



# PROVIDENCE HOUSING AUTHORITY

100 BROAD STREET  
PROVIDENCE, R.I. 02903-4129

THOMAS J. ANTON  
CHAIRMAN

STEPHEN J. O'ROURKE  
EXECUTIVE DIRECTOR

DOMENIC V. SCHIANO  
DEPUTY DIRECTOR

23 November 1999

Michael M. Clement  
City Clerk  
City Clerk's Office  
City Hall  
Providence, RI 02903

**Subject: Providence Housing Authority Annual Reports**

Dear Mr. Clement:

Please find enclosed 23 copies of the Providence Housing Authority's FY 1999 Annual Report. Please note that the Annual Reports for Councilwoman Balbina Young and Councilman Robert Clarkin will be hand delivered separately. Please contact me if you have any questions regarding this report at (401) 751-6400 ext. 201.

Sincerely,

Stephen J. O'Rourke  
Executive Director

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**PROVIDENCE HOUSING AUTHORITY**

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# Annual Report on Operations



## Providence



## Housing

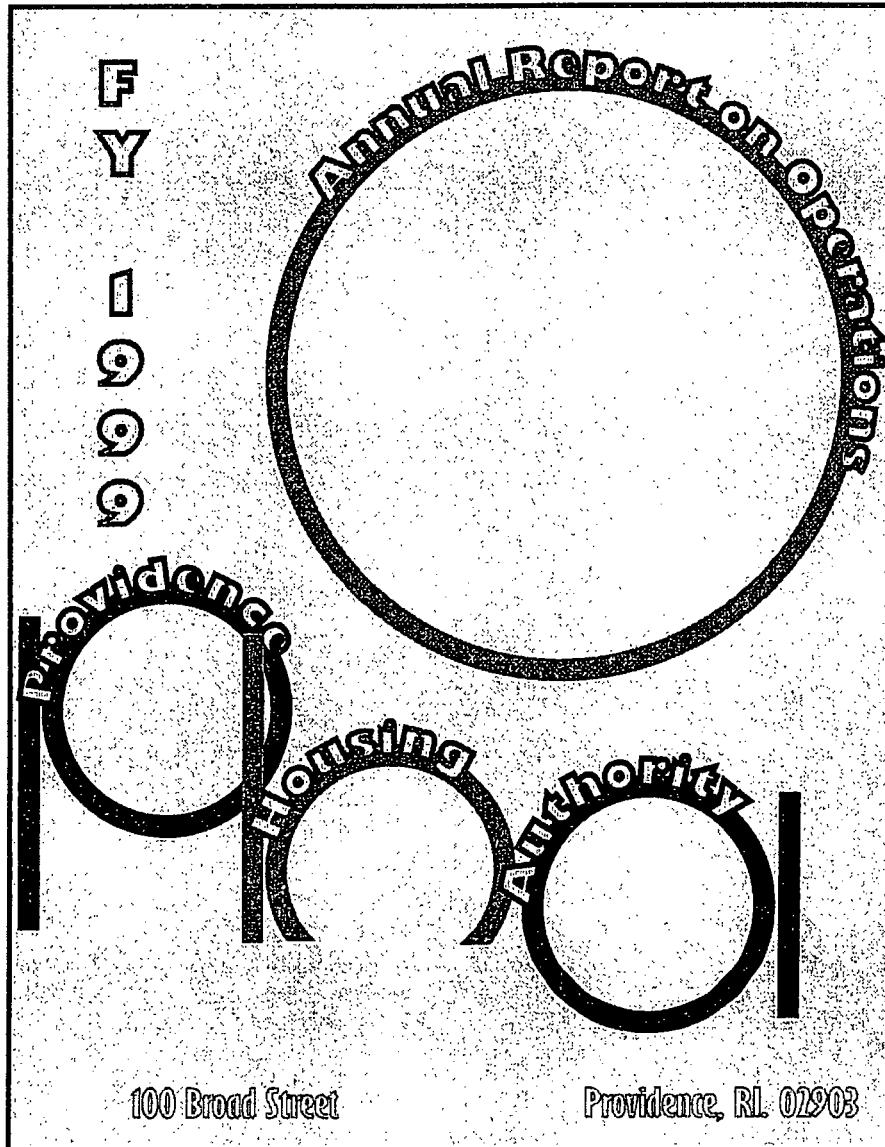


## Authority



100 Broad Street

Providence, RI 02903



*On the cover - clockwise from top: Manton Heights family development; A high rise security officer outside the Administrative Offices at Dexter Manor; The grounds and pavilions at Dominica Manor; Some PHA staff during a planning conference at Alton Jones*

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# Annual Report on Operations FY 1999

Fiscal Year 1999 was another year of tremendous accomplishment for the Providence Housing Authority. We achieved a perfect score of 100% on our Public Housing Management Assessment Program (PHMAP), the primary indicator used by the Department of Housing and Urban Development (HUD) to rate the effectiveness of public housing authorities. Since the PHMAP ratings began, we have steadily increased our score each year achieving high performer for the first time in FY 1998 with a score of 97. We achieved a score of 100 this fiscal year due to the dedication and hard work of both the staff and board members.

The PHA also was the recipient of several industry and HUD awards in FY 1999. We received HUD's "Best Practices" award for our substance abuse prevention program. The National Association of Housing and Redevelopment Officials (NAHRO) awarded the PHA two Awards of Excellence for our work with the AmeriCorps Program and our own Triage Program, an effort where staff from different departments meet to solve mutual problems at our developments. Housing Authority Insurance, our primary insurance carrier, selected the PHA's Emergency Operations Plan as runner up in its annual awards program. This is the third time in five years we have either won the award or finished among the top three submissions.

The Board of Commissioners held their first extensive board development training session at the Ocean Edge Conference Center in Brester, MA the weekend of March 19th. The retreat was very successful and will be repeated annually. Participants reported that the session assisted them in becoming better policy makers for the PHA.



