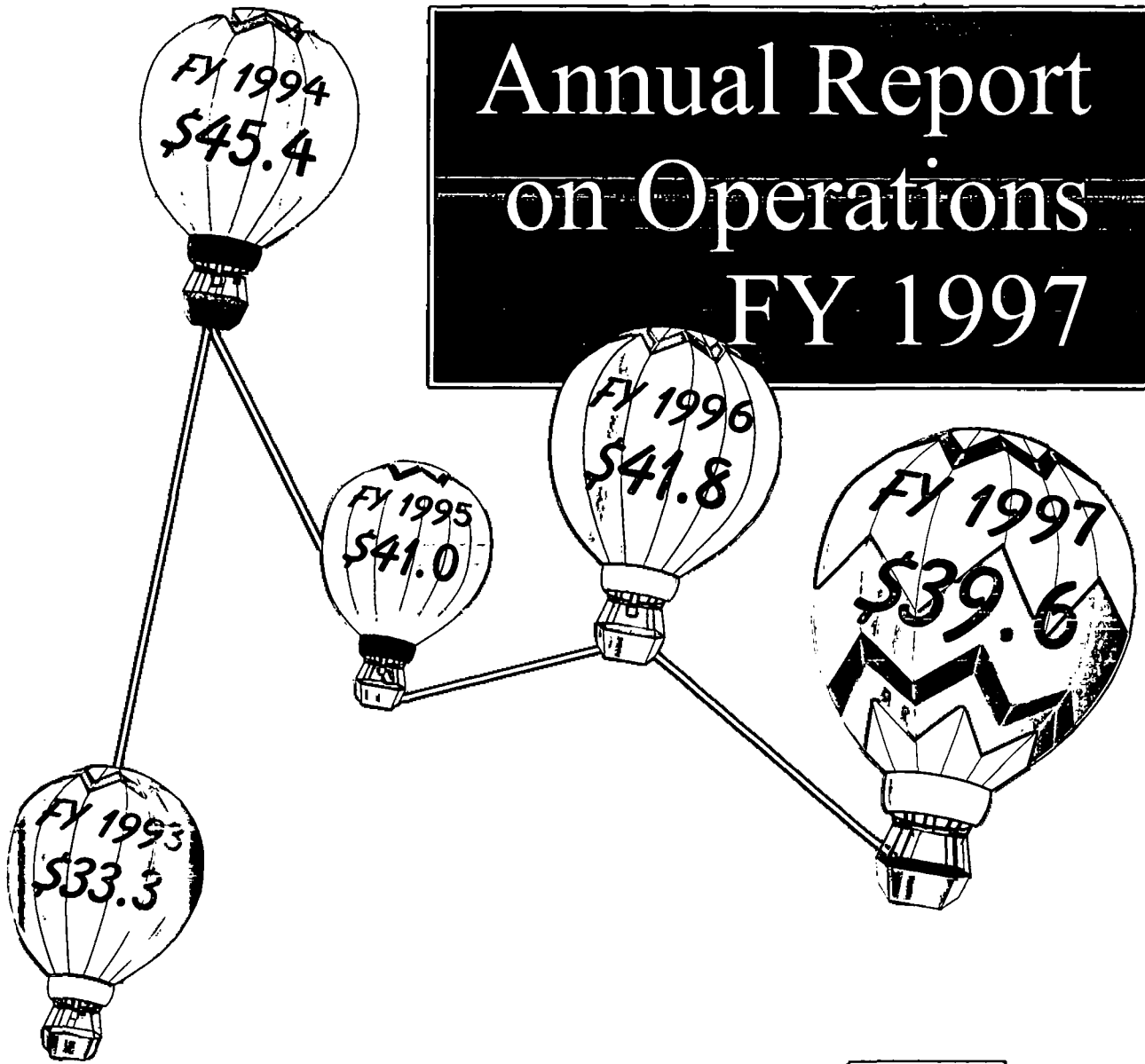


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This *Annual Report on Operations* is the eighth consecutive report prepared by the staff of the Providence Housing Authority. It contains statistics and descriptions of all our functions and operations conducted during fiscal year 1997, which ran from July 1, 1996 through June 30, 1997. FY 1997 was a year of many accomplishments. Overall, it was perhaps one of our most successful years since the founding of the PHA in 1939.

FY 1997 saw the opening of our new Employment Support Center funded through the Department of Housing and Urban Development's Family Investment Program grant. With the \$1.0 million grant we were able to renovate an old fire station, that once served as the PHA's administrative offices, into two classrooms and a computer lab facility to assist residents in their transition from welfare-to-work. The funds also allowed us to staff the center with three full-time Family Self-Sufficiency Coordinators who case manage over 200 residents participating in our Public Housing and Section 8 Family Self-Sufficiency Programs. The PHA emphasizes welfare-to-work as being one of our top priorities.

The PHA received six Awards of Merit from the National Association of Housing and Redevelopment Officials. This is the ninth consecutive year the housing authority has been honored by its peers for our innovative programs. This year's awards were for *On the Mark Staff Development*, an in-house training program that incorporates the PHA's goals management program with the individualized training needs of our staff; *Public School Assessment Partnership*, a collaborative effort between the housing authority and Oliver Hazard Perry Middle School for whom the PHA conducted an assessment of attitudes and conditions at the school by surveying students, staff, parents and administrators; *Daycare and Training Initiative*, a collaborative effort between the PHA and the Roger Williams Daycare Center to increase the supply and quality of home-based daycare in public housing; *KICC (Keeping It Cool at Chad Brown)*, an effort to reach out to at-risk youths living in the Chad Brown Development through intensive one-on-one counseling; *Family Advisory Committee*, an advisory committee comprised of residents from all of the PHA's family developments through whom all policy and program initiatives are previewed; and *Energy Efficiency*, an initiative between the Facilities Management and Modernization and Development Departments to retrofit and redesign equipment through engineering studies to lower our energy consumption and costs. The *On-the-Mark Staff Development* and *Public School Assessment* programs were also nominated as finalists for National Awards of Excellence.

FY 1997 also saw the near completion of our scattered site housing program. Initially begun in 1990 to replace units demolished at Hartford Park, the scattered site program has produced exceptional housing for low-income residents. Most of the scattered site units are provided to residents participating in our Family Self-Sufficiency Program as an incentive to achieve economic independence. Five of the scattered site homes have been sold to public housing residents through our Homeownership Program.

Modernization continues at all of our developments. Manton Heights is completed and the last phase of Hartford Park was finished this past summer. Work at Coddington Court continues with the last building scheduled for completion in the spring of 1998. A new community facility

Introduction

There are many favorable parts to the bills passed by the House and the Senate. Both bills call for more deregulation of public housing, as well as increasing the number of mixed-income families residing in public housing.

is also planned for Coddling Court. All of our high-rise buildings are also receiving their share of funds from the Comprehensive Grant Program.

Financially, the housing authority is doing well with an operating reserve of \$1.5 million, but we were obligated to draw from reserves to balance our books at the end of the year. We experienced a \$167,000 operating deficit primarily due to a shortfall in anticipated rents, because of lower occupancy, and due to utility rate increases. Our financial position has been further exasperated by a \$1.2 million shortfall in our eligible operating subsidy over the last three years.

The upcoming year will bring more surprises from the Administration and the Congress. A housing bill is expected to pass Congress this calendar year and be signed by the President. There are many favorable parts to the bills passed by the House and the Senate. Both bills call for more deregulation of public housing, as well as increasing the number of mixed-income families residing in public housing. One of the more exciting initiatives in the bills is the accreditation of housing authorities. Presumably HUD or industry groups would establish an accreditation board to certify performance.

Occupancy at a few of our developments continues to be a problem. Even after an extensive marketing program, we experienced vacancies in our two elderly-only developments. If the problem continues into this next fiscal year, we will have to consider reconfiguring the units to make them more marketable. Most of our elderly/disabled units are efficiency units.

Our social service programs are operating at full capacity with programs for young and old alike. The emphasis last year was shifted to family-oriented activities to bring parents and children together to participate in programs at our community centers. The PHA was very successful in securing grants to fund our social service network, including a \$700,000 Public Housing Drug Elimination Program grant.

Next fiscal year will be as challenging as this year. With the Department of Housing and Urban Development downsizing and subsidy funds being reduced, the PHA will have to do more with less. The Authority's staff is up to the challenge and we look forward to providing more and better services to our clients: the residents of public housing.

The Office of the Executive Director is responsible for the overall administrative management and policy implementation at the housing authority. The office is comprised of an Executive Director, a Deputy Director, an Executive Assistant to the Executive Director, and is staffed by two functional sections: Policy, Planning and Resource Development, consisting of a Planning/Policy Analyst and two Research Analysts, and a two-member Management Information Systems section. The office is supplemented by policy and urban studies interns from local colleges and universities.

The primary responsibility of the Office of the Executive Director is to provide leadership and oversight of operations. This is accomplished through a myriad of reporting systems including a Monthly Management Report, a quarterly Goals Management Report, and a quarterly Performance Indicators Report. We are also rated annually by the Department of Housing and Urban Development through their Public Housing Management Assessment Program (PHMAP). Each of these reports provides the current status of the department's performance in accomplishing their established goals. They work as a tool for management to identify problems at an early stage and for strategies to be devised to correct deficiencies.

The office also assists other departments in grant research, writing and preparation and undertakes internal reviews of programs and operations. It is also responsible for monitoring and preparing all security reports (monthly and annually) and special grant writing, such as the annual security grant to the Department of Elderly Affairs.

Public Housing Management Assessment Program (PHMAP)

The Department of Housing and Urban Development (HUD) rates housing authorities throughout the country on their performance annually. The rating system used by HUD consists of 12 primary indicators and 13 secondary indicators. These indicators rate the PHA's performance in key areas of performance management.

In FY 1996 the Providence Housing Authority scored 89.32 out of a possible rating of 100. This is the highest rating we have received since PHMAP ratings began six years ago. The 89.32 score was less than one percentage point from receiving the coveted rating of "high performer." Overall the PHA did quite well receiving 20 "A"s, 1 "B", 3 "C"s, and 1 "D". The three "C"s we received were in the financial area and related to our operating reserve level. The one "D" was in unit turnaround caused by our abnormally high turnover of units. The financial indicators should improve substantially with the new PHMAP rating system, which goes into effect this upcoming fiscal year. Unit turnaround remains a problem with our highly transient population. Our PHMAP scores for the last four years are listed below.

PHMAP Ratings FY 1993 - FY 1996			
FY 1996	FY 1995	FY 1994	FY 1993
89.32	81.19	78.50	77.05
Standard Performer	Standard Performer	Standard Performer	Standard Performer

Office of the Executive Director

PERSONNEL ADMINISTRATION

Recruitment Selection & Appointment of Personnel

The effectiveness of any organization depends largely on its Human Resources. Recruitment at the Providence Housing Authority is accomplished through in-house posting of positions, public advertising, community organizations and college recruiting. The Authority always attempts to promote from within providing the candidate has the required skills and abilities. The Deputy Director and the Department Head conduct interviews using standardized tests and oral questions. Each applicant is rated on his or her interview and test performance. Three names are then submitted to the Executive Director for approval. Knowledge, skill and ability are the primary criteria for selection. The PHA policy of hiring internally provides incentives for existing staff to feel there are opportunities for growth within the organization.

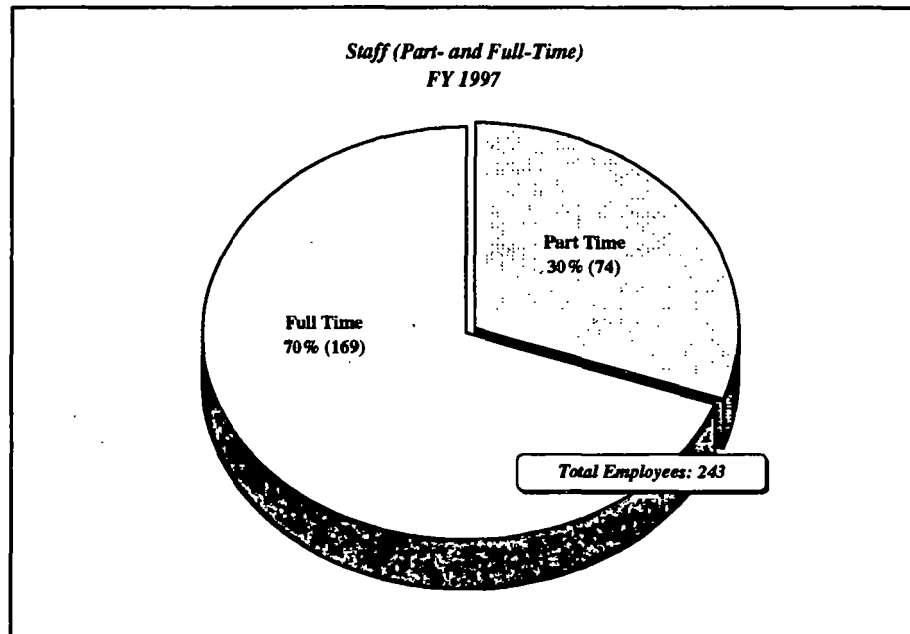


STAFFING

In FY 1997, there were 169 full-time and 74 part-time staff members employed by the PHA. Facilities Management has the largest work force with 92 full-time employees, represented by the Teamsters, Laborers, Carpenters and Painters Unions. The majority of part-time employees are working as Resident Assistants for the Community Services Department or as Security Guards at the Elderly/Disabled developments. Since FY 1996, the PHA's staff total rose from 229 to 243, a 6.1% increase.

FIGURE 1

*Staff: Full- and
Part-Time
FY 1997*



RACIAL COMPOSITION OF STAFF

The staff of the PHA is diverse and represents the racial and ethnic diversity of the Providence community. The racial breakdown of the staff is: 150 Whites (61%), 55 African-Americans (23%), 33 Hispanics (14%), and 5 Asians (2%). This composition has changed very little since FY 1996. The only change was a one percent increase in Asians and a one percent decrease in Hispanics.

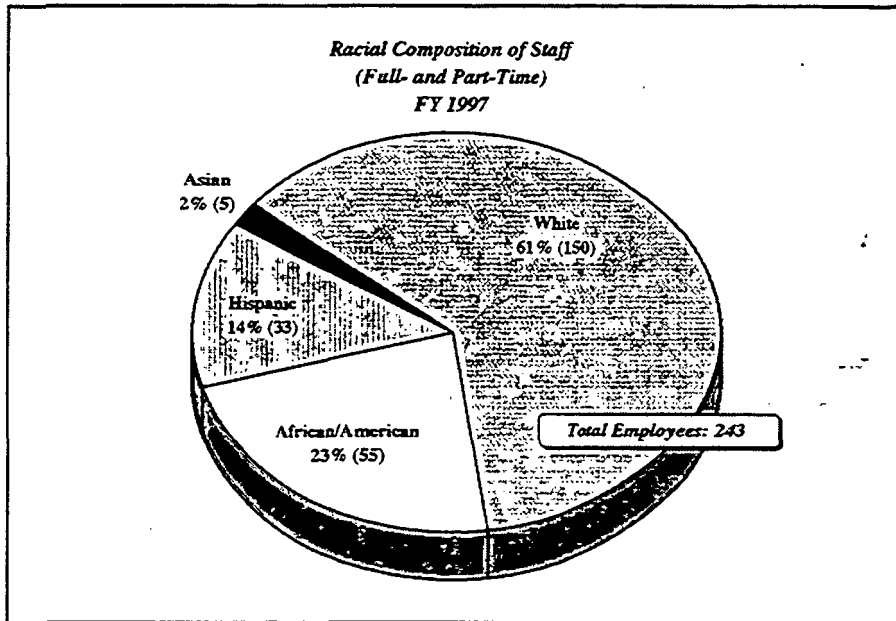


FIGURE 2

*Racial Composition
of Staff:
Full- & Part-Time
FY 1997*

GENDER COMPOSITION

The gender distribution of the staff breaks down to: 145 males (60%) and 98 females (40%). The part-time staff is approximately 50% minority and 50% female. Since FY 1996, the male composition has increased by two percent.

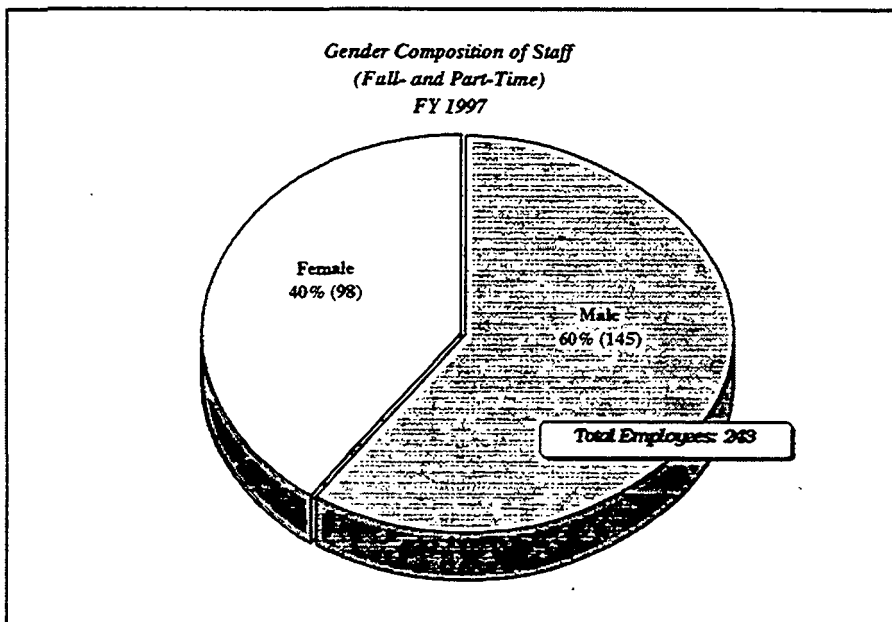


FIGURE 3

*Gender
Composition of
Staff
Full- & Part-Time
FY 1997*

During the past fiscal year, there were twenty-seven grievance sessions held between labor and management to work out disagreements. All but two of the grievances were resolved. Those remaining were referred to arbitration and are still pending at the close of the fiscal year.

NEW HIRES AND PROMOTIONS

In FY 1997, 18 positions were filled: 7 in the Laborers Union, 6 in the Teamsters Union and 5 temporary positions. Twenty-seven employees were promoted from within the Authority this fiscal year and eleven of the positions were filled from outside the Authority's staff. Three of the promoted employees began their employment with the PHA through the Resident Recruitment and Training Program.

RESIDENT RECRUITMENT AND EMPLOYMENT

Since the inception of the *Resident Recruitment and Employment Program* in 1993, the PHA has continued to make a special effort to employ residents. As jobs become available, it is the responsibility of the Authority Personnel Officer to maintain a list of qualified tenant applicants to fill vacant positions.

Residents selected for the program are not assessed an increase in their rents during the 6-month training period. Only after the training period is completed are rents adjusted to take into consideration the additional income earned by the employee. The training program, which consists primarily of on-the-job training and some classroom work, provides positive incentives for residents to seek employment, better their lives and become productive members of the community. Residents are employed in positions such as resident assistants, clerical, maintenance, and lower and middle management positions. The PHA currently employs 60 residents: 35 full-time and 25 part-time. This represents 25% of the PHA's full-time work force and a 2% increase from last year. Through this program, the PHA establishes opportunities for residents to:

- ✓ learn work skills
- ✓ prepare themselves for the labor market
- ✓ promote better communication/relations between residents and staff
- ✓ provide a ready pool of employees for vacant positions
- ✓ provide positive incentives to work
- ✓ increase resident self-esteem
- ✓ promote economic independence through self-sufficiency

1. Labor Relations

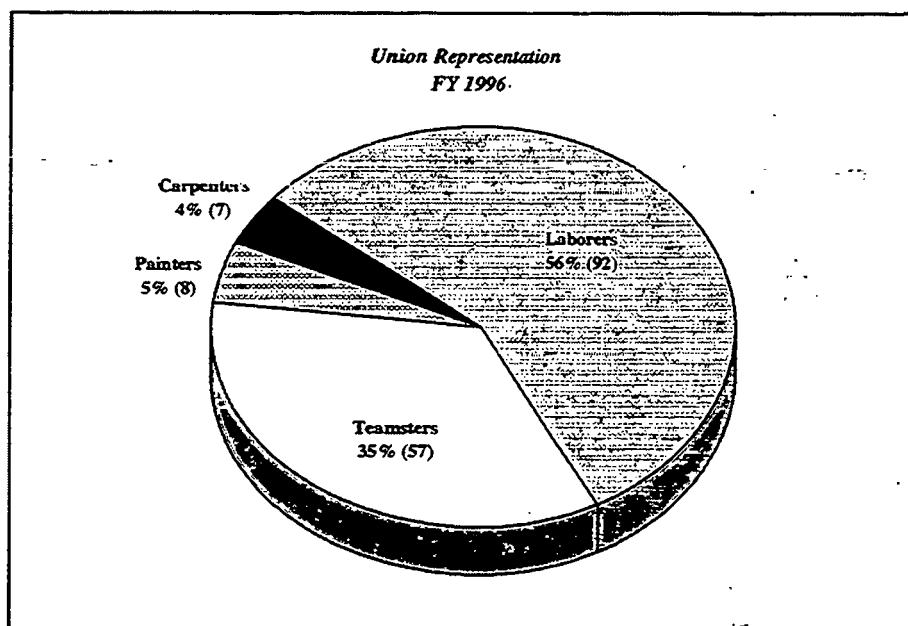
BARGAINING UNITS.

The Providence Housing Authority has bargaining agreements with four unions:

- Laborers International Union
- Painters Union
- Teamsters Union
- Carpenters Union

With 92 members in FY 1997, the *Laborers* are the PHA's largest union. The next largest union is the *Teamsters* representing 57 staff members. The *Painters* union represents 8 employees and the *Carpenters* union has 7 members (see Figure 4).

All employees, with the exception of the Executive Director, Deputy Director, Executive Assistant and part-time personnel, are covered by one of the four bargaining agreements cited above. Relations are cordial and professional. It is virtually impossible for the PHA to negotiate long-term contracts with our unions due to the fluctuations in HUD's funding of housing authorities. Each year PHA's are at the whim of Congress as to how much will be appropriated. The PHA was conducting negotiations with all the unions at the end of the fiscal year for the new 3-year contract.

**FIGURE 4**

*Union
Representation
FY 1997*

GRIEVANCES AND ARBITRATIONS

Management and Unions enjoy a good working relationship at the PHA. Managers and laborers work together to solve problems before grievances are filed. However, there are times when labor issues must be resolved through grievances and arbitration. During the past fiscal year, there were *twenty-seven grievance sessions* held between labor and management to work out disagreements. All but two of the grievances were resolved. Those remaining were referred to arbitration and are still pending at the close of the fiscal year.

2. Wages and Benefits

WAGES

At the beginning of each calendar year, the Authority negotiates salary rates with the four unions representing PHA employees.

The Authority prepares a cost analysis of items and benefits in the existing agreements. Determination is then made as to which contract provisions should be deleted or revised in order to provide a wage and benefit increase within the limits of the funds available in the budget. This past year, all unionized personnel were provided with a three percent wage increase as shown in the figure below. These increases correspond with the United States inflation factor represented by the Consumer Price Index. The annual increase is in addition to step increases employees would be entitled to if they have not reached the final step in their pay scale.

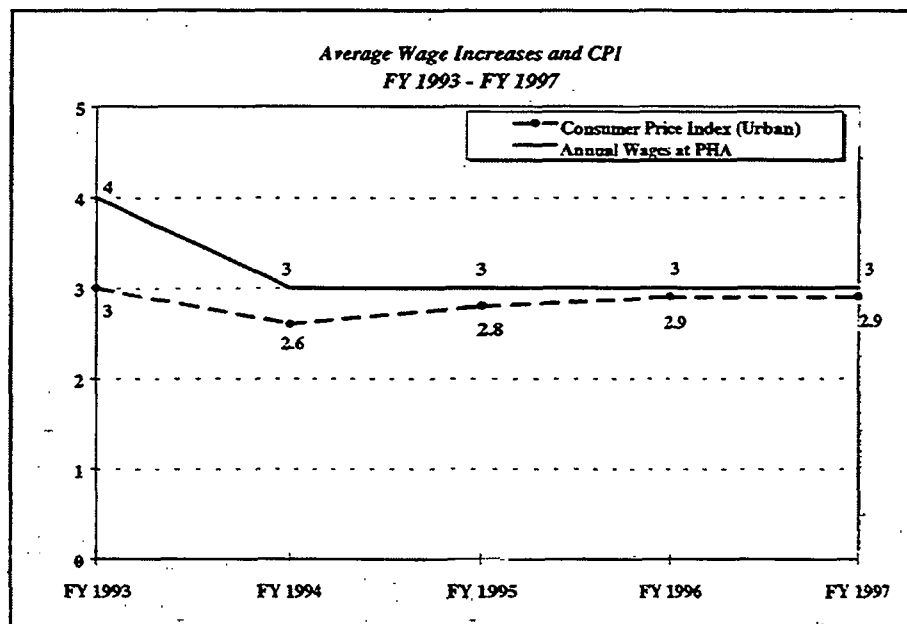
Wages have remained competitive at the PHA even though the Department of Housing and Urban Development's "inflation factor" (the percentage increase in our annual budget determined by HUD) has been insignificant. The PHA's negotiated wage increases have been keeping pace with the price index (see Figure 5). Over the last five years the Consumer Price Index (CPI) has risen 14.2%. Correspondingly, wages at the Providence Housing Authority have increased by 16.0% (not including employee step increases) since the 1993 fiscal year. So, on average, both the CPI and employee wages at the PHA rise about 3.0% annually.

Several employees now take advantage of an option which allows them to accept a cash payment each year in lieu of medical coverage. To qualify, employees must demonstrate that they have medical coverage through their spouse's plan. The payment in lieu of coverage is less than half the cost of a plan.

FIGURE 5

*Average Wage
Increases
FY 1993-1997*

*Since FY 1993,
health care costs
have risen by
17.8% and pension
costs have
increased by
36.8%.*



BENEFITS

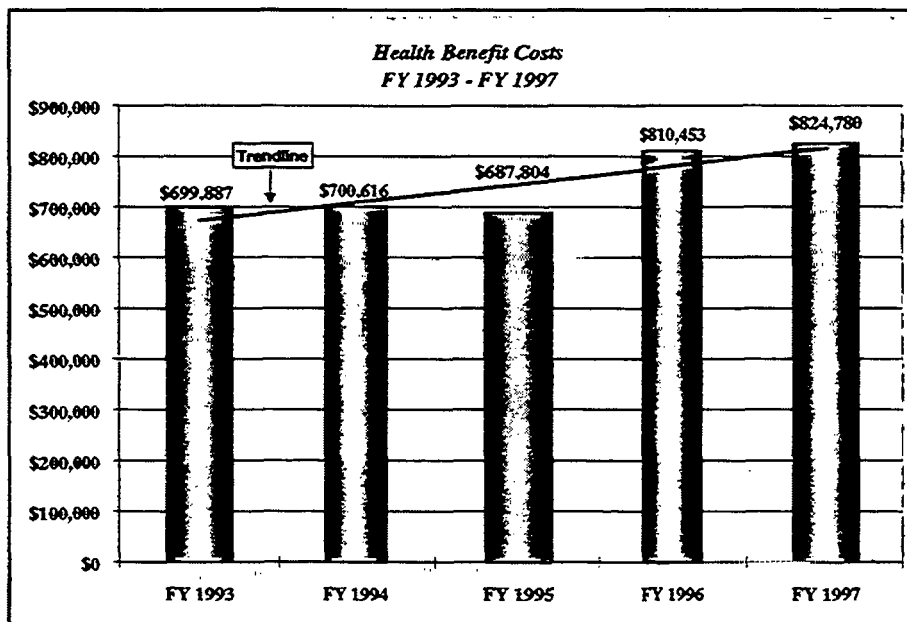
The PHA offers a generous benefit package to its staff including health, retirement, sick leave, vacation and holidays. The two high cost benefits are *health* and *pensions*

Health Benefits

The average cost of health care per employee has increased 10.0% (2.0% annually) from \$4,545 in FY 1993 to \$4,998 in FY 1997. Due to the increasing costs with our current providers (Blue Cross/Blue Shield of R.I. and Harvard Pilgrim Health Care of N.E.), it was decided that changes needed to be made. Our total health care costs have increased 17.8% since FY 1993. The trend line in Figure 6 below illustrates these climbing costs.

FIGURE 6

*Health Benefit
Costs
FY 1993 - 1997*



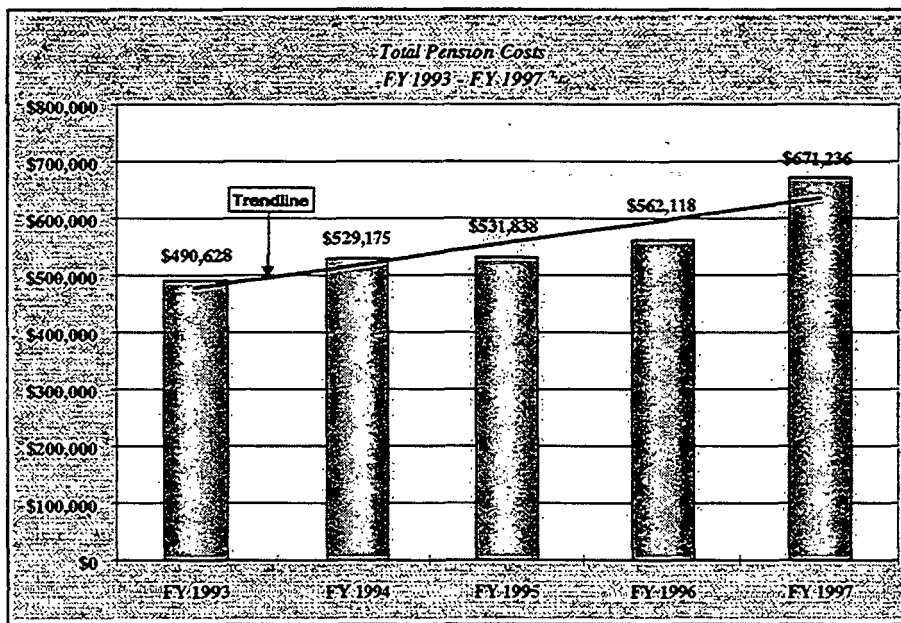
After reviewing our alternatives and what changes were taking place in the health care industry, the PHA hired a consultant specializing in health care plan analysis. The PHA

also appointed a committee consisting of employees from each department, several of whom were union representatives, to review our current plan and discuss alternatives.

In May of 1997, the committee began meeting with the consultant from Park Row Associates to evaluate our plans in detail, look at other plans that might benefit the Authority and present their findings to the Executive Director. Presentations were given by Blue Cross Blue Shield of R.I., Harvard Pilgrim Health Care of N.E. and United Health Care of N.E. The committee discussed the variances in coverage between the plans as well as the costs to the PHA. It was discovered that the United Health Plan and the Harvard Pilgrim Health Plan were very similar in coverage as well as cost. The committee unanimously agreed that the Harvard Pilgrim Health Plan would most benefit the employees of the PHA. Also, this HMO was the most affordable among those reviewed and as such was recommended as our health care provider. The Authority will save approximately \$150,000 in the first year.

Pensions

Each member of a bargaining unit has two contributory pension plans: their union plan and Mutual of America. In the past five years, pension costs have increased 36.8% (7.4% annually), while the number of personnel covered has increased 10.0% (2.0% annually). Per employee costs have risen 26.9% (5.4% annually) from \$3,206 in FY 1993 to \$4,068 in FY 1997. This trend in rising pension costs is illustrated in Figure 7 below.



It was discovered that the United Health Plan and the Harvard Pilgrim Health Plan were very similar in coverage as well as cost. The committee unanimously agreed that the Harvard Pilgrim Health Plan would most benefit the employees of the PHA.

FIGURE 7

*Total Pension
Costs
FY 1993-1997*

3. Workers Compensation & General Liability Insurance

WORKERS COMPENSATION

In the past five years, workers' compensation costs have gone through a complete reversal at the PHA. Management and staff have worked together to develop a Risk Management Plan to reduce the cost of workers' compensation insurance premiums. The Plan's purpose is to reduce on-the-job accidents and injuries which result in increased costs. The central objectives of the plan are to deliver care to the injured

In FY 1997,
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from the previous
year.

TABLE I

Workers
Compensations
Costs
FY 1993-1997

employee, assist them through the recovery process and facilitate an easy and timely return to work.

The Plan:

- ☒ Establishes a Safety Committee
- ☒ Conducts safety awareness training and injury prevention activities
- ☒ Responds swiftly to correct all reported safety problems
- ☒ Investigates and documents all accidents
- ☒ Provides medical delivery system
- ☒ Case Management of all injuries
- ☒ Creates a policy of offering "light duty" to injured personnel.

The PHA's total number of workers compensation claim experiences have continued to drop from 29 claims in 1994 to 10 claims in 1997, a 66% decrease. This reduction in workers' compensation claims was due to the joint effort of management and employees working together to implement the Risk Management Program. Good risk control techniques produce a far greater potential for reducing costs.

In 1997, the PHA paid \$122,000 in workers' compensation premiums. This was the lowest premium paid in the past five years and 41.1% decrease from last year. The PHA has witnessed a downward trend in premium costs over the past five years. Since 1993, there has been a 77.0% decrease in the amount that the Authority spends on worker's compensation premiums.

Policy Year	Premium	% Change	# of Employees ¹	Cost/Employee
1993	\$529,346	+16%	218	\$2,428
1994	\$438,529	-17%	222	\$1,975
1995	\$352,420	-20%	251	\$1,404
1996	\$207,171 ²	-41%	229	\$905
1997	\$122,000	-59	266	\$459

KEY 5-YEAR INDICATORS:

Premium Decrease (93-97): 77.0%

Personnel Increase (93-97): 22.0%

Cost per Employee Decrease: 81.1%

Average Cost per Employee (93-97): \$1,434

GENERAL LIABILITY INSURANCE

Effective implementation of the five risk control techniques: avoidance, loss control, risk, transfer and exposure segregation have been the tools used by the Authority to reduce risk before it happens. These techniques have been essential to the success the Authority is having in keeping its insurance costs low. Although the cost of liability insurance has increased from \$110,500 to \$124,490 over the past five years, the increase is due to the growth in the number of scattered site units we are managing, as well as the Employment Support Center.

TABLE II

General Liability
Costs
FY 1993-1997

¹ Note that these figures reflect the total number of PHA employees, including full-time, part-time and security personnel.

² This figure reflects the cost of the premium before the \$103,000 refund which was given to the PHA after the close of the policy year. The cost of the premium after the refund was \$105,000.

Policy Year	Premium	Pct. Change	Losses	O/S Liability
1993	\$110,500	- 5.3%	\$ 16,973	\$91,553
1994	\$ 88,293	-20.0%	\$29,602	\$39,475
1995	\$101,967	+ 15.5%	\$ 876	\$16,823
1996	\$111,467	+9.3%	\$0	\$0
1997	\$124,490	+11.5%	\$10,439	\$28,129
Premium Rate Change: FY 93 - FY 97 = +12.7% FY 96 - FY 97 = +11.7%				

5. Risk Management and Safety

RISK MANAGEMENT

Risk management involves either preventing losses from happening or paying for those losses that do occur. The Providence Housing Authority Risk Management Program involves using physical and human resources to control the risks associated with accidental loss exposures. Insurance is one tool of risk management but, when joined with good risk control techniques practiced at the Authority on day-to-day basis, the combination produces a far greater potential for reducing cost than insurance management alone. The Authority's *Risk Management Program and Plan* are credited with the substantial reduction in the cost of Workers Compensation and General Liability Insurance.

SAFETY PROGRAM

The PHA's Safety Program has been in existence for nine years. Its purpose and goals are to provide training and on-going education in risk management to our residents and staff of public housing. A safety committee, consisting of volunteer staff members from each of our departments, meets on a monthly basis. The committee acts to inform, set goals, resolve safety issues and set an example for other staff members. In FY 1997, the Safety Committee undertook the following activities:

- ☒ Conducted Fire Safety Training Sessions for residents at the Hartford Park and Manton Heights Developments.
- ☒ Ergonomics Training Sessions were held at the Hartford Park Community Room for the Facilities Management Department.
- ☒ Employee Orientation Training was conducted for all new employees.
- ☒ The development of an Emergency Procedures Manual is underway.

The Authority is in the process of developing an Emergency Procedures Manual to minimize human casualties and control loss from property damage that can result from major natural disasters and civil disturbances. The project manager is Robert Mercer, a summer intern at the PHA and a full time student at the University of Notre Dame. Working with members of the safety committee as well as outside agencies, an evaluation was conducted to determine the specific types of disasters that could impact the Providence Housing Authority. The committee is presently working on procedures for each potential emergency. The Emergency Procedures Manual should be complete by December 1997.

The PHA received two awards this year for outstanding success in risk management:

- ☐ *Loss Free Award* in recognition for completing the 1996-97 HAPI policy year without incurring a loss
- ☐ *Honorable Mention for Outstanding & Innovative Risk Control Program* in the 1996 HARRI Award Program

Although the cost of liability insurance has increased from \$110,000 to \$124,000 over the past five years, the increase is due to the growth in the number of scattered site units we are managing, as well as the Employment Support Center.

The goal of our training programs is to assist our staff in performing their duties and responsibilities and to enhance their career prospects.

In September of 1997, the Department of Planning and Resource Development conducted a Training Needs Assessment of those employees who primarily perform administrative and management functions.

6. Staff Training and Development

In FY 1997, the Providence Housing Authority conducted 4,835 hours of staff training, a decrease of 248 hours or 5.1% from the previous year. The reason for the decrease was a reduction in the frequency of training programs from HTVN (Housing Television Network, a seminar and training resource for public housing agencies that links participants live via satellite). This decrease resulted in a reduction in overall program attendance. A complete redesign of the training programs has taken place for fiscal year 1998 by HTVN in the hopes of resuming previous levels of training. Over the past year, training has been emphasized on Management Skills (20.2%), Ergonomics (6.9%), Section 8 (4.8%), Computer Skills (4.2%) and Risk Management (3%) totaling more than 1,893 hours. Training other than HTVN included Employee Orientation (14.5%), Planning & Problem Solving (8%), Strategic Planning (6.2%) Teamwork (4.6%), Resident Training (3.7%) and Environmental Scanning (3.4%). All other forms of training account for two or less than two percent of the total number of training hours.



STAFF TRAINING FY 1997

An examination of our training inventory reveals a broad range of topics covered in our training package. Some topics such as Basic Electrical and Ergonomics are specifically geared towards the Facilities Management Department, while Employee Orientation and PHMAP are useful to the entire staff. The goal of our training programs is to assist our staff in performing their duties and responsibilities and to enhance their career prospects.

TRAINING NEEDS ASSESSMENT

The type of staff development offered is determined by analyzing an annual *Training Needs Assessment Survey*, which is distributed to senior staff, and through interviews with department heads. Emphasis is placed on providing training for staff members in key areas where federal regulations have changed eligibility criteria or new program initiatives are offered. In September of 1997, the Office of Policy, Planning and Resource Development conducted a Training Needs Assessment of those employees who primarily perform administrative and management functions. The five skills in which respondents indicated the greatest need were:

- ❖ Multi-lingual communication
- ❖ Software programs other than Microsoft Word and Excel
- ❖ Knowledge of the latest developments in area of specialty
- ❖ Knowledge of practices, new developments and trends in the housing industry
- ❖ Knowledge of Microsoft Excel (spreadsheets)

TRAINING PROVIDERS

Staff training is conducted by both in-house personnel and through third party providers. In FY 1997, training has been conducted by such organizations as Caliper Corporation, The Providence Center, Bryant College, Casterline & Associates, Housing Authority Insurance (HARRG), R.I. College, IBM & Microsoft, R.I. Tree Council, Organizational Futures, Department of Health, R.I. Bar Association, Harvard Pilgrim Health Care of NE, Urban League of R.I., Employment Support Center and many others. In December 1995, the Providence Housing Authority joined the Housing Television Network

(HTVN) to provide training through an interactive satellite television network that serves the public housing authorities nationwide.

General Category	Hours	Percent
Management Skills	978.5	20.2%
Employee Orientation	702	14.5%
Ergonomics (Healthy Workstyle)	334.5	6.9%
Strategic Planning	298	6.2%
Section 8 (All Areas)	233	4.8%
Teamwork	224	4.6%
Computer Training	204	4.2%
Planning	193.5	4.0%
Problem Solving	193.5	4.0%
Resident Training	178	3.7%
Environmental Scanning	162	3.4%
Risk Management (All Areas)	143	3.0%
Harassment Training	139	2.9%
Conflict Management	110	2.3%
Social Worker Training	66	1.4%
HARRG - Liability Insurance (All Areas)	65.5	1.4%
Human Resource Training	61	1.3%
Grammar Usage & Writing Skills	56	1.2%
Substance Abuse	52.5	1.1%
PHMAP Training (All Areas)	50.5	1.0%
HUD Regulations	43	.9%
SEMAP Indicators & Training	42	.9%
One Strike Training	40	.8%
Aides Awareness	27.5	.6%
Housing Law Forum	27	.6%
Cultural Diversity	25	.5%
HQS Training	25	.5%
Performance Evaluations	21	.4%
Youth Gangs in America	20	.4%
R.I. Campaign to Eliminate Childhood Poverty	18	.4%
Welfare (All Areas)	16.5	.3%
Emergency Preparedness	16	.3%
Legal Procedures	16	.3%
Modernization (All Areas)	16	.3%
Drug Prevention Program	10	.2%
Board of Commissioner Orientation	9.5	.2%
Strategies to Law Enforcement	5	.1%
Executive Directors Education	4	.1%
Alternative Financing I and II	3	.1%
Developing a Credit Union	2	.0%
Efficient Meetings	2	.0%
Election Year Do's and Don'ts	2	.0%
Total	4,835	

TABLE III

*Staff Training
Hours by Category
FY 1997*

The top three skills in which the responses to the Training Needs Assessment indicated the greatest need were: (1) Multi-lingual communication, (2) software programs other than Microsoft Word and Excel, and (3) knowledge latest developments in area of specialty.

TABLE IV

*Training Hours and
Budgets
FY 1993-1997*

Fiscal Year	Hours	Pct. Change	Budget
FY 1993	2,580	+ 23.0%	\$30,000
FY 1994	3,640	+ 41.1%	\$30,155
FY 1995	4,073	+ 11.9%	\$35,000
FY 1996	5,083	+24.7%	\$35,000
FY 1997	4,835	-4.9%	\$47,000
Total	20,211	+87.4%	\$177,155

The PHA made a commitment to its employees to provide training by budgeting adequate funds to provide for professional instruction. Since FY 1993, training hours have increased 87.4%. This year, the PHA set aside \$47,000 in funds for staff and resident training. The table shown above indicates the budget amount and hours allocated to training and development over the last five years.

A library of books and materials, including audio and video instruction have been made available to staff members and residents in our training room. The Providence Housing Authority continues to provide training through HTVN an interactive satellite television network that serves public housing authorities nationwide. It allows interactive learning among ourselves and other participating housing authorities in the U.S. This concept is intended to greatly expand the possibilities and lower the cost of training for PHA management, staff and the residents of public housing. Our productivity, response time, quality, cost control and resident services have show steady gains and our skills are in a constant state of renewal. Since the installation of this new training tool in December 1995, HTVN has offered 265 hours of programming for PHA staff and residents.

*The role of the
Providence Center
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stress, generate
good mental health
and nurture
personal growth
both on and off the
job.*

7. Employee Assistance Program

The Providence Housing Authority contracts with the Providence Center to provide an Employee Assistance Program (EAP) for staff members and their families. The role of the Providence Center is to provide a range of programs which reduce stress, generate good mental health and nurture personal growth both on and off the job. This is accomplished through counseling/ consultation and social programs. All the Providence Center's programs are confidential. In FY 1997, approximately 3% of the full-time staff took advantage of the services offered by the Providence Center.

POLICY, PLANNING AND RESOURCE DEVELOPMENT

Strategic Planning

Implementation of the Providence Housing Authority's Strategic Plan 2000 and Goals Management Plan continued throughout FY 1997. The Strategic Plan and accompanying Goals Management Plan were completed in early 1996 to guide the housing authority into the next century. Included in this plan are a revised mission statement, mandates, vision of success and strategies. These strategies were organized into six strategic issues and follow the goals management process traditionally employed by the PHA. The Goals Management Plan developed during the strategic planning process includes 103 Goals, 250 Objectives and approximately 1,000 tasks. The January 1997 Goals Management Quarterly Review was completed in April. Results of this report are contained in the chart below.

On Target Category			Problem Category		
	#	% of Total		#	% of Total
On Schedule/ Ongoing	76	32%	Barrier	20	8%
Completed	74 (13)	31%	In Progress/ Ongoing	31	13%
Not Yet Begun	5	2%	Not Yet Begun	13	6%
In Progress	20	8%			
Category Total	175	73%	Category Total	64	27%
Obsolete or Resolved	11	(No Longer Counted for percentage calculations)			

Ongoing operational objectives were generally met at greater rates than strategic objectives. Many of the objectives that have fallen behind schedule were considered low priority. The next review is scheduled to take place in October 1997.

A planning session was held on January 8, 1997 to assess the progress made by the PHA in the first year of implementation of its *Strategic Plan 2000*. Strategic planning teams discussed issues such as interdepartmental communication, new objectives that need to be added to the plan, and general topics such as the success of the first year of implementation.

After a year of implementation, several Departments have proposed changes to their goals management plans. The Executive Director is currently reviewing these changes.

Big Brothers in Public Housing



The PHA and the Department of Planning and Development initially funded this program which is designed to provide 50 fatherless boys living in PHA housing with Big Brother Mentors. This program was designed for implementation by the Big Brothers of Rhode Island, Inc. at the direction of the PHA. In September 1997 the PHA, in cooperation with the Big Brothers of Rhode Island, Inc. applied for a Juvenile Mentoring Program through the Department of Justice's Office of Juvenile Justice and Delinquency Prevention. In

April 1997 the PHA received notice that the program was conditionally approved for funding for the amount of \$170,250.00 pending final budgetary and programmatic approval. This final approval was granted in June of 1997. The Providence Housing Authority has submitted the first programmatic report that covered the period from 1 April 1997 - 30 June 1997.

At that time there were 16 Big Brother/Little Brother matches. The Big Brothers and Big Brothers in Public Housing programs had been the focus of a strong media campaign in the spring. The agency plans to renew its outreach efforts in September.

Roger Williams Disposition Proposal

The PHA's disposition proposal to HUD involving two parcels of land at the Roger Williams site totaling 2.98 acres has been approved. The value of these parcels has been assessed at \$101,000. The parcels will be handed over to the City, which plans to invest \$1.4 million into building an expanded recreational field and a community center. Work on expanding the recreational field has already begun.

TABLE V

*PHA Quarterly
Goals Management
Review Results
(through January 1997)*

*The PHA and the
Department of
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Brother Mentors.*

The PHA completed the reengineering process for the Department of Rental Housing which oversees the PHA's Section 8 Rental Housing program. This process was completed using the German Metaplan instrument facilitated by Robert Leaver of Organizational Futures, a local consulting firm.

Energy Consumption Report

OPPRD staff completed a report detailing the usage and costs for five major utilities from FY 1989-FY 1996. These data are broken down by consumption and costs for each of the PHA's developments, and scattered sites. Included in this report is information concerning electricity, water, sewer, fuel, and gas. The Department of Facilities Management will now use these data to complete an energy conservation study to determine what cost savings have been realized over the last several years due to energy conservation measures.

Section 504 Handicapped Accessibility

A staff member from OPPRD coordinated the effort to submit a Section 504 Handicapped Accessibility Compliance Report to the Department of Housing and Urban Development. The OPPRD staff member worked with staff from the Department of Modernization and Development. A HUD official is scheduled to visit the PHA from August 12th through the 14th for an on-site compliance review. This official will visit each PHA development to inspect common areas and apartments designated as handicapped accessible. A report detailing the findings of this review will be completed by HUD and sent to the PHA in October.

Ten Year Retrospective

OPPRD staff is completing the layout, design and copy for a ten-year retrospective of the Providence Housing Authority. Included in this document will be an overview of the PHA's operations in the past ten years including significant trends and changes in the PHA's performance.

Rental Housing Reengineering

The PHA completed the reengineering process for the Department of Rental Housing which oversees the PHA's Section 8 Rental Housing program. This process was completed using the German Metaplan instrument facilitated by Robert Leaver of Organizational Futures, a local consulting firm. The process was carried out by a team selected by the Executive Director which included key Rental Housing, Finance and Accounting and OPPRD staff. During this process PHA staff developed flow charts for all of the major business processes implemented by the Department. Each of these processes was closely examined in an effort to reduce any inefficient or redundant steps. After the a final set of revised flow charts were developed for these processes, staff members from the rental Housing Department were assigned responsibility for ensuring that all department staff members understood each process and were implementing them properly. This activity was completed on May 15th during a session in which the entire Rental Housing staff was presented with the results.

Wiggin Village

The Executive Director and the OPPRD's Policy Analyst conducted a survey of security conditions at the Wiggin Village development. This low-income housing development surrounds the PHA's Codding Court development on three sides. The PHA mailed 285 surveys to residents of Wiggin Village and achieved an excellent return rate of 33% (95 surveys). A preliminary report of findings was presented to the Wiggin Village Board of Commissioners on November 14th, 1996. The final report was released in February 1997 and included interviews of management staff, police, and resident Commissioners in

order to include varying perspectives on the current and past security conditions at Wiggin Village.

Facilities Management Snow Plan

The OPPRD assisted the PHA's Department of Facilities Management in the design and formatting of an authority-wide snow plan. This snow plan was completed and distributed to each of the PHA's public housing developments.

Planning and Problem Solving Training

The Executive Director and the OPPRD's Policy Analyst conducted a daylong training session on planning and problem solving techniques. This training session took place at the University of Rhode Island's Alton Jones retreat center and was attended by 30 members of the PHA's Department of Community Services who received training and participated in several problem-solving activities.

Preparation for Community Living Presentation



Staff from the Providence Housing Authority's Office of Policy, Planning and Resource Development assisted the Department of Community Services by preparing a visual presentation for the Preparation for Community Living course which is required for all incoming tenants. In addition to preparing the presentation, OPPRD staff took the lead in selecting furniture and signage for the new Preparation for Community Living class room at the PHA's Chad Brown development.

Employee Orientation

OPPRD staff members developed a slide show and narrative that updated the PHA's employee orientation process. This new employee orientation instrument was designed to help new employees become familiar with the PHA, its operations, personnel, residents and developments. The instrument also covers important information regarding employment and employee benefits.

Department of Public Works Snow Management Operations Plan

The Executive Director and OPPRD staff met with the director of the City's Public Works Department and agreed to develop a new Snow Management Operations Plan. This plan, developed in the wake of this years April Fools Day snow storm will help the DPW to coordinate snow removal operations throughout the city. This plan was completed and handed over to the DPW in late April 1997.

Benefits Analysis

OPPRD staff reviewed several Business and Legal Reports studies for statistical information concerning nation-wide public sector employee benefits. These data were compared with the benefits packages for PHA employees and the findings were submitted to each of the four PHA unions.

Staff from the Providence Housing Authority's Office of Policy, Planning and Resource Development assisted the Department of Community Services by preparing a visual presentation for the Preparation for Community Living course which is required for all incoming tenants.

OPPRD staff members developed a slide show and narrative that updated the PHA's employee orientation process.

After preparing the new By Laws, the OPPRD submitted them to Commissioner Waldman who chaired the Board's review. After preliminary suggestions and revisions were received and incorporated, the By-Laws were presented to the full Board.

Rent Reasonableness Study

The OPPRD assisted the Department of Rental Housing by developing a study of rent levels in Providence's neighborhoods. This information, gathered over a six-month period, was augmented by outside data presented to the Rental Housing Department to assist Section 8 Representatives in setting fair market rents.

PHA By-Laws

The PHA began the process of updating its By-Laws by developing a matrix illustrating the various components included in the By-Laws of each of the Rhode Island housing authorities and several other non-profit agencies. After preparing the new By Laws, the OPPRD submitted them to Commissioner Waldman who chaired the Board's review. After preliminary suggestions and revisions were received and incorporated, the By-Laws were presented to the full Board. After an additional meeting with Commissioner Theodore Low and Chairman Thomas J. Anton, additional revisions were made and the By-Laws were conditionally approved by the full board in April pending a legal opinion.

Board Policies

OPPRD staff developed a set of policies for the Board of Commissioners. These policies have been submitted to the full Board, which has yet to officially adopt them. Revisions were made following a meeting between OPPRD staff, Commissioner Theodore Low and Chairman Thomas J. Anton.

Scattered Site Survey

Beginning in the summer of 1996 PHA interns mailed surveys to 550 scattered site public housing residents and their neighbors. This survey is conducted every two years by the housing authority in order to ascertain the degree to which PHA scattered site residents are being assimilated into the larger Providence community. The survey is based upon different regions of the city and a report was completed in January 1997 detailing the findings of this study. Overall, 75 scattered site residents and 45 neighbors participated in this survey.

Barriers to Employment Survey

A total of 400 Section 8, scattered site and conventional public housing residents participated in a survey on barriers to employment. The PHA administered this survey in order to identify specific barriers to employment in order to more effectively deal with the issue of long-term dependence among public housing residents. This analysis also included focus groups comprised of family development heads of household and participants of the PHA's Family Self-Sufficiency Program. A report of findings was completed in December 1996.

Section 8 Locational Choice Study

A survey was distributed to participants in the Section 8 Rental Housing program in order to gain a clearer understanding of the factors which affect a families' decisions on where to live. This information is important because the Section 8 program provides low-income residents with vouchers and certificates which can be used in the private market throughout the city and the nation. Understanding the factors that affect locational choice helps the PHA to better serve program participants. A final report on

the findings of this survey was developed by OPPRD interns and was completed in April 1997.