*PHA Board of Commissioners*

Also in FY 1999 the board adopted a local preference for working families for admission to public housing in Providence. As a result of this change, average rents have increased and more public housing residents now claim employment as their primary source of income than at any time in the last ten years. Not as easily measured is the impact that this will have on unemployed families living in our developments. These working families will serve as positive role models for the rest of the community helping them realize that public housing is a first step, and not a last stop, as it has been for so many families in the past.

Our financial situation improved dramatically this past year as well. After Section 8 reserve adjustments, the housing authority completed the year with a healthy reserve of \$1.7 million. Our cumulative reserve is now at \$4.3 million, the best reserve level in more than twelve years. Fortunately, we received 100% of our eligible operating subsidy this past year, unlike the three previous years. This fiscal year, which started July 1, 1999, we were funded at 92.5% of eligibility, a reduction in operating subsidy of more than \$400,000. Until just before the completion of this Annual Report, we were informed that next year's proposed funding levels would be even more severe. Fortunately, the Congress eventually appropriated funds at levels that will not dramatically affect our operations.

INDUSTRY ACHIEVEMENT

To reduce costs and become more efficient in our purchasing operations, we added several new positions to our table of organization. A Procurement Officer in the Finance and Accounting Department was hired to consolidate all purchasing under the direction of one person. The new Procurement Officer will utilize blanket bids and piggy-back on existing blanket purchases at the state and local level. As a result, we will be able to take advantage of quantity discounts and spend more time scrutinizing the quality and cost of supplies and materials. An Inventory Control/Purchasing Supervisor was hired this year as well. His primary responsibilities include establishing a comprehensive inventory control room system at Facilities Management, creating secure stockrooms at each development, and establishing systems and procedures of accountability.

**Grant Financial  
Management  
Centralized**

In FY 1999 we centralized all grant financial management under the direction of the Finance and Accounting Department. Prior to the change any department receiving grant funds was responsible for all grant management, including financial management. The fiscal staff now has sole responsibility for this activity providing better control and accountability.

At the end of the fiscal year, staff was preparing for the merger of the Facilities Management and Modernization and Development Departments. Since these departments' responsibilities overlap in many areas, it was determined that the merging of the two departments would result in programmatic, as well as financial efficiencies.

In FY 1999 the Modernization and Development Department completed the construction of all scattered-site replacement units, a ten-year process resulting in the construction of 240 units of single-family and duplex style homes. The units are located throughout the city and no site has more than ten units at any one location. Most of the scattered-site units house our Family Self-Sufficiency families.

**Scattered Sites  
Completed**

The Modernization Department spent FY 1999 concentrating on modernizing the Elderly/Disabled developments. Community rooms and landscape improvements were completed at Carroll Tower, Parenti Villa and Dominica Manor and work will commence at Dexter Manor and Kilmartin Plaza in the new fiscal year. The rehabilitation of these facilities will make common areas more pleasing for our residents and improve their marketability. Numerous other projects were undertaken at each of the other PHA developments as well, including kitchen upgrades at Chad Brown and Roger Williams. New signs identifying all of our developments were also completed.

The Housing Management Department continues to address the challenges faced by low occupancy and rent collections. Faced with high-rise developments with a large percentage of efficiency units that are difficult to market, the department revised their marketing plan to attract more applicants. Using print ads and an aggressive mailing and speaking program, they plan to close the gap in occupancy this year. If this fails, we may be required to consider consolidating units. Rent collections were less than expected at most of the family developments. However, most of the elderly/disabled and scattered site developments exceeded their rent collection objectives.

The Department of Rental Housing posted one of its most successful years. In addition to producing a surplus that will assist our public housing program, the department provided more than \$17.0 million in housing assistance payments to private property owners for rental assistance for qualified residents. The

department has also ensured that the rent paid for properties more truly reflects the actual market cost for the unit. With more units leased than ever before the amount paid in rental assistance payments has actually decreased.

The waiting lists for both family public housing and Section 8 units were opened for one day on October 1<sup>st</sup>. Applicants were allowed to take one application for each program and were required to mail completed applications to the PHA postmarked no later than October 8<sup>th</sup>. By October 14<sup>th</sup> the PHA had received 1,288 applications for public housing and 3,308 for Section 8. The last time the public housing waiting list for family developments had been opened was in 1996. The Section 8 waiting list had not been opened since 1992.

**Waiting List  
Opened**

The Special Projects Department continued in its goal of providing employment opportunities to residents through training and education. Near the end of the fiscal year, the PHA was the recipient of a \$1.5 million grant from the Providence-Cranston Job Training and Partnership Act agency. Administered by the Special Projects Department, these funds will be used to identify at-risk public housing residents who require job readiness training and employment work experience. Special Projects continued to operate a series of successful employment preparation programs at the Employment Support Center on Academy Avenue for both public housing and Section 8 residents. The department continues their work with our Self-Sufficiency families. Many have accumulated a sizable escrow account and have purchased their own homes. A majority of the families are working or going to school full-time.

**Welfare - to -  
Work  
Grant**

The Community Services Department provides social services to public housing residents at higher levels than those available to the community as a whole. While enrollments were down to take into consideration reduced funding, the quality of the services offered was increased to ensure better outcomes.

The Resident Service Coordinators funding was in jeopardy in FY 1999. After applying for refunding of our program, HUD notified us that we were not selected. We successfully appealed HUD's decision and were fortunate to receive enough funds to maintain the program at its current level.

**Resident  
Services Grant  
Restored**

Facilities Management continued to provide a high level of service for our residents. Ninety-nine percent of the approximately 57,000 work orders received during the year were completed. The average work order was closed within one and one-half days and all emergency work orders were completed immediately. In order to assist the department in performing their duties more effectively and efficiently, new equipment and supplies were purchased. Particularly effective were the new litter vehicles at the three largest developments. These vehicles have reduced the amount of time necessary to clean a site to a fraction of the previous time. The department also underwent a thorough reorganization of its inventory control and supply system. New storage areas were constructed and an inventory numbering system was created. At the beginning of this fiscal year the department will be merged with the Modernization and Development Department to provide for more efficient delivery of services.

The Management Information Services Office had a very busy year implementing the new MIS system involving all new hardware and software. While not completely implemented at the close of this fiscal year, plans call for the new system to provide faster and more comprehensive information to a greater number of staff members throughout the Authority. This should ensure that information is available to every manager to make better and more informed decisions.

The Office of Policy, Planning and Resource Development produced reports and projects at an astonishing rate. The office was primarily responsible for the oversight of the Goals Management Plan and the creation of several policies and procedures manuals used throughout the housing authority. Several noteworthy projects completed include: a new Emergency Operations Manual, a Landscape Manual, a draft of a 5-Year Paint Plan, new administrative plans for Housing Management and a report promoting public housing in Rhode Island. This last work was provided to the Rhode Island congressional delegation during a visit to their Washington offices in March. The office will be primarily responsible for the new five-year strategic plan prepared in the new fiscal year.

The PHA continued to make progress in the areas of personnel, health care and risk management. Plans were developed for a flexible work schedule that will go into effect sometime in the present fiscal year. Career ladders are being developed for each department to allow staff to prepare for and to seek promotional opportunities. Insurance costs, particularly workers compensation, continue to be low compared to industry standards and dramatically lower than what we were paying five years ago thanks to the risk management programs that were developed and implemented. Health care costs have been reduced substantially since converting to a new provider. A health care consultant was hired to review and advise us about rate changes and potential providers.

**Staff Training  
(3,643 hours)**

Included among the 3,643 hours of staff training for FY 1999 was a new initiative to assist in the development of the PHA's leadership. Ten PHA staff members currently in leadership roles or with potential for leadership completed an intensive program entitled The PHA Management Course. This course covered topics such as planning, organizing, staffing, directing, and controlling and required participants to become familiar with different styles of management and leadership. Participants were also required to demonstrate public speaking skills by giving presentations on a variety of housing related topics.



*The PHA Management  
Class of 1999*

**In-house  
PHA  
Management  
Course  
Initiated**

The new fiscal year will bring new and exciting challenges to the PHA. HUD has implemented their new Public Housing Assessment System (PHAS), a more comprehensive review of housing authorities than the current system. As a result of the new Housing Act, HUD now requires one and five-year agency plans, which will complement our own five-year strategic plan that is scheduled for completion by January 2000. The new strategic plan will serve as the roadmap for public housing in Providence in the years ahead. New opportunities will also become available to us as a result of deregulation. We must be prepared to take advantage of every opportunity offered. I believe we are ready to face the challenges that are before us now that the Administration and Congress have provided us with the proper resources. If our success up to this point is any indicator, FY 2000 will be a year of great accomplishment. On behalf of all those whose hard work and dedicated efforts made this past year a year of success and achievement for the Providence Housing Authority, I gladly present this Annual Report on Operations for Fiscal Year 1999.

Stephen O'Rourke  
Executive Director

# Office of the Executive Director



A PHA Board of Commissioner's meeting

The Office of the Executive Director is responsible for the overall management of the housing authority and the successful implementation of all policies and initiatives established by the Housing Authority's Board of Commissioners.

The office consists of the Executive and Deputy Directors and an Executive Assistant. They are assisted by the Office of Policy, Planning and Resource Development (OPPRD), and the Office of Management Information Systems (MIS).

The Office of Policy, Planning and Resource Development serves primarily as the housing authority's planning department performing a wide variety of functions, including grant preparation and

administration, research, program evaluation and monitoring, and goals management monitoring. The Office of Management Information Systems assists in the collection and dissemination of critical information to the PHA's seven departments.

The Providence Housing Authority (PHA) is a mission-driven organization. Our day-to-day activities are determined by mandates established by federal, state, and local regulations. The PHA implements these mandates through our various strategic and operational plans. The strategic plan provides us with numerous goals and objectives that must be accomplished within a specified time period. The plan establishes direction and provides a vision for the future. It is complemented by departmental operations plans that establish quantifiable objectives that each department must achieve. The goals and objectives are monitored and measured through a number of management instruments. The primary measuring device for our performance is our Monthly Management Report (MMR), which aggregates all key indicators by department each month. The MMR is supplemented by several special reports that provide senior management staff with performance information, including a quarterly report that measures each department's performance in achieving the goals and objectives cited in the strategic plan. This *Annual Report on Operations* is another management report that aggregates performance data for the entire fiscal year.

## **Public Housing Management Assessment Program**

The Department of Housing and Urban Development (HUD) has, over the last several years, implemented their own management assessment system. For the last six years the system has been known as the Public Housing Management Assessment Program (PHMAP). It rates the performance of public housing agencies throughout the country using a weighted series of performance indicators in key areas of public housing activity. The PHA received a perfect rating in FY1999 with a score of 100, the second consecutive year we rated as a "High Performing" housing authority. The PHA

Office of the Executive Director

has demonstrated consistent improvement over the last six years culminating with a perfect score in FY 1999.