Employee Survey



The Office of Policy, Planning and Resource Development conducted an employee survey during the Employee Information Day on June 10th of this year. All Department Directors received copies of their departments' results along with the over-all PHA results. OPPRD staff is planning to analyze this information and findings will be published in the next employee newsletter later this fall after the publication of the annual report.

1997 Comprehensive Resident Needs Assessment

The 1997 Comprehensive Resident Needs Assessment process began in June 1997. It is estimated that 200 surveys will be completed by family development heads of household and an additional 200 by heads of household at the elderly/disabled developments. Another 85 surveys will be completed by youth between the ages of 10 and 19. In addition to the surveys, approximately 25 interviews and 25 focus groups will be conducted. These data will be compiled and an analysis team will write a detailed report of the findings. It is estimated that this project will be completed some time in November 1997. The housing authority conducts this Needs Assessment every two years.

Security and Victimization Survey

A security and victimization survey was completed by approximately ten percent of the residents living in our family developments. The survey was conducted to determine the perceptions of our residents concerning our security efforts and to gauge the amount of crimes the residents have experienced. Analysis of this information will be conducted during the fall and a full report is to be completed in October.

Public Housing Drug Elimination Program

In June 1997, Staff and interns from the OPPRD assisted the Department of Community Services in preparing a grant for the Public Housing Drug Elimination Program. This year's grant marks the eighth time the PHA has applied for this HUD sponsored grant. The grant is for approximately \$700,000. As in previous years, the grant will fund our social service network emphasizing drug awareness.

Public Housing Drug Elimination Program: Technical Assistance Grant

The PHA was awarded funding in the amount of \$15,000 under the Public Housing Drug Elimination Program Technical Assistance Grant. This funding will go towards analyzing the Public Housing Unit's current security database and software and the integration of the upgraded database with a GIS system. Once the PHA and the Department of Housing and Urban Development agree on an outside consultant for this project work will begin. It is expected that this project will be completed in October.

The 1997 Comprehensive Resident Needs Assessment process began in June 1997. It is estimated that 200 surveys will be completed by family development heads of household and an additional 200 by heads of household at the elderly/disabled developments.

The Providence Housing Authority, in partnership with the Coddling Court Tenant Management Organization has contracted with Positive Approaches for \$30,000 to provide entrepreneurship training to residents at that development.

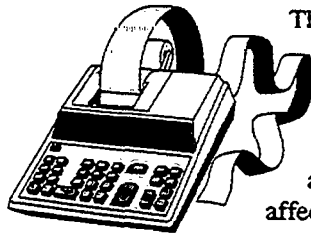
Department of Elderly Affairs Elderly Security Grant

In June the OPPRD staff submitted the PHA's 1997 grant application for elderly housing to the Department of Elderly Affairs. This grant will provide funding for security guards stationed at the PHA's elderly/disabled developments. The PHA requested funding in the amount of \$138,000.

Resident Entrepreneurship Program/ Positive Approaches

The Providence Housing Authority, in partnership with the Coddling Court Tenant Management Organization has contracted with Positive Approaches for \$30,000 to provide entrepreneurship training to residents at that development. This program will also assist residents in forming their own painting company. Classes began meeting in June and will continue through September.

Weekly Overtime Disbursement Report



The OPPRD regularly tracks weekly overtime disbursement rates by dollar amounts and hours accrued for the year. This information was compiled into an annual report at the close of the fiscal year. This report included an analysis of weekly disbursement, five year trends, and an analysis of the degree to which snow removal operations affected overall annual disbursements levels.

Annual Security Report

OPPRD staff completed the PHA's Annual Security Report in August 1996. This report included statistics for crime and security indicators for FY 1996 and included a five-year trend analysis.

Minimum Rent Report

In July 1996, OPPRD staff completed a report detailing the extent to which the minimum rent rule has affected housing authorities in Rhode Island and their residents. This report involved the participation of 18 housing authorities and examined both the public housing and Section 8 programs.

1997 Training Needs Assessment Survey

The FY 1997 Training Needs Assessment Survey was distributed to all full-time permanent employees. The survey was changed from last year's by making it a self-assessment only. The results of the survey will be used to determine the training schedule for the upcoming year.

Board of Commissioners Orientation Manual

OPPRD staff developed an orientation manual for new Board Members. This manual will help new Board members become familiar with their new roles and duties as PHA Commissioners and will help to introduce them to the operations of the Providence Housing Authority.

MANAGEMENT INFORMATION SYSTEMS

As part of the Strategic and Goals Management Plan, Management Information Systems (MIS) is currently in the process of reviewing and selecting a new computer system. Currently all of the PHA daily operations operate on the IBM-36 (S/36). However, this system lacks flexibility, with the new system it would allow for much more flexibility and quicker data updates to the Management Offices. The new system will also be compatible to run on our network. We will be upgrading the network to Windows NT.

Currently there is only one network in place, which is located at the Main Office (100 Broad Street). Facilities Management Office has the ability of dialing into the network via the PC Anywhere software. Facilities Management is now being wired for a network, which will give them a direct connection to the Main Office. Throughout the installation of the new computer system all Development Offices will have direct access to the network at the main office. Below is a listing of our current equipment and networks.

Location	Personal Computers	Printers
100 Broad Street	50	14
Facilities Management Office	4	2
Management Offices	11	10
FSS Office	15	2
PHA Police	2	1
Community Services (not 100 Broad St.)	26	5
<i>Total</i>	<i>108</i>	<i>34</i>

Location	Network in Place
100 Broad Street	Novel 3.12
FSS Office	Windows NT

In preparation for the new computer system, MIS has completed upgrading all personal computers located at the Main Office, Facilities Management and the PHA Police Office. The hardware has been upgraded to Pentium 166 with 16 Meg of ram and 2 Gig hard drive, with the exception of a few computers that have 32 Meg of ram and a 4 Gig hard drive. Along with the hardware upgrades, software upgrades have been completed on all of the above machines to Windows 95 and Microsoft Office 97.

New installations include: new PC's placed throughout the agency, a Hewlett Packard 551 Duplex Printer, a Tektronix 550 Color Printer, and IKON 200GP Printer/Copier/Fax, this will help with the daily functions of the departments. Employees have the ability of faxing documents via their computers, and there are three computers set up with Internet access. On a monthly basis, MIS also on a monthly basis electronically files all 50058 forms to HUD.

Troubleshooting

With the computers upgraded, this will eliminate a lot of the system resources errors that the staff was experiencing in the past. The PHA has numerous training videos that employees are encouraged to review. This will give them greater knowledge of PC software and also reduce some computer questions. There were roughly 250 PC troubleshooting calls throughout the year.

Training

The MIS staff encourages PC training. There has been a total of 50.5 hours of training for the staff from April to July on the new Microsoft products.

TABLE VI

Equipment

TABLE VII

Networks

Facilities Management Office has the ability of dialing into the network via the PC Anywhere software.

GENERAL COUNSEL'S REPORT

Cases

FAMILY HOUSING DEVELOPMENT CORPORATION VS. PROVIDENCE HOUSING AUTHORITY, ET AL, C.A. # 95-373-T

In the matter concerning disputed development rights for Roger Williams Homes, both parties have reached a compromised settlement and dismissed the action.

DESTINY MORALES AND LOURDES MORALES VS. PROVIDENCE HOUSING AUTHORITY, C.A. #97-299-L

A family residing at Manton Heights has brought a civil action suit against the Providence Housing Authority, alleging violation 504 of the Rehabilitation Act and other discrimination laws. An answer has been filed in response to the Complaint and the case is presently in the discovery stage, before the U.S. Federal District Court of Rhode Island.



PROVIDENCE HOUSING AUTHORITY VS. H.V. COLLINS, CONTINENTAL FLOORING COMPANY AND HOUSING SYSTEMS, INC.

A dispute involving the retiling of 84 units at Hartford Park has been submitted to Arbitration. Preparations are underway for an arbitration hearing in mid-August 1997.

SCHA ASSOCIATES VS. PROVIDENCE HOUSING AUTHORITY, ET AL, C.A. # 97-368-L

An action was brought by the owner of Barbara Jordan Apartments to object to rental reductions ordered by the U.S. Department of Housing and Urban Development. AN answer objecting to the Complaint has been filed in the U.S. Federal District Court of Rhode Island.

Property Transactions

Declarations of Trust were prepared, executed and recorded by the Authority on behalf of the U.S. Department of Housing and Urban Development with respect to twelve scattered site developments. The Authority sold four of its new scattered site dwelling units to tenant occupants. Since July 1, 1996, the Authority purchased an additional 26 scattered site units.

Miscellaneous

The Authority sought and was granted relief from the payment of various fees collected by several State and local government agencies (i.e. Department of Labor Licensure Fees and DEM Inspection Fees). The Authority also sought and was granted relief from various zoning provisions relative to the modernization of the Employment Support Center and the installation of telecommunication antennas on various high-rise buildings. Contracts for services were prepared and/or reviewed for the Authority's various departments.

The Authority sought and was granted relief from the payment of various fees collected by several State and local government agencies (i.e. Department of Labor Licensure Fees and DEM Inspection Fees). The Authority also sought and was granted relief from various zoning provisions relative to the modernization of the Employment Support Center and the installation of telecommunication antennas on various high-rise buildings.

During its first full year of operations, the Department of Special Projects focused primarily on developing the PHA's response to sweeping changes in the AFDC program. Enacted under both federal and state law, the TANF (Temporary Assistance to Needy Families) program became effective on May 1, 1997. In Rhode Island, the first year efforts at the state level will be focused on two recipient groups: those becoming eligible for cash assistance from May 1 forward and existing recipients previously enrolled in the Pathways to Independence program. Some, but not all, of our residents who rely on public assistance income will be profoundly affected in the coming year. All will eventually fall under TANF guidelines.

The new law places a five year lifetime limit on the a parent's cash benefit (cash benefits for children are held harmless) and allows up to 24 months to prepare for employment. Enhanced incentives can make employment financially preferable to public assistance. These include an increased earned income disallowance and greater availability of childcare subsidy for working parents. Also, reforms to the Ritecare program are designed to address the problem of cash benefit recipients having to forego employment in order to retain health coverage for their families. In short, the programmatic and regulatory groundwork is in place to support more welfare recipients moving into employment.

Our focus in FY 1997 was in using available resources to develop the best possible employment preparation and support program for our own residents. Opening the Employment Support Center on Academy Avenue tells them we anticipate their success. We have included a variety of offerings at the center in the interest of accommodating all our residents: those without a job history who need to build their basic academic skills, those whose first language is not English, and those who are already working and are seeking to upgrade their skills to improve their incomes.

At that same time, we have advanced an initiative targeted to the critical lack of available childcare for low-income parents. In partnership with the Roger Williams Day Care Center, we hope to build the supply of affordable childcare by offering training and technical assistance to public housing residents who choose to become home care providers. Here, too, reforms at the state level are making this a more appealing career choice. Reimbursement rates are rising and home providers are now eligible for medical coverage.

EMPLOYMENT SUPPORT CENTER

During FY 1997, the Authority substantially completed renovation of the former fire station at 673 Academy Avenue to serve as our Employment Support Center. Three full time Family Self Sufficiency Program case managers are now assigned to work out of the center, which includes two classrooms, a conference room, a computer learning center and administrative offices. Rehabilitation of the site entailed negotiations with the zoning board and the office of the fire marshal. Staff was able to occupy the building in early March and an eight-week pilot program of the two core courses was completed at the end of June. At this time last year, we were completing surveying of the lot and developing the RFP for architectural services.

Department of Special Projects

673 Academy Avenue Rehabilitation

- June 1996: Advertisement for architectural services
- August 1996: Selection of Charles Nafie and Associates as project architect
- October 1996: Publication of request for proposals for general contracting services
- November 1996: Selection of Ben Andreoli and Sons as general contractor
- March 1997: Interior renovation substantially completed
- March 1997: Presentation before Providence Zoning Board to develop parking lot design
- April 1997: Hearing before Rhode Island Fire Safety Review Board
- May 1997: Eight-week pilot courses begin
- June 1997: Self sufficiency mini courses begin

Employment Support Center Programs

In addition to improving reading comprehension, basic writing skills and practical math competencies, the students have access to labor market information, resume writing, interviewing skills and other topics related to becoming employed.

Adult basic education, job readiness and self-sufficiency program services are provided at the center. All of the services are available to public housing residents at no cost to them. Two core courses are offered: *Foundations of Success* and *Advanced ESL*. These courses meet 20 hours per week for fifteen weeks and are consistent with Rhode Island Department of Human Services guidelines for employment preparation programs. *Foundations of Success* is designed to provide an opportunity to build basic academic and employment skills. Following the completion of the pilot semester, we determined that both pre-and post-GED levels of this course should be offered. These courses will meet 20 hours per week for fifteen weeks.

In addition to improving reading comprehension, basic writing skills and practical math competencies, the students have access to labor market information, resume writing, interviewing skills and other topics related to becoming employed. Starting in September, the instructor will integrate the Invest Learning software, described in more detail in the description of the computer learning center.

Advanced ESL is similar to the Foundations course, but geared to the non-native speaker of English. Strong emphasis is placed on building language skills, especially as relates to employment. Beginning in September, the instructor will have use of the Rosetta Stone educational software, described in more detail under the description of the computer learning center.

Enrollees in core courses may supplement the program with selections from our catalog of mini-courses; or, public housing residents who are either already employed or completing some other preparation program may access the following programs, which generally meet three or four times for a total of six hours:

- Introduction to Computers
- Budget Your Money and Save
- The Elements of Job Search I
- The Elements of Job Search II
- Time Management: The Key to Achieving Goals
- Planning for Homeownership
- How to Succeed in College

Introduction to Computers is by far the most popular choice. Five and ten session courses have already been offered and we will certainly run this overview program three or four times in the coming year. An *Intermediate Computer Skills* course is now being developed.

Computer Learning Center

Housed at the Academy Avenue site is a state of the art 12 station computer learning facility. The computers are fully networked and two comprehensive adult education software programs are installed. The Star 2010 system from Invest Learning includes thousands of lessons ranging from the most basic skills development through calculus and advanced writing skills. The system's management function allows instructors to track student progress and target lesson prescriptions to identified educational gaps. The program can work equally effectively for a student who requires comprehensive instruction to pass the GED or for one needing a one-week brush up in a very clearly defined skill area.



Included in the software package is the JSEP job skills training system. Originally developed by the United States Army, JSEP prescribes a course of study appropriate to certain employment clusters, enhancing participants likelihood of both getting and keeping a higher skill job.

A similar program, Rosetta Stone, is installed as a resource for ESL students. All the terminals include headphones, allowing students to hear instructions or passages read aloud as they follow on the screen. Rosetta Stone also assists ESL students to correct pronouncing with a voice recording and playback feature.

There are two advantages to computer-based skills development instruction. First, it allows adult learners to supplement their classroom experiences with intensive instruction geared to their particular needs. Students can spend time each week working on filling their own gaps at their own speed. Second, this instructional mode builds computer competency and an opportunity to understand, through the Invest management system, the functioning and capabilities of a networked system.

In addition to the computer assisted basic skills program, we are using the lab for computer skills instructional programs. Two *Introduction to Computers* courses have already been offered, both fully enrolled. We are currently developing an *Intermediate Computer Skills* course.

The Coming Year

Full enrollment of all courses is our goal for the coming year. We continue to outreach at the developments and attendees are beginning to refer others.

We are developing two additional mini courses to be offered in January: One, *Success Stories*, will feature FSS participants and other public housing residents who have moved on to especially rewarding careers. The other will be a comprehensive survey of local post secondary offerings and will probably include a panel of admissions officials and others.

The system's management function allows instructors to track student progress and target lesson prescriptions to identified educational gaps. The program can work equally effectively for a student who requires comprehensive instruction to pass the GED or for one needing a one-week brush up in a very clearly defined skill area.

Many applicants express a strong interest in leaving public assistance; however, too often, they lack accurate information about the support services available to assist them and the training required for the jobs they want. The case manager is most effective in assisting applicants to develop realistic and attainable goals.

We are also seeking to improve our capacity for job placements. We are well positioned now to offer customized training to employers who have particular hiring needs and hope to initiate some employer-driven training programs at the center next year.

US DEPT. OF LABOR TITLE IIA PROGRAM FUNDS

In FY 1997, the PHA administered a \$24,000 grant from the United States Department of Labor's Title IIA budget authority in support of activities at the Employment Support Center. This title is designed to provide employment skills development training to low income adults. Locally, these funds are awarded through the Providence/Cranston Job Training Partnership Administration. Fifteen PHA participants were co-enrolled under JTPA, allowing them to receive transportation stipends. Grant funds supported additional case management and the purchase of some instructional materials, including a percentage of the costs of installing the computer learning center.

We have been notified of receipt of an additional \$24,000 for the coming year. These funds are earmarked to additional program instructors to serve another 15 public housing residents.

FAMILY SELF SUFFICIENCY PROGRAM

Although participation in Employment Support Center programs is not limited to those enrolled in our Family Self Sufficiency Program, there is a close relationship between the two. Clearly, supportive programs at Academy Avenue afford some FSS participants a better opportunity to satisfy their five year contracts for the achievement of economic independence through employment.

Public Housing FSS Program Summary



There are now three full time case managers, each assigned a maximum of 50 public housing heads of household to assist toward employment and an improved financial situation for their families. These parents work closely with the case manager in both the development and completion of the contract. Many applicants express a strong interest in leaving public assistance; however, too often, they lack

accurate information about the support services available to assist them and the training required for the jobs they want. The case manager is most effective in assisting applicants to develop realistic and attainable goals.

The process of selecting families for the Family Self Sufficiency program is competitive. In FY 97, there were two 45-day periods in which we accepted applications. Each enrollment period is accompanied by outreach seminars at the public housing sites in which program staff are available for several hours to answer questions about the program and the participant selection process. English and Spanish speaking case managers are available.

Activity	Number
Program Inquiries	175
Applications	103
New Contracts	48

Once we receive the applications, we prioritize the applicants, taking into consideration the clarity of their goals and other indications of their commitment to completing training or moving directly into employment. Residents who are already employed are also encouraged to apply for FSS if they are interested in upgrading their skills to move from a low wage to a better paying job. An applicant's need for basic education or ESL services does not preclude them from enrolling in FSS, as these are clearly important steps toward employability and career development.

The next step is the completion of a written assessment by the manager of the development in which the applicant is currently living. Only tenants in good standing may continue through the FSS selection process, although we frequently assist applicants who need to take corrective action (for example, repaying back rent) to develop plans for doing so. The manager evaluates the resident's tenure at the development, i.e. rent paying history, physical condition of their unit and lease compliance. If the manager recommends an applicant, an interview with a case manager is scheduled.



In the first interview, the case manager reviews the Contract of Participation line by line, explaining the responsibilities of both the candidate and the PHA. If the applicant feels they can enter into a contract, a second appointment is scheduled. Frequently, certain "pre-

enrollment tasks" are required prior to execution of the contract. These may include enrolling in necessary supportive services or training programs, making childcare arrangements and providing letters of reference from employers or service providers.

Once a contract is signed, the new program participant is eligible for enrollment incentives, including an opportunity to live in a program-designated scattered site home. (The family composition must be appropriate for the scattered site.) Following execution of the contract, a transfer request is completed for occupancy of a designated scattered site unit. As up to a year may pass before an appropriate unit is available, a review of FSS program performance occurs before the family actually occupies the program-designated unit. As of 06/30/97, 102 public housing participants had transferred to scattered sites, with the balance either on a waiting list for homes still to be contracted or opting to remain in our multifamily developments. At this time last year, 60 program participants have moved to program designated units.

FSS participants who experience an increase in their portion of the rent are eligible for the escrow savings account feature of the program. Some or all (depending on the level of income) of the increased rent is held in an interest-bearing account pending successful completion of the contract. All FSS contracts include a provision for the achievement of 12 months unsubsidized full time employment.

The protocol of our case management requires case managers to meet with their clients at least once every three months. This is to identify any problems or concerns the participant may have and also to praise any successes. In case management, issues are identified such as daycare needs, family counseling, budgeting problems and the need for job training. Case managers help locate the services their clients need and identify and address any additional barriers to employment.

TABLE I

*Outreach &
Application
Activity
FSS Program*

*Frequently, certain
"pre-enrollment
tasks" are required
prior to execution
of the contract.
These may include
enrolling in
necessary
supportive services
or training
programs, making
childcare
arrangements and
providing letters of
reference from
employers or
service providers.*

TABLE II

*Self-Sufficiency
Activities of Public
Housing FSS Heads
of Household*

*Development of
the Section 8
program has not
kept pace with that
of the public
housing effort,
primarily because
no special grants to
support case
management or the
introduction of
employment
support services
have been available.*

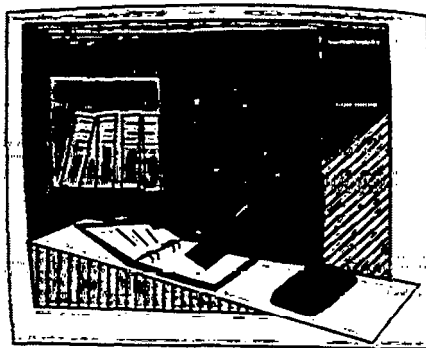
As of 06/30/97, the 103 public housing FSS program participants were engaged in the following contract activities:

Activity	Participation
Working full-time	40%
Seeking full time employment	11%
Working part-time or volunteering	27%
Seeking part-time or volunteering	6%
Full-time post secondary enrollment	24%
Seeking or awaiting post secondary	9%
Vocational/job training program enrollment	4%
Seeking or awaiting vocational or job training	4%
ESL enrollment	14%
ABE/GED enrollment	13%
Under DHS employment plan	37%

More than 100% are accounted for as some participants engage in several activities simultaneously.

Section 8 FSS Program Summary

The PHA's administration of the Family Self-Sufficiency Program actually began in FY92, when we were issued 27 bonus Section 8 certificates. There has been movement in and out of the Section 8 program since then and some slots are now held by participants who were originally enrolled in 1991 under the Operation Bootstrap pilot demonstration program. Development of the Section 8 program has not kept pace with that of the public housing effort, primarily because no special grants to support case management or the introduction of employment support services have been available. The director of special projects continues to work with the original enrollees in a case management capacity. No new outreach efforts have been undertaken. Enrollment in the program is now 22. There was one non-compliance termination last year. Four former participants left the program



As of 06/30/96, self-sufficiency activities of the Section 8 program population breaks down as follows:

TABLE III

*Self-Sufficiency
Activities Section 8
FSS Heads of
Household*

Activities	Participation
Working full-time	68.0%
Seeking full time employment	14.0%
Working part-time or volunteering	18.0%
Seeking part-time or volunteering	0.0%
Full-time post secondary enrollment	8.5%
Seeking or awaiting post secondary	0.0%
Vocational/job training program enrollment	0/0%
Seeking or awaiting vocational or job training	0.0%
ESL enrollment	0.0%
ABE/GED enrollment	4.5%
Under DHS employment plan	27.2%

FSS Program Case Histories

Detailed below are the case histories of two FSS participants who have successfully transitioned off AFDC during the course of their program enrollment.

SANDRA L.

Sandra L., a Hispanic mother of one, joined the FSS program in January of this year. When she came in to interview for the program, she had just been laid off from her job at a local jewelry factory and was collecting unemployment. At the time of signing the contract, she spoke very little English and was not enrolled in any type of ESL class. She seemed hesitant to join the program; her strongest motivation appeared to be the opportunity to move to a scattered site home.

By the middle of January, Sandra was enrolled in an English class that met three times weekly at the Hartford Park Community Center. One month later, she came to the FSS office to explain that when she signed her FSS contract she had not thought that the program was right for her but in the last two months she had become determined to learn English, go to school and find a well paying job. She knew two things: she would never work in a factory again and she did not want to live in the projects all her life. With this said, she took our referral to Rhode Island Educational Opportunity Center where she met with a counselor who helped her apply for financial aid and enroll at CCRI for the following September.

After making the commitment to attend CCRI in the fall, Sandra began anxious about whether or not her English fluency level would be adequate. She came to our office to express this fear and asked what she should do. At that time, we were enrolling our first intensive eight week English class at the Employment Support Center, a twenty hour per week program incorporating both classroom and computer instruction. Sandra was the first to sign up for the program and she vowed to drag her sister to class every day, too!

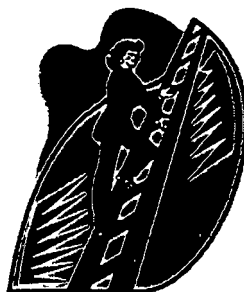
In May, Sandra started classes at the Employment Support Center. She also enrolled in our JTPA program that provided additional case management support and a transportation stipend. Sandra's English teacher agrees that Sandra is now ready to succeed in the advanced college preparation ESL classes offered in her first semester at CCRI. In July, Sandra called the Employment Support Center to schedule her quarterly progress report. She made the call in English.

Sandra has found her way to the beginning of her path to independence in only six months.

Her FSS history has just started, but her case shows that with the right support, the smallest spark can cause a great explosion of effort.

NATISHA M.

Natisha M., a single mother of four children, illustrates the possibility of rapid success in the FSS Program as well as the PHA's commitment to providing quality employment opportunities to residents. When Natisha signed the FSS contract on April 1, 1995, her only income was \$7,584 dollars a year from AFDC. She was enrolled in CCRI for an associate's degree. By September 1996, she had completely closed her AFDC case. With the incentives, guidance, and resources offered to her by the program, Natisha was able to make great strides toward financial independence. After completing her associate's degree at Johnson and Wales University (where she had transferred), Natisha began volunteering at The Providence Housing Authority part-time in the scattered site management office 20 hours a week. Within a matter of months, Natisha was put on the



Sandra L., a Hispanic mother of one, joined the FSS program in January of this year. She knew two things: she would never work in a factory again and she did not want to live in the projects all her life.

Natisha moved to MIS on her own initiative, convincing her supervisor that she would be more valuable there as her training at CCRI was in office administration with a heavy concentration in computer skills.

payroll, working thirty hours a week in our MIS department. Natisha moved to MIS on her own initiative, convincing her supervisor that she would be more valuable there as her training at CCRI was in office administration with a heavy concentration in computer skills.

Obtaining full time employment lead to the establishment of Natisha's escrow savings account. It was only a matter of months after that that she received a significant raise and her AFDC case went from monthly reporter status to closed. She is currently a finalist for a permanent full time position as a Management Information Systems Assistant receiving full benefits. She is now able to support her family of four self-sufficiently while continuing at Johnson and Wales to upgrade her degree to Bachelor of Arts.

Program Activity Summary

A summary of all activity conducted under the auspices of the FSS program since 1992 follows.

*Some of the activity
conducted under
the auspices of the
FSS program
include Escrow
Account
Management,
advisory groups,
job search
assistance and
homeownership
counseling.*

- Development and subsequent approval of administrative plans (Section 8 and public housing programs)
- Initial outreach to the entire Section 8 waiting list; 27 certificates were originally issued under regulations allowed selection of participants from the waiting list (English and Spanish)
- Subsequent outreach to public housing population in phases detailed in approved administrative plan (English and Spanish)
- Ongoing outreach to existing Section 8 population as part of rectification process (English and Spanish)
- Forty program awareness seminars at four public housing sites (English and Spanish)
- More than 400 informational interviews (English and Spanish)
- Development of contracts of participation (a total of 40 contracts for Section 8 participants and 122 public housing program contracts have been developed)
- Quarterly case management conferences with each participant
- Referrals to adult basic education and ESL programs, assistance with researching and applying to post secondary programs, assistance with resume writing and job search strategies, referrals to family counseling services, direct provision of budgeting skills training and homeownership counseling
- PHA representation on advisory groups pertinent to FSS program administration. (These include: Advisory Council to the Director of the Rhode Island Department of Human Services, the Rhode Island Human Resource Investment Council, Mayor's Council and Drug and Alcohol Abuse, Rhode Island FSS Coordinators' Committee)
- Employer outreach
- Escrow account management
- Obtained Family Investment Center funding and secured use of city owned property to serve as FSS counseling and adult education center.
- Moved into direct service provision following completion of the rehabilitation of the Employment Support Center on Academy Avenue
- Retention of three full time public housing program coordinators

The charts on the following four pages summarize the status of all self-sufficiency contracts to which the PHA is party.

TABLE IV: Public Housing ESS Contract Summary

Participant	Contract begins	Contract ends	Last meeting	Current Activity	Status*
E.A.	12/01/94	12/01/99	06/02/97	Attending Sawyer School, majoring in travel and tourism.	3U
T.A.	12/01/95	12/01/00	06/02/97	Working full time as a program assistant at a community center.	2■
C.A.	07/01/97	07/01/02	07/01/97	Studying for GED	1
D.A.	12/01/95	12/01/00	05/29/97	Working part time as resident assistant at a community center.	3■ 4
A.A.	10/01/95	12/01/00	06/29/97	Currently collecting unemployment	2U ■
P.A.	06/01/95	06/01/00	06/29/97	Working full time as a house assistant for a local social service agency.	2U ■
R.A.	01/01/97	01/01/02	04/15/97	Enrolled at CCRI in Nursing Program full-time.	1
I.B.	02/01/95	02/01/00	07/21/97	Working full time as a clerk typist in PHA management office. Took NAHRO management exam	2U ■
C.B.	10/01/95	10/01/00	07/21/97	Working on GED at Dorcas Place.	2
E.B.	06/01/95	06/01/00	07/03/97	Currently receiving AFDC benefits- will start classes at CCRI in September	2
A.B.	12/01/95	12/01/00	06/18/97	Working full time as a hair stylist at Fantastic Sam's	2 ■ 4
G.B.	12/01/95	12/01/00	05/15/97	Working full time as a CNA at Charlesgate.	2■
L.B.	07/01/97	07/01/02	06/24/97	Works part time for local cleaning company. Will begin ESL classes in September.	1
K.B.	12/01/95	12/01/00	06/27/97	Working part time at Early Years Learning Center.	■ 4
S.B.	12/01/95	12/01/00	05/7/97	Working in a permanent, full time position for the Providence School Department as a teacher's aide.	2 U ■
A.B.	01/01/96	01/01/01	04/16/97	Husband-works full time while client attends ESL classes at Brown University's Flynn School	2 U ■
M.C.	02/01/96	02/01/01	06/04/97	Working part time for Ryder Transportation enrolled at CCRI.	2■
W.C.	09/01/95	09/01/00	06/29/97	Working part time for a nursing home as a CNA and working on GED.	2 ■ 4
M.C.	12/01/96	12/01/01	05/13/97	Enrolled At CCRI in Music Program.	1
C.C.	12/01/95	12/01/00	05/13/97	Working at Ames part time.	2 ■
RC/AC	12/01/95	12/01/00	04/17/97	(RC) Seeking full time employment. Working on GED at CCRI (AC) Graduated from Newport School of Hairdressing. Working to obtain GED necessary for hairdresser license	2 ■
N.C.	03/01/96	03/01/01	05/01/97	Working full time for RI Foundation as a program assistant and enrolled at URI part time for secondary education	1 ■
O.C.	11/01/96	11/01/01	04/21/97	Working for Manpower temporary agency -- volunteering at PHA scattered site management office.	1
D.C.	12/01/95	12/01/00	05/28/97	Working for Joslin Day Care as a program coordinator full time.	2 ■
Y.C.	07/01/97	07/01/02	07/01/97	Working full time as a program assistant for PHA.	1
D.D.	11/01/96	11/01/01	04/29/97	Working full time as an employee relations specialist at the Providence School Department.	1
S.D.	04/01/95	04/01/01	07/15/97	Works as a teaching assistant at Providence Public Schools.	2 ■ 4
L.D.	01/01/95	01/01/00	06/18/97	Working for the Providence School Department as a clerical temp.	2<
J.D.	02/01/97	02/01/02	06/15/97	Completed ESL and CNA training, working part time at Steere House	14
T.D.	02/01/95	02/01/00	04/9/97	Working 27 hours/week as CNA for Visiting Nurses. Attending CCRI part time. Considering studies in Phlebotomy.	3U ■
S.D.	12/01/94	12/01/99	06/18/97	Working full time as a CNA for nursing home and will enroll at CCRI.	2U ■
S.D.	02/01/96	02/01/01	07/23/97	Working full time at Funds For Community. Completed Project Management Course.	2U ■
Y.D.	07/01/97	07/01/02	06/17/97	Working full time for Giovanni Jewelry. Enrolled in ESL and GED program on weekends.	1
M.F.	05/01/95	05/01/00	06/18/97	Seeking full time employment.	2
C.F.	11/01/96	11/01/01	05/01/97	Working part time as nurses assistant -- enrolled at CCRI part time	1 ■
H.F.	12/01/95	12/01/00	06/25/97	Working full time as a clerk typist in PHA management office.	2 ■
M.P.	12/01/96	12/01/01	06/25/97	Working 30 hours/week for H&T Medical as a CNA	1U ■

Participant	Contract	Contract	Last	Current Activity	Status
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Providence Housing Authority

	begins	ends	meeting		
J.G.	06/01/95	06/01/00	07/09/97	Working part time as a CNA; took state CNA exam -- full time student at URI	2 ■ ■
D.G.	11/01/96	11/01/01	06/24/97	Working full time at T.F. Green Airport. Planning to attend CCRI in the Fall.	1 ■ ■
R.G.	01/01/96	01/01/01	04/09/97	Working part time for Dominoes Pizza. Seeking full time employment in Social Work field.	2 ■ ■
N.G.	07/01/97	07/01/02	06/20/97	Currently collecting TANF. Enrolled in ESL at the Employment Support Center.	1
L.G.	01/01/96	01/01/01	05/22/97	Enrolled at CCRI full time -- social services.	2
C.H.	02/01/96	02/01/01	07/11/97	Working full time as a program assistant at PHA community center.	2
T.G.	12/01/96	12/01/01	04/30/97	On maternity leave -- will resume job search in September	1
O.H.	03/01/95	03/01/00	06/19/97	Collecting unemployment -- enrolled in Foundations of Success course at Employment Support Center	2 ■ 4
C.H.	03/01/95	03/01/00	06/19/97	Working full time as a CNA and seeking enrollment in medical technician training program	2 ■ ■
E.G.	12/01/96	12/01/01	04/15/97	On maternity leave -- will start volunteering at Employment Support Center as a receptionist	1
A.H.	11/01/96	11/01/01	07/10/97	Continues to work full time for GEM Case Company. Enrolled in evening ESL at Prov. Adult Learning Center.	1
I.H.	07/01/97	07/01/02	06/18/97	Works full time as an administrative assistant at the Alteri Law Office	1
L.H.	11/01/96	11/01/01	04/30/97	Continue classes at CCRI full time -- major liberal arts	1
Y.H.	07/01/95	07/01/00	04/28/97	Enrolled in Americorps training program -- working part time as nurses assistant at local health center	1 ■ 4
S.H.	12/01/95	12/01/00	05/28/97	Working part time for Staff Builders.	2 ■ 4
C.J.	12/01/95	12/01/00	07/11/97	Working part time for Pepsi Corp and CVS. Majoring in economics at RIC.	2
S.J.	12/01/95	12/01/00	05/27/97	Working full time at Providence Schools.	2 ■ ■
C.J.	02/01/96	02/01/01	06/18/97	Received associates degree from CCRI -- transferred to RIC; working part time as customer service rep	1 ■ ■
D.J.	12/01/96	12/01/01	06/05/97	Completed CNA training. Planning to work full time work as CNA while finishing last two GED exams.	1
L.L.	01/01/96	01/01/01	06/07/97	Studying English and computers at Dorcas Place, volunteering at RIH.	2
A.L.	05/01/96	05/01/01	05/28/97	Working on GED, enrolled in computer training.	2
R.L.	12/01/95	12/01/00	05/12/97	Achieved GED at Dorcas Place. Seeking advanced office training and/or employment.	2
L.L.	12/01/95	12/01/00	06/07/97	Studying English and computers at Dorcas Place -- volunteering at Rhode Island Hospital	2
S.L.	01/01/97	01/01/02	07/14/97	Completed ESL class at Employment Support Center. Will continue studies at CCRI full time in September.	1
A.M.	07/01/97	07/01/02	07/01/97	Full time student at J&W	1
A.M.	11/01/96	11/01/01	05/06/97	Working for Providence School Department as a temporary teaching assistant	1
J.M.	01/01/95	01/01/00	07/09/97	Working for Providence School Dept. as teachers assistant and enrolled at CCRI -- preschool education.	2 ■ ■
B.M.	10/01/95	10/01/00	06/03/97	Temping at Talent Tree Staffing	2 ■ ■
E.M.	12/01/95	12/01/00	05/02/97	Working full time as an Aids counselor	1
M.M.	07/01/97	07/01/02	07/01/97	Enrolled in Foundations of Success class at Employment Support Center	1
M.M.	08/01/97	08/01/02	08/01/97	Enrolled in ESL classes at Employment Support Center	1
N.M.	04/01/97	07/01/02	07/10/97	Works full time for DCYE. Will begin CCRI in January.	1
R.M.	11/01/96	11/01/01	05/28/97	Continue classes at CCRI -- major social work.	1
L.M.	12/01/95	12/01/00	07/24/97	Seeking full-time employment. Working on GED part time through Dorcas place. Has passed two of five exams.	2 ■ ■
N.M.	04/01/95	04/01/00	05/19/97	Earned Associates Degree -- working on bachelor's degree at J&W. Working full time as MIS assistant at PHA	2 ■ ■
D.O.	12/01/95	12/01/00	07/16/97	Working full time for Providence School Dept. as a teacher's aid, enrolled at RIC.	2 ■ ■
A.P.	01/01/97	01/01/02	05/28/97	Enrolled in Paralegal Studies at CCRI.	1
J.P.	03/01/96	03/01/01	04/07/97	Volunteering at RIITECare as receptionist--completed medical assistant training	1
M.P.	12/01/93	12/01/98	05/19/97	Working full time as a CNA and seek part time enrollment at CCRI.	3 ■ ■
G.P.	04/01/95	04/01/00	06/24/97	Currently receiving unemployment--continue classes at RIC towards bachelor's degree in Marketing	2 ■ ■
L.P.	01/01/96	01/01/01	04/17/97	Seeking full time employment and enrolled in CNA training program.	1
A.Q.	01/01/97	01/01/02	07/08/97	Attending CCRI full time. Seeking Part time employment as CNA	1
D.R.	12/01/95	12/01/00	05/27/97	Currently collecting unemployment.	1 ■ ■
K.R.	12/01/95	12/01/00	07/21/97	Working part time as a sales associate for Walmart while seeking full time employment.	2 ■ ■

Participant	Contract begins	Contract ends	Last meeting	Current Activity	Status
L.R.	02/01/95	02/01/00	04/14/97	Working part time as resident assistant in PHA community center; working full time for Providence Schools as teachers aide; enrolled at CCRI part time -- early childhood education.	2 ■
L.R.	07/01/97	07/01/02	06/19/97	Completed ESL at Employment Support Center. Attending CCRI in September. Will study radiology.	1
S.R.	01/01/95	01/01/00	07/08/97	Working full time for Providence School Dept. as teachers aid and enrolled in CCRI -- early childhood education.	2 ■
A.R.	11/01/96	11/01/01	6/5/97	Seeking part time job. Awaiting office training/English program at International Institute in the Fall.	1
A.R.	12/01/94	12/01/99	07/15/97	Volunteering at Harvard Pilgrim	3
M.R.	12/01/95	12/01/00	06/10/97	Working full time for local manufacturing company	2↓ ■
Z.R.	01/01/95	01/01/00	04/24/97	Graduated from Sawyer School Medical Assistant Training. Working full-time At Roger Williams Hospital	3↓
H.S.	03/01/96	03/01/01	05/20/97	Enrolled at CCRI full time, majoring in Secretarial Program. Will graduate with Associates Degree 12/97.	2
J.S.	12/01/95	12/01/00	05/20/97	Working part time at H&T Medical. Taking Computer classes at ISS Center	2■ 4
KS	07/01/97	07/01/02	07/01/97	Taking Computer Training at ISS Center.	1
JS	04/01/96	04/01/01	04/25/97	Working full time for health center as a pediatric intake clerk	1 ■
NS	12/01/95	12/01/00	06/04/97	Working part time at Ryder Transportation enrolled at CCRI.	2↓ ■
T.S.	12/01/95	12/01/00	05/28/97	Working full time as CNA for nursing home.	1 ■
L.T.	03/01/95	03/01/00	05/21/97	Working full time as a program coordinator at PHA community center.	2 ■
L.T.	12/01/95	12/01/00	05/28/97	Working full time as a CNA for local nursing home. Seeking advanced English classes.	2 ■
L.T.	12/01/95	12/01/00	06/03/97	Enrolled in Medical Assistant training through Sawyer school. Working part time as a CNA	2
A.T.	03/01/94	03/01/99	07/16/97	Enrolled at CCRI full time to complete LPN program	2 ←
R.T.	01/01/97	01/01/02	05/28/97	Working full time as a senior service representative	1
S.T.	03/01/96	03/01/01	06/04/97	Working on GED and working part time as a lunch aid through the Providence School Department.	2↓ ■
DT	01/01/96	01/01/01	04/14/97	Working part time as resident assistant for PHA Community Center.	2
M.W.	02/01/96	02/01/01	06/04/97	Working part time at TJ Maxx, enrolled at CCRI.	2■ 4
L.W.	03/01/95	03/01/00	07/02/97	Working full time as a nurses assistant -- enrolled at URI for medical technology training	2↓ ■
D.W.	12/01/95	12/01/00	06/17/97	Working on GED at Dorcas Place. Volunteers at Gilbert Stuart School.	2
P.W.	03/01/95	03/01/00	04/14/97	Working full time as a direct care worker at Re-Focus; enrolled part time at RIC for social work.	2↓ ■
R.Z.	05/01/95	05/01/00	05/27/97	Working as an inventory clerk full time; seeking part time enrollment at CCRI	2

*PROGRAM STATUS KEY

1 - enrolled since last annual report

2 - in second year of enrollment

3 - in third year of enrollment

4 -- in fourth year of enrollment

■ Escrow savings account established

↓ AFDC case closed since initial enrollment

4AFDC "monthly reporter" (case closure process initiated)

TABLE V: Section 8 FSS Program Contract Summary

Participant	Contract begins	Contract ends	Last meeting	Current Activity	Status *
S.B.	01/01/93	01/01/98	05/23/97	Associate's degree awarded 05/96; employed full time as administrator in youth program.	5 ↓ ■
D.B.	03/01/96	03/01/01	07/14/97	Employed full time in manufacturing/office staff	2 ↓ ■
E.C.	01/01/93	01/01/98	06/11/97	Employed full time at the airport	5 ↓ ■
D.C.	12/01/92	12/01/97	006/13/97	Continued full time employment in daycare center.	5 ↓
J.D.	12/01/92	12/01/97	05/22/97	Completed bachelor's degree and seeking employment.	5
S.D.	01/01/93	01/01/98	05/23/97	Employed full time as CNA.	5 ↓ ■
T.G.	12/01/95	12/01/00	06/11/97	Employed full time as a teacher's aid for the Providence School Department.	3 ↓ ■
N.G.	11/01/93	11/01/98	05/22/97	Continued full time employment as a caseworker for non-profit human services provider	4 ↓ ■
C.L.	12/01/92	12/01/97	05/23/97	Employed full time managing a restaurant	5 ↓ ■
B.M.	12/01/92	12/01/97	07/01/97	Has earned a four-year degree and accepted temporary office assignments. Wants to get another degree. Participant feels emotionally incapable of maintaining employment.	5 ↓ ■
E.M.	07/01/94	07/01/99	06/04/97	Employed full time in a Head Start program and earning a degree in early childhood education	4 ■
E.M.	04/01/93	04/01/98	05/15/96	Employed full time at a charitable foundation	5 ↓ ■
F.M.	06/01/96	06/01/98	12/01/96	Working full time managing food services facility	4
L.M.	12/01/92	12/01/97	06/04/97	Employed full time at a daycare center	5 ↓
M.M.	01/01/93	01/01/98	07/14/97	Working part time and completing associates degree	4
B.P.	12/01/92	12/01/97	06/04/97	Completed associates degree at CCRI. Has accepted temporary assignments while interviewing for full time work	5
K.R.	01/01/97	01/01/99	04/15/97	Volunteering at special needs school.	1
E.S.	01/01/93	01/01/98	06/01/97	Continued full time employment at a daycare center.	5 ↓ ■
C.S.	05/01/96	05/01/98	06/11/97	Working full time at a nursing home as a CNA	2 ↓
T.T.	02/01/93	02/01/98	07/14/95	Completed two year degree in Human Services at CCRI and is seeking employment. Participant is pregnant.	5
W.T.	12/01/95	12/01/00	07/22/96	Enrolled in full time (20 hour per week) GED preparation course. Has completed two tests.	2
J.W.	11/01/92	10/31/97	00/11/97	Participant is working part time in retail and earning credits at RIC.	5

*** PROGRAM STATUS KEY**

- 1 - enrolled since last annual report
- 2 - in second year of enrollment
- 3 - in third year of enrollment
- 4 - in fourth year of enrollment
- 5 - in final year of enrollment
- Escrow savings account established
- ↓ AFDC case closed since initial enrollment
- 4AFDC "monthly reporter" (case closure process initiated)

FAMILY INDEPENDENCE ACT IMPLEMENTATION TASK FORCE

The Rhode Island Department of Human Services is implementing the Family Independence Act (Rhode Island's welfare reform legislation) with substantial input from a committee appointment by the director and comprising service providers, advocates, state departments and program beneficiaries.

In the first year of implementation, DHS has focused on two populations to bring under five year education, training and employment plans: new participants (about 6,800 statewide) and existing participants previously enrolled in the JOBS program. The PHA representative is involved at the full committee level on a weekly basis and on the subcommittee to develop recommendations for DHS protocols around adult education and job training placements. To date, relatively few of our residents who receive AFDC have been affected by sweeping changes in both federal and state law. As the implementation rolls out next year, more and more existing recipients will require case management and education and training opportunities.

The most significant changes enacted in the legislation, which became law 05/01/97, are:

- Adult parents will be required to work, look for work or train for jobs during the first two years they are on welfare. After two years, they are required to work at least 20 hours per week. Penalties are imposed for non-compliance.
- The state is obligated to provide childcare assistance for welfare parents who are working or training.
- Health care coverage under the state's Rite Care program is extended to cover children up to age 18 and 250% of poverty. Adults are covered for 24 months following termination of cash assistance.
- A \$50 per month, per household deduction for recipients living in federally subsidized housing.

Activity at the Employment Support Center is well coordinated with operational changes at the Department of Human Services. Information about services at Academy Avenue has been included in DHS staff retraining so caseworkers are able to refer participants to the PHA before mandatory education and training services.

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DAYCARE AND TRAINING INITIATIVE

Of critical importance to AFDC recipients now required to prepare for and enter employment is the ability to identify childcare resources. Although our state law ensures the availability of a subsidy to meet childcare costs, there simply are not nearly enough daycare slots that are affordable to our residents. The state has responded by increasing the reimbursement rates and by extending RITECare coverage to licensed home daycare providers. Becoming a home provider is now a much more viable employment option.

In partnership with the Roger Williams Day Care Center, the PHA is initiating a program to enhance the care available and this existing and well-respected site and to increase the supply of affordable childcare. Following



Although our state law ensures the availability of a subsidy to meet childcare costs, there simply are not nearly enough daycare slots that are affordable to our residents.

Classes are held at Codding Court in the evening, at no cost to the participants who, in fact, receive a \$25 per week stipend to attend.

the completion of an addition to the building, 10 FSS participants living in scattered site homes will complete a training program under the tutelage of Sister Elizabeth Duffy, who has directed the Roger Williams Daycare Center for 26 years. The PHA will provide technical assistance to the 10 trainees to assist them to become licensed. This will generate at least 40 addition daycare slots and give the FSS case managers an important resources to which to direct clients who need childcare. The program was funded by a \$252,000 grant from HUD's Office of Community Development, under the Early Childhood Development grant program.

CODDING COURT RESIDENT MANAGEMENT CORPORATION

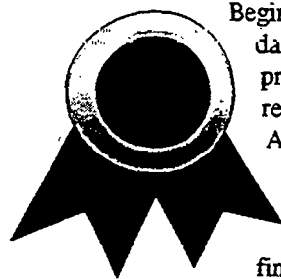
The RMC at Codding Court is more than halfway through the organizational development program funded by its \$60,000 Tenant Opportunity Program grant. In addition to continuing to sponsor programs and activities for tenants, the major achievements over the past year have been completion of their application for federal tax exemption status under 501(c)3 (the application is currently pending) and their decision to purchase a training program to establish a painting company in support the organization.

Eight residents are now attending the classroom-based part of the training. The skill-training component will be completed next year. Classes are held at Codding Court in the evening, at no cost to the participants who, in fact, receive a \$25 per week stipend to attend.

NAHRO AWARDS

Providence Housing Authority programs and initiatives were once again recognized by the public housing industry through the National Association of Housing and Redevelopment Officials annual presentation of awards. The PHA was recognized for:

On the Mark Staff Development National Award of Excellence Finalist



Beginning in fiscal year 1995, we decided to commit resources to data gathering and analysis to generate the type of strategic program that has worked well for us in the past in the areas of resident services and construction and modernization programs. As it became apparent that staff training would be an ongoing organizational need, we opted to systematically incorporate the development of staff-generated performance goals and objectives into our organizational management plan. The final plan was completed in July 1996.

Public School Assessment Partnership National Award of Excellence Finalist

The Executive Director of the Providence Housing Authority met regularly with a committee drawn together by the principal of the Perry Middle School to advance the development of "child opportunity zone" services and functioning in the school. The

COZ concept is predicated on the assumption that educational and human services to benefit entire families are best coordinated through local schools. The assessment initiative (funded by a special grant from the G-Tech Corporation) afforded several public schools in Providence an opportunity to measure their performance and "customer satisfaction" in a variety of areas. The PHA's executive director offered use of Authority staff and information management and analysis systems to assist the administration of the school in the mechanics of the assessment. The entire process, from the decision to provide this assistance to the delivery of the final finished report, took five months.

Daycare and Training Initiative

The PHA initiated a partnership with a local daycare provider to increase both the supply and the quality of home-based care. Ten self-sufficiency program participants will train as licensed home providers at the Roger Williams Daycare Center and receive technical assistance from the PHA to obtain licensing.

KICC (Keeping It Cool at Chad)

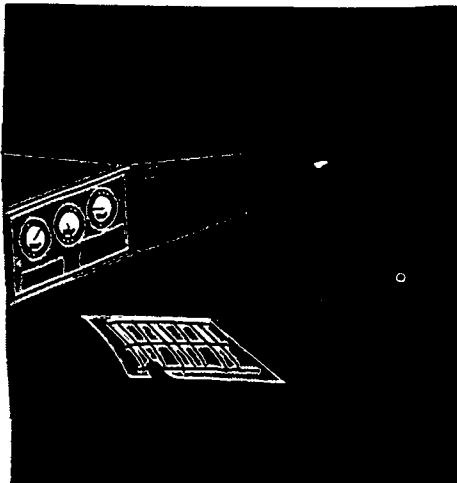
Through a state-funded initiative, the Providence Housing Authority retained and trained two non-conventional outreach workers, subsequently assigned to the Chad Brown/Admiral Terrace development. Emphasis was on selecting "streetwise" workers, comfortable with young people of all racial and ethnic backgrounds. The majority of their counseling/intervention work is done with our newly enfranchised participants on the street corners, basketball courts and courtyards in and around the development.

Family Advisory Committee

The Family Advisory Committee (FAC) is made up of public housing residents from all PHA family developments and appropriate staff of the Authority's Department of Community Services. The seventeen-member committee meets monthly. Several subcommittees have been convened around particular initiatives and meet on an as needed basis. Fourteen members are public housing residents.

Energy Efficiency

In May 1996, an engineering analysis was completed for two buildings targeted for special energy efficiency efforts: Carroll Tower and Parenti Villa. Based on the initial information, the annual cost savings for Carroll Tower is more than \$19,500 with a simple payback of the energy conservation improvements at 7.5 years. Savings at Parenti Villa are estimated to be more than \$26,400 with a simple payback of 2.4 years. The analysis for Kilmartin Plaza has not as yet been completed, but the estimated savings are projected to be \$15,500 with a payback of 9.8 years. In addition, the staff time and effort to prepare the analysis and submit the appropriate documentation to HUD is minimal compared to Performance Contracting submissions.



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PHASE VI

*The students also
visited several
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careers.*

In the summer of 1996, the PHA once again co-sponsored, with the A. Alfred Taubman Center for Public Policy and American Institutions at Brown University the Providence Housing Authority Summer Enrichment Program. Everyone involved agreed that this was the strongest PHASE program ever.

Twelve high school students living in PHA developments attended academic enrichment classes at Brown on Tuesdays and Thursdays for eight weeks during summer vacation and worked for the PHA on Mondays, Wednesdays and Fridays. Particular emphasis at the Brown component was placed on the development of creative writing skills. This year, the students produced a video magazine of their experiences in the program. The students also visited several places of employment to observe different careers. These included the Garrahy Judicial Complex, two social service agencies, a biology research laboratory and the Museum of African American Arts in Boston.

PHASE is funded by the United States Department of Labor's Title IIB Summer Youth Employment Program.

The Finance and Accounting Department consists of six employees who are responsible for budgeting, accounting and investing the Authority's funds. In FY 1997, the department handled more than \$39.5 million. The Finance and Accounting staff also conduct an Authority-wide annual inventory of fixed assets; orders, purchases and distributes supplies; issued \$18.6 million in housing assistance checks to Section 8 property owners; processed 13,000 payroll checks for 258 full and part-time employees, and wrote 3,610 accounts payable checks for 11,720 invoices.