**TABLE I**  
**PHMAP Ratings**  
**FY94 – FY99**

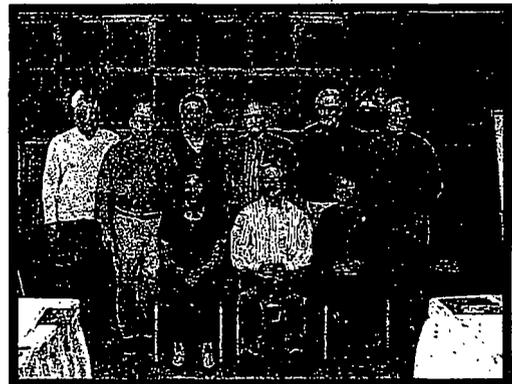
PHMAP Ratings FY 1994 - 1999					
FY 1999	FY 1998	FY 1997	FY 1996	FY 1995	FY 1994
100.00 High Performer	97.00 High Performer	89.32 Standard Performer	81.19 Standard Performer	78.50 Standard Performer	77.05 Standard Performer

The Department of Housing and Urban Development will implement a new management assessment program for all public housing agencies this fiscal year. While similar to the existing PHMAP, it goes beyond current performance standards and reviews housing authorities in a more comprehensive manner. In addition to the management indicators, such as occupancy, financial reserve levels, etc., the new system - known as PHAS (Public Housing Assessment System) - surveys residents to determine the level of "customer" satisfaction, and it requires HUD-contracted inspection teams to undertake a physical inspection of a sample of PHA properties. It also requires housing authorities to convert to and report using the GAAP (Generally Agreed Upon Accounting Principles) method of accounting. This will place housing authorities on the same accounting system used by other entities.

HUD contractors inspected the PHA's properties at the end of our fiscal year. We have not yet received our score. We have not been notified when the resident survey will take place.

**Board of Commissioners**

In FY 1999 the Board of Commissioners held six board meetings with an average attendance rate of 80%. The board also held its first annual board development retreat in March at the Ocean Edge Conference Center in Brewster, MA. The weekend, two-day conference was attended by every commissioner. Topics covered included: board governance, board policies, planning and monitoring of housing authority programs. The session was so successful that the board intends to conduct board development every year.



*The PHA Board of Commissioners*

The Board of Commissioners was still not at full complement at the close of the fiscal year. Two positions remain open on the board: one resident commissioner slot and one general public appointment. The mayor must make both appointments.

At the annual meeting of the board in October, the following board members were elected to two-year terms of office: Thomas J. Anton (Chairman), Ted Low (Vice Chairman), Paul Waldman (Vice Chairman)

The board committees also met throughout the year to review policies, procedures and programs related to their specific areas of interest. The committee chairpersons are: Raymond Murphy (Finance, Budget & Auditing), Ted Low (Modernization & Development), and Paul Waldman (Resident Services).

# Human Resources/Personnel Administration

## Recruitment, Selection & Appointment of Personnel

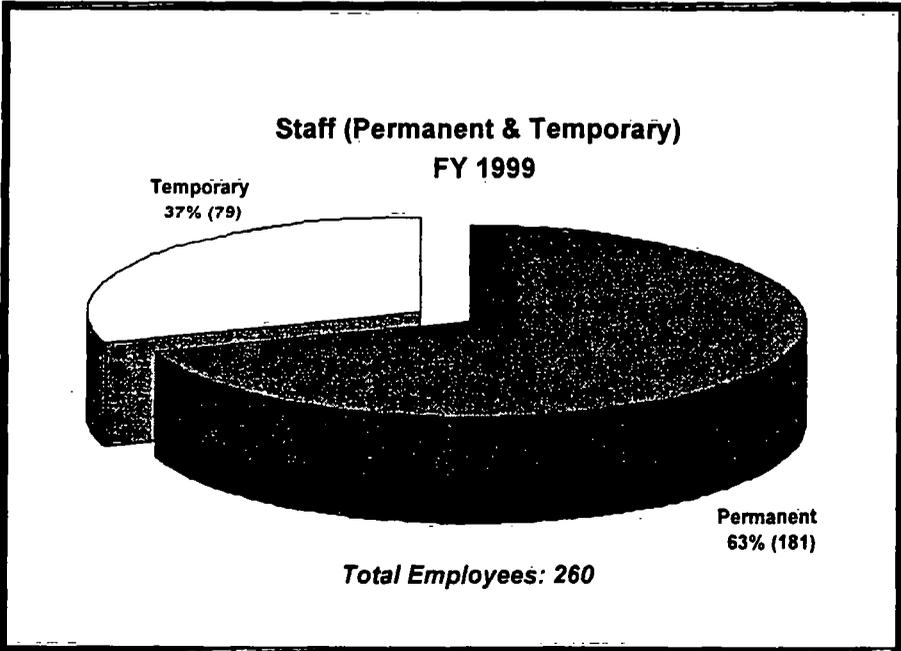
The effectiveness of any organization depends largely on its human resources. Recruitment at the PHA is accomplished through in-house posting of positions, public advertising, community organizations, and college recruiting. In addition, this past year the Housing Authority began recruiting through the Employment Support Center, an employment preparation center operated by the Department of Special Projects for public and Section 8 housing residents. Residents enrolled in the Family Self-Sufficiency Program, graduates of the Office Skills Class, or residents in other training programs at the Employment Support Center are encouraged to apply for employment at the PHA.

The PHA's prime objective in filling a vacancy is to promote from within the organization while maintaining the integrity of PHA hiring policies. Within the limits of application regulations and collective bargaining agreements, supervisors have the fullest discretion when filling vacant positions. The Deputy Director and the appropriate department director use a standardized test and an oral exam when conducting initial interviews. Applicants are then rated on their interview and test performance and are selected on the basis of the overall score. The three names with the highest scores are then submitted to the Executive Director for selection. Knowledge, skill, and the ability to perform the job are the primary criteria for selection. The PHA policy of hiring internally provides incentives for existing staff to strive to improve their skills and abilities with the goal of advancement within the organization.

### ◆ STAFFING

At the close of FY 1999, the Providence Housing Authority employed 260 staff members-181 permanent personnel and 79 temporary staff members. This represents an increase of twenty-six persons compared to the previous year or an 11% increase.

**Within the limit of application regulations and collective bargaining agreements, supervisors have the fullest discretion when filling vacant positions. The Deputy Director and the appropriate department director use a standardized test and an oral exam conduct initial interviews.**



**FIGURE I**

Staff  
FY 1999

The Facilities Management Department has the largest work force at the PHA with a staff of 116 (97 permanent and 19 temporary employees). The Department of Housing Management has the second largest staff with 32 people (26 permanent and 6 temporary staff members). The remaining department staff numbers are Executive: 16 (9 permanent, 7 temporary); Modernization and Development: 9 (8 permanent, 1 temporary); Rental Housing: 16 (13 permanent, 3 temporary); Finance and Accounting: nine (8 permanent, 1 temporary); Community Services: 32 (12 permanent, 20 temporary); Special Projects: eight (all permanent); and Security: 22 (all temporary).

◆ **RACIAL COMPOSITION OF STAFF**

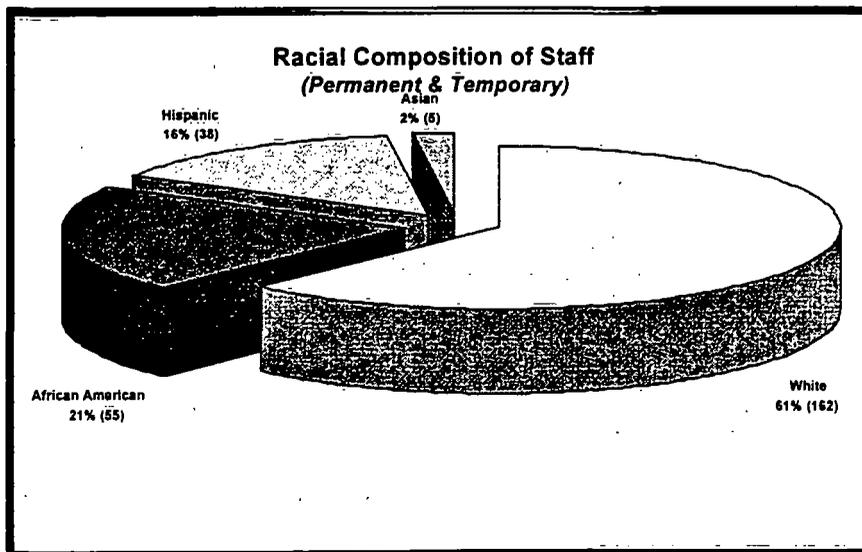
The staff of the PHA is diverse and represents the racial and ethnic diversity of Providence. The racial composition of the permanent and temporary staff is: White: 162 (62%); African-Americans: 55 (21%); Hispanics: 38 (15%); and Asians: five (2%). The number of non-minority employees decreased by 3%, while the number of African-American and employees increased by 2% and Hispanics by 2% as well. The number of Asian staff members remained constant.

The staff composition by permanent and temporary staff is indicated in the chart below:

**TABLE II**  
*Staff Composition by Race*

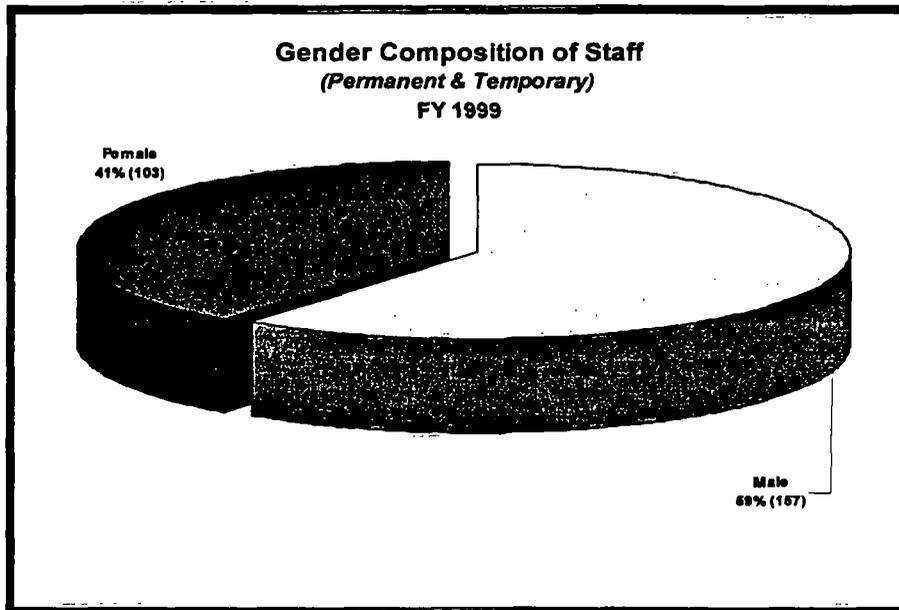
<i>Staff Composition by Race</i>						
	Permanent		Temporary		Total	
	#	%	#	%	#	%
White	124	47.7%	38	14.6%	162	62.3%
African-American	31	11.9%	24	9.2%	55	21.2%
Hispanic-American	22	8.5%	16	6.2%	38	14.6%
Asian-American	4	1.5%	1	0.4%	5	1.9%
<b>TOTAL</b>	<b>181</b>	<b>69.6%</b>	<b>79</b>	<b>30.4%</b>	<b>234</b>	<b>100%</b>

**FIGURE II**  
*Racial Composition of Staff*



#### ◆ GENDER COMPOSITION

The gender composition of the total staff, both permanent and temporary employees, for FY 1999, is 157 males (60%) and 103 female (40%). Males comprised 54% of the permanent staff and 46% of the temporary staff. Females comprised 37% of the permanent staff and 63% of the temporary staff



**FIGURE III**

**Gender Composition  
of Staff  
FY 1999**

#### ◆ NEW HIRES AND PROMOTIONS

A total of 85 persons were hired for employment at the PHA through promotion or first time employment in FY 1999. Of this total, only seven were permanent full-time employees with the remainder (78) being temporary employees. Of the seven permanent positions, five were filled from outside the Authority and two were promoted from the existing staff. The majority of the temporary employees were hired as Resident Assistants for the Community Services Department or as Laborers in the Facilities Management Department.

#### ◆ TERMINATIONS

In FY 1999 there were 70 terminations. Of this number, 11 were permanent employees and 59 were temporary employees. Almost all the terminations for temporary employees were due to the seasonal nature of their jobs or because of the high turnover rate among security officers.