Consolidated Budget

The PHA actually administers several budgets. The primary budget is the *Annual Operating Budget*, a formula-driven allocation, including an annual operating subsidy from the Department of Housing and Urban Development (HUD). The Operating Budget totaled \$9.7 million in FY 1997. The Consolidated Budget consists of the Annual Operating Budget and several programmatic budgets totaling \$39,569,325 million. The other funds consist of: Section 8 (\$18.8 million), Comprehensive Grant (Modernization) Program (\$4.2 million), Development (Scattered Site) Program (\$5.4 million), and approximately \$1.5 million in other federal, state and local grants. These figures do not represent the aggregate amount of grants awarded to the PHA in FY 1997. These budget amounts represent the actual funds drawdown and disbursed from HUD and other sources. Figure 1 below illustrates the FY 1997 consolidated funding by program.

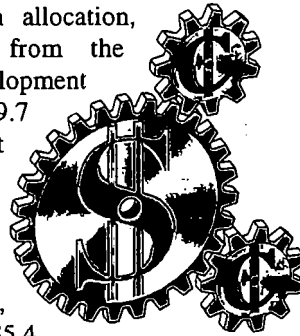
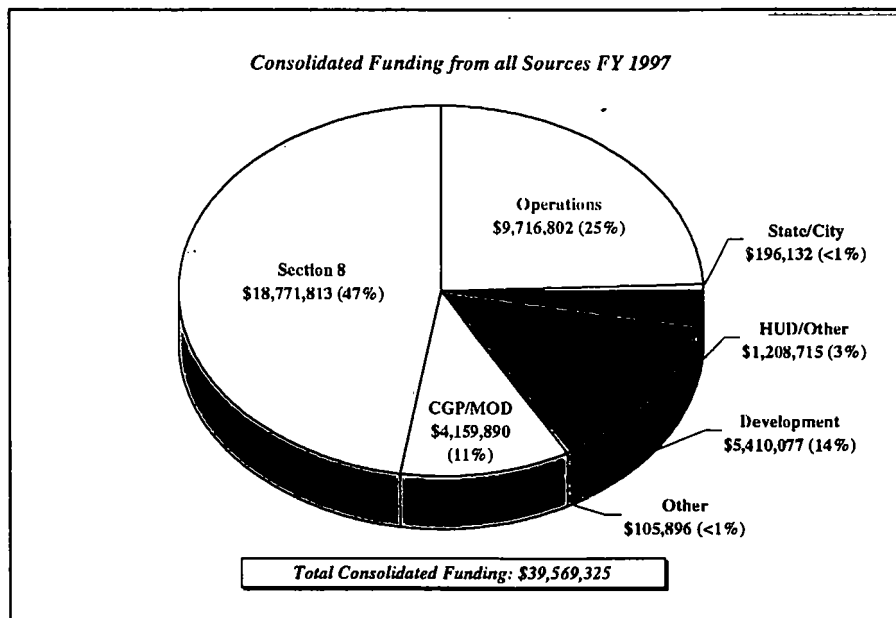


FIGURE 1

Consolidated Funding FY 1997



Department of Finance and Accounting

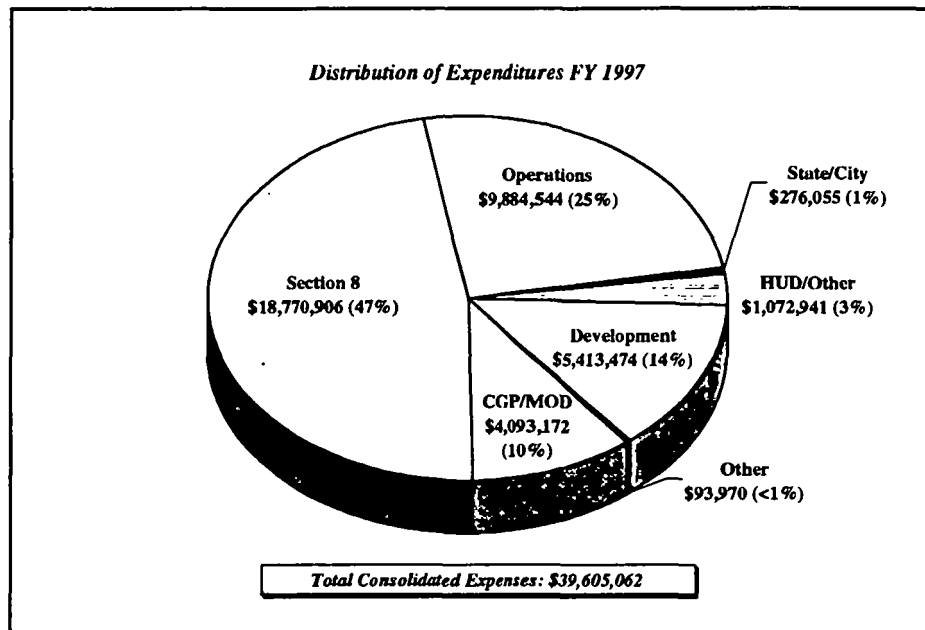
Consolidated Expenses

Consolidated Budget expenses exceeded income by \$35,737 primarily due to a deficit in our operating budget. In FY 1997 consolidated expenses totaled \$39,605,062 million. The largest expense category was Section 8 with \$18.8 million in expenditures followed by Operations (\$9.9 million), Development (\$5.4 million), Comprehensive Grant Program (\$4.1 million), and all other grant amounts for the balance of funds. Section 8 expenditures, alone, comprise 47% of all expenditures. Figure 2 below shows the break down of these costs.

FIGURE 2

Distribution of Expenditures FY 1997

In FY 1997, consolidated expenses (\$39,605,062) were greater than the consolidated income by 1% for the year (\$39,569,325), in contrast to the previous year when consolidated expenses were less than consolidated funding by <1%.



ANNUAL OPERATING BUDGET

After adjusting for year-end Section 8 charges, the PHA had an operating deficit of \$167,740 in FY 1997. The deficit required us to reduce our operating reserve by the same amount to cover our costs. We anticipated a surplus of \$64,628 when we prepared our budget last year. The causes of the deficit were a shortfall in dwelling rents and higher than budgeted expenditures for utilities. The causes will be explained in more detail in the sections that follow. Despite the deficit, \$1.5 million remains in our operating reserve. It is important to note that HUD provided the PHA with only 95% of its eligible operating subsidy in FY 1997. This translates to a shortfall of \$203,163, an amount sufficient enough to cover the deficit. In the last three years the PHA has experienced a shortfall of \$1.1 million in eligible operating subsidy due to inadequate operating subsidy funding at the federal level. Had the PHA received its full eligible operating subsidy over the last three years, we would have experienced an operating surplus this year and added approximately \$1.0 million to our operating reserve. See Table I for details.

TABLE I

Operating Subsidy Loss FY 1995-1997

	FY 1997	FY 1996	FY 1995
100% Funding	\$5,998,251	\$6,008,218	\$5,040,951
Operating Subsidy Received	\$5,795,088	\$5,347,314	\$4,788,903
Operating Subsidy Loss	\$ 203,163	\$ 660,904	\$ 252,048
Percent Funded	95%	89%	95%

Total Subsidy Loss = \$1,116,115

Operating Income

OPERATING RECEIPTS

Operating receipts from rental income and the HUD subsidy totaled \$9,716,802 in FY 1997, a shortfall of \$156,043 (3.6%) all of it from dwelling rents. Most of the deficit in dwelling rentals was a result of not achieving planned occupancy levels. Eighty-four units scheduled for occupancy from the modernization of units in the Barry Road area of Hartford Park were delayed for six months due to construction contract litigation. The PHA received its entire eligible operating subsidy, although at only 95% of the eligible amount due. The subsidy comprised 53% of all operating receipts in FY 1997. Budget projections were based on achieving an adjusted occupancy level of 93% and collecting an average rent of \$159.71 per unit. See Figure 3 for Operating Income.

OTHER OPERATING INCOME

Income from investments and other income (space rentals, vending and laundry machines) were \$118,449. This is 171% (\$114,138) greater than budgeted and anticipated. It is also \$25,712 greater than last year and is a direct result of marketing and leasing space on some of our rooftops to cellular phone firms. Investment income was \$59,406 more than anticipated and other income was \$57,732 higher than budgeted.

Operating expenditures totaled \$9,884,544 in FY 1997, 2% more than was budgeted and 9.6% greater than FY 1996.

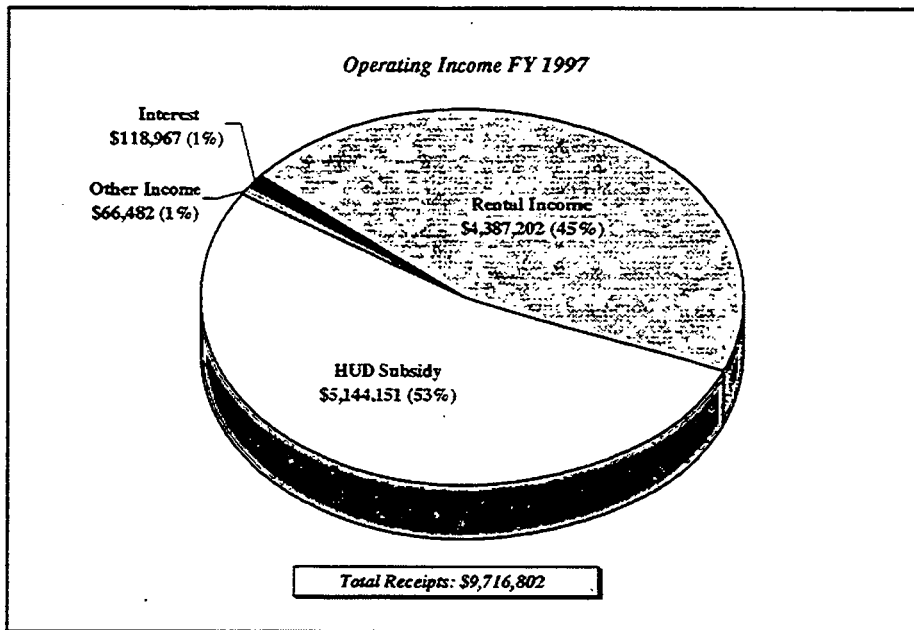


FIGURE 3

*Operating Income
FY 1997*

TABLE II

*Budgeted vs.
Actual Expenses*

Operating Expenses

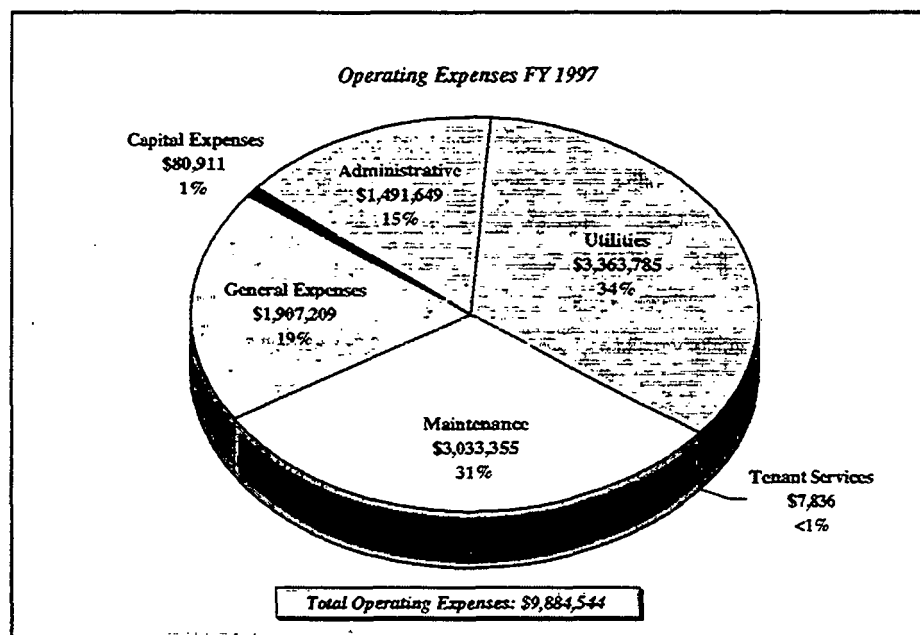
Operating expenditures totaled \$9,884,544 in FY 1997, 2% more than was budgeted and 9.6% greater than FY 1996. Operating expenditures consist of six budget categories: Administration, Utilities, Maintenance, Tenant Services, General Expenses, and Capital Improvements. Table II compares the budgeted to the actual spending.

Category	Budgeted	Actual	Difference from Budgeted	
Administration	\$1,492,480	\$1,491,549	(\$831)	(<1%)
Utility	\$3,188,302	\$3,363,785	\$175,483	6%
Maintenance	\$3,050,083	\$3,033,355	(\$16,728)	(<1%)
General	\$1,908,010	\$1,907,209	(\$801)	(<1%)

The largest operating expenditure was Utilities which consumed 33% (\$3.3 million) of all operating expenditures. The next largest expenditure was for Maintenance at \$3.0 million, or 30% of the budget. The other expenditures were: General Expense \$1.9 million (19%), Administration \$1.49 million (15%) and Tenant Services and Capital Improvement Expenses totaling \$88,747, less than 2% of total expenses. Most of the cost for Tenant Services are funded through various grant programs, such as Public Housing Drug Elimination, Family Investment Center grant, and the Supportive Services grant. Capital Improvements almost entirely is funded through the Comprehensive Grant Program. See Figure 4 below for this year's operating expenses.

FIGURE 4

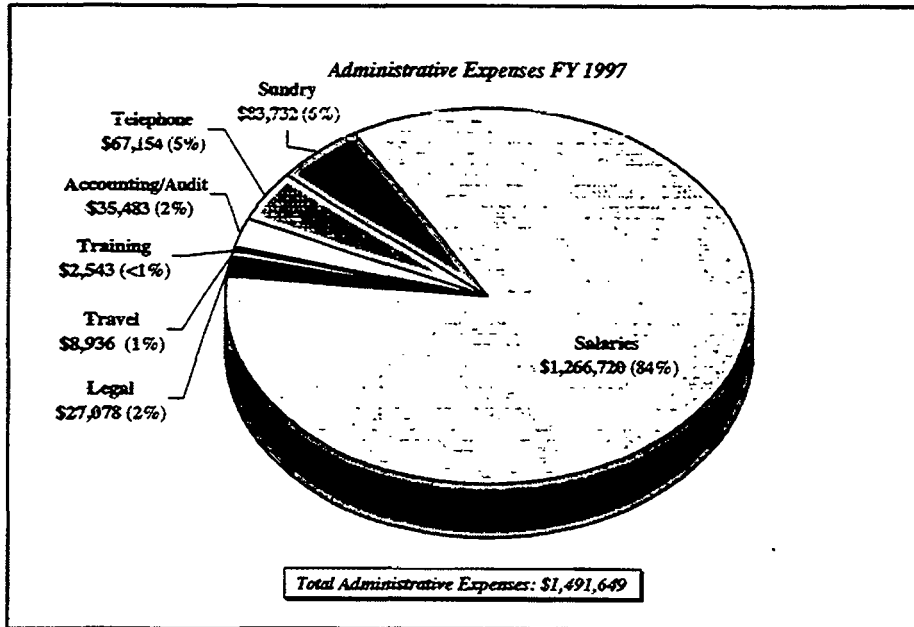
*Operating
Expenses
FY 1997*



ADMINISTRATIVE EXPENSES

Administrative expenses totaled \$1,491,649, 15% of aggregate operating expenditures in FY 1997. This was \$831 less than budgeted, but 8.8% greater than FY 1996. Administrative expenses consist of the following budget categories: Administrative Salaries, Sundry, Telephone, Accounting and Audit, Training, Travel and Legal. The largest budget category under Administrative Expenses was Administrative Salaries, which comprised 84% (\$1.2 million) of the entire category. While the aggregate amount of spending was within budget, several categories experienced substantial increases over the budgeted amounts. Legal expenses were 107% greater than anticipated due to litigation this past year. The audit category was also more than budgeted due to mandated changes in the method required by HUD for audits of housing authorities.

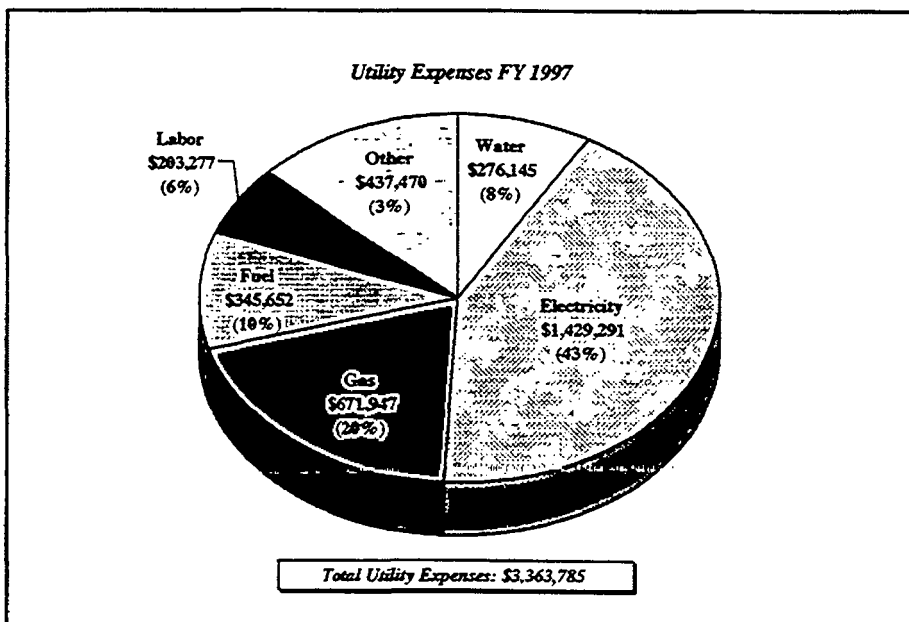
Since HUD has reduced staff, they are requiring the independent auditors to assume more responsibilities when reviewing housing authorities. See Figure 5 below for details.

**FIGURE 5**

*Administrative
Expenses
FY 1997*

UTILITIES

Utility costs are the largest expenditure category in the annual operating budget. They comprise 33% of the budget at \$3,363,785. Utility costs were 5.5% over budget and 10.4% greater than FY 1996. There are six budget items under the utility category: Water, Electricity, Gas, Fuel Oil, Sewer Fees, and Labor. The largest utility expenditure was Electricity totaling \$1.4 million, 43% of the utility budget. This was 8.5% more than budgeted, but only 1.6% greater than last year's budget. Water costs continue to rise. This year's water bill was 27.8% greater than last year primarily due to a substantial rate increase. On the positive side, both fuel oil and utility labor costs were under budget by a combined total of \$330,337. The principal reason for this is our dual fuel capability. When fuel oil is more expensive, we shift to natural gas. This results in substantial savings.

**FIGURE 6**

*Utility Expenses
FY 1997*

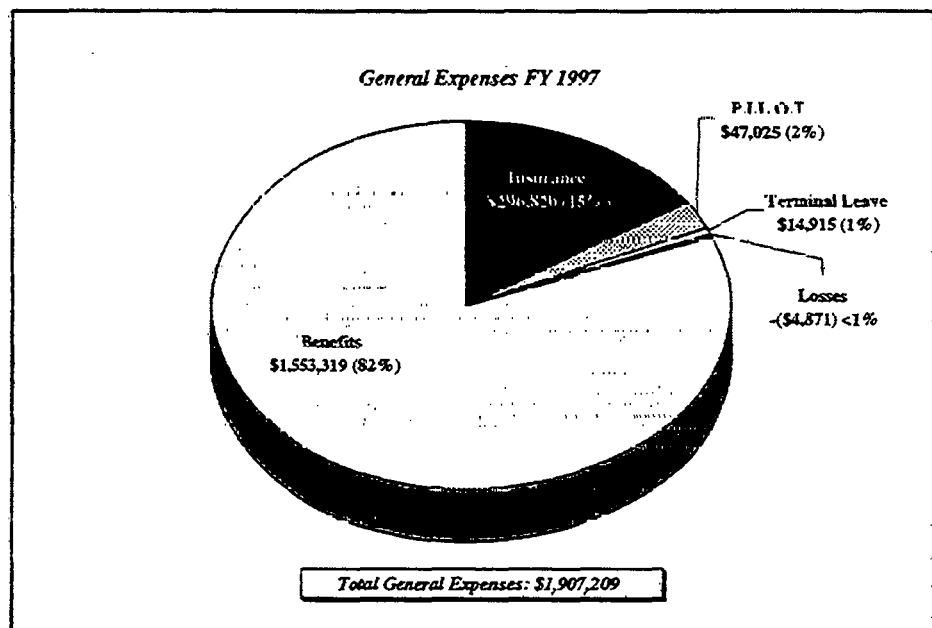
GENERAL EXPENSES

General expenses totaled \$1,907,208 in FY 1997, \$801 less than budgeted, but 8.0% greater than FY 1996. There are five general expense budget categories: Insurance, Employee Benefits, PILOT (payments in lieu of taxes), Terminal Leave Payments, and Collection Losses. The largest expenditure was for Employee Benefits, which comprised 79% (\$1.5 million) of general expenses. This was 9.8% greater than budgeted and 8.0% more than last year's cost. The increase is almost entirely attributed to health care costs. The PHA has taken steps to reduce health care costs for the upcoming years by changing providers. We anticipate a substantial reduction next year and have "locked-in" cost escalation for a two-year period. (See Office of Executive Director for more detail on health care costs) We continue to do well in reducing insurance costs, particularly Workers Compensation. Our insurance costs were 28% less than budgeted. While insurance costs did increase this year, it is due to the addition of new scattered site units throughout the city. Over the last five years insurance costs have decreased 49.5%. Figure 7 below shows the breakdown.

FIGURE 7

*General Expenses
FY 1997*

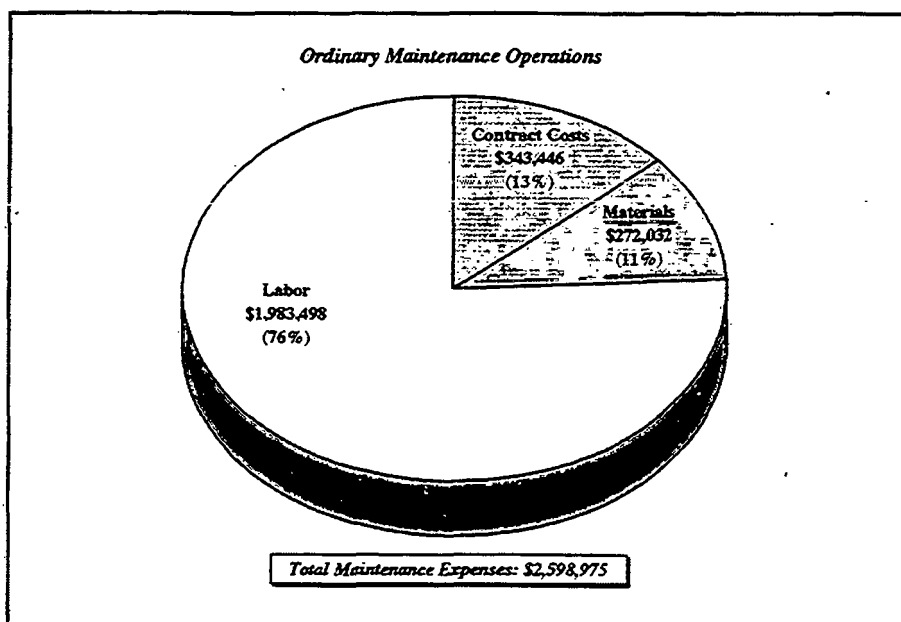
*For the first time
since FY 1993 we
have to draw from
our operating
reserve to cover
our expenses. This
action, however,
has not seriously
damaged our
financial position.*



ORDINARY MAINTENANCE AND OPERATIONS

Maintenance expenses totaled \$3,033,355 in FY 1997, \$16,728 less than budgeted, but 16.7% more than last year. The Maintenance budget has three categories: Labor, Materials, and Contract Costs. The largest budget category is Labor comprising 76% of the budget at \$1.9 million. The high cost of labor this year is attributed to the need to prepare vacated units for occupancy.

There has been an extraordinary number of unit turnovers this past year and unbudgeted painters and carpenters were hired to assist in preparing units. Once unit turnover stabilizes, the extra workers will be released. The materials budget was 17% less than budgeted, but 50% greater than FY 1996. This increase from last year was to adequately supply the department for anticipated purchases resulting from unit turnover. Contract Costs were 12.6% more than budgeted, but 9.6% less than FY 1996. See Figure 8 on the following page for an illustrated breakdown of maintenance costs.

**FIGURE 8**

*Maintenance
Operations
Expenses
FY 1997*

FIVE-YEAR BUDGET ANALYSIS

FY 1993 - FY 1997

Annual Operating Budget

In recent years the trend has been toward reducing *Operating Expenses* and increasing *Operating Income*. In Fiscal Years 1994 through 1996, the housing authority experienced surpluses in the operating budget totaling \$1,346,154. This year we will experience a deficit of \$167,742. For the first time since FY 1993 we have to draw from our operating reserve to cover our expenses. This action, however, has not seriously damaged our financial position. Over \$1.5 million remains in our Operating Reserve and with the new Public Housing Management Assessment Program (PHMAP) rating we should score an "A" on financial management.

Since FY 1993 *Operating Income* increased by 19.6% while *Operating Expenses* increased 20.9%. In FY 1997 *Operating Expenses* increased 8.4% while *Operating Income* decreased by 1.6%. Refer to Table III for the five-year analysis.

TABLE III

*Operating
Expenses vs.
Operating Income
FY 1993-1997*

Fiscal Year	Total Operating Income	Percent Change	Total Operating Expenses	Percent Change	Surplus/ (Deficit)
1993	\$8,123,838		\$8,176,876		(\$53,038)
1994	\$8,917,336	+9.8%	\$8,842,867	+8.1%	\$74,469
1995	\$9,362,902	+5.0%	\$8,845,156	+0.0%	\$517,746
1996	\$9,875,313	+5.5%	\$9,121,374	+3.1%	\$753,939
1997	\$9,716,802	-1.6%	\$9,884,542	+8.4%	(\$167,740)
	<i>Operating Income FY 1993-1997:</i>	<i>+19.6%</i>	<i>Operating Expenses FY 1993-1997:</i>	<i>20.9%</i>	

Operating Income

Operating Receipts (rental income, earned interest, and other operating receipts), other than the HUD annual subsidy, increased 18.8% (3.8% annually), since FY 1993. *Operating Receipts* increased 2.0% from FY 1996 to FY 1997. The annual *HUD subsidy* increased 20.3% (4.0% annually), since FY 1993. The *HUD subsidy* decreased by 4.8% (\$258,463) from FY 1996 to FY 1997. See Table IV and Figure 9 below for details.

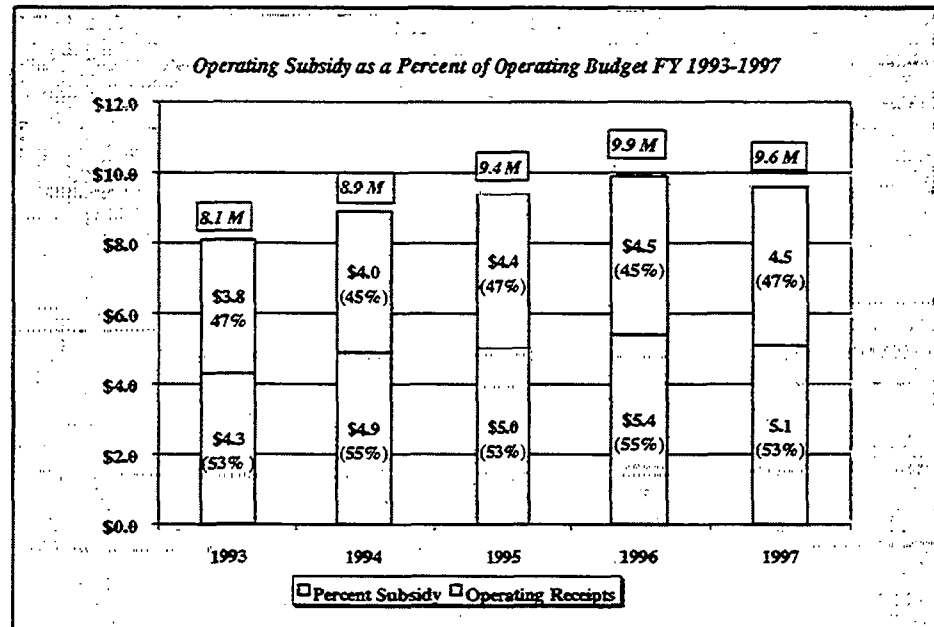
TABLE IV

Change in
Operating Receipts
& HUD Subsidy

	FY 1996-1997	FY 1993-1997	Annual
Operating Receipts	2.0%	18.8%	3.8%
Operating Subsidy (HUD)	- 4.8%	20.3%	4.0%
Total Operating Income	- 11.6%	19.6%	3.9%

FIGURE 9

Subsidy as Percent
of Operating
Income
FY 1997



Operating Reserve

Until this past fiscal year, the *operating reserve* was increasing steadily. In FY 1993 the operating reserve was \$402,752; in FY 1997 it is \$1,581,167. There was a 10.6% (\$167,740) decrease from FY 1996 to cover our FY 1997 deficit. See Table V below.

TABLE V

Operating Reserves

FY 1993	FY 1996	FY 1997	FY 1996-1997 Rate of Change	FY 1993-1997 Rate of Change
\$402,752	\$1,748,909	\$1,581,167	- 10.6%	+ 293%

Operating Expenses

Total Operating Expenses increased by 21.2% since FY 1993 at an annual rate of 4.2%. Operating expenses increased 9.6% from last fiscal year. The four major categories of operating expenses (Administration, Utilities, Maintenance, and General Expenses) have remained the same percentage of budget since FY 1993. Refer to Table VI and Figure 10 for details

Budget Category	FY 93-97	Annual (+/-)	FY 96-97
Administrative	7.3%	1.5%	8.8%
Utilities	30.6%	6.1%	10.4%
Ordinary Maintenance	29.8%	6.0%	16.7%
General Expenses	4.5%	<1.0%	8.0%
Total Operating Expenses	21.2%	4.2%	9.6%

TABLE VI

Percent Change in
Operating
Expenses
FY 1993-1997

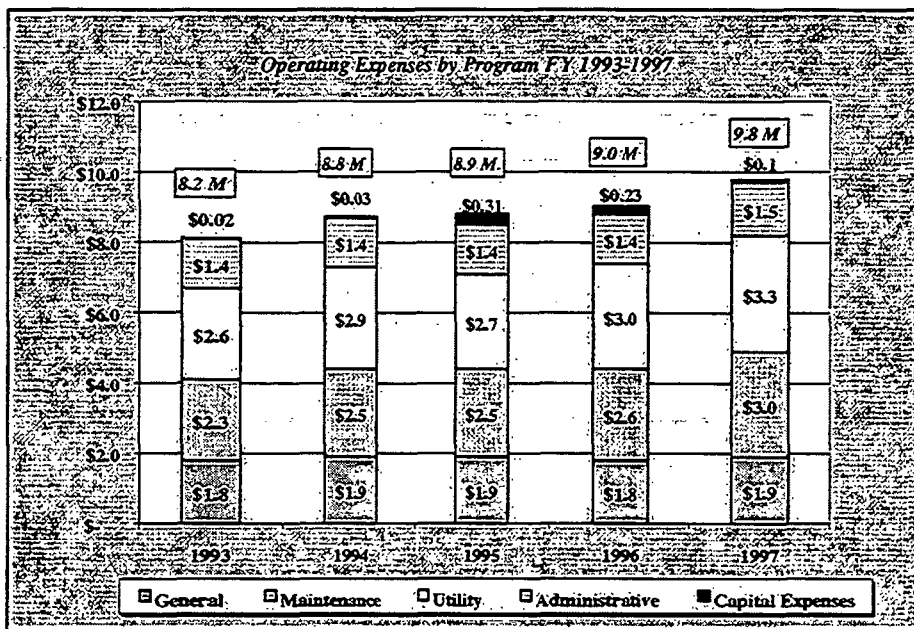


FIGURE 10

Operating
Expenses by
Program
FY 1997

ADMINISTRATIVE EXPENSES

Administrative expenses increased by 7.3% since FY 1993, an annual average increase of 1.5%. There was an 8.8% increase from FY 1996. The greatest increase was in Legal Fees. In previous years the Comprehensive Grant Program paid for some legal costs due to the nature of the legal action against the PHA. This past year's legal actions were not eligible for payment through any of the grant programs.

UTILITY EXPENSES

Utility expenses increased by 30.6% since FY 1993, an annual average increase of 6.1%. There was a 10.4% increase from FY 1996. Adjusted for occupancy there has been a decrease in consumption, but rate increases have cancelled out any savings due to energy conservation steps taken by the Authority. An 8-year energy report listing consumption, costs, and conservation measures is being prepared and will be ready in December. The PHA has undertaken several major conservation projects to reduce energy consumption, including performance contracting. Most of our developments have had dual fuel capability installed where applicable. The least expensive fuel source is used to reduce costs.

Until this past fiscal year, the operating reserve was increasing steadily. In FY 1993 the operating reserve was \$402,752; in FY 1997 it is \$1,581,167. There was a 10.6% (\$167,740) decrease from FY 1996 to cover our FY 1997 deficit.

MAINTENANCE EXPENSES

Maintenance expenses increased 29.8% since FY 1993, an annual average increase of 6.0%. The rate of increase from FY 1996 to FY 1997 was 16.7%. Most of the increase in maintenance costs is due to the addition of over 200 units of scattered site housing, the high rate of unit turnover, and the hiring of additional maintenance staff to deal with the work.

GENERAL EXPENSES

General expenses have increased by only 4.5% over the last five years, an annual average of less than 1.0%. FY 1997 costs increased 8.0% over last year primarily due to health care rate increases. Steps have been taken that will reduce health care costs by approximately \$150,000 in FY 1998. Insurance costs have decreased 49.5% over the last five years primarily due to reductions in Workers Compensation costs.

CAPITAL EXPENSES / TENANT SERVICES

Both of these categories of the operating budget are minor expenses compared with the other budget categories. Capital expenses and Tenant Services are primarily funded through grant programs.

Per Unit Month Costs (PUM)

Per Unit Month costs provide a more realistic assessment of costs since it relates costs to the number of units in the PHA inventory. It is useful particularly when assessing multi-year budgets, since new units are added or subtracted from the inventory annually. Refer Table VII for details.

TABLE VII

*PUM Costs:
Income & Expenses*

Budget Category	FY 1997	FY 1996	Percent Change	FY 1993	FY 93-97 Change	Annual Average
Total Operating Income	\$317.67	\$325.02	- 2.3%	\$269.22	18.0%	3.6%
Operating Receipts	\$149.49	\$147.21	1.5%	\$127.51	17.2%	3.4%
HUD Subsidy	\$168.18	\$177.81	- 5.4%	\$141.71	18.7%	3.7%
Total Operating Expenses	\$323.15	\$296.78	8.9%	\$270.24	19.6%	3.9%
Administration	\$48.76	\$45.11	8.1%	\$46.07	5.8%	1.2%
Utilities	\$109.97	\$100.24	9.7%	\$85.38	28.8%	5.7%
Maintenance	\$99.17	\$85.53	16.0%	\$77.42	28.1%	5.6%
General Expenses	\$62.35	\$58.23	7.1%	\$60.51	3%	< 1.0%

Department of Finance and Accounting Appendix

Providence Housing Authority 1997 Income and Expense Report										
Acct #	Description	Operations	Sec8	Mod	CCP	Development	HUD//Other	State//City	Other	Grand Total
INCOME FROM OPERATIONS:										
3110	Dwelling Rents	4,387,202.22	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,387,202.22
3120	Excess Utilities	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3190	Nondwelling Rental	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3610	Interest Gen. Fund	118,967.15	119,708.00	0.00	0.00	0.00	0.00	0.00	0.00	238,675.15
3690	Other Op. Receipts	66,481.94	0.00	0.00	0.00	0.00	0.00	0.00	0.00	66,481.94
Total Operating Receipts		4,572,651.31	119,708.00	0.00	0.00	0.00	0.00	0.00	0.00	4,692,359.31
HUD Contributions:										
8020	Operating Subsidy	5,144,151.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5,144,151.00
8029	HUD Grants	0.00	0.00	0.00	4,159,890.03	5,410,077.14	1,208,715.29	0.00	0.00	10,778,682.46
	HAP Receipts Rental Housing	0.00	18,652,105.00	0.00	0.00	0.00	0.00	0.00	0.00	18,652,105.00
Total Subsidy		5,144,151.00	18,652,105.00	0.00	4,159,890.03	5,410,077.14	1,208,715.29	0.00	0.00	34,574,938.46
City & State Grants:										
	State Grants	0.00	0.00	0.00	0.00	0.00	0.00	196,132.13	0.00	196,132.13
	City Grants	0.00	0.00	0.00	0.00	0.00	0.00	0.00	105,895.53	105,895.53
Total Grants		0.00	0.00	0.00	0.00	0.00	0.00	196,132.13	105,895.53	302,027.66
TOTAL OPERATING RECEIPTS		9,716,802.31	18,771,813.00	0.00	4,159,890.03	5,410,077.14	1,208,715.29	196,132.13	105,895.53	39,569,325.43
OPERATING EXPENSES										
Administration:										
4110	Administrative Salaries	1,266,720.41	795,459.39	0.00	342,911.27	67,690.98	58,691.50	1,115.00	4,272.87	2,536,861.42
4130	Legal Expense	27,078.30	0.00	0.00	53,258.73	0.00	0.00	0.00	0.00	80,337.03
4140	Staff Training	2,543.28	0.00	0.00	83,465.92	0.00	0.00	0.00	0.00	86,009.20
4150	Travel	8,936.83	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8,936.83
4170	Accounting & Auditing	35,483.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	35,483.00
4180	Telephone	67,154.49	0.00	0.00	0.00	0.00	246.07	0.00	0.00	67,400.56
4190	Sundry	83,732.37	180,943.09	0.00	5,946.47	1,303.62	114.78	0.00	19,147.00	291,187.33
Total Administrative Expense		1,491,648.68	976,402.48	0.00	485,582.39	68,994.60	59,052.35	1,115.00	23,419.87	3,106,215.37
Tenant Services:										
4210	Salaries	0.00	0.00	0.00	37,732.43	0.00	416,142.59	57,012.99	0.00	510,888.01
4220	Recreation, Pub, Other	7,636.13	0.00	0.00	14,900.00	0.00	93,817.26	12,420.94	0.00	128,774.33
4230	Contract Costs, Train.	0.00	0.00	0.00	3,500.00	0.00	367,906.61	68,293.18	0.00	439,699.79
Total Tenant Expense		7,636.13	0.00	0.00	56,132.43	0.00	877,866.46	137,727.11	0.00	1,079,362.13
Utilities:										
4310	Water	276,145.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	276,145.80
4320	Electricity	1,429,291.37	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,429,291.37
4330	Gas	671,947.36	0.00	0.00	0.00	0.00	1,278.38	0.00	0.00	673,225.74
4340	Fuel	345,652.34	0.00	0.00	0.00	0.00	0.00	0.00	0.00	345,652.34
4350	Labor	203,277.92	0.00	0.00	0.00	0.00	0.00	0.00	0.00	203,277.92
4390	Other Utilities	437,470.18	0.00	0.00	0.00	0.00	0.00	0.00	0.00	437,470.18
Total Utility Expense		3,363,784.97	0.00	0.00	0.00	0.00	1,278.38	0.00	0.00	3,365,063.35

FY 1997 Annual Report on Operations

Acct #	Description	Operations	Sec8	Mod	CGP	Development	HUD / Other	State / City	Other	Grand Total
Ord. Maintenance & Operations:										
4410	Labor	2,312,665.75	0.00	0.00	1,212.96	0.00	0.00	0.00	0.00	2,313,878.71
4420	Materials	410,007.54	0.00	0.00	0.00	0.00	-5,099.73	0.00	0.00	404,907.81
4430	Contract Costs	310,681.31	0.00	0.00	80,133.02	24,450.00	0.00	0.00	4,300.00	419,564.33
Total Maintenance Expense		3,033,354.60	0.00	0.00	81,345.98	24,450.00	-5,099.73	0.00	4,300.00	3,138,350.85
Protective Services:										
4460	Prot. Service Labor	0.00	1,992.00	0.00	167,232.19	0.00	0.00	100,000.00	53,824.15	323,048.34
4470	Prot. Service Material	0.00	42.95	0.00	0.00	0.00	0.00	0.00	490.64	533.59
4480	Contract Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	972.87	972.87
Total Security		0.00	2,034.95	0.00	167,232.19	0.00	0.00	100,000.00	55,287.66	324,554.80
General Expenses:										
4510	Insurance	296,820.43	0.00	0.00	0.00	0.00	0.00	0.00	0.00	296,820.43
4520	P.I.L.O.T.	47,025.21	0.00	0.00	0.00	0.00	0.00	0.00	0.00	47,025.21
4530	Terminal Leave Payments	14,915.31	1,800.00	0.00	0.00	0.00	0.00	0.00	0.00	16,715.31
4540	Employee Benefit Cont.	1,553,318.53	273,702.88	0.00	172,800.40	26,579.55	39,843.58	36,712.60	9,876.51	2,212,834.05
4570	Collection Losses	-4,870.69	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-4,870.69
Total Routine Expenses		1,907,208.79	275,502.88	0.00	172,800.40	26,579.55	39,843.58	36,712.60	9,876.51	2,568,524.31
Nonroutine Maintenance:										
4610	X-Ordinary Maintenance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4620	Casualty Losses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Non-Routine Exp.		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other Expenses:										
	HAP Payments	0.00	16,723,431.00	0.00	0.00	0.00	0.00	0.00	0.00	16,723,431.00
	Other Payments	0.00	758,450.00	0.00	0.00	0.00	0.00	0.00	0.00	758,450.00
Total Other Expenses		0.00	17,481,881.00	0.00	0.00	0.00	0.00	0.00	0.00	17,481,881.00
Total Operating Expenses:		9,803,633.17	18,735,821.31	0.00	963,093.39	20,024.15	1,072,941.04	275,554.71	92,884.04	31,063,951.81
Capital Expenditures:										
7520	Repl. Non Des/Equipment	32,662.10	35,085.16	0.00	186,683.78	3,980.02	0.00	500.00	1,085.94	259,997.00
7520-80	Repl. Equip. PHDEP II	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
7520-90	Repl Equip. PHDEP I	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
7540	Betterment & Additions	48,249.12	0.00	0.00	2,943,394.83	5,239,469.37	0.00	0.00	0.00	8,281,113.32
7580	Proceeds Disp.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
7590	Other Non-Routine Expenses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Capital Expenditure		80,911.22	35,085.16	0.00	3,130,078.61	5,293,449.39	0.00	500.00	1,085.94	8,541,110.32
TOTAL OPERATING EXP. CURRENT YEAR:		9,884,544.39	18,770,906.47	0.00	4,093,172.00	5,413,473.54	1,072,941.04	276,054.71	93,969.98	39,605,062.13
Prior Year Adjustments:										
6010	Affecting Residual Rec.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OPERATING EXP. INCL. PRIOR YEAR		9,884,544.39	18,770,906.47	0.00	4,093,172.00	5,413,473.54	1,072,941.04	276,054.71	93,969.98	39,605,062.13
Residual Receipts or Deficit		-167,742.08	906.53	0.00	66,718.03	-3,396.40	135,774.25	-79,922.58	11,925.55	-35,736.70

STATEMENT OF OPERATING RECEIPTS AND EXPENDITURES (PUM'S)

FY 1993-1997

Year	1997	1996	1995	1994	1993
No. of D.U.	2,581	2,532	2,612	2,541	2,551
PUM	30,588	30,384	30,807	30,171	30,176

Acct #	Account Title	1997	1996	1995	1994	1993
OPERATING RECEIPTS:						
3110	Dwelling Rental	143.43	141.95	138.22	130.77	124.99
3120	Excess Utilities	0.00	0.00	0.00	0.00	0.00
3190	Non-dwelling Rental	0.00	0.00	0.00	0.00	0.00
3610	Interest Income	3.89	2.95	2.05	1.14	0.66
3690	Other Income	2.17	2.31	1.44	1.49	1.86
	TOTAL OPERATING INCOME	149.49	147.21	141.71	133.40	127.51
OPERATING EXPENSES:						
Administration:						
4110	Administrative Salaries	41.41	39.94	41.51	42.10	41.01
4130	Legal Expense	0.89	0.59	0.42	0.52	0.51
4140	Staff Training	0.08	0.10	0.09	0.15	0.00
4150	Travel	0.29	0.12	0.12	0.34	0.27
4170	Accounting And Auditing	1.16	1.11	1.13	0.95	0.72
4190	Sundry	4.93	3.25	3.18	2.46	3.56
	Total Administrative Expense	48.76	45.11	46.45	46.52	46.07
Tenant Services:						
4210	Salaries	0.00	0.16	0.01	0.73	0.00
4220	Rec. Pubs. & Other Service	0.25	0.17	0.19	0.28	0.28
4230	Contract Costs	0.00	0.00	0.12	0.00	0.00
	Total Tenant Service Expenses	0.25	0.33	0.32	1.01	0.28
Utilities:						
4310	Water	9.03	6.84	5.78	6.04	5.41
4320	Electricity	46.72	46.33	42.61	42.81	36.96
4330	Gas	21.97	11.93	16.16	9.74	13.26
4340	Fuel	11.30	16.55	9.25	19.64	16.05
4350	Labor	6.65	7.00	6.12	5.94	3.89
4390	Other Utilities	14.30	11.59	8.03	11.41	9.81
	Total Utilities Expense	109.97	100.24	87.95	95.58	85.38
Ordinary Maintenance:						
4410	Labor	75.61	65.28	66.62	61.80	61.31
4420	Materials	13.40	8.95	6.33	12.76	8.12
4430	Contract Costs	10.16	11.30	7.74	9.48	7.99
	Total Ordinary Maintenance	99.17	85.53	80.69	84.04	77.42
Protective Service:						
4480	Contract Costs	0.00	0.00	0.00	0.29	0.00
	Total Protective Service	0.00	0.00	0.00	0.29	0.00
General Expense:						
4510	Insurance	9.70	8.55	15.15	20.19	19.47
4520	Payments In Lieu Of Taxes	1.54	1.84	2.30	1.61	1.79
4530	Terminal Leave Payments	0.49	0.00	0.00	0.68	0.58
4540	Employee Benefit Contribution	50.78	45.36	43.04	41.04	37.64
4570	Collection Losses	0.16	2.48	2.16	0.88	1.03
	Total General Expense	62.35	58.23	62.65	64.40	60.51

Acct #	Account Title	1997	1996	1995	1994	1993
Nonroutine Maintenance:						
4610	Extraordinary Maintenance	0.00	-0.07	0.00	0.00	0.29
4620	Casualty Losses	0.00	0.00	0.01	0.34	-0.35
Total Nonroutine Maintenance		0.00	-0.07	0.01	0.34	-0.06
Capital Expenditures:						
7520	Repl. Of Equipment	1.07	0.14	0.17	0.53	0.64
7540	Property Betterments	1.58	7.27	9.87	0.34	0.00
7560	Casualty Losses	0.00	0.00	0.00	0.00	0.00
Total Capital Expenditures		2.65	7.41	10.04	0.87	0.64
TOTAL OPERATING EXP.		323.15	296.78	288.11	292.47	270.24
Prior Year Adjustment:						
6010	Affecting Residual Receipts	0.00	3.40	-0.95	0.65	0.72
Total Operating Expenses:						
	Including Prior Year Adj.	323.15	300.18	287.16	293.12	270.96
	Residual Receipt Or Deficit	-173.66	-152.97	-145.45	-159.72	-143.45
Subsidy:						
8020	Current Year	174.53	177.81	155.45	154.22	141.71
8021	Prior Yr. Adjustment	-6.35	0.00	6.77	7.95	0.00
Total HUD Contribution		168.18	177.81	162.22	162.17	141.71
Residual Receipt Of Deficit		-5.48	24.84	16.77	2.45	-1.74
OTHER FINANCIAL DATA:						
2820	Operating Reserve	1,581,167	1,748,909	994,967	477,219	402,752
	Maximum Op. Reserve	4,942,272	4,824,539	4,615,093	4,440,106	4,229,161
	% Of Allowable Reserve	32%	36%	22%	11%	10%
	Accounts Receivable	45,170	40,094	29,476	27,564	23,289
	Vacated Tenants	59,462	5,044	25,773	37,947	37,012

The Housing Management Department, is staffed with 28 permanent and 5 temporary employees. This department experienced tremendous staffing changes during FY 1997: not one development has the same manager it had last year. This was only one of the significant adjustments Housing Management has experienced during the past year.

During Fiscal Year 1997, the Resident Selection Office processed 1,170 applications by reviewing police reports, conducting home visits, and verifying applicant-provided information to determine the applicant's eligibility and suitability for public housing. Pursuant to this process, the applicant family joins the waiting list for housing. When an applicant's name reaches the top of the waiting list, the management staff offers a unit from the development with the most vacancies. Applicants become PHA residents when they have signed their lease and submitted both rent and a security deposit.

The management site staff is responsible for the day-to-day operations of seven elderly/disabled developments and seven family developments, totaling 2,584 public housing units. The development site staff is responsible for contacting and offering the applicant family an available unit. The site staff contacts applicants, offers them units in their development, explains PHA leases and policies, collects rents, counsels residents, enforces leases, and evicts tenants.

Although the Housing Management Department is continuing to successfully attain its Goals Management/Performance Monitoring System Plan goals, senior staff (the Organizational Team) conducted an extensive review and revitalization of these goals. The Organizational Team analyzed each and every method of measuring performance for each goal – changing particular methods to reflect a better understanding of the relationship between specific goals and day-to-day operations, re-writing some goals to reflect actual operations, and adding still other goals to enhance and codify this department's performance.

Public housing management is by nature a dynamic field in a politicized environment. This was particularly true for FY 1997, with sweeping legislative welfare reforms. This department continues to meet these challenges by implementing (or helping to implement) systemic improvements impacting routine intra- as well as inter-departmental operations:

- Developed site-specific, interdepartmental triage teams to resolve development issues.
- Established a Marketing Team to assess the issues affecting occupancy and to implement programs to build the waiting list (particularly for the elderly market).
- Created an Organizational Team of senior staff to review departmental policy, develop appropriate training, and propose and implement resolution of complex public housing issues.
- Implemented stricter admission standards for applicants with criminal backgrounds.
- Initiated development of a departmental training manual, including issues of professional ethics.
- Conducted a comprehensive revision of Housing Management transfer policies and procedures to eliminate fraudulent circumvention of the waiting list.

Department of Housing Management

RESIDENT SELECTION OFFICE

New Applications

A total of 1,585 new applications were received this year, a 40 percent increase from last year's 948 new applications (the family list was opened for two weeks in November 1996). With the exception of the period of November 12, 1996 through November 22, 1996, the waiting list for Public Housing has only been open for efficiencies, one, or two-bedroom apartments in elderly/disabled high-rises. The number of elderly/disabled applicants dropped from 769 in FY 1996 to 650 in FY 1997, a decrease of 9%. However, we experienced a dramatic (50%) increase in elderly-only (age 58 and above) applicants after the Marketing Team introduced and advertised an incentive program. Fig. 2 shows a cyclical pattern of opening the waiting list approximately every other year.

FIGURE 1

*Applications
Received
FY 1997*

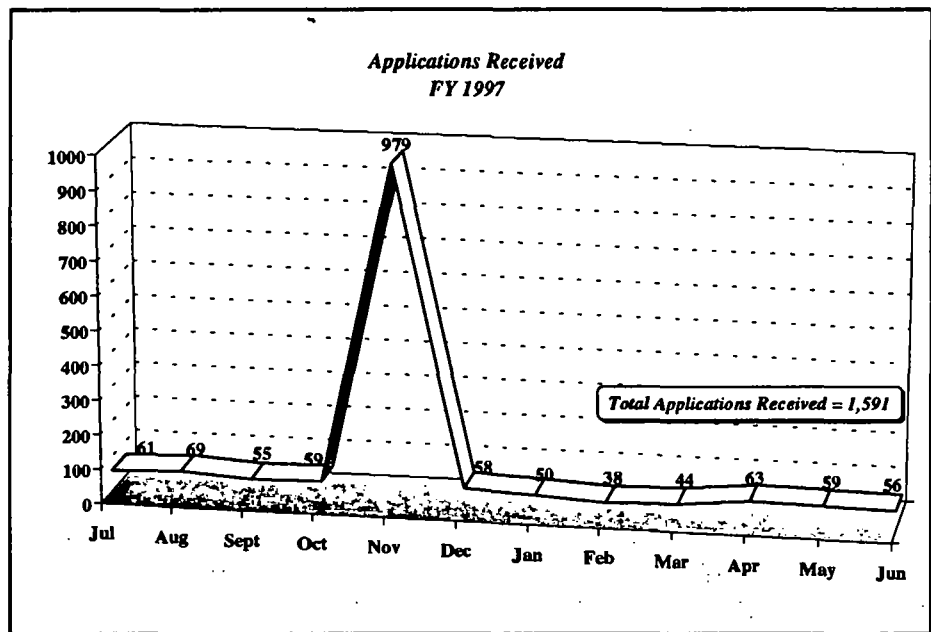
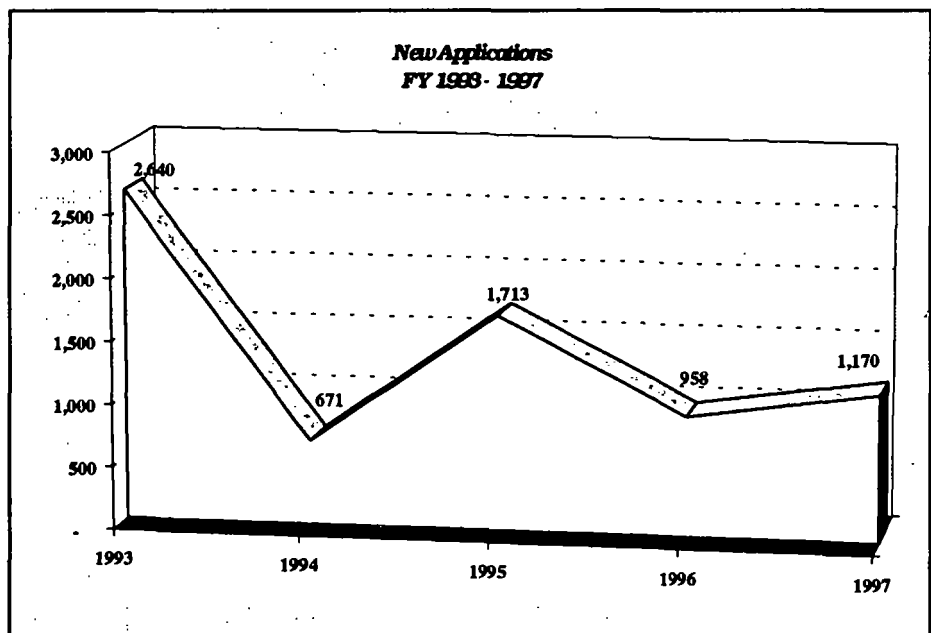


FIGURE 2

*New Applications
FY 1993-1997*



Waiting List

As of June 30, 1997 there were 1,170 individuals and families on the PHA's waiting list, a 34% increase from last year's total (874). Two bedroom units and three bedroom units are in the greatest demand, making up 35% and 33% of the waiting list respectively. Four bedroom units and one bedroom units are in equal demand, each making up 11% of the waiting list. Nine percent desire efficiencies and the remaining 1% are applying for five bedroom units.