#### ◆ RESIDENT RECRUITMENT AND EMPLOYMENT

The PHA has continued to seek residents for employment opportunities since the creation of the *Resident Recruitment and Employment Program* in 1993. As jobs become available, it is the responsibility of the Authority's 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 their six-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

**The PHA has continued to seek residents for employment opportunities since the creation of the Resident Recruitment and Employment Program in 1993.**

members of the community. With the opening of the Employment Support Center with its flexible class schedule, it has become easier for residents to train and prepare themselves for the labor market. To date, the PHA has hired two graduates of the Office Skills class to work in clerical positions.

The PHA currently employs 54 residents: 26 permanent and 28 temporary employees. This represents 14% of the PHA's permanent staff, 35% of the temporary staff, and 21% of the total work force. Most residents are employed in entry-level positions such as Resident Assistants, clerical and maintenance jobs, and lower to middle management positions. 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

### **Labor Relations**

#### ◆ BARGAINING UNITS

The Providence Housing Authority has four bargaining units:

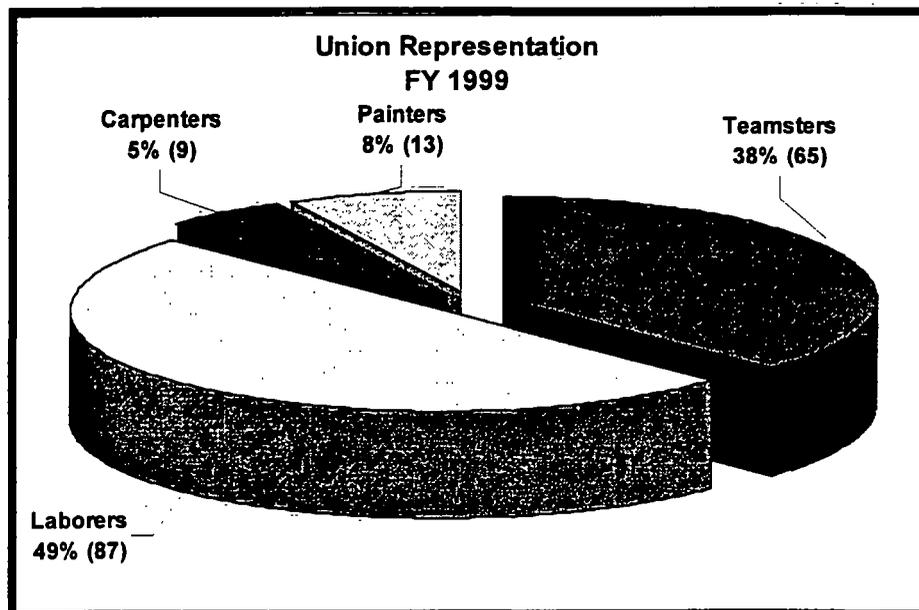
- Laborers International Union
- Painters Union
- Teamsters Union
- Carpenters Union

The Teamsters Union represents 65 permanent employees; the Laborers Union represents 87 employees, the Carpenters represents 9 employees and the Painters Union represents 13 employees. All employees, with the exception of the Executive Director, Deputy Director, the Executive Assistant and temporary personnel, are covered by one of the four bargaining units cited above. Relations are cordial and professional.

**The Teamsters Union represents 65 permanent employees, the Laborers Union represents 87 employees, the Carpenters represents 9 employees and the Painters Union represents 13 employees.**

**FIGURE IV**

**Union Representation  
FY 1999**



◆ **GRIEVANCES AND ARBITRATION**

Management and labor enjoy a good working relationship at the PHA. Managers and union members work together to solve problems before grievances are filed. However, there are times when labor issues must be resolved through the grievance and/or arbitration process. During the past fiscal year, there were 9 grievance sessions held between labor and management, three or 30% less than the previous year. All nine grievances were resolved for this current year. There are two labor disputes with former employees still pending from 1998, which have not been resolved.

Labor Grievances FY 1995 - 1999				
FY 1999	FY 1998	FY 1997	FY 1996	FY 1995
9	12	28	5	4

**TABLE III**

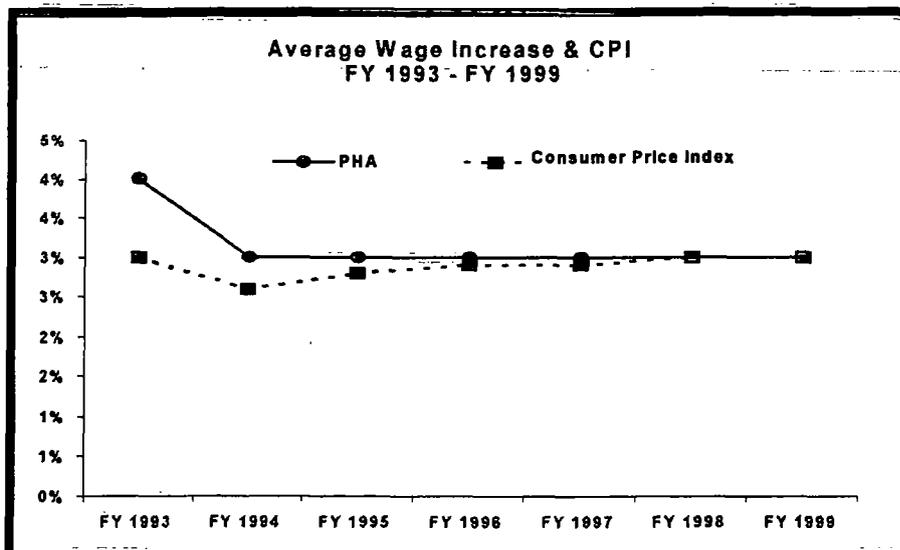
**Labor Grievances  
FY 1995 - FY 1999**

**Wages and Benefits**

◆ **WAGES**

At the beginning of each calendar year, the Authority negotiates salary rates with the four unions representing PHA employees. After an analysis is conducted taking into consideration the projected funding from HUD and other sources, a negotiation plan is created and a proposal is offered to the unions. 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 wage increase. These increases were in line with the inflation factor represented by the Consumer Price Index (CPI). The annual increase is in addition to step increases that employees are entitled to if they have not reached the final step in their pay scale

It is virtually impossible for the PHA to negotiate long-term contracts with its unions due to the fluctuations in HUD's funding of the public housing program. Each year public housing authorities are at the discretion of Congress as to how many funds will be appropriated. The PHA is currently in the last year of a three-year contract with each union. Negotiations on a new three-year contract will commence in January 2000.