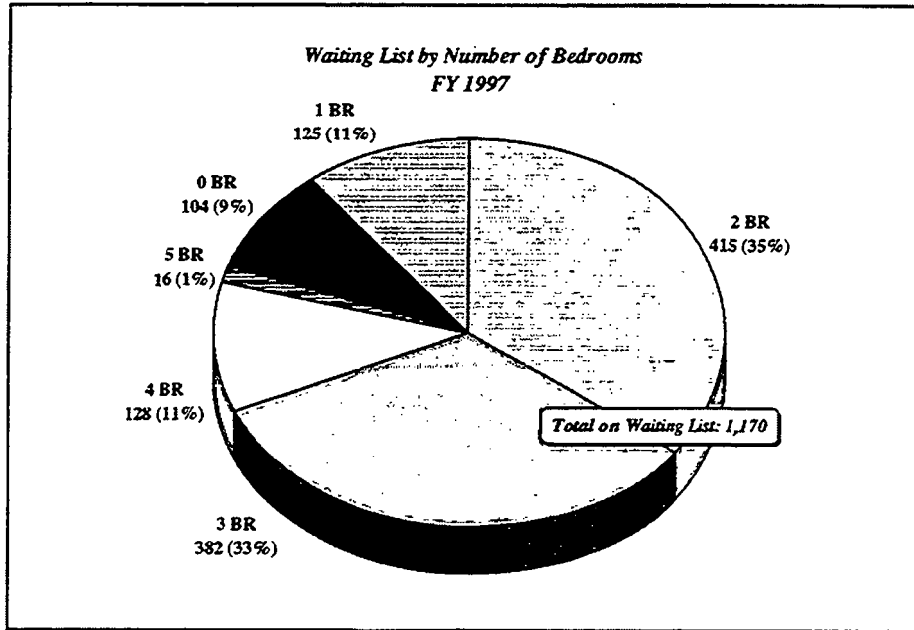


FIGURE 3

*Waiting List by
Number of
Bedrooms
FY 1997*

Families presently comprise 81 percent of the applicants on the Public Housing waiting list. Because the average wait is long (approximately three to four years), families tend not to refuse units and, once they get in, stay in public housing for a longer period of time. This decreases the number of vacated units and thus increases the average wait for new applicants.

Elderly/disabled developments, on the other hand, tend to have a high turnover rate and thus a much shorter waiting list. The majority of vacancies for this fiscal year occurred at the elderly/disabled high-rises. An elderly/disabled person can be housed in an efficiency apartment within two months of the date of application.

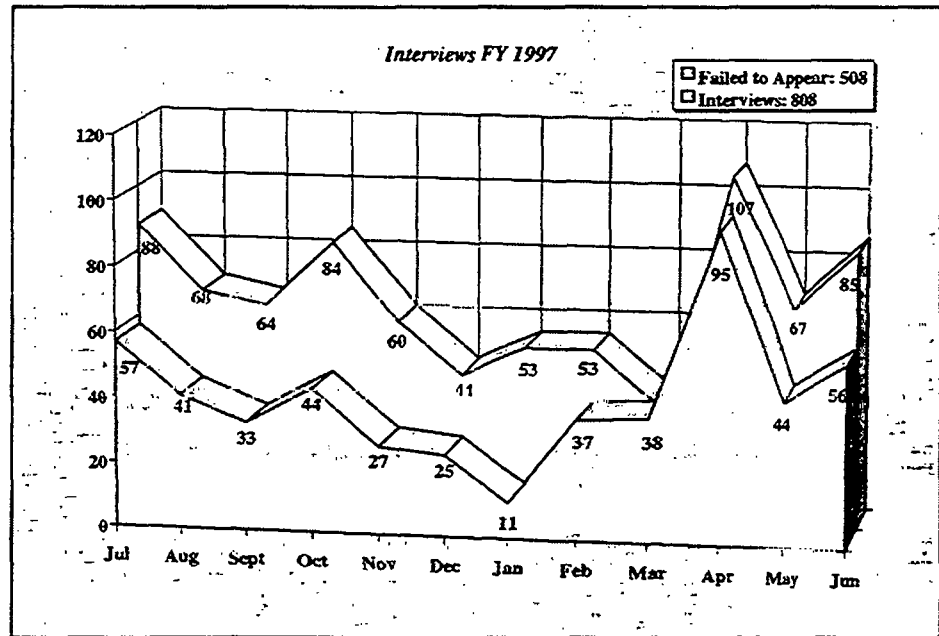
Applicant Interviews

Applicants with satisfactory landlord references, good housekeeping habits, and no criminal record are scheduled for a PHA office visit. At this time, applicants bring the documentation required by HUD to verify family composition (birth certificates and social security cards), income for all family members, and rent and utility receipts. All documents are photocopied and placed in the family's permanent file.

Procedures for re-scheduling appointments, the annual update of the list and applicants' awareness that once removed from the list they can not re-apply have all contributed to a more efficient system for processing applications.

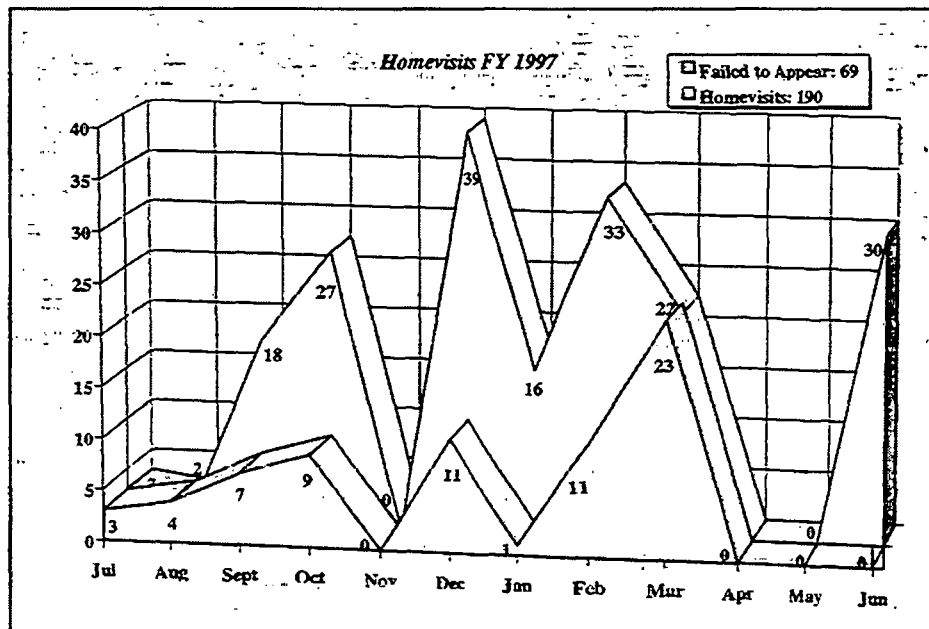
The Resident Selection Office staff scheduled 1,316 interviews during FY 1997. The staff conducted 808 interviews of prospective residents. An additional 508 (39%) applicants scheduled an interview but failed to appear. This included the processing of

*As of June 30,
1997 there were
1,170 individuals
and families on the
PHA's waiting list,
a 34% increase
from last year's
total (874).*

FIGURE 4*Interviews
FY 1997*

Homevisits

The PHA schedules homevisits with applicant families with no prior criminal record. Applicants are notified by mail at least one week prior to the visit. During the visit, Resident Selection Office staff updates the family's application, evaluates their housekeeping habits and speaks with their landlord to further determine family eligibility.

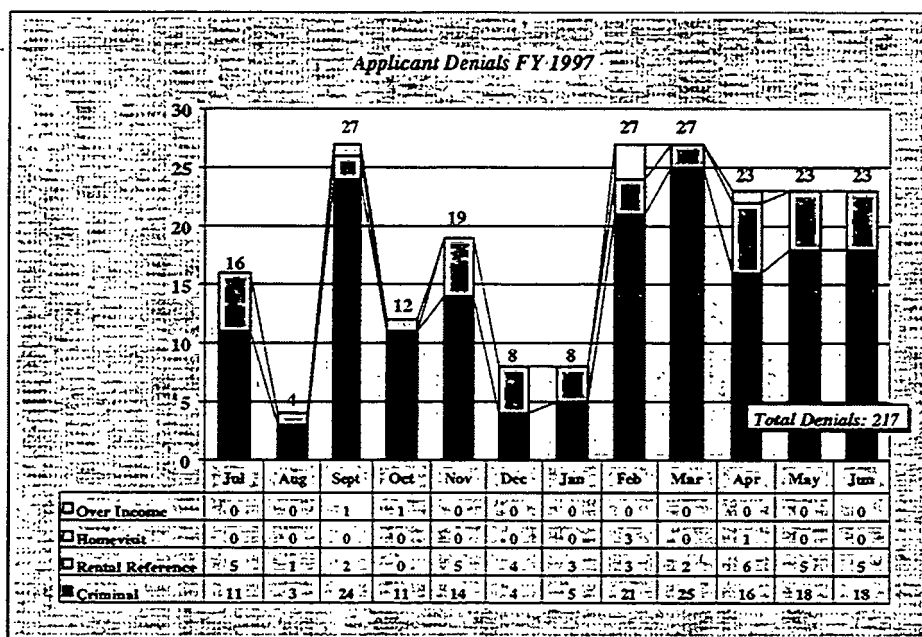
FIGURE 5*Homevisits
FY 1997*

In FY 1997, the Resident Selection Office scheduled 265 families for a homevisit; 190 homevisits were conducted and 69 (26%) applicants did not keep the appointment. This is a 73% increase from last year's total of 194 scheduled homevisits. Such a

considerable increase in homevisits is a result of the 23% increase in new applications received since the 1996 fiscal year. Any applicant who does not have acceptable housekeeping habits or whose landlord testifies that the applicants were poor tenants due to rent paying habits, damages or complaints may be denied public housing. Of the 190 families visited, only 5 were denied housing based on the housekeeping conditions observed on the home visit.

Applicant Denials

As part of the screening process, the PHA conducts criminal background reviews of each public housing applicant 18 years and over. Because criminal records are the primary reason for applicant denial, background checks are conducted early in the screening process. Recently Resident Selection has tightened the screening procedure to deny any applicant with a criminal record within the past ten years (up from five years). The PHA notifies ineligible applicants in writing. Any denied applicant may request an informal conference with the Resident Selection Manager to discuss the results of the criminal report. If the matter is not resolved the applicant may request a formal grievance hearing with a three-member panel who arbitrate final applicant eligibility.



During FY 1997, the PHA denied housing to 170 applicants based on his/her criminal record, accounting for 78% of all denials. Other reasons for applicant rejection included unsatisfactory rental references (19%), poor housekeeping (2%), and income (<1%).

Ineligibility Conferences/Formal Grievance Hearings

Once an applicant is denied admission to public housing for any reason, he or she is afforded several opportunities to appeal the decision. The first step is to request an informal conference with the Resident Selection Manager to request reconsideration of the decision.

In FY 1997, the Resident Selection Manager conducted 80 conferences and reversed the initial determination of ineligibility in 17 instances (21%) when the applicant provided information or references that attested to the applicant's ability to meet PHA resident selection standards. Should the applicant still be denied admission, he or she may

FIGURE 6

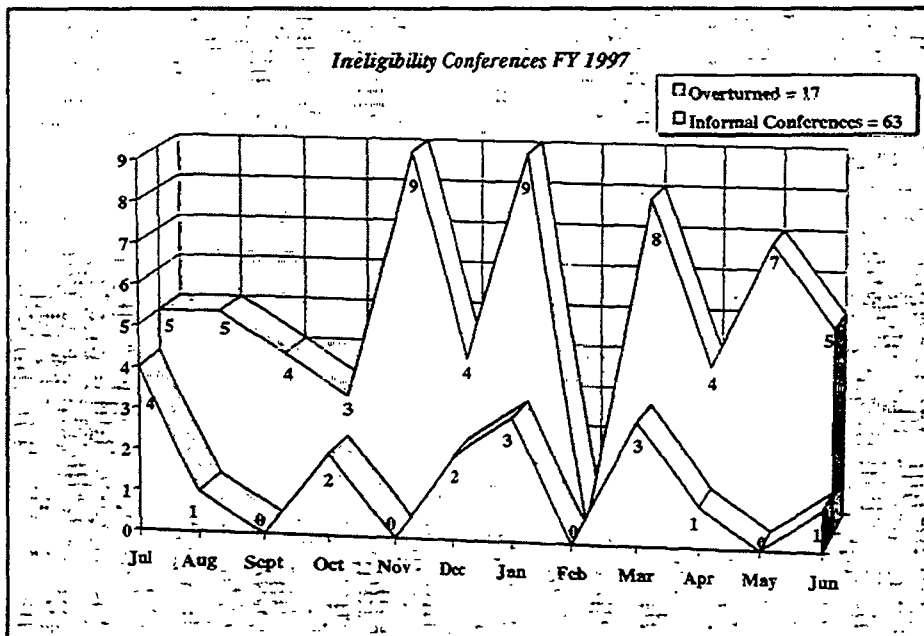
*Applicant Denials
FY 1997*

In FY 1997, ten (10) formal conferences were held and the panel upheld the PHA's initial ruling in every case.

request a formal grievance hearing before a three-person panel comprised of a PHA staff member, a public housing resident, and a member of a nonprofit social service agency. In FY 1997, ten (10) formal conferences were held and the panel upheld the PHA's initial ruling in every case.

FIGURE 7

*Ineligibility
Conferences
FY 1997*

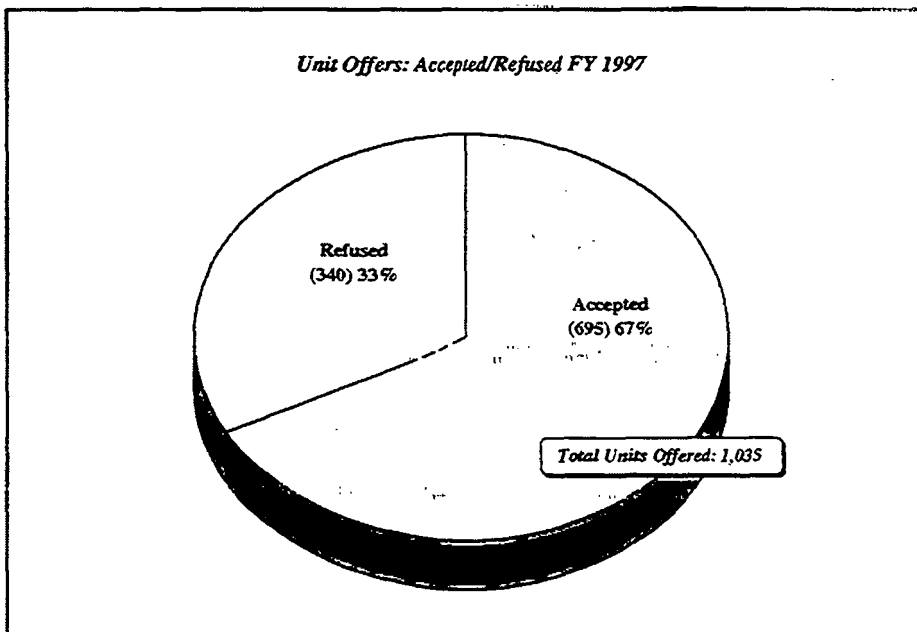


Unit Offers: Accepted/Refused

Upon completion of the screening process, but before they are offered a unit, applicants are scheduled to attend a one day session of the Preparation for Community Living Program, which includes an orientation to the remaining application process and leasing procedures. When an applicant's name reaches the top of the waiting list he or she is offered a unit at the development with the highest number of vacancies. Applicants are not allowed to wait at the top of the waiting list until a unit is available at the development of his/her choice.

FIGURE 8

*Unit Offers:
Accepted/
Refused
FY 1997*



In FY 1997, the PHA offered 1,035 units to applicants of the waiting list. Of this number, 695 (67%) families/individuals answered and accepted units and 340 (33%) did not respond or refused units. The acceptance rate for PHA housing increased 54% in FY 1997, partly because the PHA offered newly modernized family units.

Reasons for Unit Refusals

When an applicant refuses a unit or does not answer to the Manager's notice of an available unit, the file is returned to the Resident Selection Office which tracks the reasons for refusals on a monthly basis. The PHA uses this information to determine flaws in its marketing strategies and applicant screening process. Most applicants do not actually refuse units, but do not respond to notification of apartment availability. Some find other accommodations, lose interest, fail to show for leasing, or require larger units.

The primary reason for unit refusal is no response to notification of unit availability (28%), followed closely by location, which accounts for 18% of refusals. Seventeen percent of refusals are due to the lack of interest. Anyone refusing a unit is dropped to the bottom of the list. Before being terminated from the waiting list, each applicant is sent a final letter to give them an opportunity to remain on the list.

When an applicant refuses a unit or does not answer to the Manager's notice of an available unit, the file is returned to the Resident Selection Office which tracks the reasons for refusals on a monthly basis.

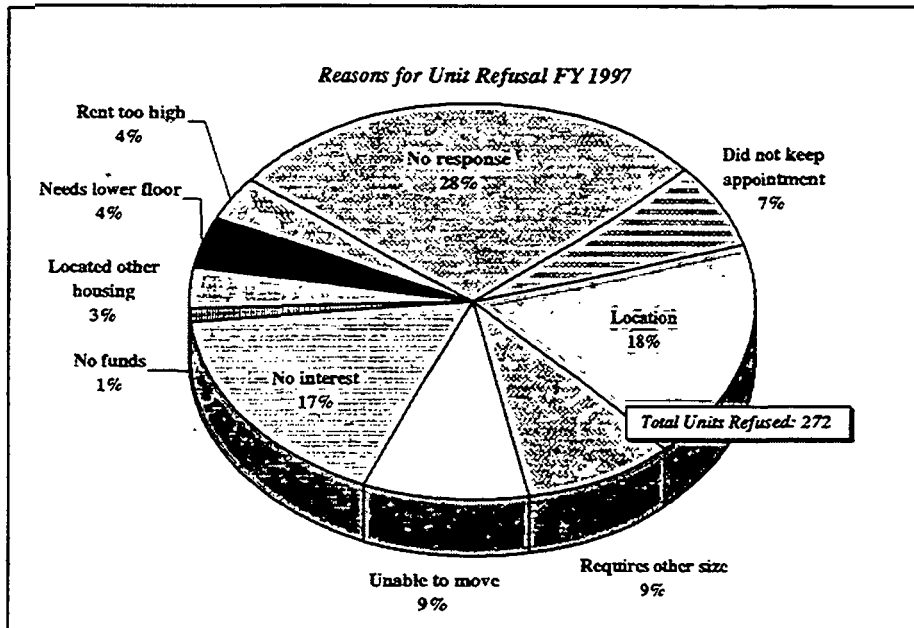


FIGURE 9

*Reasons for Unit Refusals
FY 1997*

OCCUPANCY DATA

Figure 10 illustrates that over the course of the fiscal year occupancy has been steady, but below our goal. Some of the reasons for this are the elderly only designation of two high-rises without a standing waiting list for these units and the high refusal rates at Chad Brown, Admiral Terrace and Sunset Village (in part due to the impoverished surrounding neighborhood and the type of buildings/units). The Housing Management Department has formed a Marketing Team which has already had significant success attracting elderly applicants, and is planning a detailed staff training on marketing family units to reduce the refusal rate.

FIGURE 10

*Lease Rate
FY 1997*

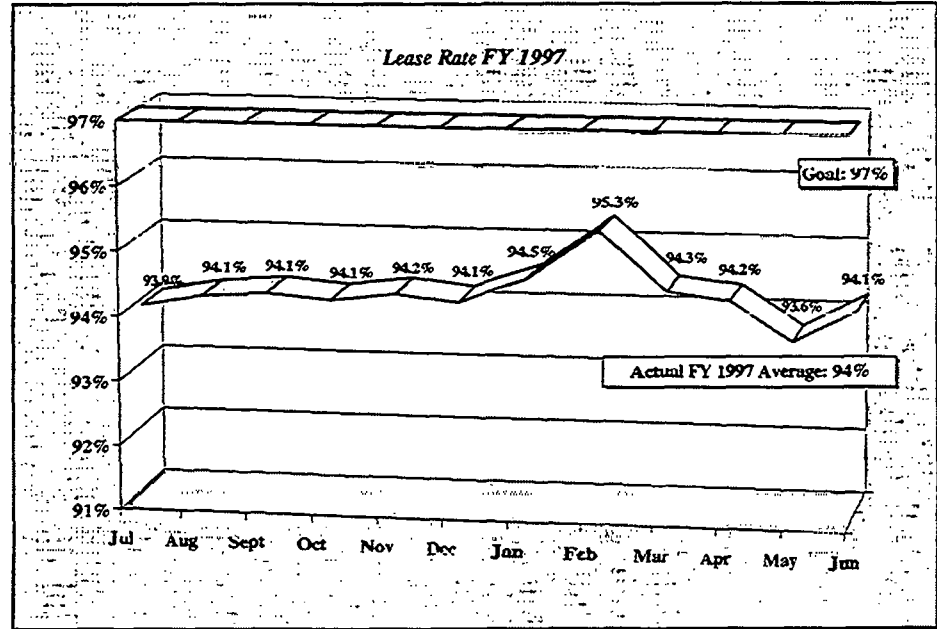
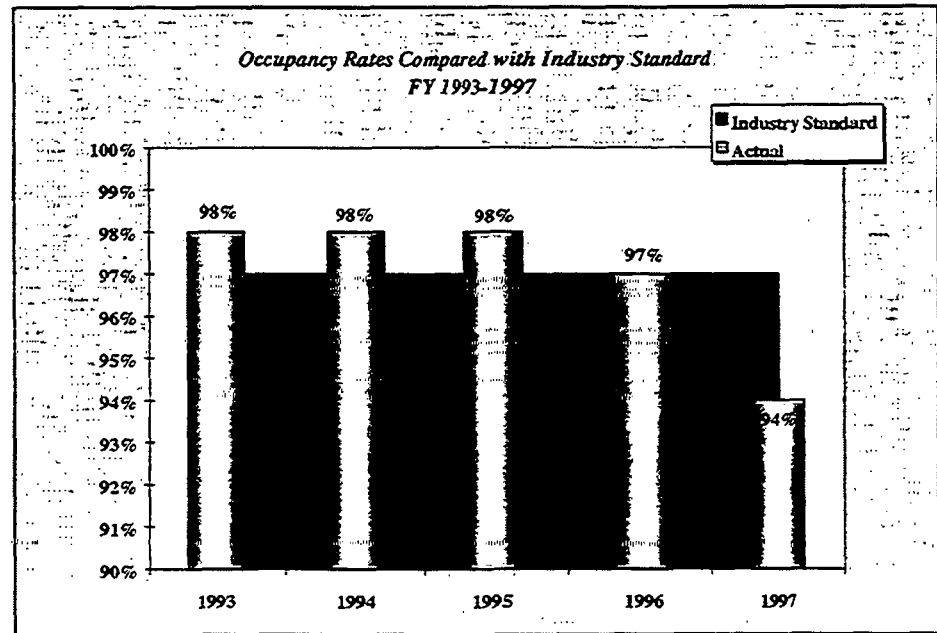


FIGURE 11

*Occupancy Rates
Compared with
Industry Standard
FY 1997*



TENANTS' ACCOUNTS RECEIVABLE

Rent Distribution

Monthly rent is 30% of a family's anticipated annual gross adjusted income divided by twelve. Generally, if a family's income increases so does its rent. The rents at the PHA range from zero to several hundred dollars per month.

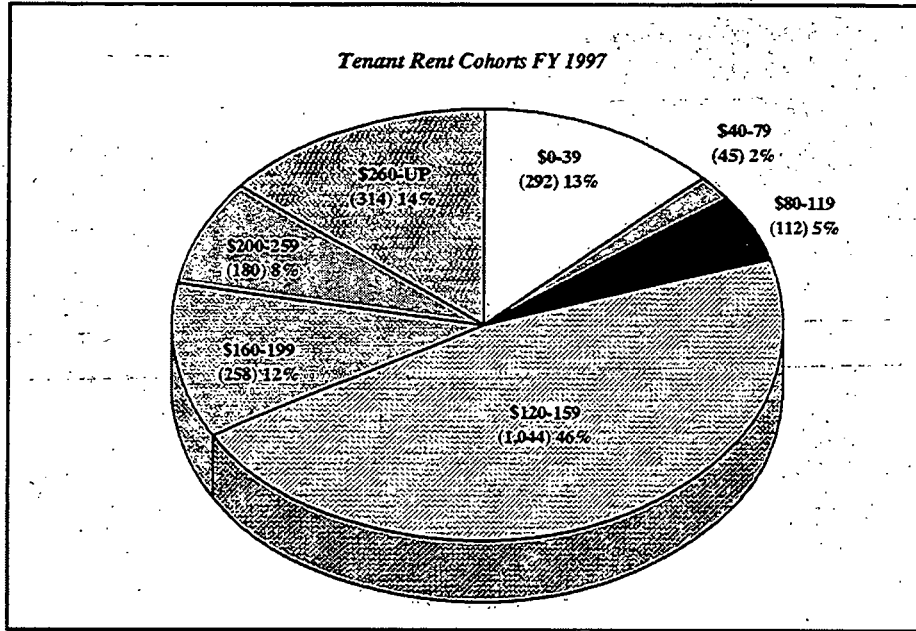


FIGURE 12

*Tenant Rent
Cohorts
FY 1997*

Increases in average PHA rent can be attributable to positive changes in the economy and public policy. The Housing Management department is currently exploring development and implementation of a discretionary earned income deduction in order to attract and assist working low-income families.

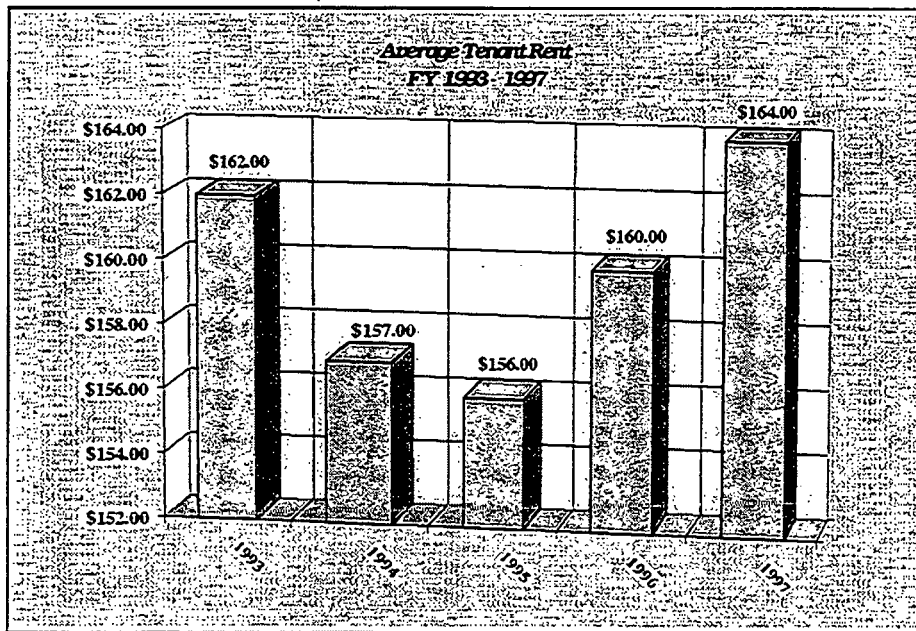


FIGURE 13

*Average Tenant
Rent
FY 1993-1997*

TABLE I

*Rent Distribution
FY 1993-1997*

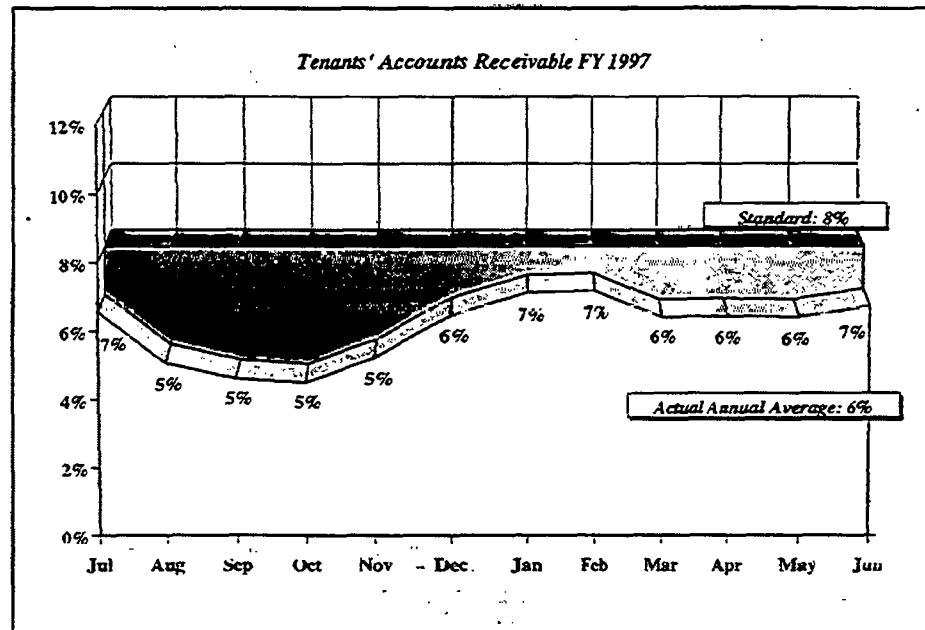
Year	Number paying \$0-\$39	Percent Difference
1993	123	+14%
1994	281	+128%
1995	310	+10%
1996	309	- <1%
1997	292	-5.5%

Collections

The Providence Housing Authority exceeded its goal (92%) for collections in every month of the fiscal year, and far exceeded the industry standard for collections (90%). In fact, Housing Management holds staff to a higher standard than the PHMAP formula by including all outstanding charges, not just rents.

FIGURE 14

*Tenants' Accounts
Receivable
FY 1997*



Housing Management's outstanding (uncollected) Tenant Accounts Receivables (TAR's) averaged 6.07% for FY 1997 (see Figure 14). The industry standard for rent collection remains at 90%. This year, Housing Management raised its own internal goal to 92%, and successfully met that goal with a 94% collection rate.

The Providence Housing Authority exceeded its goal (92%) for collections in every month of the fiscal year, and far exceeded the industry standard for collections (90%). In fact, Housing Management holds staff to a higher standard than the PHMAP formula by including all outstanding charges, not just rents (see Figure 15).

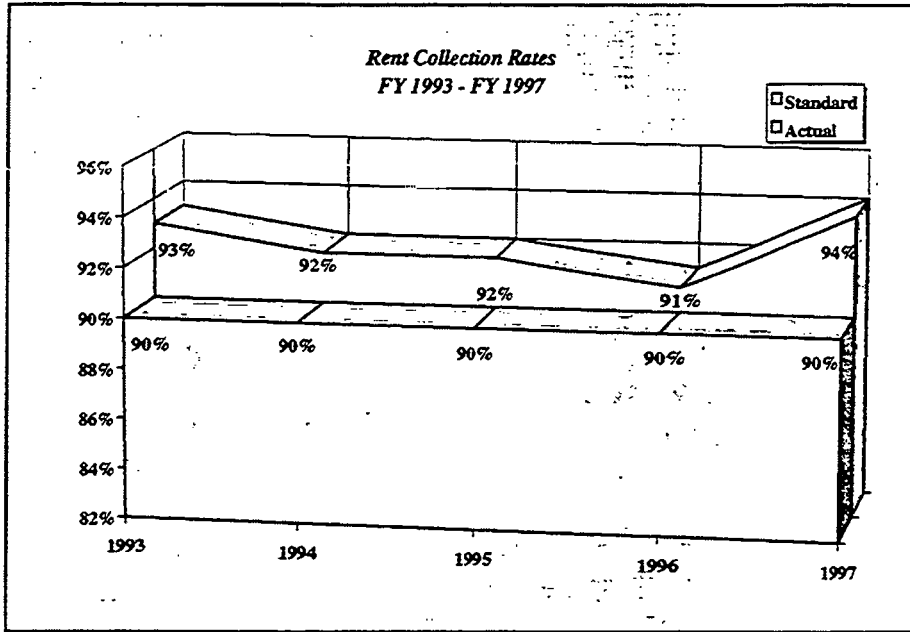


FIGURE 15

*Rent Collection
Rates
FY 1993-1997*

MANAGEMENT ACTION

Rental Agreements

The Housing Management Department uses tougher than national standards of rent collection set by the US Department of Housing and Urban Development (HUD) as its goal. Achievement of these goals results in high scores on HUD's Public Housing Management Assessment Program (PHMAP) and more operating dollars for the PHA. Failure to achieve these goals results in less dollars and negative audit findings.

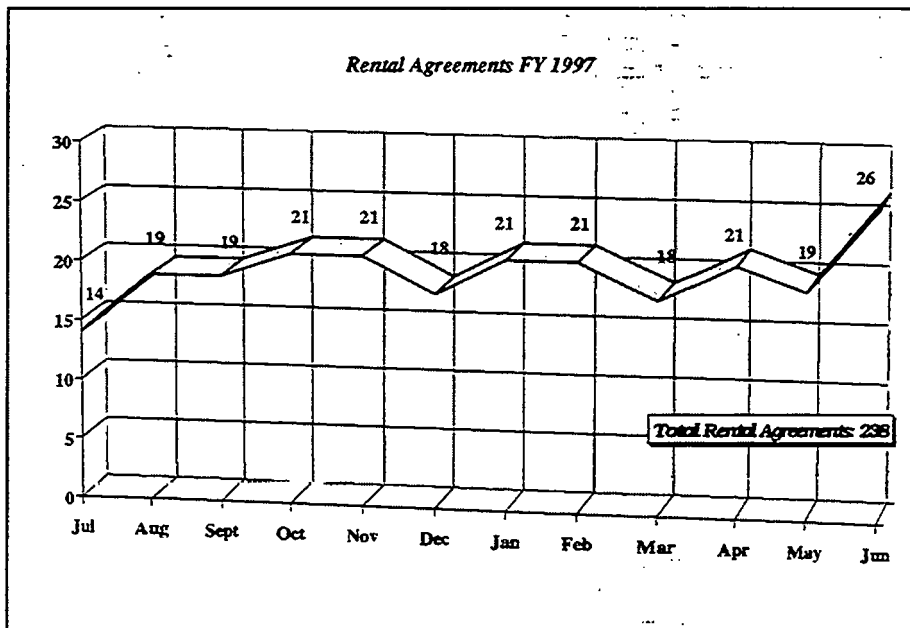


FIGURE 16

*Rental Agreements
FY 1997*

Drug-related offenses fall under the PHA's "one-strike" policy – a comprehensive preventive approach that begins with the applicant screening process. Drug-related evictions have fallen 80% since the inception of this policy.

FIGURE 17

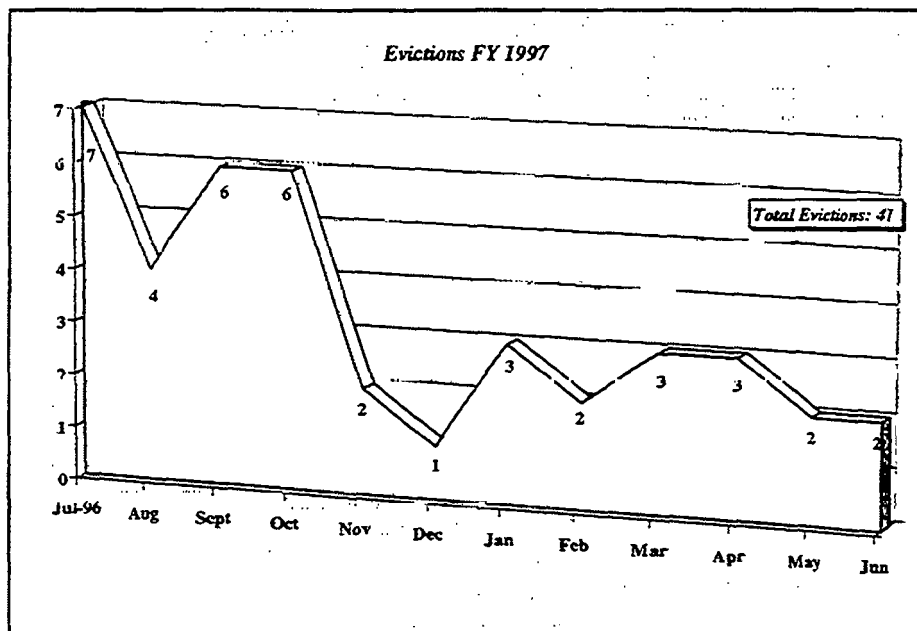
*Evictions
FY 1997*

A family who is having difficulty making his or her rent payments may avoid eviction by entering into a rental agreement. A rental agreement is a contract between a manager and tenant which allows the resident to pay his or her arrears over a maximum of ten months as an alternative to eviction. Rental agreements are only provided for residents with sufficient reason for delinquency.

Each family is allowed one rental agreement per year. During FY 1997, 238 rental agreements were executed with residents. In addition to providing rental agreements, the Housing Management Department works with the Department of Community Services to give economic counseling to families in need.

Evictions

Drug-related offenses fall under the PHA's "one-strike" policy – a comprehensive preventive approach that begins with the applicant screening process. Since it's implementation, the incidence of drug related offenses occurring on or near PHA property by residents or their guests has significantly decreased. In FY 1995, 37.5% of all eviction actions were drug related. In FY 1996, 13.5% (18) were drug-related and in FY 1997, the percentage fell to 7.5% (3) - an 80% decrease since the inception of the "one-strike" policy.



If the resident's response is to the satisfaction of the manager, there will be no further action. The attachment letter is then filed for future reference in the resident's file. If the resident's response is unsatisfactory, the manager will proceed to court where a judge will determine if the PHA can take possession of the rental unit.

TABLE II

Evictions FY 1997

Actual Court Judgment -- without Truck	12
Actual Court Judgment -- with Truck	10
On Eviction -- but vacated prior to court	19

The most serious stage of eviction is an actual physical eviction from PHA property. The PHA staff makes every effort to prevent evictions through counseling, but if the resident fails to respond the PHA will physically evict (remove the family's possessions from PHA property) after securing approval from the court. The evictee is responsible for paying the PHA's legal fees associated with the eviction. The manager forwards

information on all families who are evicted to the Resident Selection Office. Applicants with a public housing eviction record are automatically denied admission. The PHA physically evicted 9 tenants during FY 1997.

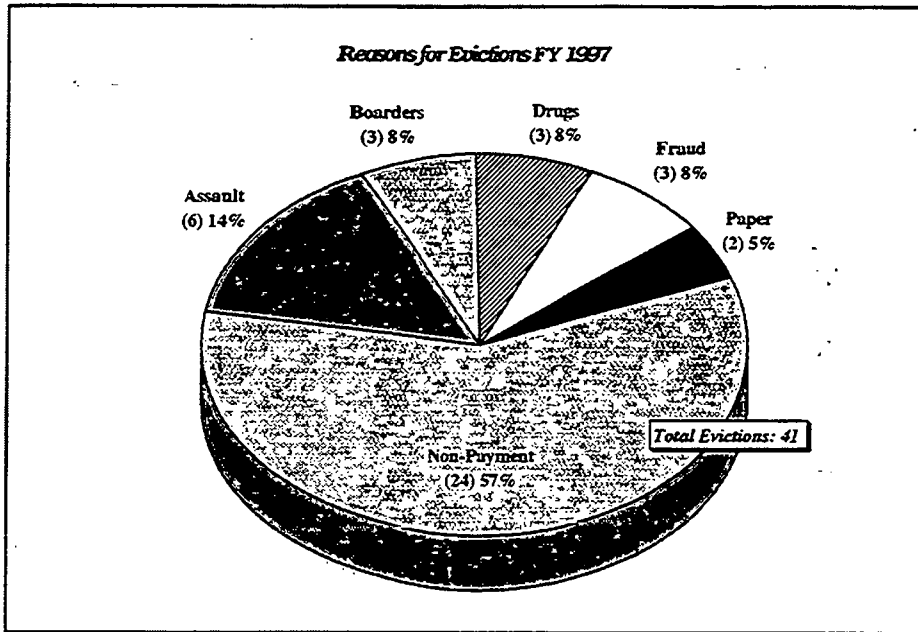


FIGURE 18

*Reasons for
Evictions
FY 1997*

MANAGEMENT FUNCTIONS

Management Conferences

Management Conferences are meetings between a site staff person and a tenant for any reason involving their residency. This includes meetings on rent collection or lease violations as well as informational meetings to explain PHA-sponsored activities.

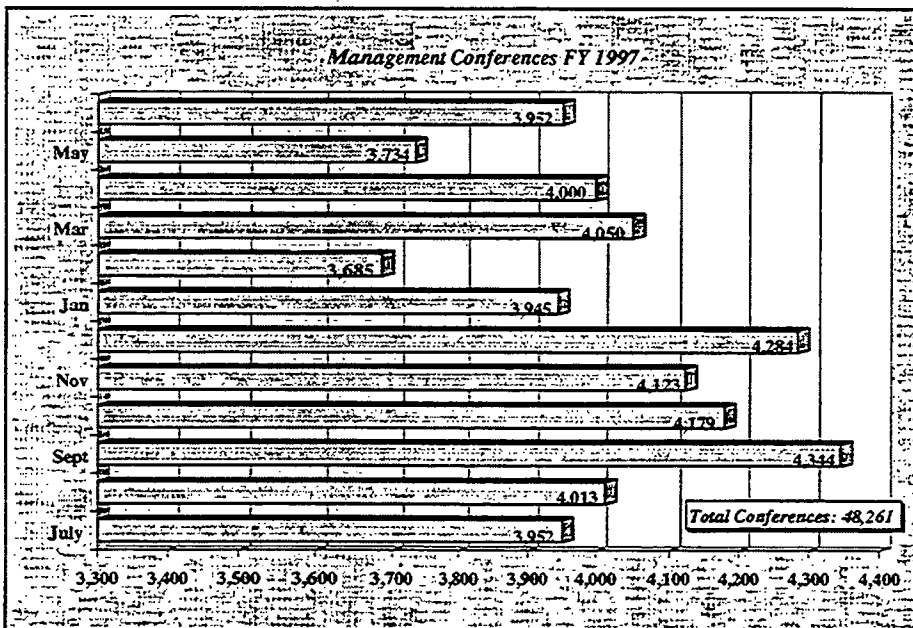


FIGURE 19

*Management
Conferences
FY 1997*

During FY 1997,
1,721 vehicles
were tagged
(warnings issued)
and 158 vehicles
were physically
removed from our
property by tow
vehicles.

FIGURE 20

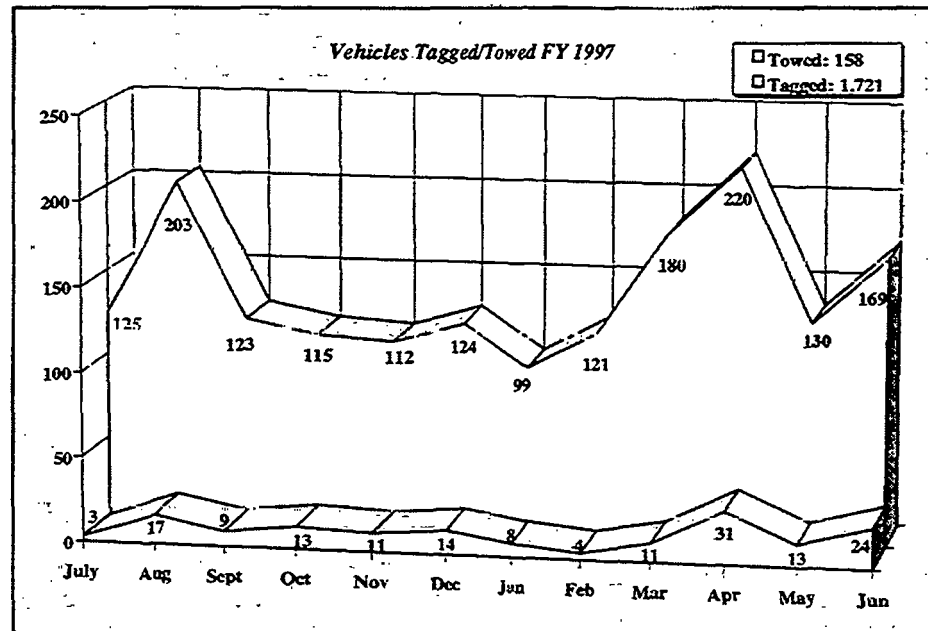
Vehicles
Tagged/Towed FY
1997

In FY 1997, the PHA development staff conducted 48,261 management conferences with our residents compared to 44,667 in FY 1996. Rent collections and annual recertifications to verify income and family size accounted for the majority of management conferences.

Vehicles Tagged/Towed

The Providence Housing Authority Vehicle Policy allows one parking space per elderly residents and two spaces for family residents. The PHA does not assign parking at any of its developments because it reduces available parking and would require increased management involvement to settle parking disputes. Visitors receive temporary permits to help control the flow of vehicles in the parking areas.

PHA police, working with management, are responsible for keeping unauthorized vehicles out of prohibited areas and preventing illegal parking. They are also responsible for prohibiting unregistered or abandoned vehicles from being on PHA property. During FY 1997, 1,721 vehicles were tagged (warnings issued) and 158 vehicles were physically removed from our property by tow vehicles. In FY 1996, 1,403 vehicles were tagged and 187 were physically towed.

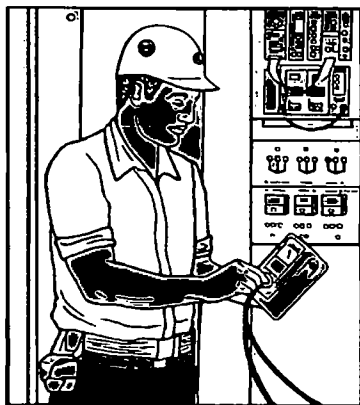


Facilities Management is the largest department of the Providence Housing Authority with a current staff of 100 employees and an annual budget exceeding three million dollars.

Our mission as well as our management techniques have changed markedly over the last five years. We are no longer just a typical maintenance department that limits its focus to keeping the grounds tidy and fixing routine problems. Rather, our department has come to be a more essential part of the whole organization, working collectively and harmoniously as a team with the other departments of the PHA. Sharing in the effort to meet the tenets of our agency's mission, Facilities Management now goes to greater lengths to promote the safety and cleanliness of our resident's environments. Being in close and friendly contact with the residents, the men and women of this department always keep an eye out for possible danger, spotting potential problems that could threaten to the health and well being of the tenants.

We also actively participate in the Modernization inspection process devoting hundreds of hours to inspections and construction meetings in attempts to prevent future downfalls.

For the third year in a row, we have processed over 50,000 work orders. These work orders are classified into eight different categories. Each work order that is recorded is tracked and categorized. Although manpower has increased slightly over the past five years, it hasn't kept pace



with growing number of new units, larger areas of landscaped property, the rising numbers of vehicles and boiler equipment or the previously contracted work that is now performed in house. These changes, in addition to the work needed to maintain our littered and vandalized buildings and grounds, result in a considerable shortfall: our unit turnaround time.

Quality control standards have become the main focus of our whole department. Methods to improve processes

for better results are continuously being devised, revised and implemented but the anticipated improvements will not take place overnight. Such re-engineering requires training, patience and the full cooperation of all departments.

Although this department is often encountered by unexpected emergency situations, our staff was able to correct and/or abate such problems within 24 hours. Most of our planned operations were performed and completed within the projected deadlines.

The fiscal year began with the departure of our Senior Operations Planner. Consequently, some of his projects, such as the energy management system, were adversely affected. Shortly after his departure, a team was formed to complete this unfinished endeavor under the leadership of the Director of Facilities Management. While the Barry Road and Academy Avenue sections of the projects have already been successfully completed, the Coddington Court part is presently in the final stages of completion. A new energy management system at Dominica Manor is currently under negotiation and is expected to begin in the fall of 1997.

Department of Facilities Management

Sharing in the effort to meet the tenets of our agency's mission, Facilities Management now goes to greater lengths to promote the safety and cleanliness of our resident's environments.

There were 54,288 work orders generated in FY 1997, a decrease of 250 (<1%) from the previous year.

Efficient and manageable facility inventory makes for more successful operations at the Providence Housing Authority. In the past, inventories of each *individual* development have been created in the departments of Facilities Management, Modernization and Development and Housing Management. Typically these inventories were custom made and were modified when required. In an effort to consolidate these inventories into a comprehensive one and to include new physical information (i.e.: length, area and volume), the Department of Facilities Management has created one database for *all* PHA developments. The inventory is now complete with the exception of the information related to the scattered sites. This job required substantial research and meticulous



mathematical calculation which was largely performed by our intern from the University of Rhode Island under the guidance of the Facilities Management staff. The database will be used for various purposes such as cost estimates, needs assessment, energy management and monthly and yearly management reports.

In past years, other PHA departments assumed the responsibility of preparing the Annual Utility Report. This year, however, the Department of Facilities Management had the time and human resources available to conduct the background research necessary for this type of report.

In addition to the comprehensive inventory that this department developed this year, a few other written accomplishments merit citation. The department developed a *Quality Control Standard and Standard Procedures* guide of all maintenance jobs. With the collaborative efforts of all PHA foremen, Facilities Management now has a *Snow Removal Plan* and an *Annual Landscaping Plan*.

Currently the jobs in hand for this department are:

- Upgrading/installing control equipment at Dominica Manor
- Installing communication equipment at Dominica Manor so we can monitor and control equipment activities from our central dispatch
- Preparing comprehensive time-standards database on newly developed inventory
- Working with MIS to develop an intra-departmental information LAN
- Developing with MIS an inter-developmental broadband Ethernet network that can be used for both information and control systems
- Upgrading the existing work order system with the MIS department
- Negotiating with different vendors for possibilities of digitizing old blue prints

Since the 1993 fiscal year, the annual total for maintenance work orders has risen by 14%. There were 54,288 work orders generated in FY 1997, a decrease of 250 (<1%) from the previous year. All but 299 work orders received in FY 1997 were closed by the year's end - a **99% completion rate**.

TABLE I

*Total Work Orders
FY 1993-1997*

Fiscal Year	Work Orders	Pct. Change
1993	47,478	+20%
1994	49,313	+4%
1995	52,820	+7%
1996	54,538	+3%
1997	54,288	<1%

WORK ORDERS BY DEVELOPMENT

For the fifth consecutive year, Hartford Park generated more work orders than any other PHA owned development. In FY 1997, there were 10,189 work orders at Hartford which amounts to 19% of the annual total. This total *includes* work orders performed at Hartford Park that were not site-specific, such as vehicle maintenance and shop work. The Chad Brown/Admiral Terrace/Sunset Village developments collectively produced the second highest number of work orders with 7,673 or 15% of the total.

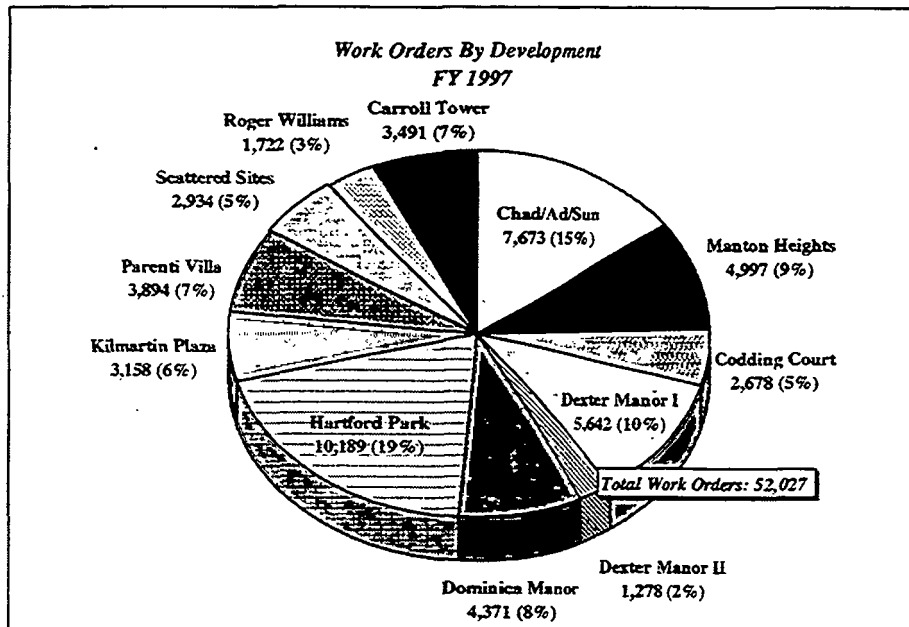


FIGURE I

*Work Orders by
Development
FY 1997*

The PHA recorded the fewest work orders at the 91-unit Dexter Manor II site with 1,278 or 2% of the total. Among the elderly/disabled developments, Dexter Manor I produced the greatest number of work orders (5,642) and made up 10% of the annual total.