**FIGURE V**

**Average Wage  
Increase & CPI  
FY 1993 - FY 1999**

Wages have remained competitive at the PHA even though HUD'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 CPI. Over the last six years the CPI has risen 20.2 percent, while wages at the PHA have increased by 24% (not including employee step increases) since the 1993 fiscal year. On average, wages at the PHA rise about 3% annually.

A wage and benefit study conducted by the Office of Policy, Planning and Resource Development indicates the PHA salary and benefit package is comparable to both public and private sector plans.

◆ **BENEFITS**

The PHA provides a generous benefit program to its staff, including medical and dental coverage, a contributory retirement plan, educational benefits, sick leave, vacation and holidays.

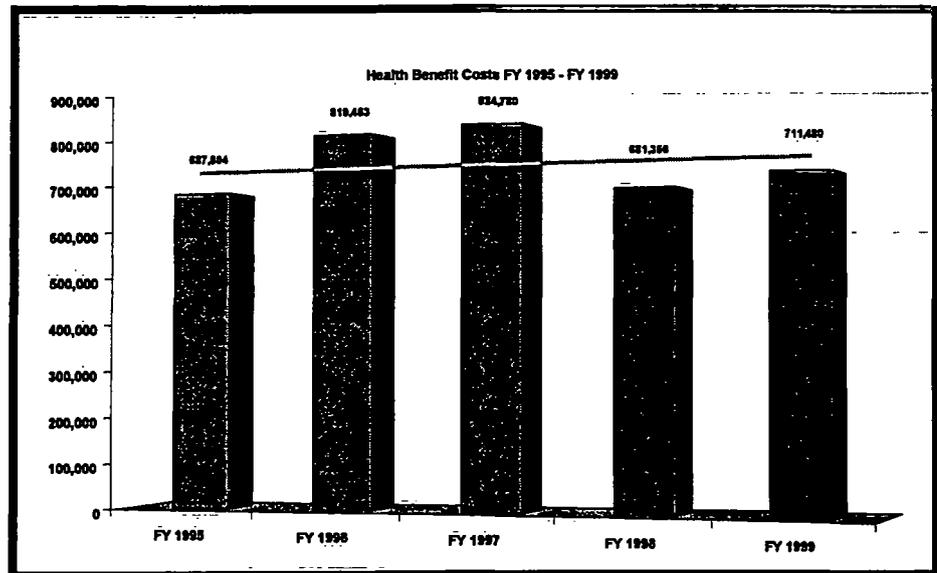
**Health Benefits**

Health care costs increased 4% this past fiscal year, considerably lower than industry standards. The PHA changed health care providers in August 1997. An in-house committee of employees reviewed several health care plans in an effort to seek lower health care premiums. Health care cost rose 17.8% from FY 1995 to FY 1996. This internal review was undertaken to avoid the need for requiring a co-payment from employees or the possibility that the PHA would require employees to pay for their own family coverage. After great scrutiny, the employees chose Harvard/Pilgrim of New England over Blue Cross of Rhode Island to provide health care. The PHA realized an immediate annual savings of \$150,000 as a result of the switch in providers. The average cost per employee was \$3,931 in FY 1999

**TABLE IV**  
Health Care Per Employee Cost  
FY 1995 – FY 1999

Health Care Per Employee Cost FY 1995 – FY 1999							
Year	FY95	FY96	FY97	FY98	FY99	98-99	95-98
Total cost	\$687,804	\$810,453	\$824,780	\$681,356	\$711,480	+4%	+3%
No. of Employees	156	164	169	174	181	+4%	+16%
Cost per employee	\$4,409	\$4,942	\$4,881	\$3,916	\$3,931	<1%	-11%

**FIGURE VI**  
Health Benefit Costs  
FY 1995 – FY 1999

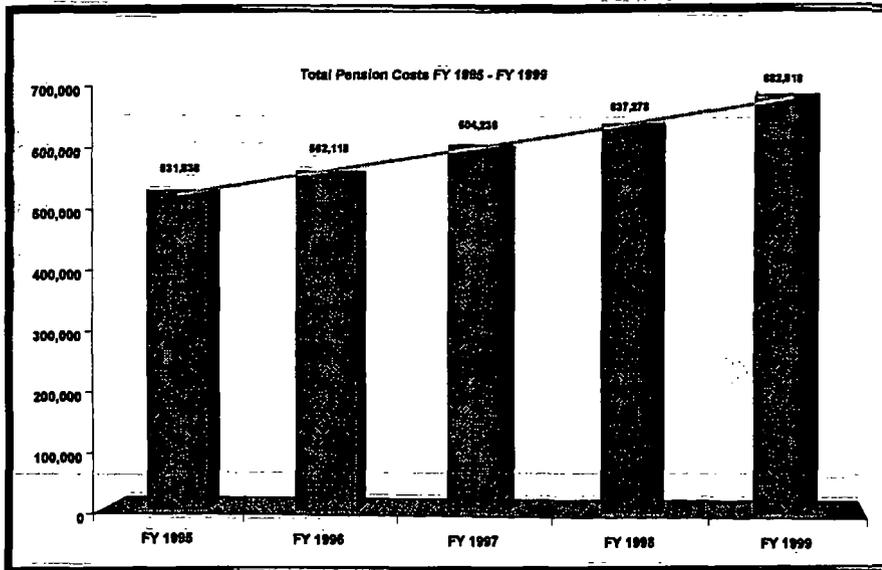


◆ PENSIONS

Each staff member at the PHA has two contributory pension plans: their union plan and the PHA-provided Mutual of America. Over the past five years, pension costs have increased by 28% or 5.6% annually, from \$531,838 in FY 1995 to \$682,818 in FY 1999. The cost per employee has risen by 11% or 3.0% annually, from \$3,409 in FY 1995 to \$3,772 in FY 1999.