Development	FY 1996	FY 1997	Pct. Change
Chad/Ad/Sun	7,505	7,673	+2%
Roger Williams	1,565	1,722	+10%
Codding Court	2,855	2,678	-7%
Hartford Park	12,029	10,189	-18%
Manton Heights	5,391	4,997	-8%
Dexter Manor I	5,792	5,642	-3%
Dominica Manor	4,656	4,371	-7%
Carroll Tower	3,898	3,491	-12%
Kilmartin Plaza	3,076	3,158	+3%
Parenti Villa	4,122	3,894	-6%
Dexter Manor II	1,205	1,278	+6%
Scattered Sites	2,444	2,934	+20%
Total	2,594	52,027	20:1

TABLE II

*Change in Work
Orders by
Development
FY 1996-1997*

From FY 1996 to FY 1997, the Scattered Sites experience the most significant increase in work order totals, rising from 2,444 to 2,934 (+20%). This is largely attributable to the growing number of Scattered Sites units and the deterioration of early built units. The second largest increase over the past year occurred at Roger Williams where work orders rose by 10%. Hartford Park and Carroll Tower experienced the most notable decreases since FY 1996, dropping by 18% and 12% respectively.

Number of Work Orders to Unit Ratio

The ratio of the average number of work orders to PHA units in FY 1997 was 20:1. This slight deviation from last year's ratio of 21:1 is attributable to the increase in units on line. Overall, the family development required 31,637 work orders with an average of 20 work orders per unit. With a total of 22,651 work orders, the elderly/disabled developments generated an average of 22 work orders per unit.

TABLE III

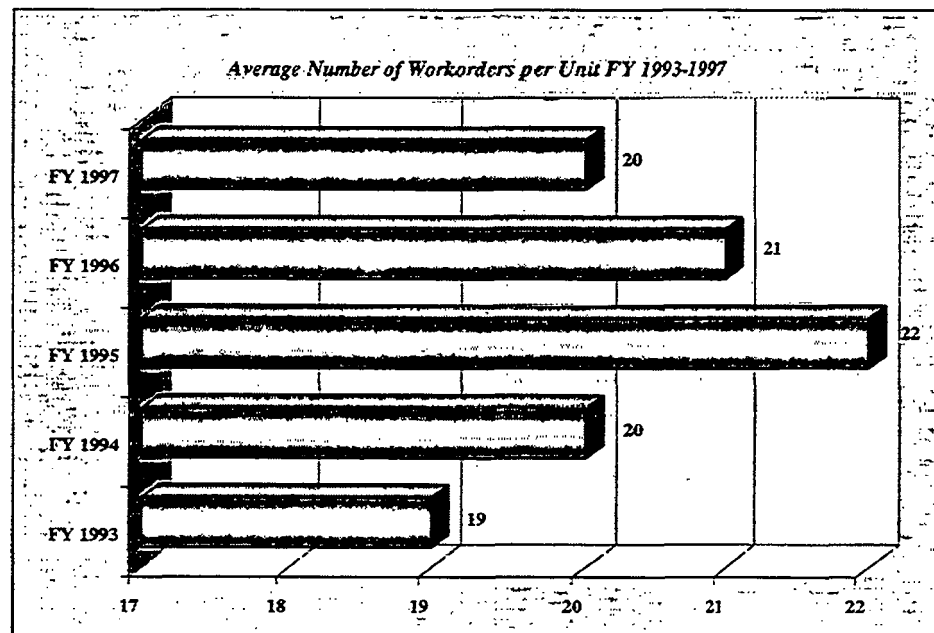
Work Orders to
Unit Ratio

Development	No. W/O	No. Units	Ratio
Chad/Ad/Sun	7,673	375	20:1
Roger Williams	1,722	40	43:1
Codding Court	2,678	120	22:1
Hartford Park	10,189	508	20:1
Manton Heights	4,997	330	15:1
Dexter Manor I	5,642	200	28:1
Dominica Manor	4,371	204	21:1
Carroll Tower	3,491	194	18:1
Kilmartin Plaza	3,158	106	30:1
Parenti Villa	3,894	194	20:1
Dexter Manor II	1,278	91	14:1
Scattered Site	2,934	232	13:1
Total	52,027	2,594	20:1

Roger Williams, the smallest development, had the highest ratio (43:1). Codding Court had also had a high ratio among the family developments (22:1). Kilmartin Plaza (30:1) and Dexter Manor I (28:1) has the highest ratios among the elderly/disabled developments. While these numbers give an overall picture of the total work orders, it does not however give a true comparison of work orders to units because grounds and mechanical needs vary from building to building. Work orders by type give a more accurate ratio.

FIGURE 2

Average
Number of Work
Orders per Unit
FY 1997



WORK ORDER BY TYPE OF ACTIVITY

The Facilities Management Department tracks eight types of work orders: (1) emergency, (2) resident service, (3) unit turnaround, (4) planned/preventive maintenance, (5) vandalism, (6) unit preventive maintenance inspections, (7) unit preventive maintenance work orders, and (8) cyclical painting. Several categories of work orders are used for Public Housing Management Assessment Program (PHMAP) monitoring. The department also has the ability to classify the work orders by nature of work, for example electrical, plumbing, and carpentry.



Past Fiscal Years

Over the past five fiscal years, the distribution of work order types has remained relatively consistent. Planned/Preventive Maintenance routinely comprises the majority (61%) and Resident Service typically accounts for one quarter. On average, Emergency, Vandalism and Cyclical Paint work orders each amount to <1% of the total work orders.

TABLE IV

*Percent Change in
Work Order
Categories
FY 1993-1997*

Work Order Type	FY 1993		FY 1994		FY 1995		FY 1996		FY 1997	
	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.
Emergency	82	< 1%	104	<1%	72	< 1%	135	< 1%	148	< 1%
Resident Service	11,339	24%	12,440	25%	13,286	25%	13,520	25%	12,412	23%
Unit Turnaround	2,228	5%	2,657	5%	3,600	7%	3,830	7%	4,093	8%
Planned/Preventive	30,576	64%	31,197	63%	31,472	60%	32,552	60%	33,133	61%
Vandalism	161	< 1%	183	<1%	228	< 1%	268	< 1%	234	< 1%
Unit P/M Inspection	2,178	5%	2,101	4%	2,512	5%	2,785	5%	2,684	5%
Unit P/M WO's	704	1%	464	1%	1,525	3%	1,350	3%	1,444	3%
Cyclical Paint	210	< 1%	167	<1%	129	< 1%	98	< 1%	140	< 1%
Total	47,478		49,313		52,820		54,538		54,288	

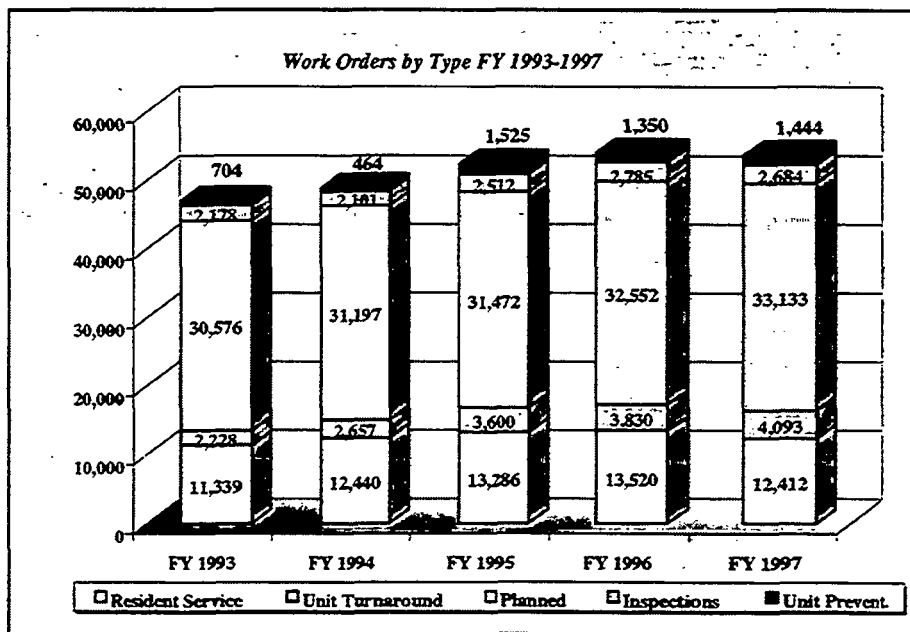


FIGURE 3

*Work Orders by
Type
FY 1993-1997*

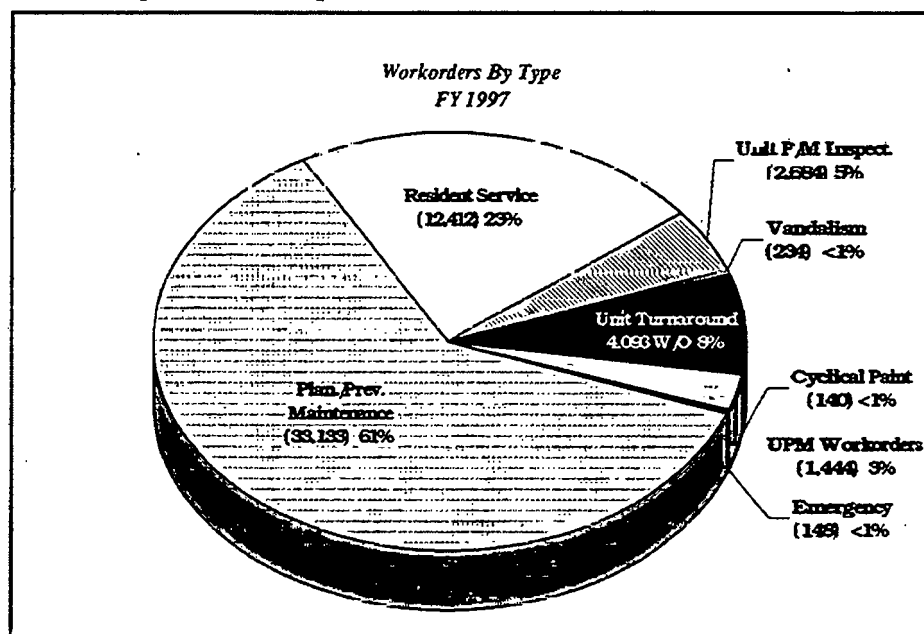
Work Orders by Type FY 1997

In FY 1997, the Department of Facilities Management performed 54,288 work orders. Consistent with the annual trend, Planned/Preventive Maintenance work orders comprised the greatest percentage of the total this fiscal year, totalling 33,133 (61%). Resident Service was the second most common work order type, making up almost one quarter of the annual total (23%). Unit Turnaround made up 8% of the whole and Unit Preventive Inspections made up 5%.

FIGURE 4

*Work Orders by
Type
FY 1997*

Emergency work orders consist of electrical outages, serious plumbing problems, or any situations that endanger the health and safety of the resident.



1) EMERGENCY WORK ORDERS

The department recorded 148 emergency work orders in FY 1997, a 10% increase from the previous year. Emergency work orders consist of electrical outages, serious plumbing problems, or any situations that endanger the health and safety of the resident. Facilities management personnel respond to and contain all emergency work orders on the same day. These work orders comprise less than 1% of all work orders.

2) RESIDENT SERVICE WORK ORDERS

TABLE V

*Resident Service
Work Orders
FY 1997*

Development	Total Units	Resident Service W/O	Ratio
Admiral Terrace	153	1,089	7:1
Chad Brown	198	1,365	7:1
Roger Williams	40	403	10:1
Coddling Court	120	290	2:1
Hartford Park	508	2,332	5:1
Manton Heights	330	1,152	3:1
Scattered Site	232	1,498	6:1
Dexter Manor I	200	1,042	5:1
Dexter Manor II	91	339	4:1
Dominica Manor	204	690	3:1
Carroll Tower	194	685	4:1
Kilmartin Plaza	106	475	4:1
Parenti Villa	194	882	5:1
Sunset Village	24	170	7:1
Total	2,594	12,412	5:1

Facilities Management recorded 12,412 resident service (resident requested) work orders in FY 1997, a decrease of 1,108 (-9%) work orders from the previous year. Response time to tenant service work orders averaged slightly over one day, considerably less than the industry three-day standard. Resident service work orders comprised approximately one quarter (23%) of all work produced in FY 1997.

Fiscal Year	No. R/S Work Orders	Pct. Of Total W/O
1997	12,412	23%
1996	13,520	25%
1995	13,286	25%
1994	12,440	25%
1993	11,339	24%

TABLE VI

Resident Service
Work Orders
FY 1993 - 1997

3) UNIT TURNAROUND WORK ORDERS

Facilities Management staff executed 4,093 unit turnaround work orders, an increase of 263 or 7% since FY 1996. There were 467 dwelling units "turned-around" in FY 1997. This means that 467 units of varying bedroom size were repaired, cleaned, painted, and prepared by the Facilities Management Department for leasing. This is an increase of 19 units (4%) from the previous fiscal year.

4) PREVENTIVE MAINTENANCE WORK ORDERS (PLANNED & SCHEDULED)

Preventive work orders include activities like lawn mowing, hedge trimming, lobby cleaning, litter pickup, and regular vehicle maintenance. There were 33,133 planned/preventive maintenance work orders in FY 1997, an increase of 581 (2%) work orders from FY 1996. This increase is credited to the purchase of additional equipment. Preventive maintenance comprises 61% of all work orders at the PHA.

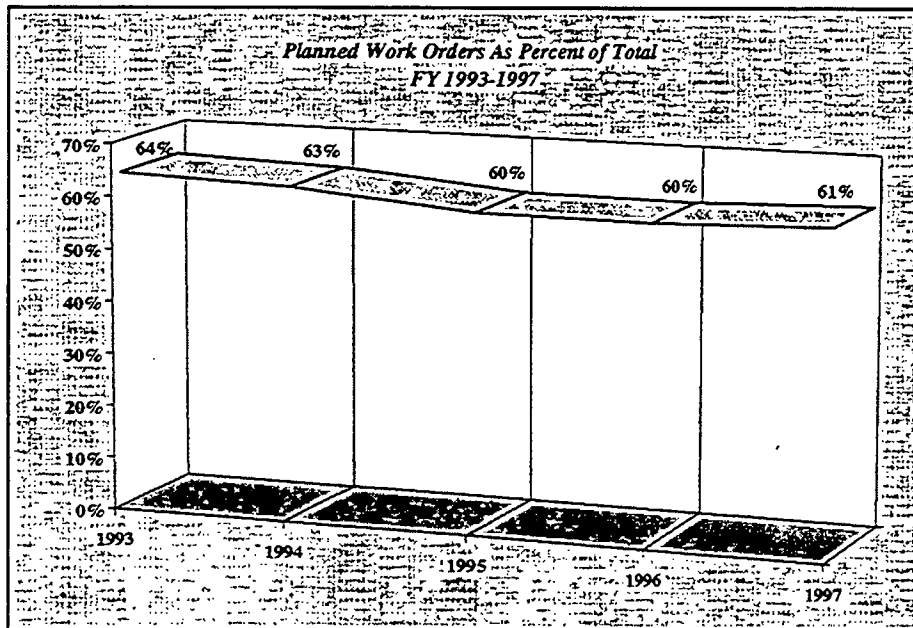


FIGURE 5

Planned Work
Orders as Percent of
Total
FY 1993-1997

5) VANDALISM WORK ORDERS

In FY 1997, the PHA performed 234 vandalism work orders, a decrease of 34 or 15% from the previous fiscal year's 268. Vandalism work orders primarily consist of graffiti removal and repair of damaged or destroyed exterior and hallway lights. Vandalism work orders comprise less than 1% of all work orders.

Any problem identified during the unit preventive maintenance inspection that cannot be remedied by the inspection team immediately results in a work order. In FY 1997, 1,444 work orders were generated as a result of the unit inspections. This is a 7% increase from FY 1996's total of 1,350 work orders.

TABLE VII

*Manpower Utilization Schedule Non-Unit Painting
FY 1997*

TABLE VIII

Private Painting Companies at High-rises FY 1997

6) UNIT PREVENTIVE MAINTENANCE INSPECTIONS

This work order category was created in FY 1992 to help determine Public Housing Management Assessment Program (PHMAP) scores. To attain a high rating under PHMAP, a housing authority must inspect all its units annually. The unit preventive maintenance program consists of a 24-item inspection of the resident units, which identifies and corrects actual or potential problems. There were 2,684 unit preventive maintenance inspection work orders in FY 1997. This marks a decrease of 101 work orders or 4%. Unit preventive maintenance inspections comprised 5% of the total number of maintenance work orders.

7) UNIT PREVENTIVE MAINTENANCE WORK ORDERS

This type of work order tracks the number of work orders that are generated during the unit preventive maintenance inspection. Any problem identified during the unit preventive maintenance inspection that cannot be remedied by the inspection team immediately results in a work order. In FY 1997, 1,444 work orders were generated as a result of the unit inspections. This is a 7% increase from FY 1996's total of 1,350 work orders. Unit preventive maintenance work orders made up only 3% of the total number of work orders recorded in 1997.

8) CYCLICAL PAINT WORK ORDERS

Facilities Management painted 140 units during FY 1997. This is a 7% increase in painting work orders since FY 1996. Cyclical paint work orders involve the re-painting of occupied units. It is a goal of the Facilities Management to re-paint each family unit every fifth year and each elderly/disabled unit every seventh year. The maintenance staff painters also completed 2,584.75 hours of painting or wall covering of community space such as hallways, community rooms, laundry rooms, public rest rooms, and stairwells. Staff also painted other common areas such as benches, foundations and areas marred by graffiti. For greater detail see the manpower utilization schedule for non-unit painting.

Development	No. Hours	Pct. Of Total
Chad/Ad/Sun	236.5	9%
Roger Williams	19	1%
Coddington Court	398	15%
Hartford Park	490	19%
Manton Heights	475	18%
Dexter Manor I & II	501.75	20%
Dominica Manor	82.25	3%
Kilmartin Plaza	56	2%
Carroll Tower	123.75	5%
Parenti Villa	125	5%
Scattered Site	77.5	3%
Total	2,584.75	100%

Starting August of 1995, the Department of Facilities Management contracted out to private painting companies to paint apartments in the high-rises. The contractors painted 201 units. This includes (103) efficiencies, (87) one-bedrooms' and (11) two-bedrooms'.

Bedroom Size	Number Painted
O BR	103
1 BR	87
2 BR	11
Total	201

WORK ORDER BREAKDOWN BY DEVELOPMENT

Overall, the family developments account for a little over half (58%) of the total work orders performed by the Providence Housing Authority. Almost all (95%) unit preventive maintenance work orders occur at family developments and the vast majority of vandalism (82%) and unit turnaround (67%) work orders also occur at the family developments. Just under half (48%) of planned/preventive work orders occur at the elderly/disabled high-rises. See the following table for figures.

Work Order Type	Family		Elderly/Disabled		Total
	No.	Pct.	No.	Pct.	
Emergency	89	60%	59	40%	148
Resident Service	8,129	65%	4,283	35%	12,412
Unit Turnaround	2,759	67%	1,334	33%	4,093
Planned/Preventive	17,383	52%	15,750	48%	33,133
Vandalism	193	82%	41	18%	234
Unit P/M Inspection	1,625	61%	1,059	39%	2,684
Unit P/M Work Order	1,375	95%	69	5%	1,444
Cyclical Paint	84	60%	56	40%	140
<i>Total</i>	<i>31,637</i>	<i>58%</i>	<i>22,651</i>	<i>42%</i>	<i>54,288</i>

TABLE IX

*Work Order
Breakdown by
Category and
Development Type
FY 1997*

Work Order Status by Development Type

Chad Brown/Admiral Terrace experienced the greatest number of work orders in the categories of emergency (26/24%) and resident service (2,454/20%). Hartford Park generated the most work orders in unit turnaround (934/23%), planned maintenance (6,050/18%), vandalism (76/32%), unit prevention maintenance inspection (410/15%), and cyclical paint (46/33%). Manton Heights has the most work orders in unit prevention maintenance w/o (362/25%).

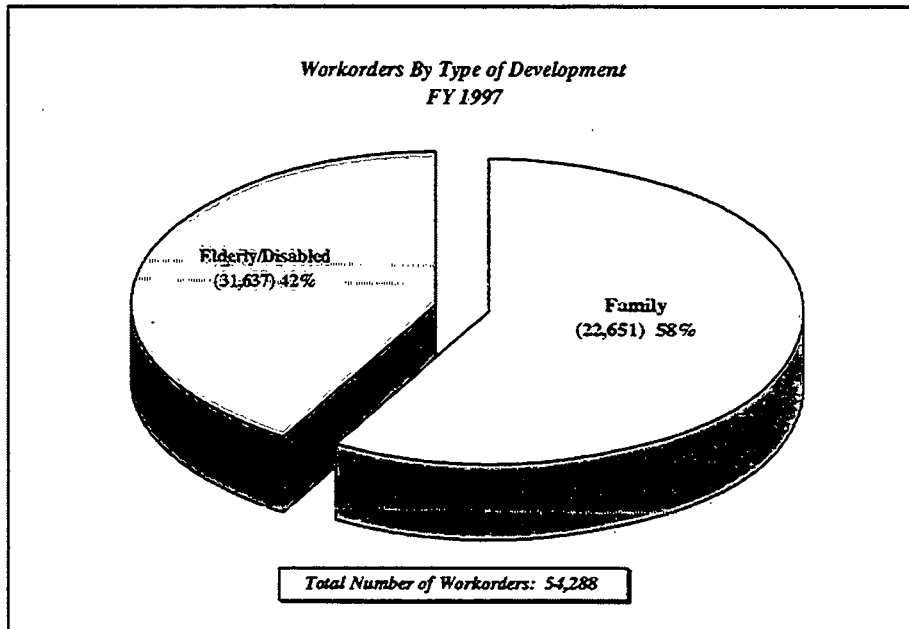


FIGURE 6

*Work Orders by
Type of
Development
FY 1997*

TABLE X: Work Order Status By Type and Development FY 1997

Development	Emergency	Resident Service	Unit Turnaround	Planned Maintenance	Vandalism	Unit P/M Inspection	Unit P/M W/O	Cyclical Paint	Total	Pct.
Admiral Terrace	11	1,089	447	736	20	185	126	4	2,618	5%
Chad Brown	15	1,365	398	2,051	23	211	170	5	4,238	8%
Roger Williams	3	403	82	1,185	7	25	16	1	1,722	3%
Coddling Court	4	290	71	2,202	8	57	39	7	2,678	5%
Hartford Park	24	2,332	934	6,050	76	410	317	46	10,189	19%
Manton Heights	20	1,152	496	2,565	34	355	362	13	4,997	9%
Scattered Sites	12	1,498	331	333	25	382	345	8	2,934	5%
Facilities Management	0	0	0	2,261	0	0	0	0	2,261	4%
Subtotal	89	8,129	2,759	17,383	193	1,625	1,375	84	31,637	58%
Percent	60%	65%	67%	52%	82%	61%	95%	60%		
Sunset Village	0	170	86	524	0	26	11	0	817	2%
Dexter Manor I	19	1,042	344	3,974	7	209	27	20	5,642	10%
Dexter Manor II	3	339	125	694	7	93	8	9	1,278	2%
Dominica Manor	8	690	200	3,240	1	219	7	6	4,371	8%
Carroll Tower	14	685	191	2,391	9	193	6	2	3,491	7%
Kilmartin Plaza	3	475	187	2,354	6	114	5	14	3,158	6%
Parenti Villa	12	882	201	2,573	11	205	5	5	3,894	7%
Subtotal	59	4,283	1,334	15,750	41	1,059	69	56	22,651	42%
Percent	40%	35%	33%	48%	18%	39%	5%	40%		
Grand Total	148	12,412	4,093	33,133	234	2,684	1,444	140	54,288	
Percent	< 1%	23%	8%	61%	< 1%	5%	3%	< 1%	100%	

Manton Heights experienced the most unit preventive maintenance work orders (362/25%) and Hartford Park had the most cyclical paint work orders (46/33%). Among the elderly/disabled developments, Dexter Manor I generated the most emergency (19/32%), resident service (1,042/24%), unit turnaround (344/26%) and planned maintenance (3,974/25%). The highest number of preventive maintenance inspections among the high-rises occurred at Dominica Manor (219/21%) and Parenti Villa had the most work orders for Vandalism (11/27%).

UNIT TURNOVER FY 1997

There are several factors that affect turnover. In the elderly/disabled high-rises advancing age and death contribute to a high turnover, as well as housing the young disabled with the elderly; elderly residents who have the option to live in elderly-only housing choose to do so. Also, the PHA competes with the privately owned Section 202 and Section 8 Programs which offer larger units and greater amenities. Turnover at the family developments is attributable to family eviction (21 in FY 1996), discovery of other affordable housing, and the desire to live in less concentrated housing change in family composition.

TABLE XI: Unit Turnover By Development and Bedroom Size

Development	0-Br	1-Br	2-Br	3-Br	4-Br	5-Br	6-Br	7-Br	Total	% of Total # Units
Admiral Terrace	0	0	15	20	7	0	0	0	42	9%
Chad Brown	0	1	20	13	3	0	1	0	38	8%
Roger Williams	0	0	4	4	1	0	0	0	9	2%
Coddling Court	0	2	2	2	0	0	0	0	6	2%
Hartford Park	0	36	32	25	9	6	1	0	109	23%
Manton Heights	0	8	22	10	8	0	0	0	48	10%
Scattered Site	0	0	0	11	3	0	0	0	14	3%
Dexter Manor I	26	28	4	0	0	0	0	0	58	13%
Dexter Manor II	0	9	1	0	0	0	0	0	10	2%
Dominica Manor	18	17	3	0	0	0	0	0	38	8%
Carroll Tower	19	9	2	0	0	0	0	0	30	6%
Kilmartin Plaza	19	10	0	0	0	0	0	0	29	6%
Parenti Villa	21	8	0	0	0	0	0	0	29	6%
Sunset Village	0	6	1	0	0	0	0	0	7	2%
Total	103	134	106	85	31	6	2	0	467	100%
Percent	22%	29%	23%	18%	7%	1%	<1%	0%	100%	

Forty-three percent (201) of all unit turnovers occurred at the elderly/disabled developments. The highest number of turnovers occurred at Dexter Manor I, where 13% (58) of the development's total units were turned over for new leasing. There was also a high number of turnovers at Dominica Manor (38) and Carroll Tower (30). Hartford Park led the family development in turnovers with 109 followed by Chad Brown/Admiral Terrace (80) and at Manton Heights (48). Efficiency (0-BR) and one-bedroom units comprised 51% of all turnovers; two and three bedroom units comprised 44%.

TABLE XII

*Unit Turnover by
Development
FY 1997*

*On the whole, the
PHA experienced
an 18% turnover
rate in FY 1997
with a 20% turn-
around for the eld-
erly developments
and a 17% for the
family develop-
ments.*

FIGURE 7

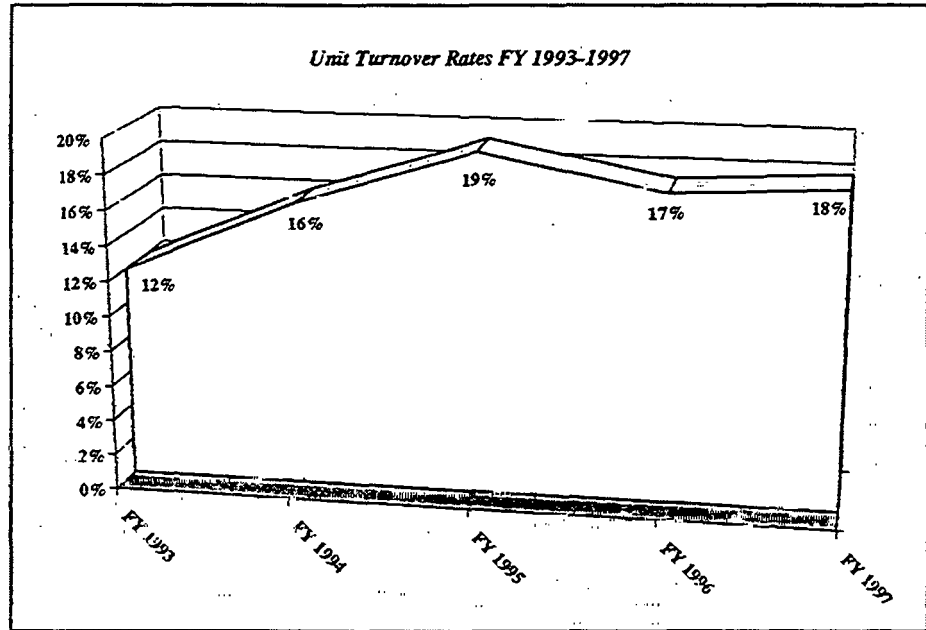
*Unit Turnover
Rates
FY 1993-1997*

Unit Turnover Rate

The highest rate (number of turnovers divided by the total number of units) of turnovers took place at Dexter Manor, an elderly/disabled development.

Development	Total Units	Turnover	Rate
Admiral Terrace	153	42	27%
Chad Brown	198	38	19%
Roger Williams	40	9	22%
Codding Court	120	6	5%
Hartford Park	508	109	21%
Manton Heights	330	48	15%
Scattered Sites	232	14	6%
Dexter Manor I	200	58	29%
Dexter Manor II	91	10	11%
Dominica Manor	204	38	19%
Parenti Villa	194	29	15%
Carroll Tower	194	30	15%
Kilmartin Plaza	106	29	27%
Sunset Village	24	7	29%
Total	2,594	467	18%

Other elderly/disabled developments also had high turnover rates: 27% of units turned at Kilmartin Plaza and 19% at Dominica Manor. Chad Brown/Admiral Terrace family development together with the contiguous Sunset Village (29%), an elderly development, had a combined turnover rate of 23%. On the whole, the PHA experienced an 18% turnover rate in FY 1997 with a 20% turnaround for the elderly developments and a 17% for the family developments. The turnover rate, adjusted for vacancies due to modernization, is lower.



RESIDENT CHARGES

If a resident causes damage other than normal wear to an apartment, the Facilities Management Department charges them for the repair costs. In FY 1997, over \$145,000 was charged to residents for repairs to their units. The following table breaks down the charges by development.

Development	Total	Pct. Of Total
Chad/Ad/Sun	\$36,130.79	25%
Roger Williams	3,867.90	3%
Codding Court	1,922.00	1%
Hartford Park	34,379.19	23%
Manton Heights	19,841.17	14%
Dexter Manor I & II	12,544.83	9%
Dominica Manor	4,811.37	3%
Kilmartin Plaza	3,791.07	2%
Carroll Tower	3,404.35	3%
Parenti Villa	3,963.99	3%
Scattered Site	20,912.00	14%
<i>Total</i>	<i>\$145,568.66</i>	<i>100%</i>

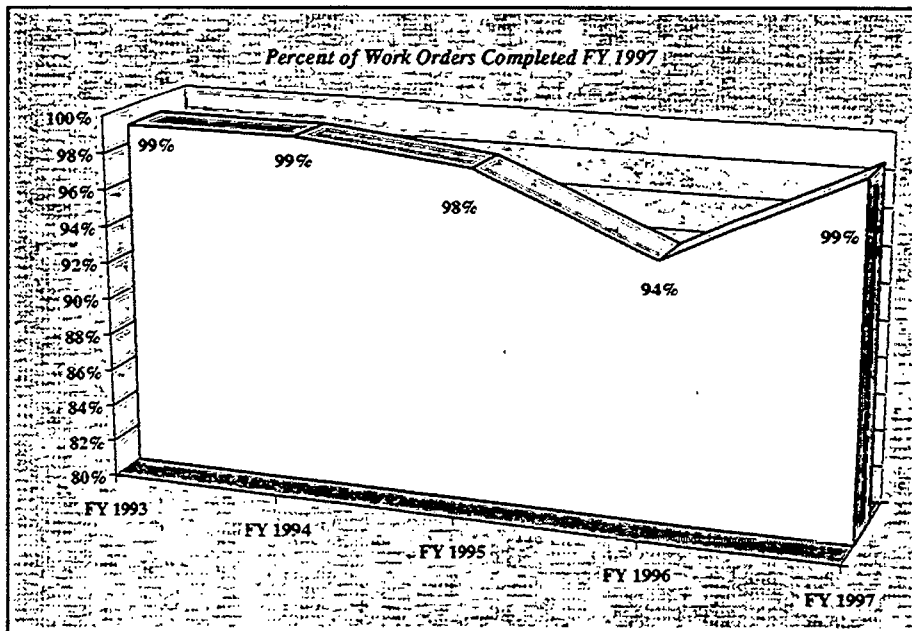
TABLE XIII

*Resident Charges
FY 1997*

In FY 1997, over \$145,000 was charged to residents for repairs to their units.

WORK ORDER COMPLETION RATE

The work order completion rate status report table indicates the department's success in completing work orders received during FY 1997. As the table on the following page shows, 99% of all work orders received in FY 1997 were completed by the close of the fiscal year. Only 2,410 work orders (5%) were carried over to the following fiscal year. It should be noted that 4-5% is our daily carryover which is normal.


FIGURE 8

*Percent of Work
Orders
Completed
FY 1997*

TABLE XIV: Percent of Work Orders Completed FY 1997

Category	Previous Balance	New Requests	Total	Closed This Year	Balance
Emergency	0	148	148	148	0
Resident Service	29	12,383	12,412	12,356	56
Unit Turnaround	80	4,013	4,093	4,004	89
Planned/Preventive	159	32,974	33,133	33,033	100
Vandalism	0	234	234	233	1
Unit P/M Inspection	6	2,678	2,684	2,641	43
Unit P/M W/O's	17	1,427	1,444	1,438	6
Cyclical Paint	11	140	140	136	4
Total	0	53,997	54,288	53,989	299
Percent	1%	99%	100%	99%	1%

Manpower Status

At the end of FY 1997, the Facilities Management Department has a number of lower skill-level maintenance jobs open, yet it employs more than the budgeted number of high-skill positions. The entry-level positions in Facilities Management, Laborer I and Laborer II are both staffed under budget by six and seven positions respectively. But Laborer III, a third-year position, has seven higher than its budgeted amount. Maintenance Aides, a higher skill position, and Mechanics are also staffed under budget, while Boiler Technicians and Maintenance Custodians are staffed over budget.

TABLE XV

**Manpower Status
FY 1997**

As the table above page shows, 99% of all work orders received in FY 1997 were completed by the close of the fiscal year.

Position	Actual	Budget	Difference
Director F/M	1	1	0
Electronic Mechanic	2	1	+1
Foremen/Grounds & Bldg.	4	4	0
Foremen/Heating & Boilers	1	1	0
Foremen/Mechanics & Aides	1	1	0
Facilities Mgmt. Aide	1	1	0
Operations Planner	0	2	-2
Asst. Operations Planner	1	0	+1
Control Clerk	1	1	0
Dispatchers	5	5	0
Laborer III	22	15	+7
Laborer II	2	9	-7
Laborer I	1	7	-6
Aides	9	14	-5
Mechanics	2	10	-8
Plasters	2	1	+1
Electrician	1	1	0
Assistant Electrician	1	1	0
Truck Driver	1	1	0
Foreman/Carpenters	0	1	-1
Carpenters	7	5	+2
Foreman/Painters	1	1	0
Plumber	1	0	+1
Boiler Techs	6	0	+6
Exterminator	1	0	+1
Painters	12	7	+5
Maintenance Custodians	7	2	+5
Total	93	92	+1

TABLE XVI: *Facilities Management Staff Training FY 1997*

Date	Subject	# of Sessions	# Attending	Length of Training
9/17/96	Personal Protective Equipment	1	2	3 ½ hours
9/18/96 - 9/25/96	High Speed Floor Maintenance	2	35	2 hours
10/16/96 - 10/23/96	Product Chemical Usage	2	36	2 hours
10/24/96 - 10/31/96	General Floor Care	2	35	2 hours
10/28/96	Lawn Care	1	17	1 hour
11/6/96	Gas Igniters, Stoves, etc	1	16	1 hour
11/20/96	Fire Prevention in the Work Place	1	25	1 hour
12/4/96	Blood Borne Pathogens	1	3	1 hour
12/5/96 - 12/12/96	Refrigeration Electrical Components	2	33	2 hours
1/15/97 - 1/22/97	MSDS Training	2	62	2 hours
2/12/97 - 2/19/97	Janitorial Discussion	2	31	2 hours
3/6/97 - 3/13/97	Ergonomics	2	48	2 hours
4/9/97 - 4/16/97	Proper use of Mytana Snakes	2	35	2 hours
4/30/97 - 5/7/97	Operation of Maintenance of Lawn & Garden Equipment	2	38	2 hours
5/27/97	Transmission of Infectious Diseases	1	13	1 hour

The Modernization and Development department is responsible for the renovation and rehabilitation of existing dwelling units and the development of new ones. In addition to developing both long and short term work plans, the department produces in-house architectural plans and specifications for small jobs, oversees the work of outside engineers and architects for larger contracts, coordinates bid activities, evaluates modernization and development contract proposals, prepares final contracts, and supervises all work in progress.

Budgets administered by this department since its inception total over \$147 million; more than \$102 million in modernization funds and over \$45 million in development projects. Current active budgets total over \$27 million; \$4.1 million in modernization funds and \$22.9 million in development projects. This year, modernization will continue to be funded under the Comprehensive Grant Program (CGP), where \$4 million will be available for FY98, the sixth year of funding.

MODERNIZATION PROJECTS

Hartford Park

The construction of Hartford Park and the Hartford Park Extension was completed in 1954. The development consisted of 55 buildings; 4 high-rise, 9 four-story concrete and 42 two story wood buildings totaling 748 units. A Modernization program to upgrade the site and dwelling units was instituted in 1988, with the signing of an architectural/engineering contract with the Robinson Green & Beretta Corporation.

The site was divided into three construction phases. The Phase I area included the rehabilitation of 1 high-rise building of 120 one-bedroom units, as well as 9 four story walk-up concrete buildings and 11 two-story row wood buildings. Three high-rise buildings containing 240 family units were also demolished as part of this phase. These units were to be replaced by 240 newly constructed scattered site units throughout the city. Phase II consisted of the modernization of 17 two story wood row buildings. Phase III, which is now under construction, is comprised of 15 two story wood walk-ups. The chart below includes 32 new units in five buildings, which were constructed on the sites of the three demolished high-rise buildings. These units were completed in 1995. The resulting breakdown of units, handicapped wheelchair accessible and standard for all three Phases, is listed below.

TABLE I:

Hartford Park Unit Breakdown - Standard & Handicapped

Phase	1-Br	2-Br	3-Br	4-Br	5-Br	6-Br	7-Br	Total
Phase I	120/0	108/0	42/0	24/0	0/0	0/0	0/0	294/0
Phase II	0/0	0/0	54/0	24/0	20/0	0/0	0/0	98/0
Phase III	0/0	116/0	0/0	0/0	0/0	0/0	0/0	116/0
New Const.	0/0	0/0	0/8	6/0	13/0	4/0	1/0	24/8
Total	120/0	224/0	96/8	54/0	33/0	4/0	1/0	532/8

Department of Modernization and Development

Budgets administered by this department since its inception total over \$147 million; more than \$102 million in modernization funds and over \$45 million in development projects. Current active budgets total over \$27 million; \$4.1 million in modernization funds and \$22.9 million in development projects.

The Phase I area, containing 174 two to four bedroom family units, was completed in November 1991, and all units were leased with the exception of 36 units in the area of the asbestos debris pile at 22 Whelan. However, with the removal of the debris in 1993, the site work was completed and all units were leased.

Upon completion of Phase I, the Authority was unable to directly proceed into Phase II, as additional funds were needed to complete renovations to the level of Phase I. Additional funds were requested in June of 1991 through the HUD Regional Office, and the PHA received approval in 1993 for \$6,000,000 in amendment money. Upon receiving authorization, the Authority directed the architect and construction manager to proceed with the completion of design and bidding of all work for Phase II. This phase was completed in November 1993, and the 98 units (54 three bedroom, 24 four bedroom and 20 five bedroom) were leased.

In FY 1996, the Authority proceeded with the preparation of bid documents for Phase III (Barry Road), by the project architect, Robinson Green & Beretta. The Authority had, since 1993, sought amendment funding from HUD to complete this phase, and in September 1995, \$4 million in funding was approved. An amendment was executed with the H.V. Collins Co. to continue to provide construction management services for this project. Work began immediately with asbestos and lead paint abatement. Some modernization was previously completed on the Phase III buildings including new roofs, gutters/downspouts, asbestos removal/re-insulation of basement piping, heating controls, and radon and lead based paint testing. With work underway and completion projected by October of 1996, the PHA filed a motion in U.S. District Court to modify the Settlement Stipulation and Consent Decree to allow for the demolition of four buildings (32 units) to accommodate parking and open space as well as to improve security at Hartford Park Phase III. The motion was heard the first week of April 1996 and was denied. The buildings were secured until funding for rehabilitation is available from future Comprehensive Grant budgets. The architect's contract was amended to include the redesign of the site with no demolition because of space limitations, the retention of the four buildings provides less than 60 parking spaces for the 116 units in this phase. Work on the remaining 11 buildings continued and was substantially complete by January 1997. However, during the punch list inspection, problems were found with the adhesion of the resilient tile flooring and occupancy was delayed until this problem could be corrected. The Authority also agreed to arbitrate this dispute with the contractor. The landscape portion of the work began in May 1997 and is scheduled to be completed in September.

HARTFORD PARK BUDGETS

With the addition of the \$4,000,000 in amendment money to Budget 020, the Authority has managed a total of \$37 million in funding for the modernization of Hartford Park. The total budget amount for this particular project was split between budgets 83-01-905, 87-01-912, 89-01-020 and Comp Grant 705. At the end of FY 1997, 99% of the total funding had been spent on modernization with the balance to be expended in FY98 for work on Phase III, the Barry Road area.

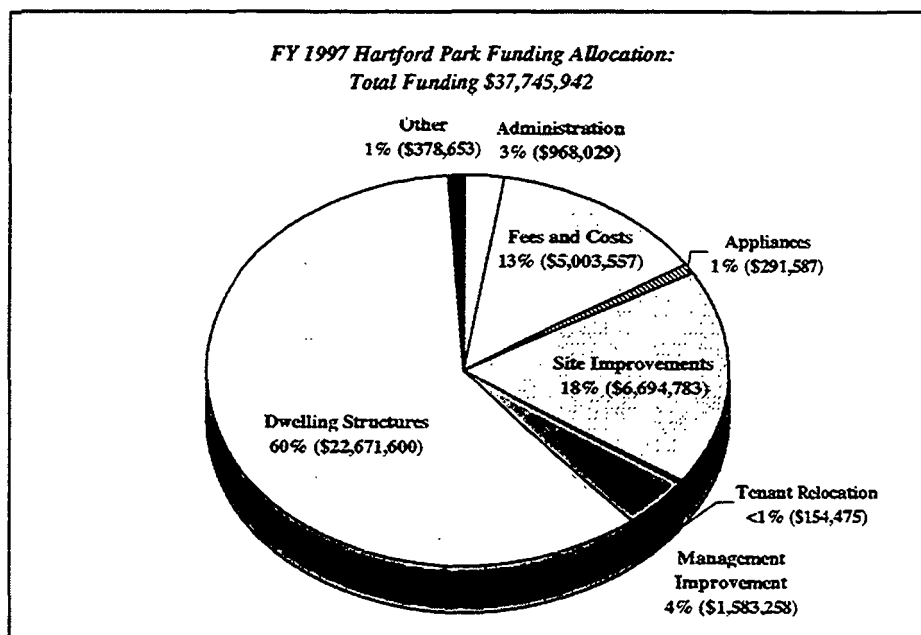
TABLE II

*Hartford Park
Budgets FY 1997*

Budget	Approved	Obligated	Expended
83-01-905	\$1,493,309	\$1,493,309	\$1,493,309
87-01-912	\$16,700,000	\$16,700,000	\$16,700,000
89-01-020	\$19,252,950	\$19,252,950	\$19,252,950
705	\$299,683	\$299,683	\$67,945
Totals	\$37,745,942	\$37,745,942	\$37,514,204

The chart below shows the allocation of funding for the Hartford Park modernization. Of the total \$37,745,942 budgeted for this project by the end of FY 1997, seventy-eight

percent (78%) of the funding was utilized for site work and dwelling structures (building construction).

**FIGURE 1**

*Hartford Park
Funding Allocation
FY 1997*

Manton Heights

Original construction of the Manton Heights family development was completed in 1954. It consisted of 21 buildings; 14 three-story brick walk-up buildings and 7 two-story row type buildings housing 330 units. The Modernization program for this development began with the signing of an agreement with Architect CPF Domenech & Hicks, Inc., (now titled Domenech, Hicks, & Krockmalnic, Inc.) in January of 1989.

A new underground electrical distribution system was designed for the development as the first stage of the Modernization program and was installed by a private contractor in 1991.

The development consisted of two construction phases. The first phase, eight, three story brick buildings containing 168 units, were completed from December 1990 through March 1991. The remainder of the units in the development, 162, were then designated as Phase II (see site map) and the six brick and seven wood buildings were completed by the summer of 1994. The development still contains 330 units; however, the total number of bedrooms in the development was reduced due to the creation of sixteen handicapped units. A breakdown of the total units, both standard and handicapped, for Phase I and Phase II is contained below.

Phase	1-Br ST/HC	2-BR ST/HC	3-BR ST/HC	4-BR ST/HC	5-BR ST/HC	Total
Phase I	33/0	87/4	41/3	0/0	0/0	161/7
Phase II	17/1	58/6	50/2	22/0	6/0	153/9
Total	50/1	145/10	91/5	22/0	6/0	314/16

During FY 97 several projects were under taken at Manton Heights. A contract was awarded to Scott Perry Masonry for the permanent closure of incinerator openings on seven chimneys. A new railing was installed at the Administration Building. The exterior handrails between 33 and 37 Salmon Street and across from 29 Salmon Street were replaced. Also, a contract was awarded to Seaview Construction for steel areaway

*By the end of
FY 1997 the
Modernization
Department had
managed over \$20
million in funding
for the
modernization of
this development.*

TABLE III

*Manton Heights
Unit Breakdown:
Standard and
Handicapped*

enclosures throughout the development, with work expected to be completed by August. A contract was awarded in May 1996 to AA Asbestos Abatement for abatement of the boiler rooms and maintenance spaces at Manton Heights as well as Chad Brown, Roger Williams, Hartford Park and Dexter Manor. Abatement was complete by the end of September, when Atlantic Abatement began to reinsulate the piping in these areas under a separate contract. Work was completed by October 1997.

MANTON HEIGHTS BUDGETS

By the end of FY97 the Modernization Department had managed over \$20 million in funding for the modernization of this development. Since the beginning of the comprehensive modernization in 1989, funds have been expended from ten different budgets. Budgets 701, 702, 703 and 704 have been closed out. The majority of the money in 705 is obligated for the installation of areaway covers.

TABLE IV

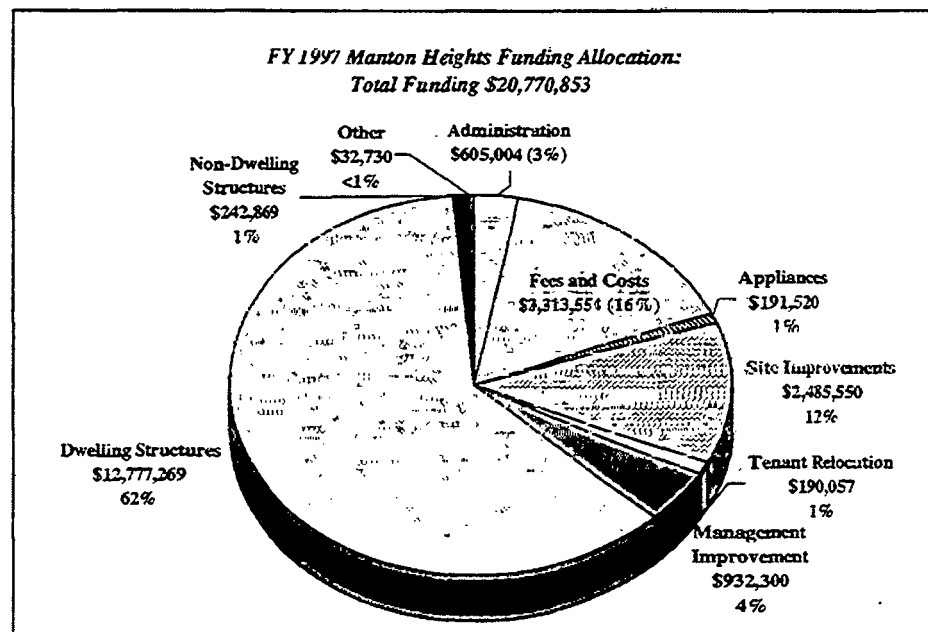
*Manton Heights
Budgets FY 1997*

Budget	Approved	Obligated	Expended
87-01-911	\$1,500,000	\$1,500,000	\$1,500,000
88-01-913	\$8,345,950	\$8,345,950	\$8,345,950
89-01-914	\$2,080,000	\$2,080,000	\$2,080,000
90-01-915	\$120,000	\$120,000	\$120,000
91-01-916	\$7,250,000	\$7,250,000	\$7,250,000
701	\$1,006,390	\$1,006,390	\$1,006,390
702	\$13,000	\$13,000	\$13,000
703	\$21,070	\$21,070	\$21,070
704	\$317,556	\$317,556	\$317,556
705	\$116,887	\$84,412	\$39,621
Totals	\$20,770,853	\$20,738,378	\$20,693,587

The chart below shows the Manton Heights funding allocation. As with Hartford Park, the largest amount of funding expended on this project, seventy-four percent (74%) was utilized for the two construction categories, dwelling structures and site improvements.

FIGURE 2

*Manton Heights
Funding Allocation
FY 1997*



Codding Court

Modernization of Codding Court, a five building development containing 119 units, was initially planned in three phases. Phase I was to consist of the two buildings located at 84/92 Lester Street and 134/136 Dodge Street; Phase II the two buildings located at 66/74 Lester Street and 15/19 A Street; and Phase III, the one building at 140/142 Dodge Street and the existing play area.

In order to provide additional parking and ensure a safe environment for residents, the PHA received permission from the Providence City Council to abandon Lester Street and a section of A Street abutting the development. This strategy allowed the Authority to install various traffic controls such as speed bumps and a narrower street entrance to restrict movement to one lane. This allows police to better monitor and control non-resident traffic. Additionally, abandonment enabled the PHA to address the severe lack of parking, which often impedes access of emergency vehicles on the site.

During FY 1994, a contract to design the modernization work at Codding Court was awarded to the architectural firm of Daughn/Salisbury. Collins Building Co. was low bidder for the modernization of Phase I. The Authority hired a Field Representative to represent the Housing Authority on site. During the winter of 94/95 the PHA prepared the Phase I site for renovations. All residents of 84/92 Lester Street and 134/136 Dodge Street were relocated, lead paint testing was performed, asbestos and lead abatement was completed in units and stairwells, trees were pruned and stumps removed, a temporary construction fence was installed, unit ceilings were sandblasted, and exterior windows were stripped of all lead based paint.

By the end of FY 1995 the renovation of Phase I was virtually completed. There were new wood cabinets and countertops, ranges and refrigerators in the redesigned kitchens, replacement of outdated lighting, new electrical wiring, new baseboard heating and domestic hot water systems located in each building. Also included were individual apartment thermostats, new tile baths with showers, new steel canopies at entrances, new roofs, and extensive landscaping and site work including additional parking and a new tot lot for children. Relocation of tenants into the 48 units of the Phase I buildings occurred during the month of July 1995.

Original plans called for two additional buildings to be modernized in Phase II during FY 1996. However, with the Congressional recession of more than \$1 million from the FY 1996 Comprehensive Grant allocation, the decision was made to divide the original Phase II into two phases of one building each, with Phase IIA scheduled for FY 96 and Phase IIB for FY 1997. The reduced funding from the Comprehensive Grant Program has lengthened the total time to complete the project by at least one full year. Work on lead paint and asbestos abatement for both Phase II buildings began in late summer, 1995. An invitation to bid for the complete modernization of the first building in Phase IIA was advertised in December 1995 and a contract was awarded to Berkshire Industries in January 1996. Work began in February 1996 and reached substantial completion by the end of December with relocation occurring in February 1997. Planning for the fourth building, Phase IIB, began in the early fall of 1996. A Request for Bid was advertised in October with a bid opening held November 7th. A contract was awarded to DePasquale Building and Realty and work began in early December. Completion of this building is expected in the fall of 1997. This leaves the final building to be funded by the CGP FY 1998 budget. In preparation for the design of a new Administration /Community Services Building, discussions were held with Tenant Representatives, Facilities Management, Housing Management, and Community Services to determine the needs of the various groups who would use the facility. This information was used to prepare an architectural program, which will provide guidance on final design for the A&E firm hired to prepare the construction documents. A solicitation for technical qualification

To provide additional parking and ensure a safe environment for residents, the PHA received permission from the Providence City Council to abandon Lester Street and a section of A Street abutting the development. This strategy allowed the Authority to install various traffic controls such as speed bumps, and narrowing the street entrance to one lane of traffic so as to restrict movement and allow police to better monitor and control non-resident traffic.

statements was sent to several A&E firms in June, and a firm should be selected by August. It is expected that bid documents will be completed in the winter with construction to begin in the spring of 1998. Approximately \$6.6 million has been expended to date on this development, constructed in 1951.

COMPREHENSIVE GRANT PROGRAM (CGP)

Notification was received from HUD on March 7 of the final formula amount for CGP 706 of \$4,052,344. This is over \$74,000 less than the amount received for CGP 705 and over \$332,000 less than the amount for CGP 704. Since this was the sixth year of CGP funding, a new Physical and Management Needs Assessment had to be submitted with the Annual Statement. Interdepartmental meetings were held during the past several months at each development to review the physical and management improvements needed. Information gathered at these meetings was entered into a newly created computer-database to track both the needs and work accomplished. Individual meetings were held with tenants and tenant representatives at the developments to present and discuss the Plan and to obtain resident feedback. An authority wide meeting on 21 May and a public hearing on 28 May were held to present the Five-Year Plan to PHA residents and to any interested Providence residents. After approval by the Board of Commissioners, the Plan was submitted to HUD the first week of June. HUD is allowed 75 days to review and comment on the Plan. If approved, receipt of the funds is expected by late summer.

In addition to the work at Coddington Court other major improvements made during FY 1997 under the Comprehensive Grant Program included the following:

Asbestos/LBP Abatement

Extensive asbestos and lead based paint abatement work has been done this past year at Chad Brown/Admiral Terrace. With the presence of lead based paint on the entrance canopies, it was decided that the most efficient way to deal with the problem was to partially abate the lead based paint, and then to encapsulate the canopies with a new aluminum covering. With the abatement complete, the encapsulation will proceed through the summer and is scheduled for completion in early fall. In addition, lead based paint had been found on the window frames. These were abated and repainted with lead free paint. The crawl space in the Administration Building underwent asbestos abatement as did the boiler room. In addition, the boiler room spaces at Roger Williams, Hartford Park, Manton Heights and Dexter Manor all had asbestos abatement followed by reinsulation of the piping.

Site Improvements

Representatives of City Year contacted the PHA and indicated that they would like to do a community-based project within a PHA development. A street beautification project of Chad Brown Street was selected and shrubs and plants were purchased from various wholesale dealers. Residents of the three tenanted buildings along Chad Brown Street and the Social Services Building were asked to sign a contract to help plant and care for shrubs and plants in return for the PHA supplying the material and assisting in the planting. Numerous plants were installed along the street using a mixture of City Year, residents and PHA staff. A larger landscaping and site amenities contract at Chad/Ad was signed with Site Tech Corporation. This will include site improvements along Chad Brown and Admiral Street such as fencing and landscaping. Several of the corners on

A contract was signed with Dicon Corporation to construct playgrounds for children 5 and under at Chad/Ad and Roger Williams. Completion of the playground adjacent to the Tavares Community Center at Chad/Ad will allow the preschool program operated by the Smith Hill Community Center to receive State certification.

Chad Brown Street will be modified to provide attractive landscaped areas for sitting. In addition to these projects, a contract was signed with Dicon Corporation to construct playgrounds for children 5 and under at Chad/Ad and Roger Williams. Completion of the playground adjacent to the Tavares Community Center at Chad/Ad will allow the preschool program operated by the Smith Hill Community Center to receive State certification. Also at Chad/Ad, a contract was awarded to Ryan Electric to upgrade the existing primary electrical distribution system for this development. Finally, repairs to the stairs, walks and decks at Sunset Village were made in order to replace areas of failing concrete.

Security

Because of the enormous concern for security at the elderly high rises, the Authority is preparing specifications for the installation of card access entry systems at primary entrances during the coming year. These systems will prevent the problems associated with the easy duplication of keys. In addition, at Dexter Manor and Sr. Dominica Manor, a telephone intercom system will also be installed. These projects, which are presently in the planning stages, should be completed in the fall.

Scattered Sites

Repainting of all the duplexes in project 1-15 was completed this year, and repainting has begun in project 1-21. In addition, miscellaneous exterior work was done at units on Bridgham Street and Manton Avenue that involved wall and asphalt repair. In order to improve the general sites at 1-15 and 1-21, miscellaneous shrubs and trees were purchased and installed.

Miscellaneous

A contract with Lamborghini/Feibelman, architects, was executed to prepare a bid package to reshingle the 12 roofs at Admiral Terrace not done in a previous phase. Additional design work in this contract included new siding for the gable ends of the buildings, soffit vent installation and new gutters. A contract was signed with Promac and the work was completed in January. After installation of a new trash chute at Dexter Manor I, a contract was signed for the reconstruction of a new fire rated wall for the chute rooms. At Roger Williams, modernization work including new windows and entrance doors, stairtower renovation, new intercoms and installation of mail enclosures was completed in FY 97.

Budget	Approved	Obligated	Expended
701	\$3,502,647	\$ 3,502,647	\$ 3,502,647
702	\$3,944,649	\$3,944,649	\$3,944,649
703	\$4,549,736	\$4,549,736	\$4,549,736
704	\$4,384,972	\$4,384,972	\$4,384,972
705	\$4,126,727	\$3,485,086	\$1,715,756
706 - Pending	\$4,052,344	\$0	\$0
Totals	\$24,561,075	\$19,867,090	\$18,097,760

Extensive asbestos and lead-based paint abatement work has been done this past year at Chad Brown/Admiral Terrace.

TABLE V

*Comprehensive
Grant Program
Budgets*

Modernization & Development Funds FY 1993 – 1997

Over the past six years, HUD has continued to award the Providence Housing Authority with millions of dollars in Modernization funds. In FY 1997, Modernization (\$4,093,172) and Development (\$4,778,074) combined expended a total of \$ 8,871,246.

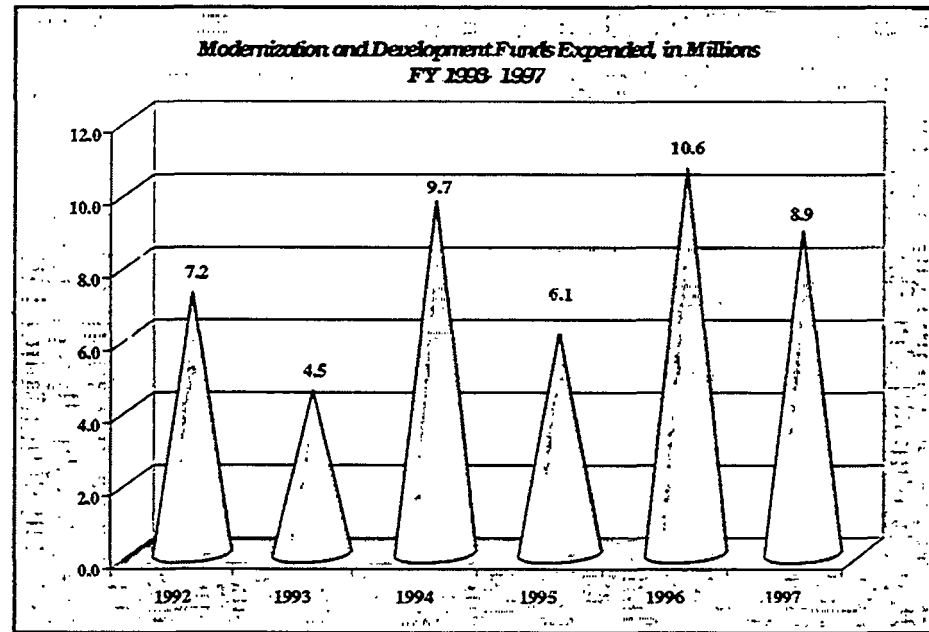


FIGURE 3

*Modernization and
Development
Funds Expended
FY 1993-1997*

*In 1989 the
Authority, in an
attempt to make
the 748 unit
Hartford Park
housing
development more
livable, demolished
three high-rise
structures totaling
240 family units.
These units were to
be replaced by 240
newly constructed
scattered site units
throughout the
city.*

SCATTERED SITE REPLACEMENT DEVELOPMENT PROJECTS

In 1989 the Authority, in an attempt to make the 748 unit Hartford Park housing development more livable, demolished three high-rise structures totaling 240 family units. These units were to be replaced by 240 newly constructed scattered site units throughout the city.

The Authority publicly advertised for developers to construct the replacement housing units and in 1990 contracts were executed for the construction of 131 units, 92 in Project RI 1-17 and 39 in Project RI 1-21. Developers were selected for the balance of the 240 units but the Department of Housing & Urban Development voided the selection in 1991 and required the Authority to redesign its procurement process for the scattered site program. In order to accomplish this, the Authority reconfigured the balance of the 240 units into 17 additional development projects to maximize the number of potential developers and sites that might be offered.

On six different occasions (October 1992, June 1993, January 1994, September 1994, March 1996, and March 1997) the Authority received proposals from scattered site developers to construct the balance of the replacement units. The following is a summary of the status of the individual Scattered Site Development Projects:

RI 1-21, (39 Units) - Scattered Site.

This development was completed in 1991 and all units were occupied. The project has been closed.

RI 1-17, (88 Units) - Scattered Site

The developer, Phoenix Griffin Group (PGG), completed the initial 52 units during 1990 and 1991. After a labor dispute and a subsequent foreclosure of PGG by Fleet Bank, the project was re-assigned to RI Hillcroft (a Fleet subsidiary) and the remaining 36 units were completed.

An escrow account was established by the Authority in accordance with the directive of the US Department of Labor. This account holds funds related to a dispute over Davis-Bacon Wage violations with several subcontractors employed by the Phoenix-Griffin Group. This case is still pending in court. The DOL has released approximately \$162,000 of the original \$500,000 escrow value.

During FY 1997 4" thick concrete trash pads were installed at the units and repairs were made to the concrete walks at Derry Street.

RI 1-30, (5 Units) - Scattered Site

In September 1994, a contract was executed with the Armory Revival Company to construct five new scattered site units. Two duplexes (Henrietta and Phebe Streets) and one single family (Ringgold Street) were built. The PHA purchased these units in two closings held on January 27, 1995 and May 25, 1995. Closeout documents have been sent to HUD and the PHA is awaiting their approval.

RI 1-40, (10 Units) - Scattered Site

In September 1994, a contract was executed with the Armory Revival Company to construct ten new scattered site units. Eight duplex and two single-family homes were built (Oakland Avenue, Whitehall St., and Hillwood St.). The PHA purchased these units in two closings held on February 28, 1995 and June 6, 1995. Closeout documents have been sent to HUD and the PHA is awaiting their approval.

RI 1-28, (4 Units) - Scattered Site

In March 1995 a contract was executed with Joseph Iantosco to construct four new scattered site units. Two duplexes were built (Matthew St.). The PHA purchased these units in a closing held on July 7, 1995. Project closeout is underway.

RI 1-29, (4 Units) - Scattered Site

In July 1995, a contract was executed with the Armory Revival Company to construct four new scattered site units. Two duplexes were built (Clarence and Whittier Streets). The PHA purchased these units in a closing held on December 28, 1995. Project closeout is underway.

RI 1-42, (3 Units) - Scattered Site

In July 1995, a contract was executed with the Armory Revival Company to construct three new scattered site units. One duplex and one single-family unit were built on

RI 1-39, (10 Units) - Scattered Site

In September 1995, a contract was executed with the Armory Revival Company to construct ten scattered site units. Units were purchased on December 28, 1995, (Tell

In September 1994, a contract was executed with the Armory Revival Company to construct ten new scattered site units. Eight duplex and two single-family homes were built (Oakland Avenue, Whitehall St., and Hillwood St.).

In July 1995, a contract was executed with the Armory Revival Company to construct four new scattered site units.

In January 1996, HUD approved the proposal of the Armory Revival Company for the development of four units to be built on Boyd and Door Streets. The PHA purchased all four units on December 4, 1996.

Plantation Homes was preliminarily selected as the developer for RI 1-37 in September 1993. This development consists of 8 three bedroom and 2 four-bedroom duplex units on Alvin Street, Dora Street, Laurel Hill Avenue, Chalkstone Avenue and River Avenue.

Street), April 22, 1996 (Stone) and May 8, 1996 (Stone and Hebron). Project closeout is underway.

RI 1-43, (3 Units) - Scattered Site

A contract was executed in December 1995, with SML Associates to develop three units, a duplex and a single family on Suffolk Street. All three units were purchased on May 16, 1996. Project closeout is underway.

RI 1-36, (10 Units) - Scattered Site

In September 1994, the PHA executed a contract with the Armory Revival Company to construct a total of ten new units contained in 4 duplex and two single-family houses. The first four units were purchased on Lancashire and Crandall on December 29, 1994; the next four on Gesler, Health and Clarence on April 11, 1995; and the final two on Whittier (Gifford) Avenue took place on June 28, 1996. Project closeout is underway.

RI 1-35, (10 Units) - Scattered Site

Plantation Homes was preliminarily selected as the developer for RI 1-35, a ten unit project. The Turnkey Contract of Sale was executed on July 27, 1995 and site work began in November. Extreme cold weather caused delays in the developer's construction schedule. The PHA purchased two duplex structures on Judith Street on May 2, 1996. A closing of four more units was held on October 16, 1996. The final two units of this project were purchased on December 30, 1996.

RI 1-37, (10 Units) - Scattered Site

Plantation Homes was preliminarily selected as the developer for RI 1-37 in September 1993. This development consists of 8 three bedroom and 2 four-bedroom duplex units on Alvin Street, Dora Street, Laurel Hill Avenue, Chalkstone Avenue and River Avenue. The Turnkey Contract of Sale was executed June 1, 1995. The PHA purchased the Alvin Street duplex on October 25, 1995. The next duplex, on Laurel Hill Avenue, is scheduled for purchase in August. All remaining units are expected to be completed by the early fall of 1997.

RI 1-41, (4 Units) - Scattered Site

Joseph Iantosco was preliminarily selected as the developer for Project 1-41 and HUD approved the developer in January 1995. This project, to be built on Henrietta St., consisted of 4 three-bedroom units in two duplex buildings. The PHA had been awaiting construction financing by the developer so that a Turnkey Contract of Sale could be executed. In December 1996, the Developer notified the authority that he could not obtain financing and he was withdrawing. The PHA advertised for developers for this project in the latest RFP #6. New proposals have been received and the authority is reviewing these proposals for selection of a developer.

RI 1-18, (4 Units) - Scattered Site

In January 1996, HUD approved the proposal of the Armory Revival Company for the development of four units to be built on Boyd and Rill Streets. A Turnkey Contract was executed on July 22. The PHA purchased the four units on December 4, 1996.

RI 1-33, (4 Units) - Scattered Site

In January 1996, HUD approved the proposal of the Armory Revival Company for the development of four units to be built on Boyd and Door Streets. A Turnkey Contract was executed on July 22. The PHA purchased all four units on December 4, 1996.

RI 1-32, (6 Units) - Scattered Site

Armory Revival Company was preliminarily approved by the Authority as developer for this 6-unit project and a final development proposal was submitted to HUD for approval. HUD approved this project on November 5, 1996. A Turnkey Contract of Sale was executed on December 11, 1996. A closing of the first four units at Gesler and Grant Streets took place on April 9th. The final closing of the last two units took place on June 18, 1997.

RI 1-38, (10 Units) - Scattered Site

Armory Revival Company was preliminarily approved by the Authority as developer for this 10-unit project and a final development proposal was submitted to HUD for approval. HUD approved this project on November 6, 1996. A Turnkey Contract of Sale was executed on December 11, 1996. Houses have been set on Parnell and Bergen Streets. The first six units on Ring, Almy and Oppen Streets were purchased on April 29, 1997. A second closing of the final four units is scheduled to take place in mid July.

RI 1-31, (6 Units) - Scattered Site

Bernon Associates, in response to RFP #5, submitted a new proposal in March 1996 for six scattered site units, which was preliminarily approved by the Authority and forwarded to HUD for approval. HUD approval was granted on October 31, 1996. The developer, in recent discussions with the PHA, indicated that he couldn't obtain financing for this project. The PHA has advertised for developers for this project in the latest RFP #6. New proposals have been received and the Authority has preliminarily accepted a proposal by JRE Development. This proposal was given to HUD for formal project approval on June 20, 1997. A turnkey contract of sale is anticipated in mid July.

RI 1-34, (10 Units) - Scattered Site

The Authority, after demanding that a chosen developer make a final decision on the feasibility of continuing with a proposal for this project, has withdrawn this developer and has included this project in the latest RFP #6. New proposals have been received and the Authority is reviewing these proposals for selection of a developer.

The Providence Housing Authority has completed an average of 40 new units per year. This fiscal year, the PHA developed 26 new units.

FIGURE 4

*Open Scattered
Site Budgets
FY 1997*

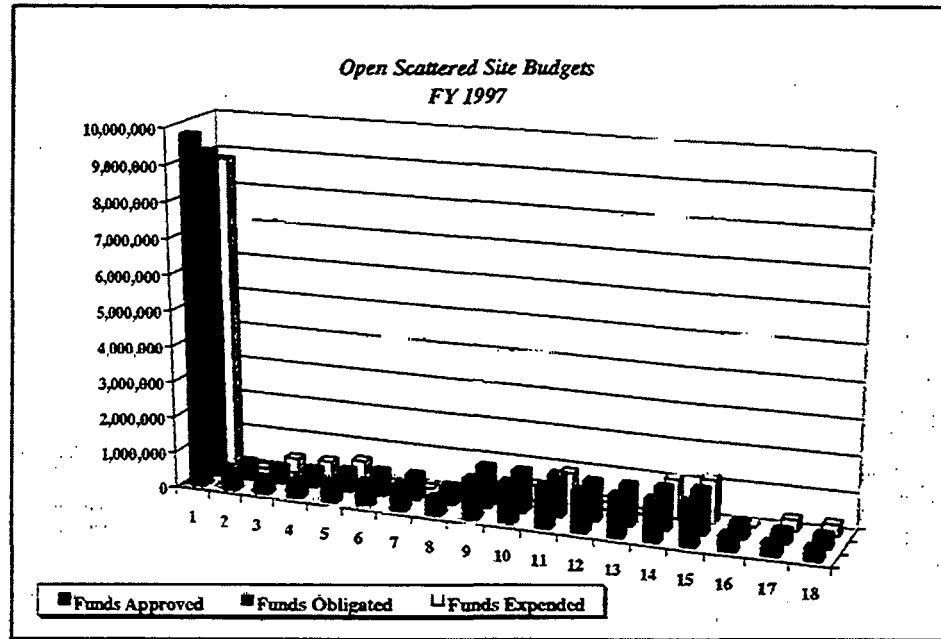


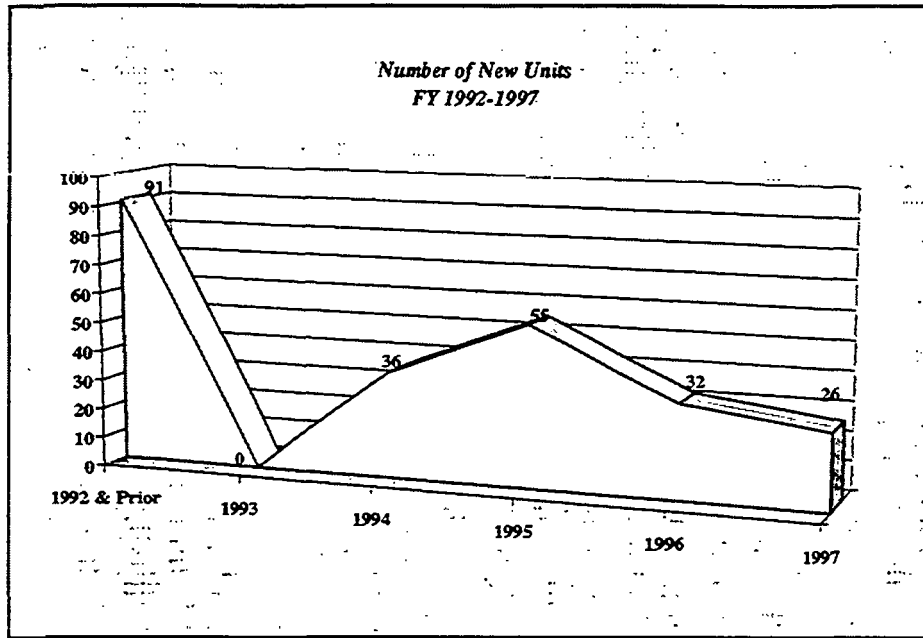
TABLE VI

*Active Scattered
Site Budgets*

Budget	Funds Approved	Funds Obligated	Funds Expended	Percent Obligated	Percent Expended
17	\$9,805,960	\$9,192,982	\$8,853,485	94%	90%
18	\$488,600	\$488,600	\$458,623	100%	94%
28	\$435,200	\$435,200	\$424,237	100%	97%
29	\$488,600	\$488,600	\$444,370	100%	91%
30	\$581,350	\$581,350	\$581,350	100%	100%
31	\$678,100	\$678,100	\$13,435	100%	2%
32	\$708,000	\$699,274	\$668,116	99%	94%
33	\$488,600	\$488,600	\$461,178	100%	94%
34	\$1,143,290	\$1,143,290	\$25,295	100%	2%
35	\$1,142,600	\$1,142,600	\$1,131,037	100%	99%
36	\$1,154,000	\$1,154,000	\$1,124,916	100%	97%
37	\$1,154,000	\$1,090,789	\$229,773	95%	20%
38	\$1,154,000	\$1,108,544	\$657,387	96%	57%
39	\$1,162,700	\$1,162,700	\$1,152,808	100%	97%
40	\$1,221,500	\$1,221,500	\$1,220,160	100%	99.89%
41	\$442,200	\$442,200	\$8,962	100%	2%
42	\$337,050	\$337,050	\$323,807	100%	96%
43	\$337,050	\$337,050	\$328,416	100%	97%
Totals	\$22,922,800	\$22,192,429	\$18,087,355	97%	79%

New Units

The Providence Housing Authority has completed an average of 40 new units per year. This fiscal year, 26 new units were developed by the PHA. All of these new 26 units are Scattered Site units constructed to replace the 240 units that were demolished as part of Phase I modernization of Hartford Park. To date, 208 Scattered Site replacement units have been constructed and occupied. The table on the following page outlines the status of development projects.

**FIGURE 5**

*Number of New
Units
FY 1993-1997*

Project Number	Units	3-Br Duplex	4-Br Duplex	3-Br Single	4-Bd Single	5-Br Single	Status
1-15*	12	0	12	0	0	0	Completed
1-17	88	72	0	3	7	6	Completed
1-21	39	20	18	0	1	0	Completed
1-30	5	4	0	0	1	0	Completed
1-40	10	4	4	1	1	0	Completed (2 Sold)
1-36	10	8	0	1	1	0	Completed (1 Sold)
1-28	4	4	0	0	0	0	Completed
1-29	4	2	2	0	0	0	Completed
1-42	3	2	0	1	0	0	Completed
1-43	3	2	0	1	0	0	Completed
1-39	10	6	2	2	0	0	Completed
1-37	10	8	2	0	0	0	Under Construction 2 Completed
1-35	10	6	4	0	0	0	Completed
1-41	4	4	0	0	0	0	Proposals Under PHA Review
1-18	4	2	2	0	0	0	Completed
1-33	4	2	2	0	0	0	Completed
1-31	6	4	2	0	0	0	Contract Development
1-34	10	8	2	0	0	0	Proposals Under PHA Review
1-32	6	4	2	0	0	0	Completed
1-38	10	8	2	0	0	0	Under Contract 6 Completed
Totals	252	170	56	9	11	6	

*Not part of the 240 Replacement ts

FY 1997 was a successful year for the Department of Community Services, with substantial increases in the number of residents served in both the Family and the Elderly/Disabled Units. In addition, with the hiring of a Living Skills Manager in February, the Living Skills Unit has been revived and is now in full operation with Preparation for Living classes presented monthly in the new Living Skills Center. The Department also initiated new programs to serve youth not involved in PHA programming and to provide assisted living services to at-risk elderly and disabled residents. The challenge the department must now meet is balancing staff and funding availability with both new and old obligations.

This year's staff includes a total of 13 full-time and 34 part-time or temporary employees who provide programming for over 4,000 adults and youths. In the **Family Unit**, staffing remains at a high level in a continuing effort to provide one staff member for every ten youths in the after school program. Four Program Coordinators, four Program Assistants and approximately thirty Resident Assistants and Sports Coordinators run adult, teen and youth activities at four community centers, Chad Brown/Admiral Terrace, Hartford Park, Manton Heights, Coddling Court/Roger Williams. Funding for staff and program comes from *HUD Public Housing Drug Elimination* grants, the *Departments of Health and Education*. Through funding from the Governor's Justice Commission, an Outreach Worker was hired this year to work with high-risk teen-age youth having problems in school, at home or with the courts. With the support of staff, and at the request of residents, working with "out of control" youths and their families has become a priority for the department. Also included in this priority is working with welfare mothers who must navigate through welfare reform regulations and prepare for employment.

In the high-rise buildings, staffing for the **Elderly/Disabled Unit** remains at four Resident Services Coordinators (RSC) and a Supportive Services Manager. One RSC is supported by a grant of \$47,461 from the *Division of Substance Abuse* within the *RI Department of Health*, and is serving the two "elderly only" buildings. The other three RSCs, each working at two buildings, and the Supportive Services Manager are supported through funding from the *HUD Services Coordinators* grant, a three-year grant of \$668,000 received in FY 1995. This year, in collaboration with *Lifespan Diversified* and *RI Meals on Wheels*, the department sought and received \$500,000 through HUD's *Economic Development and Supportive Services* grant, to provide assisted living services to residents, who would otherwise lose their independent living status. Services provided through the grant will be in place by September 1997. Department of

In the **Living Skills Unit**, the new Living Skills Manager's initial task was to update the *Preparation for Community Living* (PCL) curriculum and to implement the PCL classes quickly as there was a substantial backlog of applicants and residents needing to participate in the training. Having accomplished this, the LSM turned to developing a curriculum by October 1997 for the elderly and disabled residents, which was appropriate to their needs and abilities. In addition, the LSM works with the interdepartmental "triage teams" at each site, training those residents in need of housekeeping skills and runs the *Living Skills Volunteer Program*.

Department of Community Services

LIVING SKILLS UNIT

Introduction

The Living Skills Unit works with both the Family and Elderly/disabled units with the goal that every tenant participates in at least one Living Skills session; either the Preparation for Community Living class for applicants for family housing, the program for new residents in the elderly/disabled developments or the Housekeeping Support Program. Also included in the Unit is the Living Skills Volunteer Program.

Preparation for Community Living - Families



In February 1997, the Department of Community Services hired a new Living Skills Manager to oversee the Living Skills Unit. The new program started with the restructuring and reorganization of the Preparation for Community Living Program family orientation curriculum. The new

curriculum is a thorough one-day workshop, focusing on the history of public housing, Housing Management, Maintenance, Family Self-Sufficiency, Security & Safety, Budgeting, Health, Parenting Skills, Good Housekeeping, and information on the Social Services available to tenants through the department of Community Services.

It is during this class that tenants learn first hand about the policies, procedures, and standards of the Providence Housing Authority for maintaining their apartments. The goal of the program is to shape the residents attitudes towards basic living and responsibilities of communal life in the public housing developments. Since April of 1997, 13 orientation classes have been held with 136 prospective tenants completing the class.

Living Skills Center

This year a new home was found for the Living Skills Unit. The second floor, over the Housing Management office at Chad Brown was remodeled to serve as a learning center for the program. The space was formerly an apartment, but had been stripped of all equipment and was left unused for several years. Facilities Management reinstalled a kitchen with shelves, sink, stove and refrigerator which are used in house cleaning demonstrations involving program participants first-hand. Also, a training area has been set up and includes conference tables and audiovisual equipment for easy, efficient presentations. The Center, located at 285 G Chad Brown Street, will serve as a training center for all PHA departments.

Preparation for Community Living—Elderly/Disabled

At the present time the Preparation for Community Living Program Elderly/Disabled curriculum is being developed. This curriculum also has the goal of shaping resident attitudes and providing information about the policies, procedures, and standards for tenancy with the PHA. The Living Skills Manager is interviewing staff and residents in effort to learn both what to teach and the best format for the program. The curriculum will be designed as a two-hour home visit as opposed to a full-day class. The information presented will be developed in a way that meets the needs of the elderly and disabled tenants.

The new curriculum is a thorough one-day workshop, focusing on the history of public housing, Housing Management, Maintenance, Family Self-Sufficiency, Security & Safety, Budgeting, Health, Parenting Skills, Good Housekeeping, and information on the Social Services available to tenants through the department of Community Services.

Housekeeping Support Program/Triage Team

The Housekeeping Support Program is under way. This program has been restructured to involve staff from Housing Management, Facilities Management, and Community Services. The new approach is to work with a Triage Team, composed of staff from each of the departments mentioned above, at each site which works very closely with tenants cited for poor housekeeping. Good housekeeping at the PHA is defined as maintaining PHA equipment and property in a manner that minimizes wear and tear of equipment, maintains the unit so that it does not adversely affect the well being of other tenants, and is kept in a manner that makes the apartment a safe and clean home. Under current procedures, if a PHA staff member, either during a scheduled inspection or unscheduled visit, notices that an apartment is not being kept in an acceptable manner, a report is made to the Triage Team. The Living Skills Manager acts a resource to the Triage Team in working with particular difficult housekeeping problems which might include teaching skills or referral to third party agencies. Since, the inception of the Triage Team the Living Skills Manager has worked with three tenants who were referred for services.

Living Skills Volunteer Program

The Living Skills Volunteer Program involves the training of volunteers, many of who are referred through the Department of Human Services and other third party agencies. The volunteers are trained in clerical and office procedures, and often assist at the Housing Management offices and the Community Services desk. This process has not only afforded the PHA with many free hours of assistance, but also has been an excellent source of full-time employees.

FAMILY UNIT

Introduction

The Community Services Department's *Family Unit* is dedicated to improving the quality of life for residents in the family developments and to assisting residents in achieving the goal of self-sufficiency. To achieve these goals, staff spends quality time every fall developing new and revising old programs for youths and adults that will engage and enlighten as well as promote the department's objectives.

Last year in particular, keeping in mind the impending reforms to the welfare system, an array of programs were offered to assist residents make the necessary transition from welfare to work. GED preparation was offered again and additional ESL classes were added at Chad Brown. By popular demand, a series of classes to prepare residents for US citizenship were offered at Manton Heights and open to residents authority-wide. During the year, as residents began to understand the inevitability of reform requirements, it became apparent that few recipients knew what was expected of them. The need for some form of on-site social work services, particularly assistance in navigating the newly implemented welfare reforms, was requested by many residents. Plans are underway to provide this service in the coming year.

FY 1997 saw the beginning of a shift in departmental philosophy away from providing "child care" to encouraging increased parental involvement in all aspects of youth programming. In past years, staff focused on providing quality programs for youth which, inadvertently, removed the care of the children from the parents for the hours

The need for some form of on-site social work services, particularly assistance in navigating the newly implemented welfare reforms, was requested by many residents. Plans are underway to provide this service in the coming year.

Every effort was made to extend program possibilities to all Authority residents by collaborating with a wide spectrum of agencies and organizations throughout the city of Providence.

Participation in the prevention component of our youth program remains mandatory for all registered youths wishing to be included in extra-curricular activities, special events or field trips.

after school and during the summer. To counteract this problem, this year parents were encouraged to get involved as volunteers and to participate in planning and implementing program activities. During discussions with the *Family Advisory Committee* and staff, parent volunteering was suggested as a means of bringing parents and children together as well as a way of stretching scarce staffing dollars. As a result, beginning with the fall 1997 program, resident parents will be required to volunteer a certain number of hours each month assisting in the community center in exchange for registering their children in the after-school program.

Considerable time was also spent revising the mandatory prevention component of the PHA sponsored *Youth Program* to appeal to resident youths ages 9 through 17. WISE-UP staff and PHA staff met bi-weekly beginning in July 1996 to brainstorm ideas for improving participation rates. The program was revamped to reflect the needs of the participants to be involved in a non-classroom setting, more hands-on and on-your-feet activities were planned and guest speakers were increased.

Staff made a concerted effort to keep residents informed regarding available programs, both on and off site, through extensive outreach. In particular, staff went door-to-door meeting every new resident and keeping in touch with old ones. Monthly newsletters were expanded from one or two page flyers to four page publications featuring education opportunities, job training information and events calendars. The Community Services staff worked collaboratively with staff from the Facilities Management and Housing Management departments at each site as a "triage team" to identify and assist residents in need and to disseminate information concerning programming.

Youth Programs

Organized youth programs were available for children of residents of all six family developments. Actual programming was conducted at four sites. Maximum capacity at each site continued to be determined by building size. Routinely, PHA programs run at 87% capacity.

Every effort was made to extend program possibilities to all Authority residents by collaborating with a wide spectrum of agencies and organizations throughout the city of Providence. Family development programming is expanded through participation with local community centers such as the Smith Hill Center, Joslin Center, and Hartford Park Community Corporation and through the Providence Coalition on Recreation and Leisure. Social services are available to family residents through local health centers, The Providence Center, Family Services, Inc. as well as state-wide agencies such as the Department of Human Services and the Department of Children, Youth, and Families. All our staff is knowledgeable about services and programs available to residents.

SUBSTANCE ABUSE PREVENTION EDUCATION (SAPE)

Participation in the prevention component of our youth program remains mandatory for all registered youths wishing to be included in extra-curricular activities, special events or field trips. Substance abuse prevention education for registered youths ages 6-8, is facilitated by the Program Coordinators and their on-site staff and supervised by the Family Services Manager. Several award winning video series (*You Can Choose* and the *Sunburst Series*), covering topics related to substance abuse prevention and emphasizing, in particular, strategies for personal decision making, were utilized. Guest speakers from the community are incorporated into the program when appropriate. These sessions were held weekly and were approximately an hour and a half in duration. An effort was made to maintain a ratio of 1:10, facilitator to participants. Curriculums included facilitator guides for stimulating discussion. Hands-on activities were included in each session and active participation, such as role playing, was encouraged.

Registered youths in the 9-17 year old age groups attended the weekly **WISE-UP** session (*Women and Infants Sex Education and Understanding Program*), funded through a grant to the PHA from the State Department of Health. Though originally conceived as a teen pregnancy prevention program, **WISE-UP** was expanded last year to include a broader array of issues of concern to youth. The Family Services Manager and PHA on-site staff met every two weeks with the WISE-UP Project Coordinator and Facilitators beginning in July to brainstorm strategies for enhancing the WISE-UP curriculum. Trained health educators from Women and Infants Hospital and PHA on-site staff conducted seminars each week, beginning in October, on topics such as substance abuse prevention and violence prevention as well as health education issues like body image and eating disorders, STDs and AIDS, puberty, birth control and pregnancy.

Two teens from each site were hired as *Peer Educators* to assist the on-site Facilitator with WISE-UP curriculum. In addition to the informative classes, **WISE-UP** made available on-site counseling for youths. Each program participant met with the MSW from the hospital's Department of Social Work at the beginning of the program for an initial in-take needs assessment. Subsequent counseling was available upon request.

A pre and post-test to assess participants' factual knowledge of subjects covered by **WISE-UP** as well as attitude and behavior changes was administered in the October and May. Analysis of test results indicated a three-point increase in participant scores on the factual knowledge section of the posttest.

ACADEMIC ASSISTANCE -- **HOMEWORK HELP/TUTORING**

Time was set aside at each community center on a daily basis for PHA on-site staff to provide academic assistance to elementary-level program participants. Older students in need of remedial assistance in specific subject areas were provided with referral information concerning tutoring resources in their areas. While participation in these academic support sessions is still voluntary, all participants are strongly encouraged to put in a specified amount of time on academic studies or related tasks in order to take part in enrichment programs or sports activities.

STREET-LEVEL TEEN OUTREACH PROGRAM (STOP)



An outgrowth of last summer's outreach program, *Keeping It Cool at Chad (KICC)*, **STOP** (*Street-Level Teen Outreach Program*) continued and expanded to all developments the services of an Outreach Worker knowledgeable of the "ins and outs" of the school system. The Outreach Worker, utilizing information provided through an agreement with the *Providence School Department*, contacted and assisted youths targeted as at-risk for academic failure by helping parents navigate the educational

system. **STOP** staff also coordinated three on-site *Educational Forums* for resident parents. The on-site forums offered parents an opportunity to get acquainted with their children's school principals, ask questions and receive information concerning school policies and procedures as well as information concerning alternative education programming.

COMPUTER RESOURCE CENTERS

Computer Resource Centers (CRC) have been established at Manton Heights and Hartford Park since April 1993. A third CRC, at Chad Brown/Admiral Terrace, became operational in January 1996. In March of this year, a CRC was established at Coddington Court. Approximately four hours of instruction a week is provided at each site. The primary goal of the CRC program is to bring participants into a technologically advanced setting and to motivate them through organized instructional programming to improve

The Outreach Worker, utilizing information provided through an agreement with the Providence School Department, contacted and assisted youths targeted as at-risk for academic failure by helping parents navigate the educational system.

All public housing youths that registered for PHA sponsored programs and participated in the prevention education curriculum were eligible to take part in a number of extra-curricular enrichment activities.

and modify behavior, academic performance and/or employability skills and knowledge. An experienced computer educator was retained part time to further develop and facilitate a curriculum for youth and teens to familiarize them with basic computer skills. Special emphasis was placed on using computers for schoolwork and improving word processing skills. In addition to basic keyboard training, youths also utilized educational software in subject areas such as math, reading and geography. Selected Resident Assistant staff, interested in supervising the CRC, were provided with additional individual instruction to improve their proficiency in computers, thus augmenting the number of hours the CRCs could be open.

ENRICHMENT ACTIVITIES

All public housing youths that registered for PHA sponsored programs and participated in the prevention education curriculum were eligible to take part in a number of extra-curricular enrichment activities. These activities, along with sports, are the "carrots" that entice youths to the community center and provide us with an audience for our prevention message. The following is a description of the most successful classes.

Dance

The PHA continued to contract with *The Music School* to provide instructors for two, twelve-week series of dance workshops. Classes met once a week at three sites and were open to all ages. Participants were instructed in *swing style* or *interpretive dance*, *Capoeira (Brazilian dance)* or *Step Team*. Dance students were invited to perform at this year's *Providence First Night* celebration and also participated in a performance at the *Ashamu Dance Theatre* at Brown University in May.



Music

The PHA continued to contract with *The Music School* to present *Kodaly*, a musical literacy program especially designed for children 6-9. Weekly classes, taught by instructors certified in the *Kodaly* method, encouraged the students to experiment with rhythm, vocalization, and musical instruments. A series of workshops in *Latin drumming* were initiated at Hartford Park. Drummers participated in the *Providence First Night* parade.

Art/Arts and Crafts

A graduate student in Art Education at Rhode Island College was engaged for the *Summer Youth Program* (1996) to conduct weekly sculpture workshops. The workshops resulted in the creation of a three dimensional permanent installation at each participating site. PHA on-site staff was also charged with developing and implementing bi-weekly arts and crafts lessons to further provide program participants with outlets for their creativity.

Drama

The PHA contracted with the newly formed *Providence Black Repertory Theatre* to conduct two twelve-week series of workshops in theater education for PHA resident youth at Hartford Park and Manton Heights. Workshops were held first on site and then at the theatre facility. Chad Brown students interested in theatre arts attended weekly, on-site workshops with a local professional actor/director. All students worked on scene study and improvisational techniques. Several original monologues were created. The Chad Brown group presented "Viewpoints", a pastiche of original music, dance and drama, in February.

Zoo Power

Zoo Power is an environmental education program offered through the Education Department at Roger Williams Park Zoo. Twelve (12) PHA program participants from each development were given the opportunity to participate weekly in hands-on activities at the zoo facility. Each session ran for 6 weeks. Topics explored included wildlife habitats, endangered species and environmental responsibility. This year, PHA Program Coordinators and Program Assistants participated in several staff training workshops on bio-diversity.

Modeling

The PHA transported interested youths from all sites to the *Providence InTown YMCA* for weekly modeling workshops. In addition to actual modeling techniques, topics included personal grooming, nutrition and weight control, public speaking and personal goal setting. The modeling students participated in a fashion show at the Marriott Hotel in May.

Kundalini Yoga for Teens

A professional yoga instructor was hired to conduct weekly yoga workshops at all sites. Designed to provide students with tools to management stress, this program had an extremely positive impact on resident youth. On a recent survey, this program was among the top three activities that were selected to be repeated.

Sports

The PHA Youth Program participants continued their long time love affair with sports activities. Youth Sports Coordinators were in place at three centers serving all family developments. Under the supervision of the Program Coordinators, they ran instructional sports on-site, intramural sports between the family developments as well as games with local leagues and community centers. They also supervised the inter-housing authority travel league, which included five cities in Rhode Island. Sports include basketball, volleyball, softball and judo.



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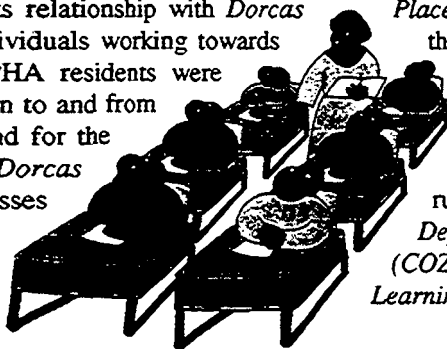
Adult Programs

Adult residents were encouraged to participate in a number of PHA sponsored activities. Program Coordinators at each site, through accelerated door-to-door outreach and distribution of monthly newsletters, kept the residents informed regarding opportunities for further education, job training and personal development programs. A description of programs offered to adults in the family developments follows:

GENERAL EQUIVALENCY DIPLOMA (GED)

The PHA maintained its relationship with *Dorcas* offers assistance to individuals working towards their GED. Approximately thirty PHA residents were enrolled in classes this year. Transportation to and from *Dorcas Place* was provided. When demand for the program outpaced the spaces available at *Dorcas Place*, residents were referred to the GED classes run by the *Providence Department's Child (COZ)* or the *Rhode Island Learning (RIRAL) Project*.

Public School
Opportunity Zone
Regional Adult



Place, an organization that their GED. *Dorcas Place* was program outpaced *Place*, residents were run by the *Providence Department's Child (COZ)* or the *Rhode Island Learning (RIRAL) Project*.

ENGLISH AS A SECOND LANGUAGE (ESL)

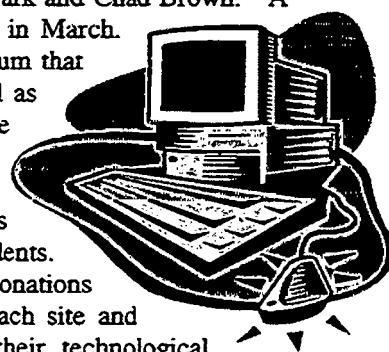
Through a state Department of Education grant, PHA continued to offer on-site ESL classes at all sites. Instructors were provided through International Institute of Rhode Island. Enrollment in ESL continues to grow, especially at Chad Brown where two instructors were required to handle the demand. Approximately (40) residents authority-wide participated regularly in ESL classes. Graduation ceremonies were held at the sites in June and students celebrated their accomplishments with family and friends.

CITIZENSHIP CLASSES

Two, 10-week series of classes designed to prepare eligible residents to become US citizens were conducted at Manton Heights. International Institute of Rhode Island provided the instructor. Approximately (20) students, authority-wide, participated in this series.

COMPUTER RESOURCE CENTER

The PHA retained a bilingual computer instructor, part time, to run the adult component of the CRC program at Manton Heights, Hartford Park and Chad Brown. A fourth CRC at Codding Court became operational in March. The instructor researched and developed a curriculum that emphasized increased computer proficiency as well as the utilization of computers on the job. Resume preparation was one component of the classes. Classes were held for approximately three hours a week at each site. Interest in this program continues to exceed our ability to accommodate the students. Additional funding is being sought and sources for donations explored to expand the number of computers at each site and increase opportunities for residents to enhance their technological skills.



Program Coordinators at each site, through accelerated door-to-door outreach and distribution of monthly newsletters, kept the residents informed regarding opportunities for further education, job training and personal development programs.

PARENT EDUCATION/SUPPORT GROUPS

The *Parent Education/Support Groups (PESG)* established last year at each site continued to meet monthly. Sessions, often held in the home of a participating resident "host", were facilitated by an MSW from Women and Infants Hospital. Discussion topics included stress management, health and nutrition, domestic violence, substance abuse prevention, child and sexual abuse, and parenting skills. On an average, forty-eight resident parents, authority-wide, participated monthly. All Resident Assistant staff working on-site and residing in PHA developments attended these group sessions.

FAMILY WRITING PROGRAM

A program designed to bring parent and child together in a family history writing experience was conducted at two sites this year (Chad Brown and Manton Heights). The *Family Writing Program* facilitator, provided by the *Providence Public Library*, utilized the *Computer Resource Center* at each site incorporating computer literacy with instruction in grammar and language usage.

CONFLICT MANAGEMENT WORKSHOPS

Conflict Management Consultants (CMC) conducted a conflict management workshop for residents at each of the four family developments. PHA staff previously trained in CMC techniques assisted the CMC facilitator.

STAFF TRAINING

A number of training workshops were provided for on-site staff. Approximately 40 staff participated in each training.

Planning and Problem Solving

In January, family unit staff participated in an all day workshop on planning and problem solving. Facilitated by the PHA's Executive Director and administrative staff, exercises including developing goals and objectives and time management techniques.

Summer Youth Program Staff Training

Annual staff-training workshops in anticipation of the summer program were held the week of June 23rd. Activities included *team building* and *CPR/Community Safety*. Over (40) staff members participated in these workshops designed to improve their skills and increase their confidence in dealing with youth program participants.

Conflict Management Workshops

All Program Coordinators participated in a series of three workshops on conflict management. Facilitated by *Conflict Management Consultants*, staff explored communication styles and mediation techniques. Program Coordinators were trained to assist the CMC facilitator at similar workshops for residents held at their developments.

New Initiatives

A number of new programs or strategies were initiated during FY 1997. A description of each follows:

COMPUTER RESOURCE CENTER AT CODDING COURT

A Computer Resource Center (CRC) was installed in the Coddington Court Community Center in March 1997. Equipment includes four IBM compatible computers with CD-ROM and a printer. The Center was fully equipped for a cost of approximately \$15,000. STOP staff was also instrumental in coordinating three Educational Forums for resident parents to address school policy and procedure issues and explore alternative education resources.

KUNDALINI YOGA FOR TEENS

A professional yoga instructor was hired to conduct weekly yoga workshops at all sites. Designed to provide students with tools to management stress, this program had an extremely positive impact on resident youth. On a recent survey, this program was among the top three activities that were selected to be repeated.

MODELING

The PHA transported interested youths from all sites to the *Providence InTown YMCA* for weekly modeling workshops. In addition to actual modeling techniques, topics included personal grooming, nutrition and weight control, public speaking and personal goal setting. The modeling students participated in a fashion show at the Marriott Hotel in May.



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A service unit is recorded when an individual participates in a program. Because individuals often participate in more than one program, service units are a measure of service provided to residents, not enrollment.

TABLE I

*PHA Youth
Program
Enrollment
1993-1997*

CONFLICT MANAGEMENT WORKSHOPS

Residents were offered an opportunity to attend a workshop on conflict management at each site. Facilitated by *Conflict Management Consultants*, staff and the contractor explored communication styles and mediation techniques with the participants.

Program Revisions

CODDING COURT/ROGER WILLIAMS PROGRAM RESUMES ON-SITE

Due to previously low enrollment, the Coddington Court/Roger Williams Youth Program was merged with the Chad Brown Youth Program last year; the result was a drop in Coddington Court/Roger Williams youth enrollment. This year, Coddington Court/Roger Williams staff accelerated their outreach and enrollment efforts and were able to justify the re-establishing of an on-site program at Coddington Court.

STATISTICS

This section includes data gathered from monthly management reports concerning youth program enrollment and youth and adult service units. A comparison is made between statistics from the previous fiscal year and an explanation of discrepancies is provided where appropriate.

Youth Program Enrollment

Figures for Youth Program enrollment are based on a formal registration process conducted annually in the fall by on-site staff and updated throughout the program year. In 1993, based on physical space limitations, the maximum capacity for enrollment in our Youth Program was determined to be 365. Additionally in 1993, attendance at Substance Abuse Prevention Education (SAPE) sessions was mandated for eligibility in all other recreational or enrichment activities. Prior to 1993-94, the centers were essentially "drop in" centers with no standardized programs.



Dates	Enrollment	Comments
1992-1993	265	No PHA Chad Brown Youth Program
Summer 1993	446	PHA Chad Brown Youth Program initiated
1993-1994	201	Enrollment limitations begin; programs standardized; SAPE mandated
Summer 1994	302	
1994-1995	337	
Summer 1995	356	
1995-1996	334	Coddington Court/Roger Williams merge w/Chad Brown
Summer 1996	365	Programs established at all sites
1996-1997	361	Coddington Court/Roger Williams resumes on-site programming

A service unit is recorded when an individual participates in a program. Because individuals often participate in more than one program, service units are a measure of service provided to residents, not enrollment.

TABLE II: Family Service Units FY 1996 & 1997: Youths

	FY 1996		FY 1997	
	Percent	Units	Percent	Units
Substance Abuse Prevention Education	16%	6,503	13%	7,728
Personal Development/Cultural Enrichment/General Recreation	54%	22,288*	64%	37,106
Educational Support/Academic Assistance	16%	6,273	11%	6,189
Sports	14%	5,870	12%	7,182
<i>Total</i>		<i>40,934</i>		<i>58,208</i>

TABLE III: Family Service Units FY 1996 & 1997: Adults

	FY 1996		FY 1997	
	Percent	Units	Percent	Units
Educational Support	54%	1,333	68%	4,426
General Recreation/Personal Development	46%	1,156*	32%	2,074
<i>Total</i>		<i>2,489</i>		<i>6,500</i>

EXPLANATION OF STATISTICS

Service units for youth programs increased from 40,934 in FY 1996 to 58,208 in FY 1997. These statistics are comparable to numbers recorded for FY 1995, prior to the policy of mandating substance abuse prevention education participation.

Mandating youth participation in weekly Substance Abuse Prevention Education (SAPE and WISE-UP) workshops required an adjustment on the part of program participants. Used to simply "dropping in", program participants were at first resistant to the new policy requiring their attendance every week at prevention if they wanted to participate in enrichment or sporting activities. Staff was challenged with making revisions to the SAPE and WISE-UP curriculum to include more hands-on, on-your-feet style activities and more guest speakers. The increase in program enrollment and participation rate reflects the acceptance of this policy and the successful revisions to curriculum.

In addition to the prevention component, adjustments were made to the number and types of enrichment activities offered. In direct response to youth survey requests, the department this year offered opportunities to participate in several new activities including modeling club, yoga, judo and stepping team as well as old favorites like arts and crafts and computer club.

Last year's pilot policy designating Tuesdays and Thursdays as "Teens Only" days at the community centers was recalled this year and resulted in higher service units in the general recreation category as all program participants were eligible to use the gymnasium on a daily basis.

Another policy reversal concerned the merging of Coddling Court/Roger Williams program with Chad Brown. Due to previously low enrollment, the Coddling Court/Roger Williams Youth Program was merged with the Chad Brown Youth Program last year in the hopes that the superior facility at Chad Brown would attract participation. The actual result, however, was a drop in Coddling Court/Roger Williams youth enrollment. When surveyed as to the reason for this decline, resident youth and parents responded that they did not want to travel across town to another development. This year, Coddling Court/Roger Williams staff accelerated their outreach efforts and were able to justify the re-establishing of an on-site program at Coddling Court by enrolling the program to capacity.

Staff was challenged with making revisions to the SAPE and WISE-UP curriculum to include more hands-on, on-your-feet style activities and more guest speakers. The increase in program enrollment and participation rate reflects the acceptance of this policy and the successful revisions to curriculum.

Adult program service units also increased from 2,489 from in FY 1996 to 6,500 in FY 1997. This unprecedented increase is due in part to increased outreach efforts on the part of on-site staff. Fulfilling department policy, Program Coordinators and their staff made a concerted effort to conduct an initial in-take assessment of each new tenant within three months of occupancy advising residents of program opportunities and services.

Inflated adult numbers also reflect the general climate of anxiety regarding welfare reform. Residents are getting the message that the "clock is ticking" and are therefore more apt to enroll in educational or personal development programs offered through the PHA. The Parent Education/Support Group experienced an increase in numbers as did computer instruction and ESL classes. The newly added Citizenship class operated at capacity and had a waiting list.

ELDERLY/DISABLED UNIT

Introduction

The Elderly/Disabled Unit serves approximately 1,200 residents in seven developments. The population is very low income with an average household income of \$6,800, mostly derived from Social Security and SSI. Forty-three percent classify themselves as members of an ethnic minority group and 53 percent are under age sixty. Serving this very diverse group of residents are four Resident Services Coordinators (RSC) and a Supportive Services Manager. The four RSCs have all undergone training for certification and renew that certification annually through continuing education. One RSC is assigned to Carroll Tower and Dominica Manor, the PHA's "elderly only" developments, another works at Parenti Villa and 335 Hartford Avenue, another at Kilmartin Plaza and Sunset Village and the last at Dexter I and II.

The RSCs provide referrals, help with benefits, short-term counseling, arrange activities and offer continuity of care to the residents, but they are only on-site at each development two or three days a week. The PHA is very fortunate to have substantial assistance from committed third party providers to work with them to provide the best possible care for public housing residents. With the new program, *Housing Helps*, we will again be able to expand our services to include assisted living services. We look forward to this program in the coming year.

Third Party Services

Once again, third party agencies provided an impressive array of services to the PHA elderly/disabled residents. Services and activities ranged from bingo to podiatry. Below is a description of the most popular third-party services.

DEXTER MANOR HEALTH CARE CLINIC

The Dexter Manor clinic opened its doors in January 1995 and now serves sixty-seven residents, thirty of whom are Hispanic/Latino. Our *VISTA Volunteer*, who worked closely with the Hispanic/Latino population to connect them with much needed medical attention, finished her two-year program.



A meal site manager and volunteers serve hot meals in the community rooms. In conjunction with RI Meals on Wheels, meals are also home delivered to shut-ins. This year, approximately 23,340 meals were served to PHA residents.

We were very fortunate to soon acquire the services of a Spanish Interpreter/Social Services Assistant through the *Department of Elderly Affairs*. This person is a PHA resident and works regularly at the clinic. Due to the clinic's success, an additional physician was added in July 1996 to service elderly/disabled residents ages eighteen to sixty-five. The Clinic Coordinator has worked diligently this year to recruit patients, give educational workshops, help patients access additional services, and generally make the clinic more accessible to our population. The Rhode Island Hospital Medical Foundation, VNA of RI and PHA will continue to explore opportunities for growth throughout the upcoming year.

P.I.C.A. (PROVIDENCE INTOWN CHURCHES ASSOCIATION)

At Dexter Manor, P.I.C.A. provides Resident Advocates to work with residents during the evening hours alongside two social workers, one English-speaking and one Spanish-speaking. In addition, P.I.C.A. provides a program director to coordinate myriad social, recreational and spiritual activities for residents during the day, including: twice weekly bingo, monthly birthday parties, weekly food donations and a monthly religious service. They also provide a monthly birthday party at Dominica Manor. The PHA appreciates P.I.C.A.'s great concern for the well being of its residents.

URI PHARMACIST

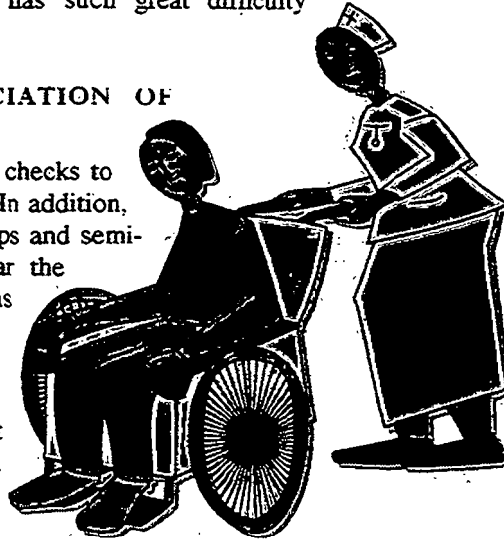
The University of Rhode Island continues to provide the PHA with a licensed pharmacist who makes weekly visits to the elderly/disabled buildings conducting blood pressure and sugar screening and discussing proper use of medications. This year, we recorded over 2,062 pharmacist consultations with PHA residents. However, the statistics from the pharmacists are not conclusive as staff has such great difficulty retrieving correct information.

VNA (VISITING NURSES ASSOCIATION OF RI)

The VNA provides monthly blood pressure checks to residents of all elderly/disabled high-rises. In addition, they provide quarterly educational workshops and semi-annual blood sugar screens. This year the visiting nurses had over 1,700 consultations with PHA residents.

PROJECT H.O.P.E. / MEAL SITES

Project H.O.P.E. meal sites are located at 335 Hartford Avenue, Dexter Manor, Carroll Tower and Kilmartin Plaza. Each meal site serves a noon meal Monday through Friday. A meal site manager and volunteers serve hot meals in the community rooms. In conjunction with *RI Meals on Wheels*, meals are also home delivered to shut-ins. This year, approximately 23,340 meals were served to PHA residents. Next year we will be recording an additional meal site at 335 Hartford Avenue. For those PHA elderly/disabled residents who are interested, the PHA and its third party collaborators can meet an array of medical, educational, social and recreational needs. The matrix below details third party services at each of the PHA's elderly/disabled developments.



P.I.C.A. provides a program director to coordinate myriad social, recreational and spiritual activities for residents during the day, including: twice weekly bingo, monthly birthday parties, weekly food donations and a monthly religious service.

TABLE IV: *Elderly/Disabled Unit Third Party Services*

Activity	Standard / Frequency	335	C. T.	Dex.	Dom.	K.P.	P.V.	S.V.
Project H.O.P.E. Meal Site	5 x week/Mon-Fri	✓	✓	✓	nearby	✓	no	no
VNA of RI - Blood Pressure Checks	1/month	✓	✓	✓	✓	✓	✓	no
VNA of RI - Health Education Workshops	1/quarter	no	✓	✓	✓	✓	✓	no
VNA of RI - Diabetic Screen	1/ 6 months	✓	✓	✓	✓	✓	✓	no
P.I.C.A. - Social/ Recreation	2/week	no	no	✓	1 month	no	no	no
P.I.C.A. - Spiritual	1/month	no	no	✓	✓	no	no	no
P.I.C.A. - Mental Health	2/week	no	no	✓	no	no	no	no
P.I.C.A. - Food Donations	1/week	no	no	✓	no	no	no	no
URI Pharmacist	2/month	✓	✓	✓	✓	no	✓	no
Dexter Manor Clinic	2 x week/Tues + Thurs AM	✓	✓	✓	✓	✓	✓	✓
Podiatrist	1/quarter	no	no	✓	✓	✓	✓	no
St. Joseph's Hospital Nursing Students	2 semesters/year	no	no	no	1 sem.	no	✓	no
Providence Recreation Department Trips	1/month	✓	✓	✓	✓	✓	✓	no
Providence Recreation Department Parties	1/month	no	✓	✓	no	✓	✓	no
Supermarket Shopping Van	1/month	no	✓	no	✓	no	✓	no
Bakery or other Food Donations	1/week	no	no	no	✓	✓	no	no
Other Spiritual	1/bi-weekly	no	✓	no	no	no	✓	✓

LEGEND

335 = 335 Hartford Avenue - Hartford Park
 Dom. = Dominica Manor K.P. = Kilmartin Plaza
 P.V. = Parenti Villa C.T. = Carroll Tower
 Dex. = Dexter Manor S.V. = Sunset Village

* Many service providers only make themselves available to the buildings that can draw the largest number of participants. Other

providers chose to service only those buildings in their immediate neighborhood. The PHA makes every effort to see that all buildings are afforded equal access to services.

PHA/RSC SERVICES

In addition to coordinating third-party services the PHA Resident Services Coordinators (RSC) are responsible for providing direct services for residents. On a daily basis they provide residents with crisis intervention, limited counseling and referral services. They are available for scheduled office visits or as is most often the case, on a moments notice when a resident is in need of immediate assistance. They also devote a great deal of time to helping residents access and navigate benefit programs such as Social Security and Medicare. In addition to these direct services, they coordinate social and recreational activities for their buildings. With the signing of the HUD Services Coordinator Grant in 1995, the PHA was finally able to access funds for these types of activities:

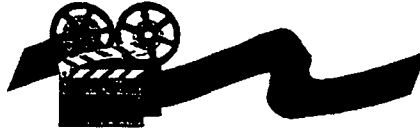
Each month the Resident Services Coordinators provide a coffee hour in the community room.

Coffee Hours

Each month the Resident Services Coordinators provide a coffee hour in the community room. They often combine this social activity with an educational workshop. Topics for these workshops range from the local weather and environment to safety and security.

Weekly Movies

Each site now has a television and VCR. Once a week the coordinators show a movie in the community room.



Bus Trips

At least once a quarter, once a month in the summer, the PHA provides escorted trips to residents. The Resident Services Coordinators survey residents to find out preferred destinations and book trips accordingly. Destinations this year have included Salem, MA; Portsmouth RI Arboretum; the Smithsonian Exhibition, Newport to see "Saucy Sally", numerous shopping malls and a cruise on the Southland. Residents pay only the cost of admission, with the PHA or the City of Providence Recreation Department covering transportation.

New Initiatives

Several new programs or strategies were initiated or expanded during FY 1997. A description of each follows.

ESL/CITIZENSHIP

The PHA contracts with the Westminster Senior Center to provide English as a Second Language (ESL) instruction and citizenship to Hispanic/Latino residents. Classes run along the public school schedule and are held two days per week, three hours per day. Seventeen very motivated individuals signed up for the classes and all had close to perfect attendance. The Westminster Senior Center, through its Hispanic Outreach Worker has had great success with this population. They are extremely diligent with the students, even asking the PHA Resident Services Coordinators to check on individuals if they are late for class. With such tremendous outreach and follow up, this program has been a great success. We look forward to continuing this program in the upcoming year.

The Westminster Senior Center, through its Hispanic Outreach Worker has had great success with this population. They are extremely diligent with the students, even asking the PHA Resident Services Coordinators to check on individuals if they are late for class.

PREPARATION FOR COMMUNITY LIVING

The Living Skills Manager is working with the Resident Services Coordinators and residents to develop a Preparation for Community Living program for elderly and disabled residents. This purpose of this program is to clarify for residents their responsibilities as tenants of public housing, to show them how to use and clean the equipment in their apartment and to inform them of the many services available to them. This curriculum should be completed and the program underway in October 1997.

ARTS & CRAFTS

A private contractor was retained to teach quilting and arts & crafts to the residents of Parenti Villa, Dominica Manor and Kilmartin Plaza. These sites were chosen because residents of the buildings expressed interest in the program and because these sites had fewer activities offered. The program has been extremely successful with approximately twenty-five participants. Dexter Manor residents receive periodic instruction from PICA and Carroll Tower will begin classes in August through the Smith Hill Center.



The Smith Hill Senior Center's director, the Smith Hill Center's social worker and senior outreach worker have all become active participants in the Carroll Tower program and with individual Carroll Tower residents.

SAINT JOSEPH'S SCHOOL OF NURSING

As a part of the school's Community Nursing course requirements, approximately 12 students and two instructors visited Parenti Villa once a week during the school's spring semester. The students performed blood pressure screenings, lead educational workshops on topics such as back pain management and exercised for individuals with mobility impairments. Students also visited shut-ins. Based on the success of the program, they will expand the spring semester program to Dominica Manor in 1998. At Parenti Villa, they will also conduct an additional course rotation in the fall semester, focusing on Psychiatric Nursing.

SMITH HILL CENTER SENIOR CENTER

The Smith Hill Senior Center's director, the Smith Hill Center's social worker and senior outreach worker have all become active participants in the Carroll Tower program and with individual Carroll Tower residents. Joint activities have included arts & crafts, cookouts and neighborhood celebrations. This collaboration between an elderly/disabled development and a local community center is a model that staff will try to duplicate at other sites.

INTERGENERATIONAL ACTIVITIES

Youth program participants joined elderly/disabled residents for holiday festivities at the high-rises. Activities included storytelling, caroling, decorating community rooms, card and gift exchanges as well as sharing refreshments. Based on these first successes we had hoped to expand the activities to include other holidays and regularly scheduled events. Unfortunately, we were unable to expand as the seniors tend to complain that the children make too much noise. They only seem accepting of the children at the holidays.

INTER-DEPARTMENTAL/TRIAGE TEAMS

The RSCs are part of the inter-departmental triage teams at every high-rise, along with Housing Management and Facilities Management. The departmental representatives meet bi-weekly to discuss problems in their buildings and develop creative solutions. This is one part of the PHA's effort to develop a team approach to daily operations of our developments. The Living Skills Manager is an integral part of each team when they work with residents who have serious housekeeping problems.

TABLE V

*Elderly/Disabled
Service Units
FY 1996 & 1997*

SERVICE UNITS

A service unit is recorded when an individual participates in a program. Because individuals often participate in more than one program, service units are a measure of service provided to residents, not enrollment. Below are charts detailing service units in various categories of programming for FY 1996 and 1997.

	FY 1996		FY 1997	
	Percent	Units	Percent	Units
Crisis Intervention, Counseling, Info. and Referral	55%	7,215	58%	7,491
PHA Sponsored Activities	32%	4,223	34%	4,434
URI Pharmacist	13%	1,666	8%	1,078
<i>Total</i>		<i>13,104</i>		<i>13,003</i>

Service Units for the elderly population increased 51% from 8,721 in FY 1993 to 13,003 in FY 1997. There is less than 1- percent decrease in service units from FY 96 to FY 97. This decrease is only in the URI Pharmacist category, and as mentioned previously, these numbers are so unreliable that they will not be recorded next year. The other two categories showed increases.

GRANTS RECEIVED

The following table lists each of the grants awarded to the Providence Housing Authority over the past five years. Most of these grants have been administered by the Department of Community Services to fund various social service programs for the Family and Elderly/Disabled Units.

TABLE VI: Grants Awarded FY 1992 - 1997

Year	Award Amount	Source	Description
1992	\$298,265	HUD	PHDEP III
1992	\$ 20,000	RI Department of Education	Adult Education: GED
1992	\$ 47,461	Governor's Office Substance Abuse	Substance Abuse Counselors
1992	\$ 125,000	HUD	Youth Sports Program
1992	\$130,000	RI Department Elderly Affairs	Elderly Security Program
1992	\$ 30,000	City of Providence	Elderly Security Program
1992	\$ 40,000	HUD	Fair Housing Initiative
1992	\$ 7,334	Providence/Cranston JPTA	Youth Summer Enrichment Program (PHASE)
1992	\$ 698,000		
1993	\$100,000	HUD	HOPE I Planning Grant (Home Ownership)
1993	\$ 25,000	RI Department of Education	Adult Education: English As Second Language
1993	\$484,000	HUD	PHDEP IV
1993	\$ 40,000	HUD	Resident Management Technical Assistance
1993	\$ 47,461	Governor's Office Substance Abuse	Substance Abuse Counselors
1993	\$140,000	RI Department of Elderly Affairs	Elderly Security Program
1993	\$ 30,000	City of Providence	Elderly Security Program
1993	\$ 6,600	Providence/Cranston JPTA	Youth Summer Enrichment Program (PHASE)
1993	\$ 873,061		
1994	\$130,000	RI Department of Elderly Affairs	Elderly Security Program
1994	\$ 30,000	City of Providence	Elderly Security Program
1994	\$619,620	HUD	PHDEP V
1994	\$ 47,461	Governor's Office Substance Abuse	Substance Abuse Counselors
1994	\$ 40,000	RI Department of Health	Teen Pregnancy Prevention Program
1994	\$ 7,000	Providence/Cranston JPTA	Youth Summer Enrichment Program (PHASE)
1994	\$ 10,000	HUD	Drug Prevention Technical Assistance
1994	\$ 60,000	HUD	Tenant Opportunity Program
1994	\$997,500	HUD	Family Investment Center
1994	\$2,004,581		

<i>Grants Awarded FY 1992 – 1997 (continued)</i>			
Year	Award Amount	Source	Description
1995	\$ 77,000	RI Department of Elderly Affairs	Elderly Security Program
1995	\$ 30,000	City of Providence	Elderly Security Program
1995	\$635,000	HUD	PHDEP VI
1995	\$ 125,00	HUD	Youth Sports Program
1995	\$ 6,800	Providence/Cranston JPTA	Youth Summer Enrichment Program (PHASE)
1995	\$ 40,000	RI Department of Health	Teen Pregnancy Prevention Program
1995	\$ 47,461	Governor's Office of Substance Abuse	Substance Abuse Counselors
1995	\$668,420	HUD	Elderly Service Coordinators Grant
1995	\$1,629,681		
1996	\$ 6,800	Providence/Cranston JTPA	PHASE VI
1996	\$ 24,000	Providence/Cranston JTPA	Employment Support
1996	\$ 252,458	HUD	Early Childhood Development (Roger Williams Daycare Ctr)
1996	\$ 47,461	Governor's Office of Substance Abuse	Substance Abuse Counselors
1996	\$ 639,500	HUD	Public Housing Drug Elimination Program (PHDEP VII)
1996	\$ 12,245	Governor's Justice Commission	Juvenile Delinquency Prevention Intervention
1996	\$ 15,442	Governor's Justice Commission	Juvenile Delinquency Prevention Intervention
1996	\$ 29,998	RI Department of Health	Pregnancy Prevention Program (WISE-UP)
1996	\$1,027,904		
1997	\$ 15,000	RI Department of Health	Pregnancy Prevention Program (WISE-UP)
1997	\$ 500,000	HUD	Supportive Services for Elderly/Disabled
1997	\$ 170,250	Department of Justice	Big Brothers in Public Housing Mentoring Program
1997	\$ 5,000	Providence Planning Department	Big Brothers in Public Housing Mentoring Program
1997	\$ 690,000		
Total	\$6,960,537		

The Rental Housing Department is responsible for administering the PHA's Section 8 Rental Housing Program. The department consists of a staff of thirteen; four (4) of whom are presently temporary employees. The department is supervised by the Director of Rental Housing who is assisted by the Senior Program Representative, seven (7) Program Representatives, three (3) Housing Inspectors (one of whom works part-time) and a Clerk Typist. Although seven (7) members of the staff (54%) have joined the department within the past year, they reflect an average of 10.7 years of experience acquired at the Providence Housing Authority. This diverse group of employees brings specialized skills from the departments of Housing Management, Facilities Management and Security. They have contact on a daily basis with applicants, participants, property owners/agents, state and social service agencies.

The Rental Housing Department was the first department in the PHA to reengineer itself with the assistance of an outside consulting firm, Organizational Future. Although we anticipated major changes in the workflow, we found that in order to comply with all the Federal Regulations, our current procedures were as streamlined as possible. It was a good exercise, however, for the department to work as a team and standardize the various daily procedures.

Presently, the Rental Housing Department assists 2,523 participating families, 250 transfers from other cities and an additional 457 who are on the waiting list.

The Section 8 Program provides rental assistance to low-income and very-low income families and individuals. It consists of four programs:

- Existing Certificates (1,120)
- Vouchers (694)
- Moderate Rehabilitation (329)
- 11-B Developments (380)

While certificates and vouchers are portable – they allow a resident to rent in the location of his/her choice- moderate rehabilitation and 11-B units are both site-based.

Section 8 rental assistance is an element of four special programs: Family Self-Sufficiency, Project Based Assistance (PBA), Single Room Occupancy (SRO) and Rental Rehabilitation. FSS combines rental assistance with job-training to encourage economic self-sufficiency among residents: 28 certificates are designated for participants in this program. PBA units are site-specific and are intended to create additional rental units. SRO units are low-service one-room apartments designed as transitory residences for low-income individuals. Rental Rehabilitation units are site-based and are granted to property owners to supply them with income in exchange for rehabilitation of the property. The PHA anticipates increases in both the SRO and Project based units since several agencies have submitted proposals and are in the process of seeking funding. Rental Housing

Program	Leased	Funding Source
Family Self-Sufficiency and Operation Bootstrap (merged)	28	Certificates
Project-based Assistance	47	Certificates
Single Room Occupancy (SRO)	124	Moderate Rehabilitation
Rental Rehabilitation	104	Certificates and Vouchers

Department of Rental Housing

While a serious erosion of our administrative fee income could result if more participants elect to move, the net loss reflects less than half of one percent of the total 1,814 certificates and vouchers available.

TABLE I

Voucher and Certificate Portability

TABLE II

SRO Projects

TABLE III

PBA Projects

Rental Survey

The department conducts a semi-annual survey of rental housing costs throughout the city. The purpose of the survey is to determine the market cost of renting property in various sections of the city. The survey is used to assist the department in assuring that rent reasonableness is considered before executing a lease with a property owner under the Section 8 Program.

Portability

Changes in federal regulations now allow both Section 8 certificate and voucher holders to move to other cities, states and U.S. territories. This change has added additional administrative burdens for the program such as a billing procedure. The portability requirement has begun to impact the program resulting in a net loss of 8 certificates and vouchers overall. This is, however, a decrease from a loss of 12 during FY 1996 and 56 in FY 1995. While a serious erosion of our administrative fee income could result if more participants elect to move, the net loss reflects less than half of one percent of the total 1,814 certificates and vouchers available. Of those applicants who just received a certificate this fiscal year, only 5 moved to another city as did 2 voucher holders.

Program	Incoming	Outgoing	Net Effect
Certificates	178	152	+26
Vouchers	72	128	-56
Total	250	280	-30

Single Room Occupancy

The PHA assists two Single Room Occupancy Developments with Section 8 Moderate Rehabilitation Assistance. These units are at the Providence YMCA Tower located on Broad Street and Advent House located on the city's West End neighborhood.

Development	No. Units	Status
YMCA Tower	90	Completed/Operational
Advent House	34	Completed/Operational

Project Based Assistance

Federal regulations allow housing authorities to set up to 15% of their Section 8 Existing Certificates as a Project Based Assistance Program. The PHA currently supports several small projects with Project Based Section 8.

Development	No. Units	Status
University Heights	21	Completed/Operational
Niagara Place	18	Completed/Operational
West End II	7	Completed/Operational

Screening

The Rental Housing staff processed 527 applications to verify eligibility this fiscal year. Of those families, 208 (40%) successfully completed the process and were issued a certificate or voucher. The average time for a certificate holder to find a suitable unit was 2.5 months. Voucher holders averaged 1.5 months. An additional 308 applicants (58%) were removed from the list because they either received a letter and failed to respond or

moved without a forwarding address. The number of withdrawals is high because the list had not been updated for 2 ½ years.

During the screening process 11 families (2%) were classified as ineligible: 6 families (55%) had an annual income in excess of the HUD approved limits and 5 (45%) had recent criminal activity.

Each family denied for cause has the right to request a hearing. Only 6 (55%) took advantage of this and after the informal hearing with the Department Director, 4 (36%) decisions were reversed: three provided documentation of rehabilitation and the fourth was on a staggered layoff which the employer had not previously stated thus changing the annual income.

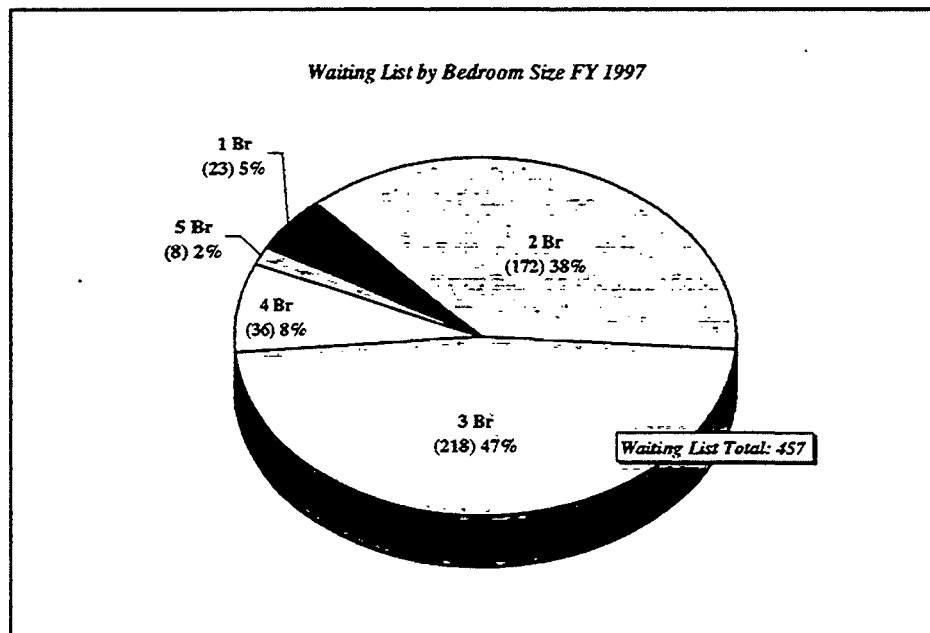
Total Applications Processed	527
Total Certificates/Vouchers Issued	208
Ineligible Applicants	11

Interviews Conducted

During the interview process, program representatives verify family composition, household income, and qualifications for any deductions. During FY 1996, no interviews were conducted. This fiscal year, however, 345 families were interviewed.

Waiting List

During FY 1997, there was a substantial amount of activity on the waiting list for the first time in three years. This can be attributed to the update of the list, the number of certificates/vouchers turned over for re-leasing as well as authorization from HUD to use 75 certificates and 75 vouchers for families on the waiting list. The allocation, which was under-utilized, was originally intended for the non-elderly at Dominica Manor and Carroll Tower.



Fiscal Year 1997 began with 911 applicants; some of whom had been waiting for assistance since 1988. As of June 30, 1997, only 457 remain on the list. This represents a 50% decrease in applicants. All of these families applied the last day that the list was

TABLE IV

*Applicant
Screening in
FY 1997*

FIGURE I

*Waiting List by
Bedroom Size
FY 1997*

open in February 1992. The greatest demand for units in descending order of need are: 218 three bedrooms, 172 two bedrooms, 36 four bedrooms, 23 one bedrooms and 8 five bedrooms. As indicated in the chart, three and two bedroom units are in the highest demand; families waiting for three bedrooms comprise 48% of the list while the two bedrooms comprise 37%.

Turnover Rate

When a program participant no longer needs rental assistance or is terminated from the program for a breach of family obligations, the PHA re-issues the Section 8 certificate or voucher to a new applicant; i.e., turnover.

FIGURE 2

Turnover Rate
FY 1997

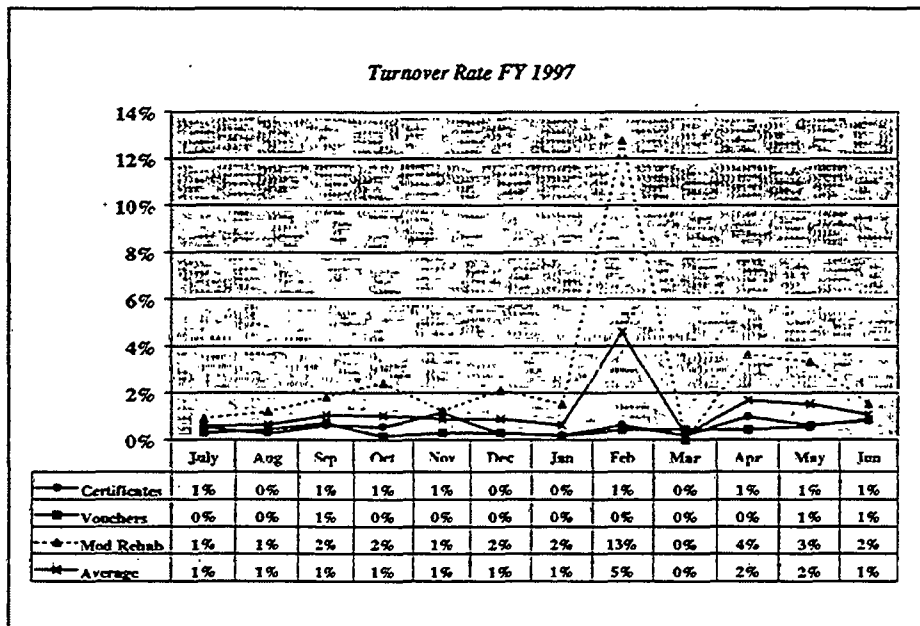
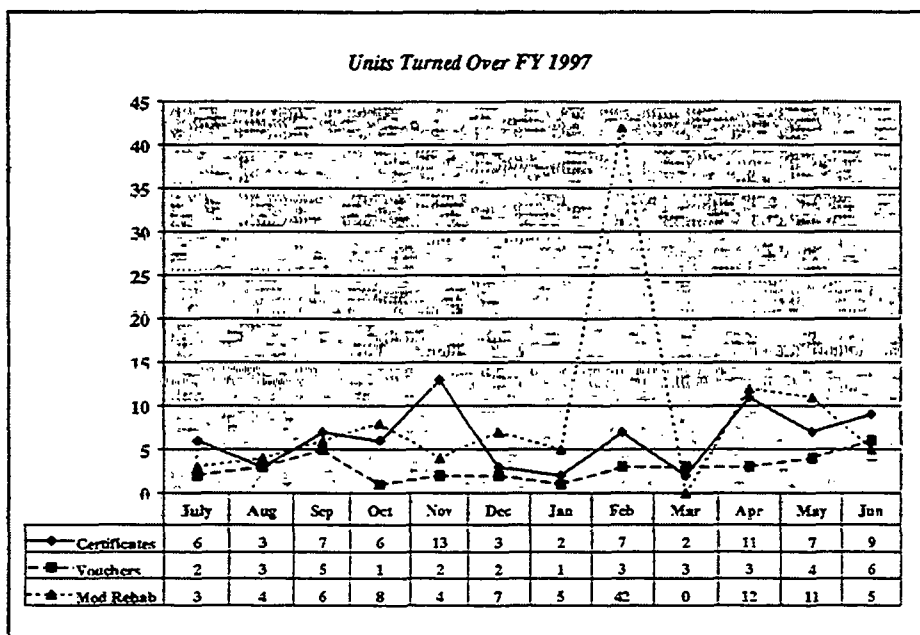


FIGURE 3

Units Turned Over
FY 1997



Previously, the turned over subsidy could be leased immediately. Now, federal regulations mandate a 90-day hold period prior to re-issuance. This hold period does

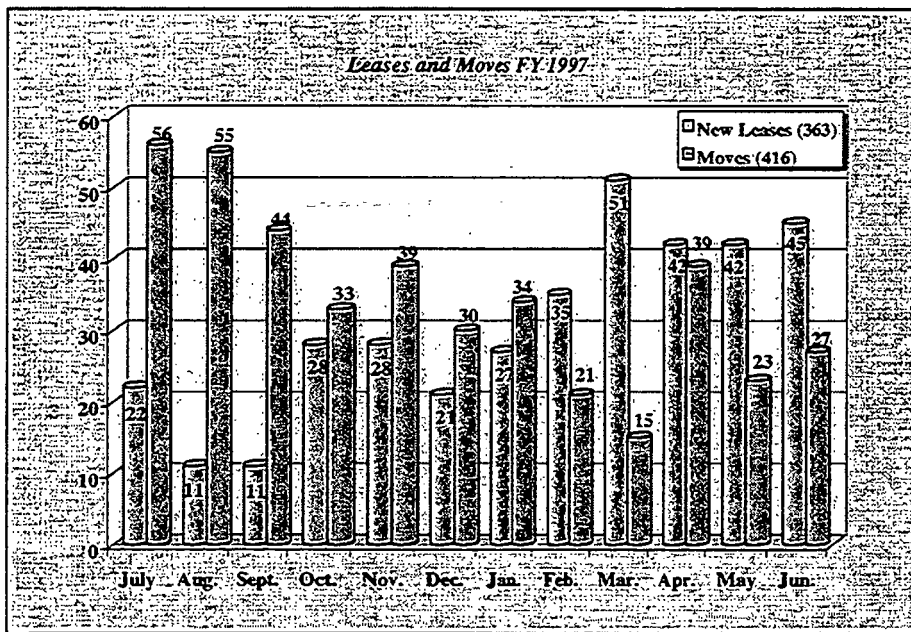
impact the department's lease rate. Although the turnover rate is low, we anticipate an increased impact on the turnover and lease rates due to stricter enforcement of family obligations and more participants returning to work.

In FY 1997, the average monthly turnover rate (total turnovers/total units allocated) was less than 1% overall. The annual rates by program were 6.7% for certificates, 5% for vouchers and 32.5% for Mod. Rehab. While the certificate rate decreased, the rates rose slightly from FY 1996 for the other programs. The rate for the Moderate Rehab program is substantially higher than the others but this may be attributed to the SRO units, which seem to attract more transitory people.

Leases Executed

During FY 1997, the Rental Housing Department executed 779 leases. This is an 8.8% increase from FY 1996. New leases (363) are generated from turnovers of vouchers or certificates, new allocations from HUD or the leasing of a Mod Rehab unit.

The 416 leases considered "moves" (23%) are participants who have remained in the same unit for at least a one-year period and now want to move to another unit. During FY 1996, 644 (36%) participants moved. This 13% reduction in the move rate is a positive effect on the program since it demonstrates that families have become more stable and satisfied with their apartments. The chart below divides all executed leases into 363 new leases and 416 moves.



The Rental Housing staff processed 527 applications to verify eligibility this fiscal year. Of those families, 208 (40%) successfully completed the process and were issued a certificate or voucher.

FIGURE 4

*Leases Executed
FY 1997*

Adjustments

An adjustment to a participant's subsidy and housing assistance payments occurs if his/her income or family composition changes during the year. All participants must report such changes within 10 working days to the Program Representative. During FY 1997, the staff made 1,235 adjustments. This represents a 48% increase from the previous fiscal year. Many of these may be attributed to the changes in welfare reform.

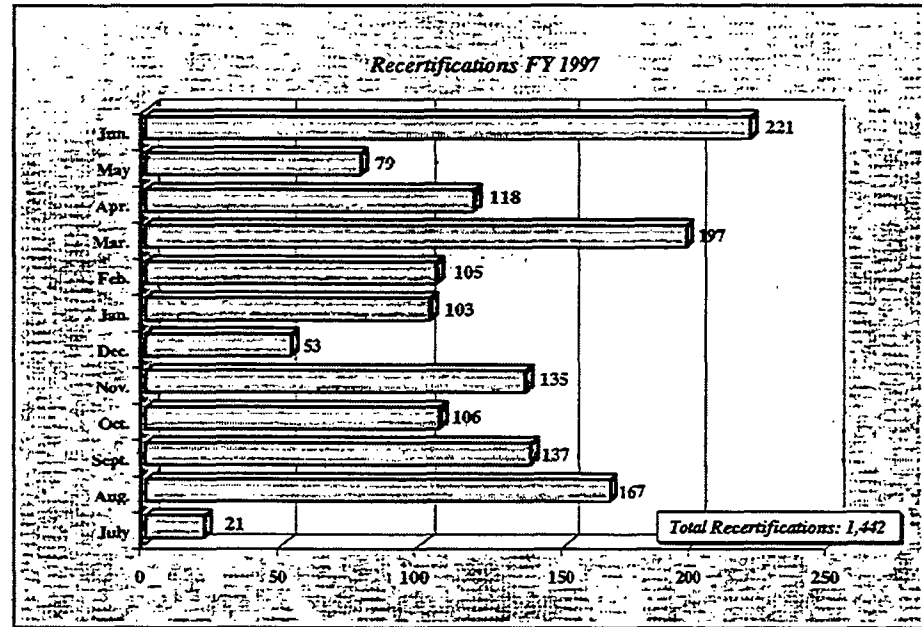
FIGURE 5

*Recertifications
FY 1997*

An adjustment to a participant's subsidy and housing assistance payments occurs if his/her income or family composition changes during the year. Many are often attributed to the changes in welfare reform.

Recertifications

As required by Federal regulations, every program participant's family composition, income and eligibility for deductions must be re-verified to ensure continued eligibility. The staff completed a total of 1,442 recertifications for those who decided to remain in the same units. The 416 moves mentioned above are also recertified; however, they are classified separately due to the change in location. Recertifications for the 11-B developments are conducted on site. The Rental Housing staff must, however, review the information.



Repayments

During FY 1997, the PHA reimbursed landlords \$3,005 for vacancy claims (rent owed by tenants for failure to give 30 day notice) and \$45,833 for damages caused by tenants. Eventually, these payments will cease since federal regulations terminated such claims on contracts signed after October 1, 1995. The department policy, however, states that participants must reimburse the PHA for such payments. During FY 1997, the department collected \$17,792.74 in accordance with these repayment agreements. Six families were terminated from the program on the anniversary date of the lease because they failed to make the agreed upon payments. The department also collected \$1,855 for applicants on the waiting list who owed the PHA back rent as a result of a previous tenancy in public housing. Fifteen families were contacted because they owed money. Five (33%) paid in full and were issued a certificate. The others were removed from the waiting list.

Current Inventory of Section 8 Units

During FY 1997, the Providence Housing Authority administered 2,523 units of Section 8 housing throughout the City of Providence. The chart below illustrates the breakdown of the 4 classifications of Section 8 Rental Assistance administered by the Rental Housing Department. Moderate Rehabilitation includes the SRO Units at the YMCA and Advent House as well as those at Barbara Jordan II, Fox Point Housing and Ontario Apartments. The 11-B Projects include the units at Barbara Jordan I Apartments, Villa Excelsior, and Maplewood Terrace developments which are Substantial Rehabilitation. Certificates (44%) comprise the majority of allocations, followed by voucher (27.5%), 11-B Projects (15.5%), and Moderate Rehabilitation (13%). These percentages differ

only slightly from FY 1997. Certificates comprise almost half (43%) of the Section 8 units administered by the PHA. Vouchers comprise over one quarter (28%) of the PHA's Section 8 inventory, and 11-B and Mod/Rehab constitute the remaining 29%.

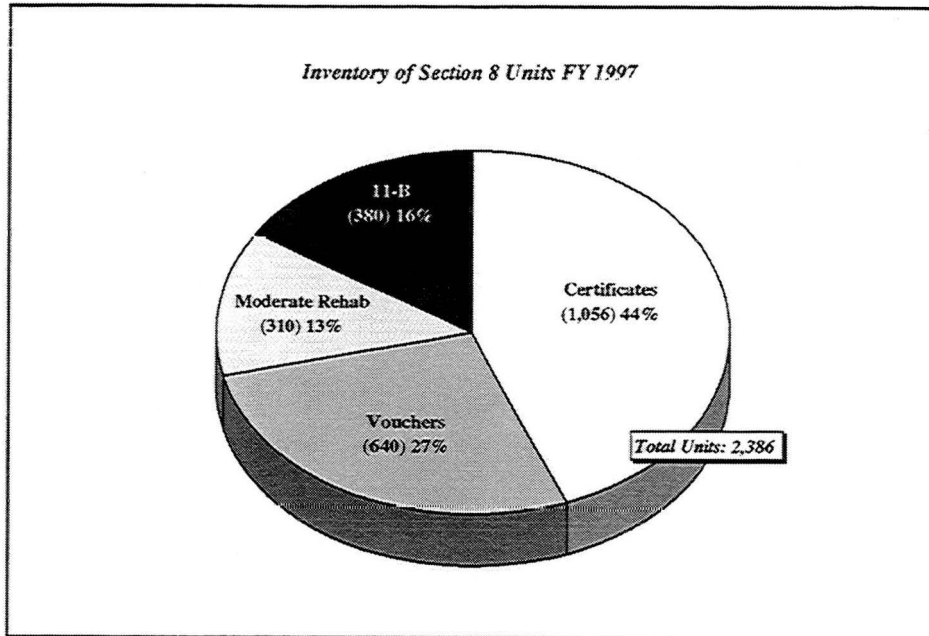


FIGURE 6

*Inventory of
Section 8 Units
FY 1997*

The lease rate in FY 1997 is lower than in previous years, but the total number of units has increased.

Lease Rate

In Fiscal Year 1995, the Rental Housing Department administered the leasing of 2,400 units, or 97% of all subsidies allocated to the PHA. The FY 1994 and 1995 lease rates were at 99%, also exceeding the industry standard of 96%. Rewards from this high exemplary performance rate include maximum income in administrative fees from HUD. The PHA leases units as soon as they turn over (see unit turnover); the PHA's lease rate would only fall if new subsidies were awarded by HUD, creating a paperwork lag-time between the initial award and final leasing. The following chart illustrates the lease rate of each type of Section 8 Program.

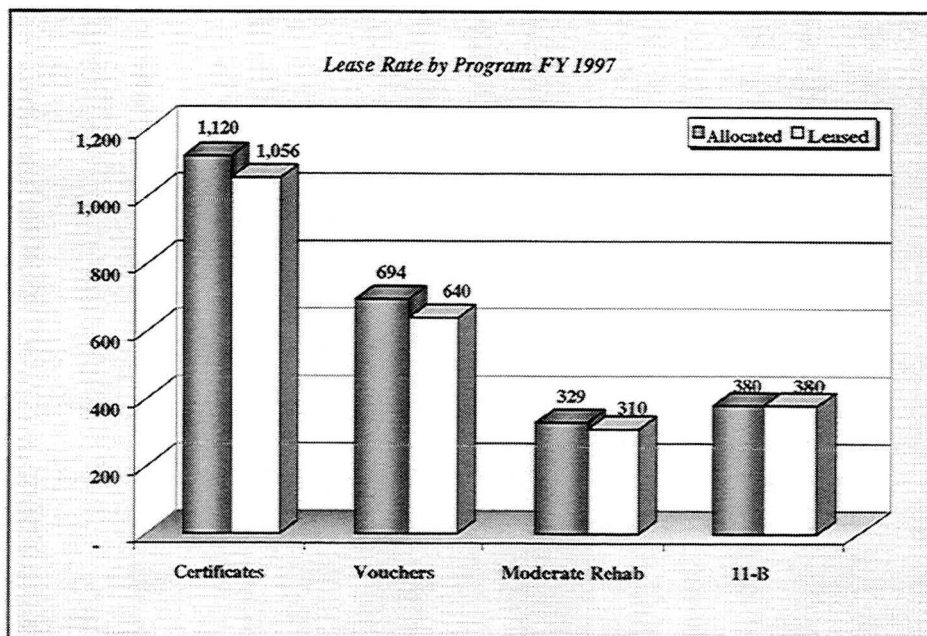


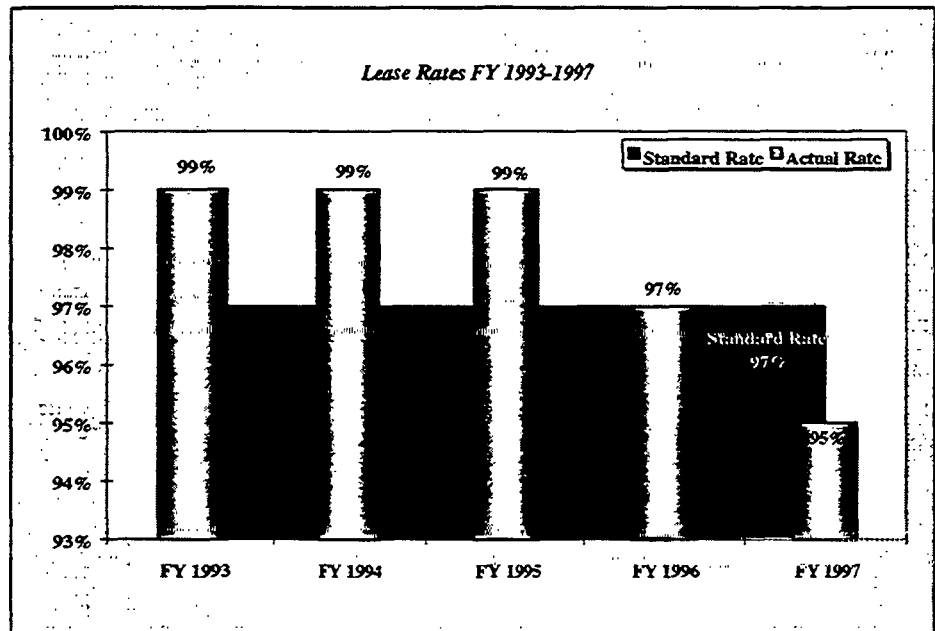
FIGURE 7

*Lease Rate by
Program
FY 1997*

In FY 1996, the Department of Rental housing met the 96% lease rate standard for the voucher program. The 11-B projects had the highest rate (100%) while Mod/Rehab units and Certificates were 1% below the standard with 95%. See Figure 7 for details.

FIGURE 8

*Lease Rates
FY 1993-1997*

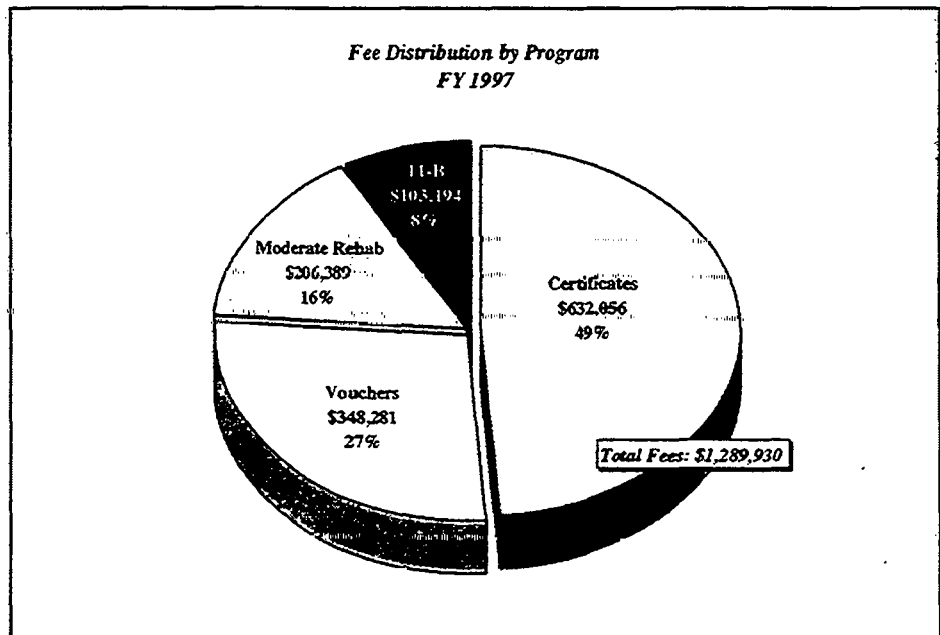


Fee Distribution by Program

During FY 1997, the Rental Housing Department earned \$1,289,929.77 from HUD for administering the Section 8 Program. This is a \$105,724 decrease from last year due to the lower lease rate during this fiscal year and a lower fee rate allowed by HUD. The Rental Housing Department uses these fees to operate the Section 8 Program and defer other costs incurred by the PHA.

FIGURE 9

*Fee Distribution by
Program
FY 1997*



Certificates account for the greatest revenue (49%) generated from administering the Section 8 program. Fees earned from administering vouchers comprise over one quarter (27%) of total fees earned. The percentage earned per Section 8 assistance classification is as follows: 8% for 11-B Projects, 16% for Moderate Rehabilitation 27% for vouchers and 49% for certificates.

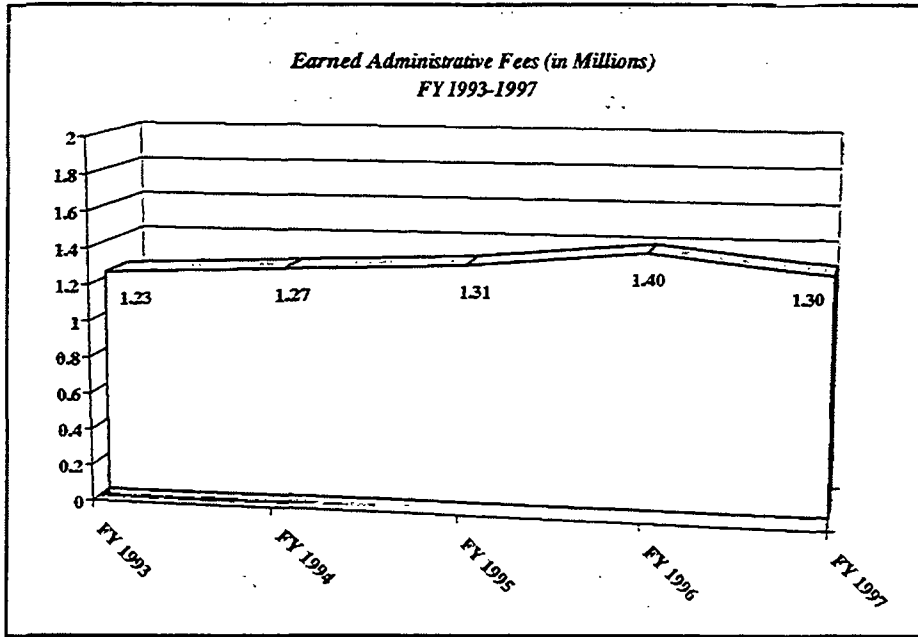


FIGURE 10

*Earned
Administrative Fees
FY 1993-1997*

Total Housing Assistance Payments

During FY 1997, the Rental Housing Department distributed Housing Assistance Payments totaling \$ 15,771,122.50 to private property owners who provided housing for 2,523 section 8 Program participant families. This is a \$1,929,751.50 decrease from last year due to the lower lease rate and lower negotiated rents.

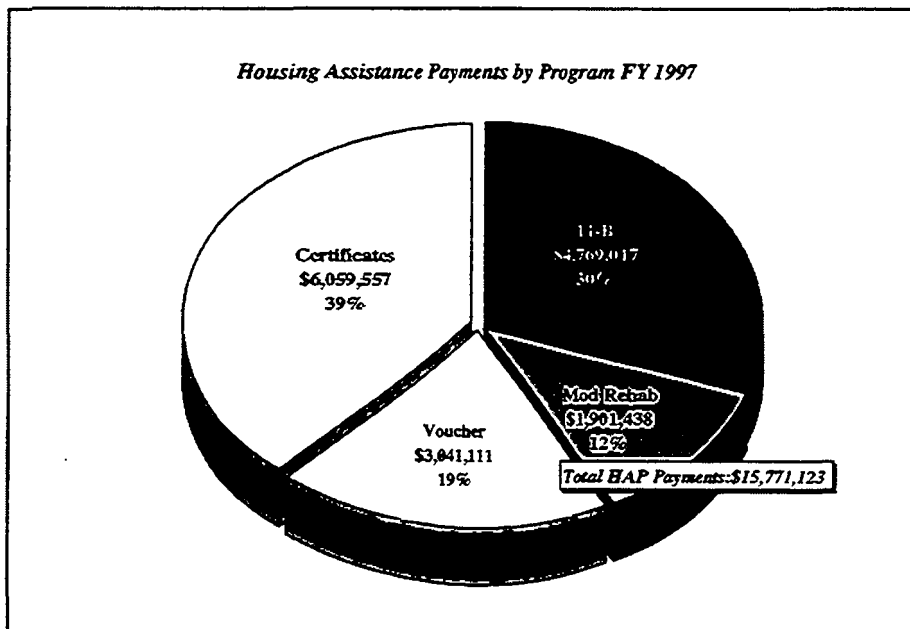
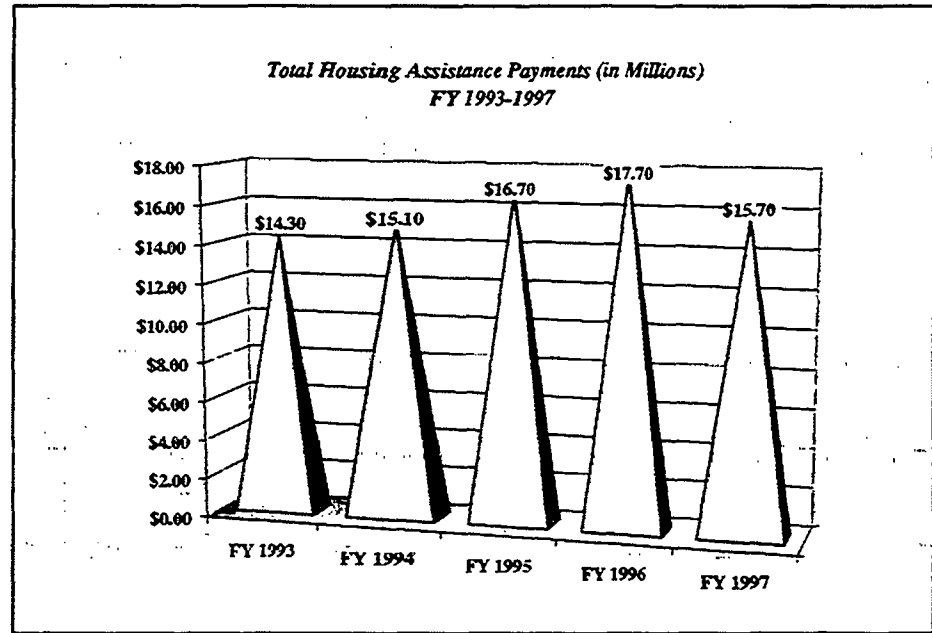


FIGURE 11

*Housing Assistance
Payments
FY 1997*

FIGURE 12

Housing Assistance
Payments
FY 1993-1997

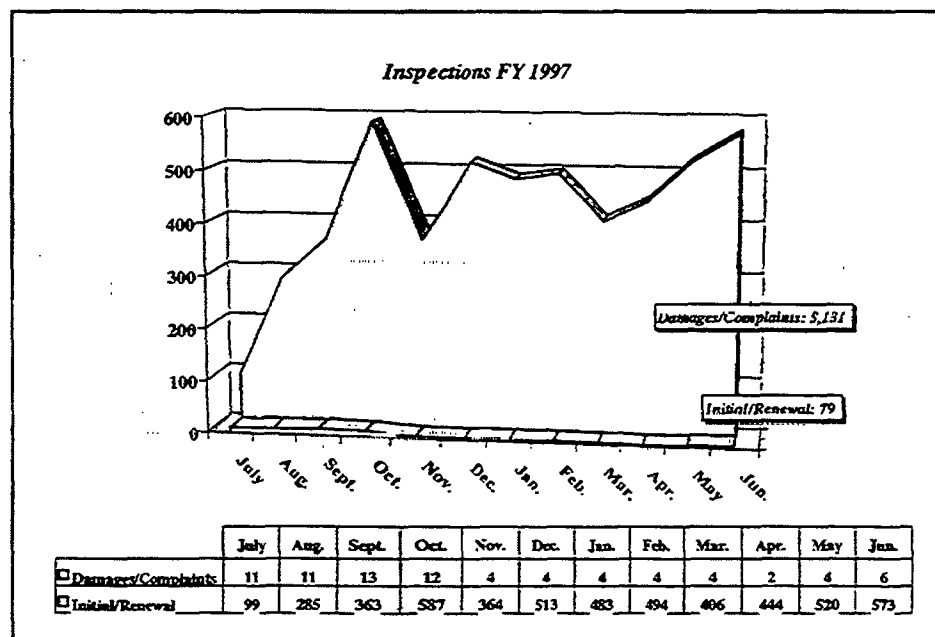


Annual Inspections

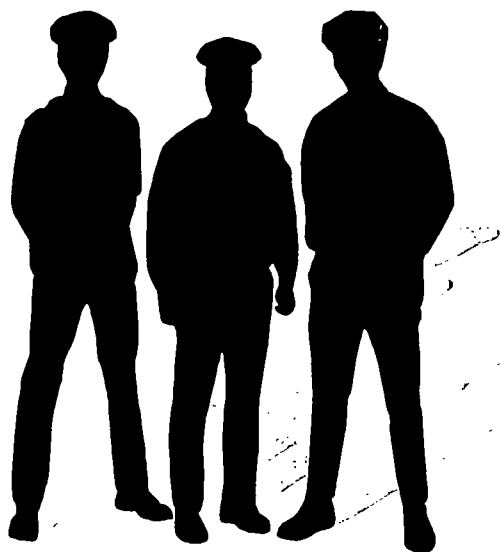
Federal regulations state that agencies administering the Section 8 program must perform a Housing Quality Inspection in each unit before lease execution and annually during occupancy. Inspections are mandatory for all units in all programs including the SRO units and 11-B developments. The Program Representatives or Inspectors conduct the inspections and record them in the tenant file. After an inspection, the Providence Housing Authority notifies the owner of any deficiencies and requires the owner to make repairs within a specified time period. Non-compliance results in either the denial of housing assistance payments or lease cancellation. The PHA assists all tenants with cancelled leases to locate suitable replacement housing. During FY 1997, the Rental Housing staff performed 5,200 inspections of which 79 were for damages. This is a 79% increase from the 2,911 completed during FY 1996.

FIGURE 13

Inspections
FY 1997



The Providence Housing Authority's (PHA) primary mission is to provide *safe*, decent, and affordable housing for its residents. The Providence Police Department's Public Housing Unit and the PHA's own security force manage the PHA security program. Together they work to fulfill the safety component of our agency's mission by servicing the six family and the six elderly/disabled high-rise developments managed by the PHA.



This security program has received the National Association for Housing and Redevelopment Officials (NAHRO) 1992 National Award of Merit in Program Innovation - Client Services. The Public Housing Unit also earned the Public Safety Commissioner's 1992 Award for best overall performance on the Providence Police Department. This recognition testifies to the PHA's commitment to ensuring a safe and orderly living environment for its residents. In fact, "community policing" was first introduced in Providence in 1971 when the first Community Protection Officers were assigned to PHA developments. In 1989, the Providence Police Department (PPD) formally established the Public Housing Unit (PHU). Security

To support the most effective policing network possible in public housing, the PHA has provided office space for a police substation at its Hartford Park development. Today, the PHA's security network includes: one sergeant, six PHU officers (2 undercover narcotics), PPD reserves who provide valuable manpower and increased police presence, PHU high-rise security officers, and resident crime watches. All security personnel are supervised by the Providence Police and operate out of the Hartford Park substation. In addition to personnel, the security program entails a security work order system to track work orders. Residents have learned to call both the Providence Police Dispatcher and the PHA's own dispatcher for police assistance because the PHU can respond faster to calls entered as "low priority" in the PPD's intake computer. The PHA's Security System has two main components which together ensure the quality and effectiveness of the Security Program:

1. Security Personnel
2. Security/Crime Data.

Security Report

EXECUTIVE SUMMARY

In FY 1997 there was a total of 1,070 *police responses*, a 6% decrease from last year's annual total of 1,135. Twenty two percent of these calls were from elderly/disabled developments and seventy eight percent generated from the family developments with Hartford Park yielding the greatest (35%) over the twelve month period. Dexter Manor I/II experienced the most police responses among the developments for the elderly and disabled (10%).

Total arrests went up by 15% from 420 in FY 1996 to 481 in FY 1997. This year, 92% of all arrests were at the family developments and the remaining 8% occurred at the elderly/disabled developments. Again, Hartford Park had the highest statistic for total arrests overall (48%).

The total number of *narcotics arrests* more than doubled since last year climbing from 49 in FY 1996 to 125 in FY 1997, an increase of 155%. An overwhelming 98% of this annual total is attributable to the family developments. Hartford Park (50%) and Chad Brown/Admiral Terrace (27%) can account for the majority of these arrests.

There was a total of 29 *felony arrests* at PHA developments during FY 1997. This marks a 107% increase from the 14 felony arrests that took place last year. Over one-half (55%) of this year's arrests took place at the Hartford Park family development.

All *security work orders* combined totaled 2,523 in FY 1997 a 15% decrease from the previous fiscal year. Fifty-five percent were Code #3 Criminal work orders, 18% were Code #2 Building work orders, 17% were Code #1 Fire/Rescue work orders and 11% were Code #4 Civil work orders. Hartford Park generated the most security work orders overall (31%), followed by Dexter Manor (12%), Manton Heights (11%) and Chad/Ad (11%). Family developments generated the majority of the Code #3 (78%) work orders while the elderly/disabled developments generated more of the Code #2 work orders (69%).

SECURITY PERSONNEL

The PHA security personnel who comprise the Security Program and enforce the security system are:

1. The Public Housing Unit
2. Providence Police Reserves
3. Trained high-rise security officers
4. Resident crime watches

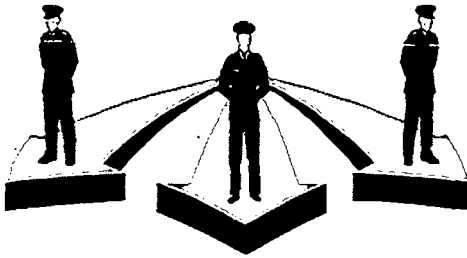
Public Housing Unit (PHU)

In 1989, the Providence Police Department assigned four full-time officers exclusively to the Public Housing Unit. Later, in May of 1994, the assignment of two additional officers expanded the unit to six full-time officers. Presently, at the close of the 1997 fiscal year, there is one sergeant and six officers operating in the unit, two of whom are undercover narcotics special investigators.

The PHU's primary responsibility is to patrol the Providence Housing Authority's six family housing developments in the City of Providence. In May 1991, the PHU took on the job of patrolling the privately-owned Wiggin Village development as requested by both the management company and the Department of Housing and Urban Development

Total arrests went up by 15% from 420 in FY 1996 to 481 in FY 1997. This year, 92% of all arrests were at the family developments and the remaining 8% occurred at the elderly/disabled developments.

(HUD) on account of this development's problematic history and proximity to the PHA's Coddling Court. But the housing unit goes beyond this central duty of monitoring the family developments to serve a number of other security functions.



Since security in the elderly/disabled high-rises has become a growing responsibility, the PHU recruits, trains, and supervises all of the security officers stationed at these developments. This also entails monitoring these officers during their nightly patrols. The housing unit has also established, trained, and equipped the volunteer resident crime watches in the two of the six

elderly/disabled high-rises. Moreover, the PHU makes the effort to regularly conduct security seminars at all the PHA developments.

The PHU produces daily activity logs which are compiled monthly for the PHA's interdepartmental Monthly Management Report. The PHU attends weekly PHA Housing Management Department staff meetings to exchange information on recent activity and problems. These meetings provide the vital communication necessary between the development managers, who work on-site from 8:30am to 4:30pm weekdays, and the PHU officers who patrol in the evenings and on the weekends. The PHU is also in weekly contact with the Executive Director and Deputy Director. An office at 335 Hartford Avenue in the PHA's Hartford Park development is the base of operations for the PHU, as well as the Providence Police Reserves and the PHA security officers. The PHU reports directly to the Executive Director.

Providence Police Reserves

The Providence Police Reserves are supervised by the PHU. It is the reservist's exclusive job to patrol the elderly/disabled high-rises in the City of Providence, which include those privately owned as well as those managed by the PHA. Currently, there are 52 reservists the PPD uses public housing as their on-the-job training ground. This additional manpower has enabled the PHU to increase the police presence in all PHA developments with such effective enforcements as foot patrols.

PHA High-Rise Security Officers

Through implementation of the Security Plan, the Providence Housing Authority (PHA) is able to provide its elderly and disabled residents with a sense of safety and security. During non-business hours, all six public housing high-rise developments in the city are provided with security officers. Each high-rise has a PHA security officer on duty from 6pm to 6am, seven days a week, 365 days a year. These officers, either men or women 18 years or older, are recruited, trained, and supervised by the PHU. They have passed all the mandatory exams, a criminal background investigation and completed the required 40 hour training session for elderly/disabled security as mandated by the State Department of Elderly Affairs (DEA). These officers are required to wear a uniform consisting of: dark shoes, navy trousers and a white shirt with the PHA identification badge attached.

Their responsibilities are outlined in the Standard Operating Procedures (SOP) Manual developed by the PHU specifically for PHA security officers. Their assigned duties include: monitoring hallways, community rooms, parking lots and grounds, enforcing visitor sign-in, completing security work order reports and reporting hourly situation checks to the security dispatcher. They are in hourly contact with the security dispatcher

Since security in the elderly/disabled high-rises has become a growing responsibility, the PHU recruits, trains, and supervises all of the security officers stationed at these developments.

The PHA security officers are paid through grants from the DEA (75%) and the City of Providence (25%).

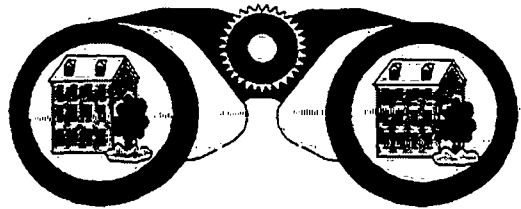
To support the most effective policing network possible in public housing, the PHA has provided office space for a police substation at its Hartford Park development. Today, the PHA's security network includes: one sergeant, six PHU officers (2 undercover narcotics), PPD reserves who provide valuable manpower and increased police presence, PHU high-rise security officers, and resident crime watches.

via a two-way radio whose frequency is also monitored by the PHU. In some cases, police assistance is required due to the fact that the PHA security officers do not possess arrest powers nor do they carry weapons. They are stationed at the main building entrance when they are not performing the responsibilities outlined above.

Furthermore, the security officers are trained to mediate the conflicts between residents. Such conflicts are occurring more frequently in the high-rises between the elderly residents and the usually much younger, disabled residents. Differences in lifestyle (i.e.: the younger residents tending to be noisier, keep later hours, and have more guests than the elderly residents), can often create friction among residents. This problem is a result of regulations, mandated by Congress, requiring that federally subsidized housing, traditionally reserved for the elderly, be made available to the physically and mentally impaired. The PHA security officers are paid through grants from the DEA (75%) and the City of Providence (25%).

Resident Crime Watches

Resident Crime Watches are in operation at two of the six PHA elderly/disabled high-rise developments: Dominica Manor and Carroll Tower. The crime watches are manned by volunteer residents stationed at the main entrance during



the daytime when PHA security officers are off duty. Their primary function is to enforce visitor sign-in and give hourly situation reports to the central security/maintenance dispatcher via the two-way radio. With both the crime watch and the PHA security officers, most of the high-rise entrance lobbies are manned 70% of the time and at Carroll Tower and Dominica Manor 100% of the time. Unfortunately, the PHU has had difficulty establishing a resident crime watch at Dexter Manor I/II, the PHA's largest high-rise. But if assistance is needed, there are usually management and maintenance personnel present on site during the hours that these volunteers are on duty.

SECURITY/CRIME REPORTING SYSTEM

The PHA monitors the security and crime data that is gathered by the Public Housing Unit (PHU) and PHA security officers. The statistics are recorded by development for criminal and security-related activity taking place on PHA property. This data is recorded daily and then compiled monthly in the PHU Activity Reports and the Security Work Order Report for the PHA's interdepartmental Monthly Management Report. This data is then analyzed and interpreted for the Annual Security Report and Annual Report on Operations.

PHU Activity Reports

The PHU activity reports record criminal activity on PHA property. There are two reports:

1. A tally of only the arrests and responses involving PHU officers
2. A tally that combines the total number of responses and arrests made by all Divisions and Bureaus of the Providence Police Department, including the PHU.

The latter more accurately reflects the level of criminal activity which is taking place on PHA property because it includes the hours during which the PHU is off duty. For the purpose of this report we are only interested in the police responses, total arrests, narcotics arrests and felony arrests tracked in these reports.

Security Work Order System

The security work order system tracks work orders classified as security on the PHA's mainframe computer at the central security/maintenance dispatcher's office located at the Hartford Park Tower. This system was originally created to track maintenance work orders but was expanded in October 1988 to accommodate the need for tracking security work orders. This system is in operation 24 hours a day. There are four codes of security work orders:

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

A *Code #1* fire/rescue is recorded only if a fire/rescue vehicle responds to an emergency or medical situation and the resident is transported from the development. *Code #2* work orders are building or grounds security violations such as open exit or emergency doors. *Code #3* work orders require the presence of a uniformed police officer and are usually of a serious nature including criminal acts such as assault, breaking and entering, and larceny. A *Code #4* is recorded when a civil situation occurs such as a resident complaint or disturbance.

For the purpose of this report the statistics for all four codes will be presented but only the statistics for total security work orders and criminal work orders will be detailed since criminal work orders are the only ones requiring a uniformed police presence.

The crime watches are manned by volunteer residents stationed at the main entrance during the daytime when PHA security officers are off duty.

Data Tables

The four activities recorded by the PHU in their activity logs are:

1. Police Responses
2. Total Arrests
3. Narcotics Arrests and
4. Felony Arrests

Data is also gathered by the PHU and PHA security officers for the security work order system: total security work orders, Code #1, Code #2, Code #3, and Code #4 work orders. All of the data tables are organized by specific development and development type. The following is a list of the names of the individual developments and their type:

Family Developments

1. Chad Brown/Admiral Terrace
2. Roger Williams
3. Coddling Court
4. Hartford Park
5. Manton Heights
6. Scattered Sites

Elderly/Disabled Developments

1. Sunset Village
2. Dexter Manor I/II
3. Dominica Manor
4. Carroll Tower
5. Kilmartin Plaza
6. Parenti Villa

This organization enables management and the PHU to pinpoint and target problem areas in order to improve them. Note that Scattered Sites are considered as a whole under family developments and the Chad Brown and Admiral Terrace developments are grouped together because they are contiguous. The statistics for Sunset Village, technically an elderly/disabled building, are included in the Chad/Ad statistic because it is also contiguous and its variable is so small (24 units, less than one percent of total occupied units) that it does not alter the overall statistic. In addition, the Hartford Park Tower, which is an elderly/disabled high-rise, is always included in the Hartford Park family development statistic and Dexter Manor I/II are placed together since they are adjoining buildings, even though they are technically separate developments.

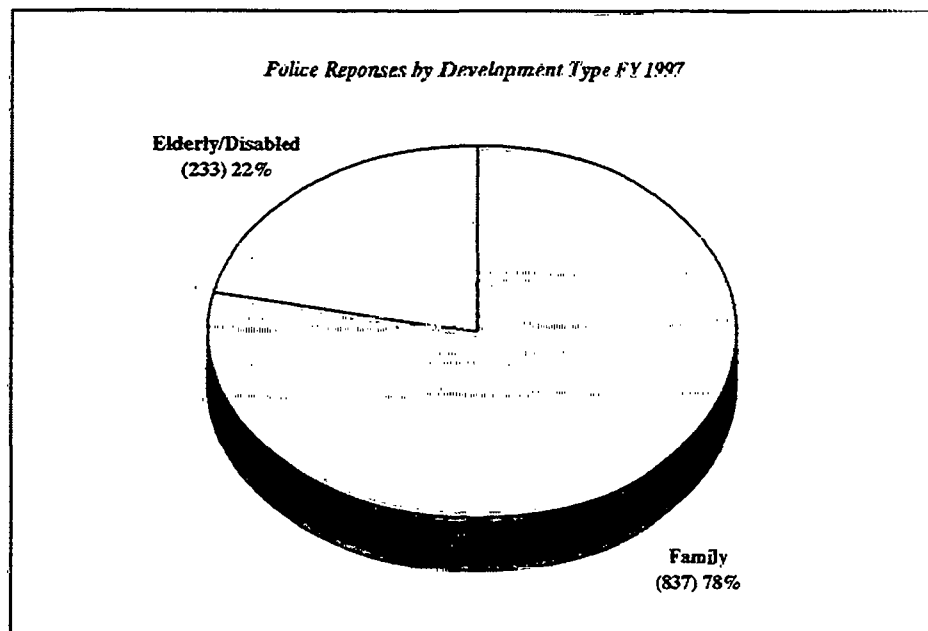
SECURITY/CRIME DATA

Total Police Responses

These responses are the result of phone calls made by PHA residents to the 911 system, the Providence Police Dispatcher, or the PHA maintenance/security dispatcher. In FY 1997, there were 1,070 total police responses to PHA developments as compared to 1,135 in FY 1996, a 6% decrease. Seventy-eight percent (837) of all police responses were made to the family developments and 22% (233) were made to the elderly/disabled developments. Annually, family developments elicit the overwhelming majority of police responses largely because PHA occupancy is divided 62% (family developments) to 38% (elderly/disabled). Out of the total 1,070 police responses, 35% occurred at Hartford Park, 18% at Manton Heights, 17% at Chad Brown/Admiral Terrace, 10% at Dexter Manor I/II, 6% at Coddington Court, 4% at Parenti Villa, 3% at Kilmartin Plaza and Carroll Tower, 2% Dominica Manor and Roger Williams, and 1% at Scattered Sites.

FIGURE 1

Police Responses
by Development
Type
FY 1997



An analysis of police responses reveals that Hartford Park, the PHA's largest development (401 occupied units), has a relatively high percentage of police responses (35%) in relation to its size (18% of total occupied units). Evidently, the trend has continued over from FY 1995 when this development showed a disproportionately high incidence of police responses (24% of total) in relation to its size. This year, Coddington

Court, whose occupancy accounts for 3% of the PHA total, generated 6% (63) of the 1,070 police responses this year. On the other hand, Scattered Sites, which now comprises 9% of all occupied PHA units, made only 1% of the total police calls for FY 1997. All other PHA developments had response totals within reasonable proportion to their occupancy level.

Total Arrests

In FY 1997, a total of 481 arrests occurred on PHA property as compared to the 420 arrests accounted for in FY 1996, *15% increase*. Annually, the overwhelming majority of arrests occur at the family developments. Over the past few years, the trend among the elderly/disabled developments has been that the amount of total arrests was increasing exponentially each year. In FY 1994 only 7% of the arrests took place at the elderly developments. The following year that figure more than doubled to eighteen percent. And then it rose again in FY 1996 to 26%. This year the percentage of total arrests occurring at this type of development has returned to a low figure of 8%.

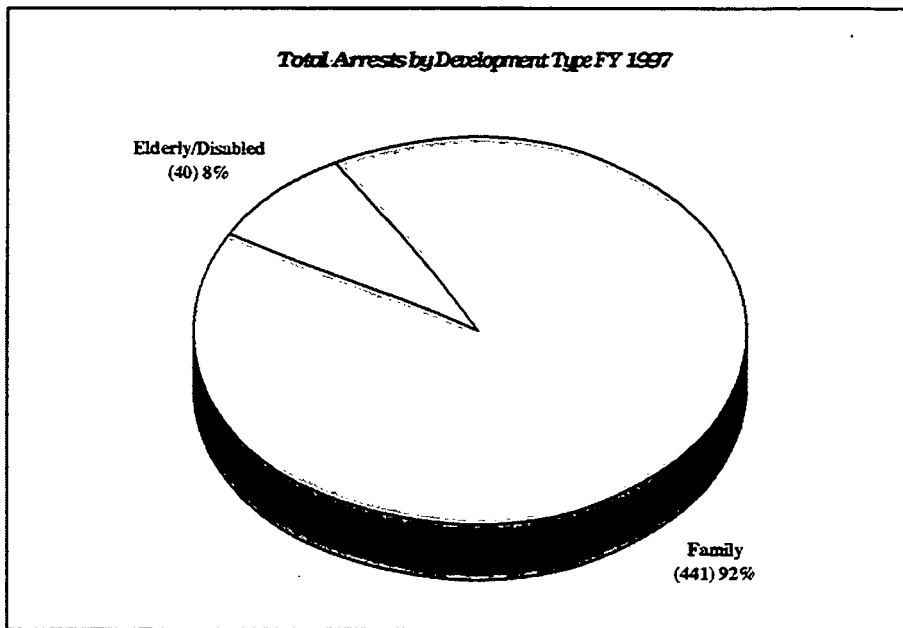


FIGURE 2

*Total Arrests by
Development Type
FY 1997*

Out of the 481 arrests, 48% occurred at Hartford Park. Twenty-three percent were at Chad Brown/Admiral Terrace and 11% were at Manton Heights. Four percent occurred at Dexter Manor I/II, 3% at Roger Williams, Coddington Court, and Scattered Sites. Two percent were at Kilmartin Plaza and 1% at Dominica Manor and Parenti Villa. There was no arrest activity at Carroll Tower throughout FY 1997.

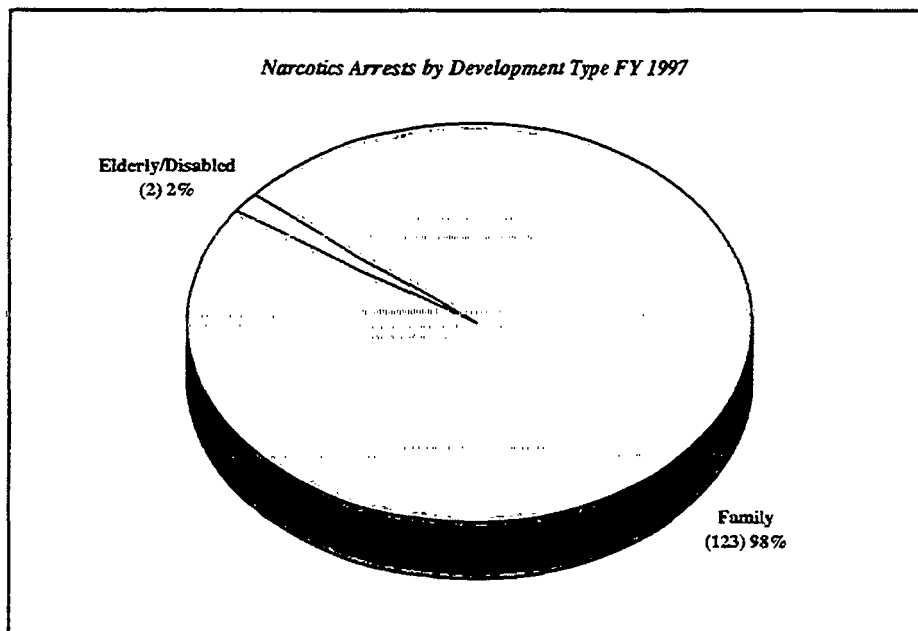
Hartford Park continued its annual trend this year of yielding the highest percentage of total arrests. Like Hartford Park, Chad/Ad arrest totals seem disproportionately high in relation to the development's occupancy total. Data analysis reveals that the arrest totals for each development are more or less proportional to the number of occupied units at each development.

Narcotics Arrests

The total number of narcotics arrests (125) that occurred on PHA property in FY 1997 marks a dramatic *155% increase* from last year's 49 arrests. Ninety-eight percent of these narcotic arrests occurred at family developments, whereas only two percent occurred at elderly/disabled developments.

FIGURE 3

*Narcotics Arrests
by Development
Type
FY 1997*



Again, the data analysis reveals that Hartford Park experienced a disproportionately high percentage of narcotics arrests (50%) in relation to its size (18% of total occupied units). Likewise, Chad Brown/Admiral Terrace, which is the second largest development, had a high incidence of narcotics arrests in relation to its size. Comprising 16% of the total number of occupied units this development experienced 27% of all narcotics arrests in FY 1997.

Felony Arrests

A felony arrest occurs when a Part I criminal offense, as classified under Federal Bureau of Investigation's Uniform Crime Reporting System, is committed, such as murder or rape. In FY 1997, a total of 29 felony arrests occurred on PHA property as compared to 14 in FY 1996, a 107% increase.

Similar to all other statistics previously detailed, the majority of felony arrests occurred at the family developments with the lesser half occurring at the elderly/disabled developments. Ninety percent of the FY 1997 felony arrests total took place at family developments.

Fifty-five percent of the felony arrests in FY 1997 took place at Hartford Park. And more than one-fifth (21%) occurred at Chad Brown/Admiral Terrace. Manton Heights had three (10%) arrests this year and Kilmartin Plaza experienced 2 (7%) of the FY 1997 felony arrest total. Dexter Manor I/II and Coddington Court both comprised 3%, each

having one felony arrest occur on their grounds during the year. Aside from those six developments, there were no other felony arrests that occurred on PHA property in FY 1997.

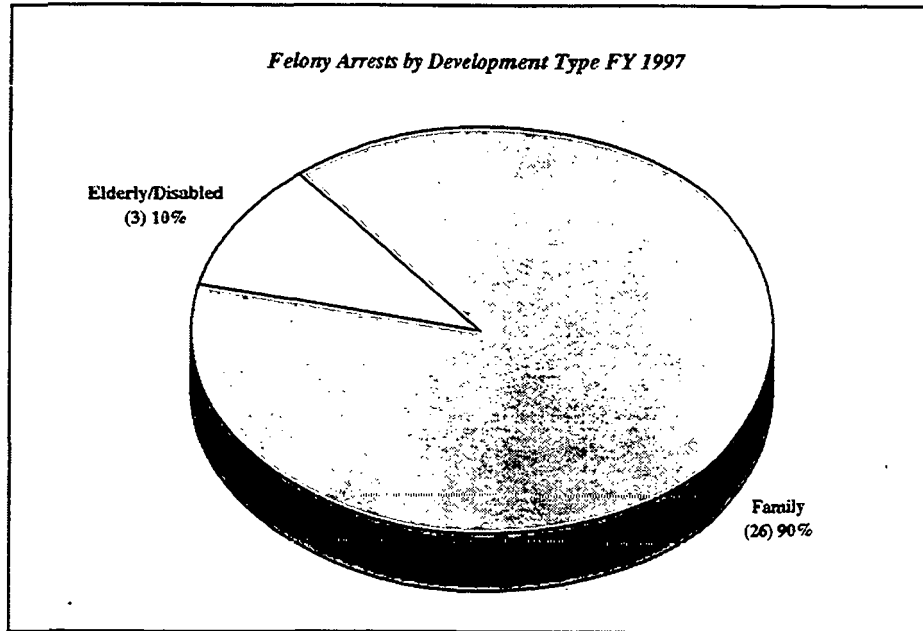


FIGURE 4

*Felony Arrests by
Development Type
FY 1997*

TABLE I: Total Police Responses by Development FY 1997

Development	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total	Percent
Chad/Ad/Sun	5	18	10	11	24	6	8	4	13	38	34	10	181	17%
Roger Williams	8	1	1	2	0	6	1	1	0	0	2	1	23	2%
Coddling Court	9	3	6	10	3	6	1	8	5	5	6	1	63	6%
Hartford Park	35	36	15	33	31	28	17	34	30	43	42	28	372	35%
Manton Heights	14	17	17	15	10	12	15	25	17	17	24	7	190	18%
Scattered Sites	0	1	0	1	0	0	0	3	1	1	1	0	8	1%
Subtotal	71	76	49	72	68	58	42	75	66	104	109	47	837	78%
Dexter Manor I/II	10	10	8	9	11	10	10	4	11	7	18	2	110	10%
Dominica Manor	1	4	0	0	1	2	3	1	3	5	1	0	21	2%
Carroll Tower	4	4	4	2	1	1	2	5	2	3	2	0	30	3%
Kilmartin Plaza	6	2	2	7	1	2	1	3	2	0	4	0	30	3%
Parenti Villa	11	5	0	3	0	1	4	7	4	5	2	0	42	4%
Subtotal	32	25	14	21	14	16	20	20	22	20	27	2	233	22%
Grand Total	103	101	63	93	82	74	62	95	88	124	136	49	1,070	100%
Percent	10%	9%	6%	9%	8%	7%	6%	9%	8%	12%	13%	5%	100%	

Source: PPD/Public Housing Unit and the PHA Monthly Management Report: July 1996 - June 1997.

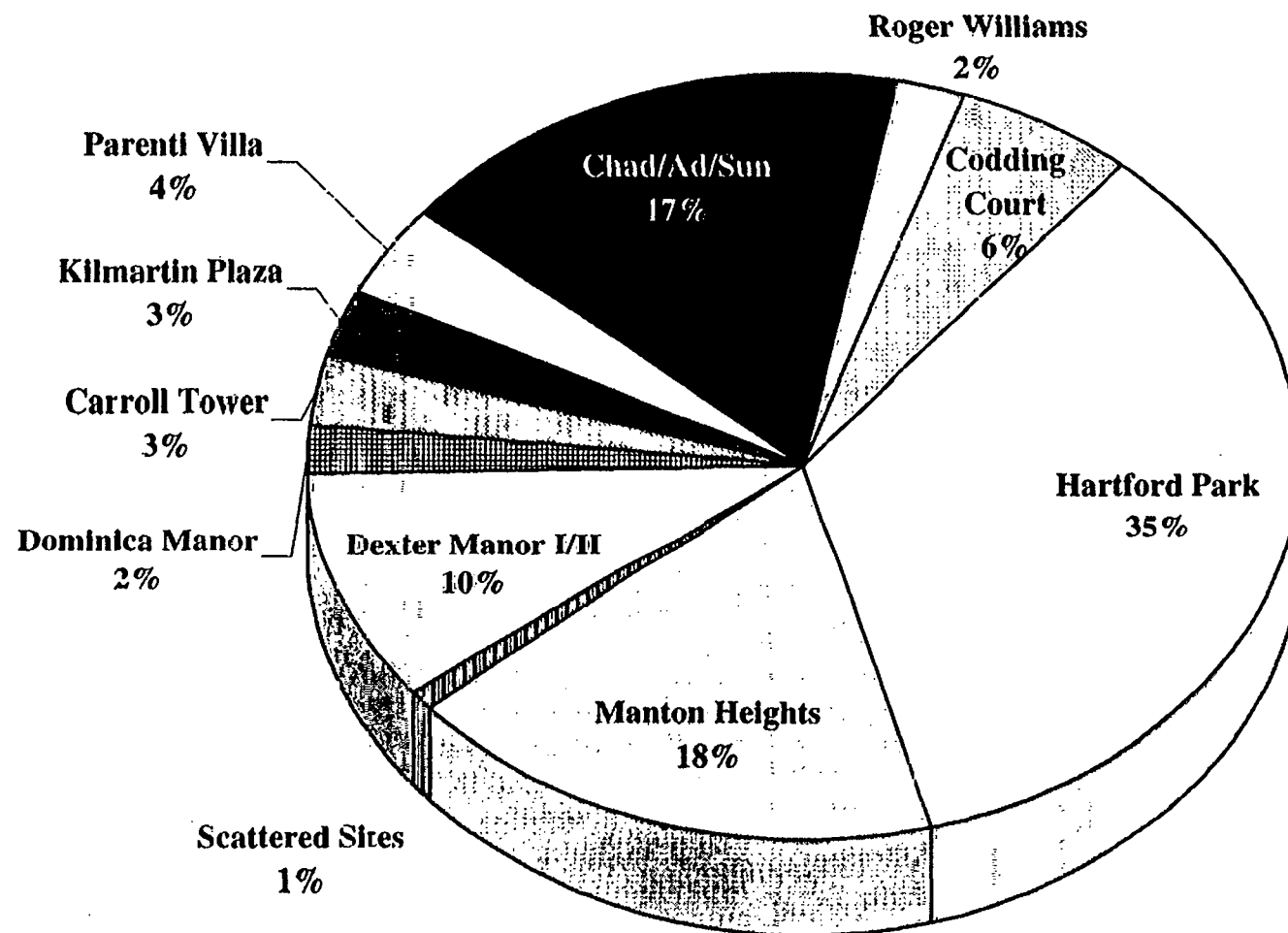
TABLE IA: Total Police Responses Analysis by Development FY 1997

Development	# of Occupied Units	Percent of Total Occupied Units	Police Responses	Percent of Total Police Responses
Chad/Ad	356	16%	181	17%
Roger Williams	38	2%	23	2%
Codding Court	71	3%	63	6%
Hartford Park	401	18%	372	35%
Manton Heights	314	14%	190	18%
Scattered Sites	211	9%	8	1%
<i>Subtotal</i>	<i>1,391</i>	<i>62%</i>	<i>837</i>	<i>78%</i>
Dexter Manor I/II	263	12%	110	10%
Dominica Manor	171	7%	21	2%
Carroll Tower	165	7%	30	3%
Kilmartin Plaza	97	4%	30	3%
Parenti Villa	184	8%	42	4%
<i>Subtotal</i>	<i>880</i>	<i>38%</i>	<i>233</i>	<i>22%</i>
<i>Grand Total</i>	<i>2,271</i>	<i>100%</i>	<i>1,070</i>	<i>100%</i>

Occupancy Data Source: PHA Monthly Management Report June 1997

FIGURE 5

Police Responses by Development FY 1997



Total Police Responses = 1,970

TABLE II: Total Arrests FY 1997

Development	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total	Percent
Chad/Ad/Sun	0	6	15	15	32	2	4	13	4	10	7	5	113	23%
Roger Williams	1	0	3	0	8	2	0	1	1	0	0	0	16	3%
Codding Court	1	0	5	3	0	1	1	0	2	0	2	0	15	3%
Hartford Park	7	22	35	36	17	14	15	45	2	10	11	15	229	48%
Manton Heights	5	5	12	7	4	5	7	3	0	2	0	4	54	11%
Scattered Sites	0	0	6	0	0	0	0	6	2	0	0	0	14	3%
Subtotal	14	33	76	61	61	24	27	68	11	22	20	24	441	92%
Dexter Manor I/II	2	6	0	2	2	4	2	1	0	1	1	0	21	4%
Dominica Manor	0	0	0	1	0	0	0	1	0	1	0	0	3	1%
Carroll Tower	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Kilmartin Plaza	3	0	0	0	1	0	1	2	0	0	4	0	11	2%
Parenti Villa	2	0	0	0	0	0	0	1	0	1	1	0	5	1%
Subtotal	7	6	0	3	3	4	3	5	0	3	6	0	40	8%
Grand Total	21	39	76	64	64	28	30	73	11	25	26	24	481	100%
Percent	4%	8%	16%	13%	13%	6%	6%	15%	2%	5%	5%	5%	100%	

Source: PPD/Public Housing Unit and the PHA Monthly Management Report July 1996 - June 1997.

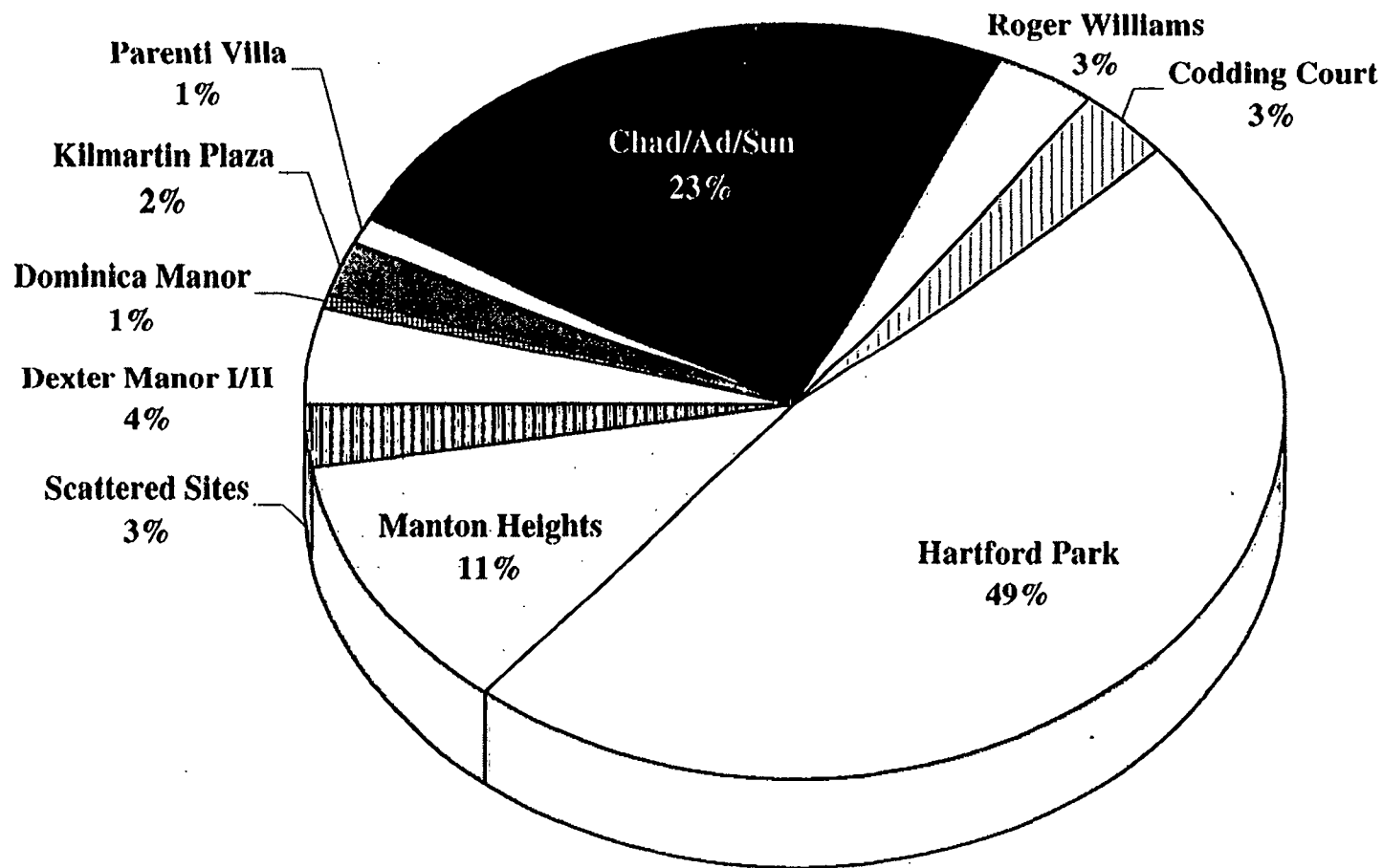
TABLE IIA: Arrests Analysis FY 1997

Development	# of Occupied Units	Percent of Total Occupied Units	Arrests	Percent of Total Arrests
Chad/Ad	356	16%	113	23%
Roger Williams	38	2%	16	3%
Coddling Court	71	3%	15	3%
Hartford Park	401	18%	229	48%
Manton Heights	314	14%	54	11%
Scattered Sites	211	9%	14	3%
Subtotal	1,391	62%	441	92%
Dexter Manor I/II	263	12%	21	4%
Dominica Manor	171	7%	3	1%
Carroll Tower	165	7%	0	0%
Kilmartin Plaza	97	4%	11	2%
Parenti Villa	184	8%	5	1%
Subtotal	880	38%	40	8%
Grand Total	2,271	100%	481	100%

Occupancy Data Source: PHA Monthly Management Report June 1997

FIGURE 6

Total Arrests by Development FY 1997



Total Arrests = 481

SUMMARY OF CRIME/SECURITY DATA 1993-1997

TABLE III

Five-Year Crime Summary

The table below is a summary of criminal/security activity for all PHA developments combined for the fiscal years 1993 through 1997. The statistics indicate that all of the activities experienced an increase over the period except police responses. Criminal #3 work orders underwent the greatest increase of 88%. Narcotics arrests (+73%) and felony arrests (+61%) also rose significantly. Total arrests increased by 48% and total security work orders increased 20%. Police responses decreased by 35% since FY 1993, dropping from 1,644 to 1,070.

Activity	FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	% Change from 1993-1997
Police Responses	1,644	1,557	1,918	1,135	1,070	-35%
Total Arrests	324	252	496	420	481	+48%
Narcotic Arrests	73	64	94	49	125	+71%
Felony Arrests	18	26	30	14	29	+61%
Total Security Work Orders	2,101	1,715	2,381	2,970	2,523	+20%
Criminal # 3 Work Orders	744	647	1,390	1,855	1,395	+88%

The charts in this part of the report detail the six individual activities listed below for the fiscal years 1993 through 1997.

Police Responses

The charted data for police responses reveals a steadily decreasing linear trend over the five-year span (-35%). The annual totals of police responses produce a mean of 1,465. The year of lowest activity was FY 1997 with 1,070 responses and the greatest amount occurred the previous year in FY 1995 with a total of 1,918 responses.

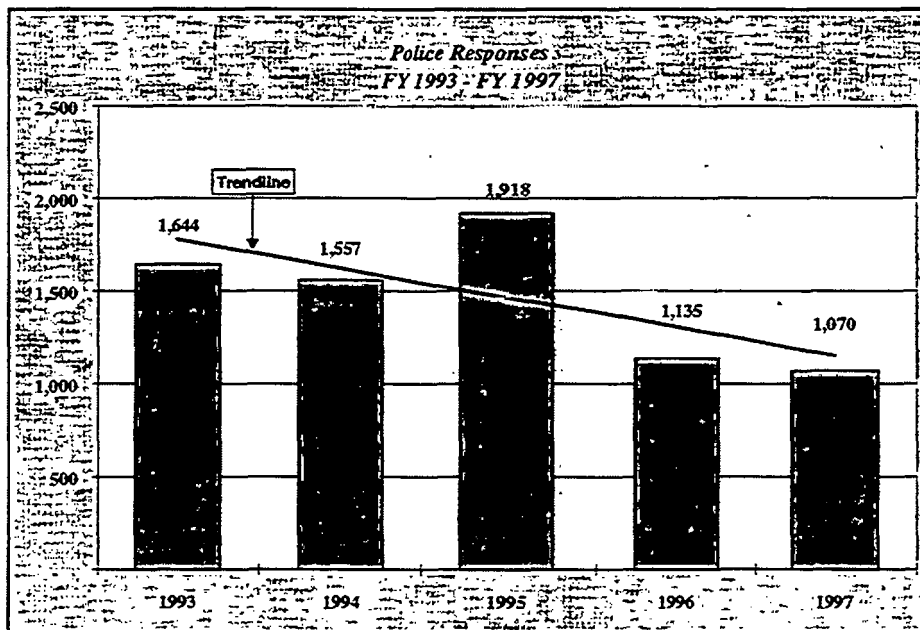


FIGURE 7

Police Responses FY 1993-1997

Total Arrests

The linear trend for total arrests indicates a dramatic increase in activity over the period (+48%). Arrest totals at the PHA show fluctuations from year to year. This year the annual total increased by 15%. The year with the least amount of arrests was FY 1994 with 252 arrests and the greatest number of arrests took place in FY 1995 with 496 arrests. The annual average produced by this data is 395 total arrests per year.

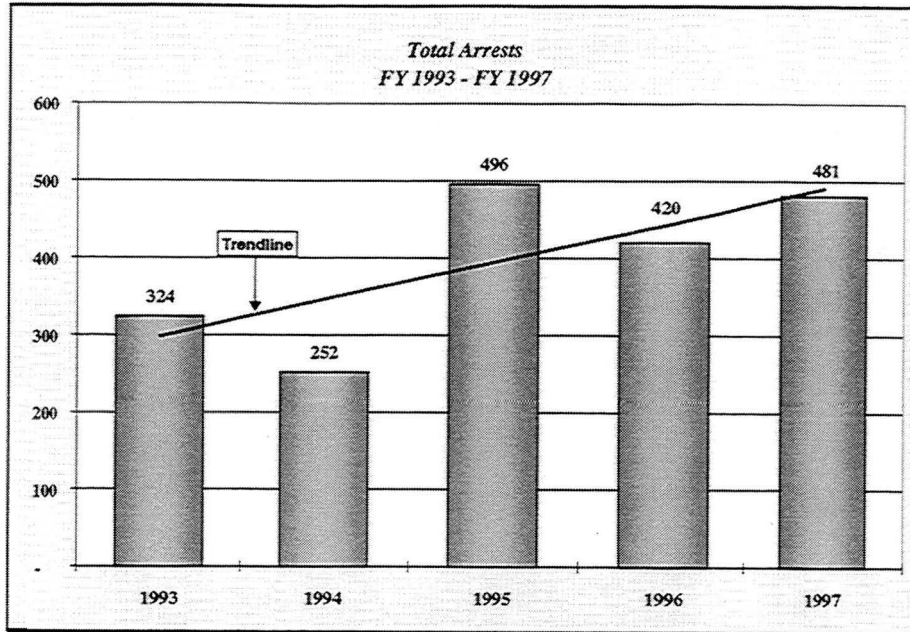


FIGURE 8

Total Arrests
FY 1993-1997

Narcotics Arrests

Being that this criminal activity type experienced an overwhelming increase of 71%. Since FY 1993, it is no surprise that the linear trend for the annual totals of narcotic arrests rises dramatically across the chart. The fewest arrests (49) took place in FY 1996 and the greatest amount (125) took place this year. On average, there are 81 narcotics arrests at PHA developments each year.

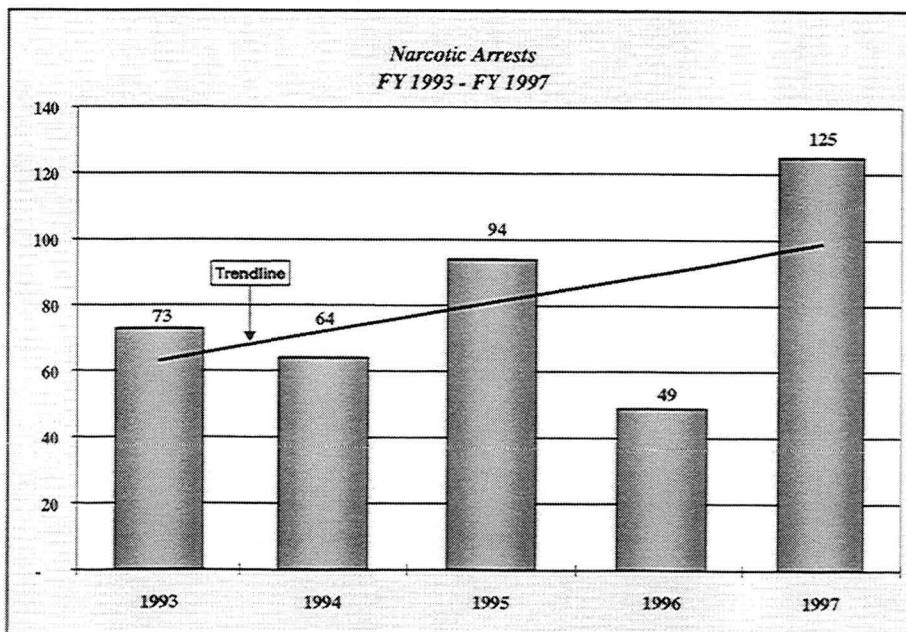


FIGURE 9

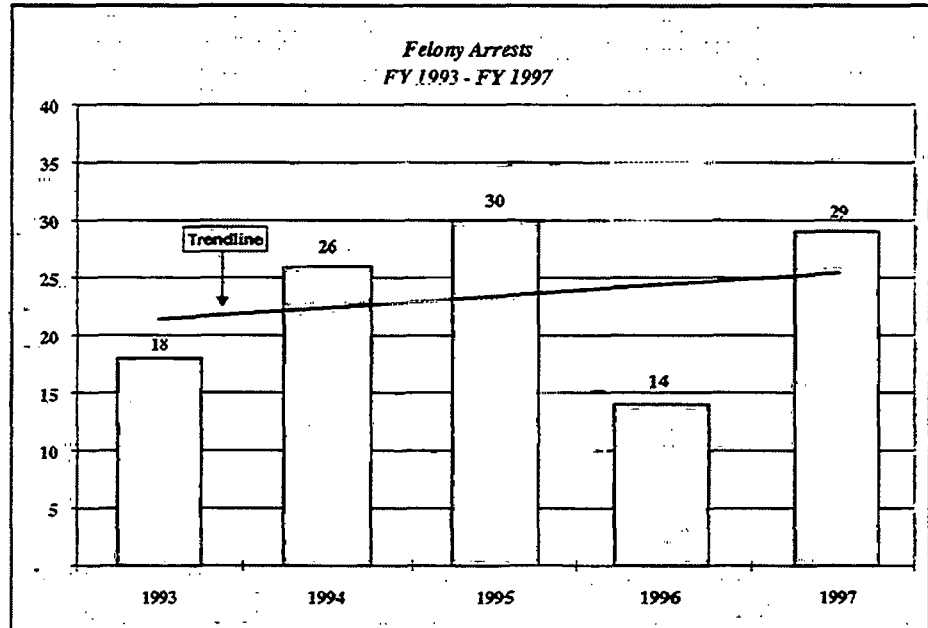
Narcotics Arrests
FY 1993-1997

Felony Arrests

The annual average for felony arrests over the five year period is twenty-three. Over the past five fiscal years annual totals have fluctuated erratically ranging from 14 in FY 1996 to 30 in FY 1995. The trend line illustrates that felony arrests have undergone a slight upward trend. Totals in this category have risen 61% since FY 1993.

FIGURE 10

*Felony Arrests
FY 1993-1997*

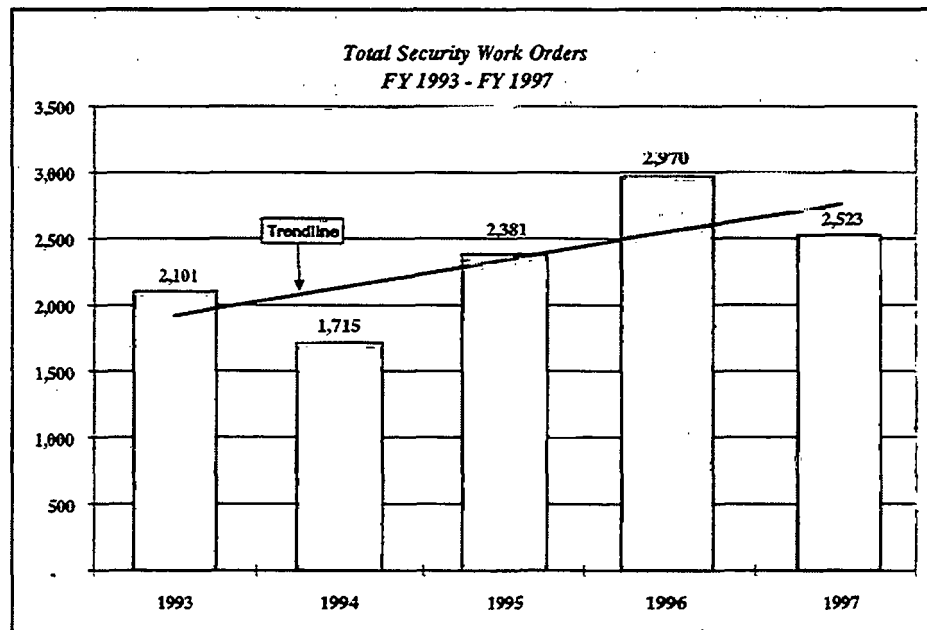


Total Security Work Orders

The chart for the total number of security work orders shows an inclined linear trend, reflecting the +20% change from FY 1993 to FY 1997. The average number of security work orders for the four year period is 2,338. FY 1996 had the greatest number of work orders (2,970) and FY 1994 had the fewest (1,715).

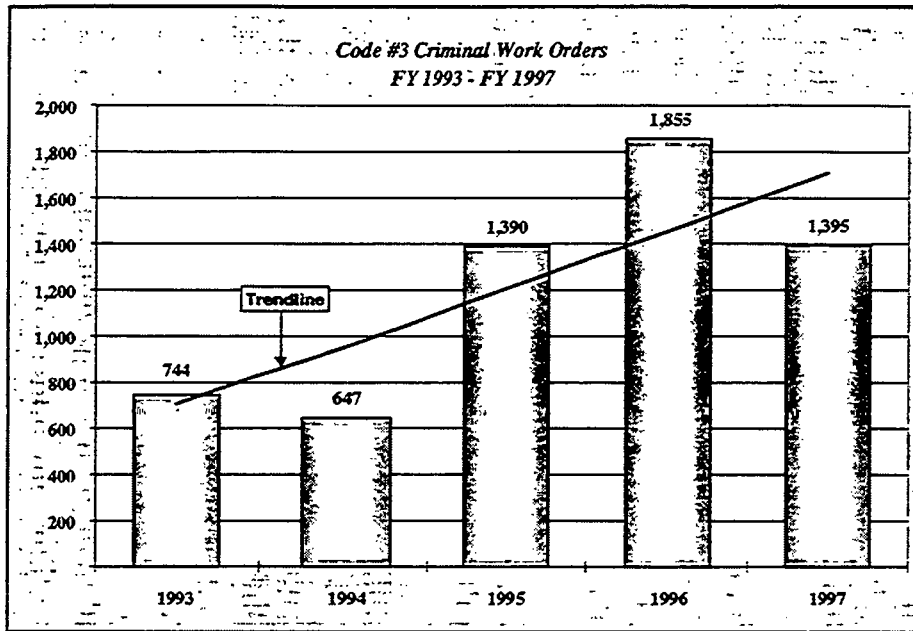
FIGURE 11

*Total Security
Work Orders
FY 1993-1997*



Criminal Code #3 Work Orders

Being the criminal activity type to have experienced the greatest increase (+88%) over the period, it is no surprise that the linear trend for the annual totals of narcotic arrests rises dramatically across the chart. The lowest number of criminal work orders (647) occurred in FY 1994. By 1996, that figure almost tripled when the annual total reached 1,855 and marked the greatest amount of total work orders for five-year duration.

**FIGURE 12**

*Code #3 Work
Orders
FY 1993-1997*

Increases for all activities may be attributable to greater enforcement capability, a result of the increased manpower (i.e. Providence Police Reserves) patrolling PHA developments each year.