Pension Cost per Employee FY 1995 - FY 1999							
Year	FY95	FY96	FY97	FY98	FY99	95-99	98-99
Total cost	\$531,836	\$562,118	\$604,236	\$637,278	\$682,818	+28%	+7%
No. Employees	156	164	169	174	181	+16%	+4%
Cost per Employee	\$3,409	\$3,428	\$3,575	\$3,662	\$3,772	+11%	+3%

**TABLE V**  
Pension Cost per Employee  
FY 1995 - FY 1999



**FIGURE VII**  
Total Pension Costs  
FY 1995 - FY 1999

The table below illustrates the percentage of funds the Authority contributed to each plan.

FY 1999 Pension Plan Costs (by Plan)		
Pension Plan	Cost to PHA	Percentage of Total
Laborers	\$189,552.40	27.8%
Teamsters	\$151,824.00	22.2%
Painters	\$37,096.40	5.4%
Carpenters	\$36,989.56	5.4%
Mutual of America	\$267,355.56	39.2%
<b>TOTAL</b>	<b>\$ 682,817.97</b>	<b>100%</b>

**TABLE VI**  
Pension Plan Costs  
(by Plan)  
FY1999

**Workers Compensation & General Liability Insurance**

◆ **WORKERS COMPENSATION**

The cost of workers' compensation insurance has continued to fall. The development and implementation of the *Risk Management Plan* has been successful in reducing the number of work-related injuries, which in turn has decreased the cost of premiums the Housing Authority must pay each year. The Plan requires PHA staff to:

- ☑ Hold monthly Safety Committee meetings
- ☑ Conduct safety awareness training and injury prevention activities
- ☑ Respond swiftly to correct all reported safety problems
- ☑ Investigate and document all accidents
- ☑ Provide medical delivery system
- ☑ Case Manage all injuries
- ☑ Offer "light duty" to injured personnel

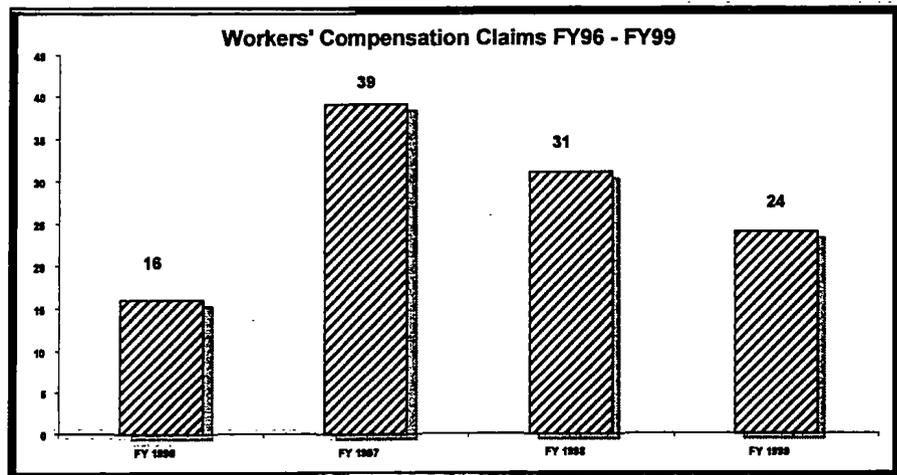
**TABLE VII**  
**Workers' Compensation Claims FY 1996 – FY 1999**

<b>Workers Compensation Claims FY 1996 – FY 1999</b>				
<b>Year</b>	<b>FY 1996</b>	<b>FY 1997</b>	<b>FY 1998</b>	<b>FY 1999</b>
<b># of Claims</b>	16 (Jan-Jun)	39	31	24

There were 24 worker compensation injuries reported during FY 1999. A decrease of seven incidents from last year, most of the injuries were minor and workers were out of work for a short period. As a result, our insurance premiums have been reduced from \$111,333.00 in 1998 to \$100,046.00 in 1999, a decrease of ten percent from last year. Good risk control techniques produce a far greater potential for reducing costs. It should be noted that the premiums quoted for FY 1999 were based on an estimated 260 permanent employees rather than 251.

The PHA hired the Connecticut consultant firm Accu-Comp to review past position ratings from our former workers compensation carrier. As a result of their review they were able to obtain a retroactive rebate totaling \$67,478 for the housing authority.

**FIGURE VIII**  
**Workers' Compensation Claims FY96 – FY99**



Workers Compensation Premiums FY 1995-1999				
Policy Year	Premium	% Change	# of Employees	Cost/Employee
1995	\$352,420	-20%	251	\$1,404
1996	\$207,171	-41%	229	\$905
1997	\$122,000	-59%	266	\$459
1998	\$111,233	-09%	234	\$475
1999	\$100,046	-10%	260	\$385

◆ **KEY 5 YEAR INDICATORS:**

- Premium Decrease (95-99): 139.0%
- Personnel Increase (95-99): 4.0%
- Cost per Employee Decrease: 75.0%
- Average Cost per Employee (95-99): \$726

◆ **GENERAL LIABILITY INSURANCE**

Liability insurance premiums have grown approximately \$33,205 dollars or 32% over the past five years. This is primarily due to the number of scattered site units added to our housing inventory, as well as the Employment Support Center. Effective implementation of the five risk control techniques have been the tools used by the Authority to reduce risks before they happen. These techniques have been essential to the success the Authority is having in keeping its insurance costs low.

General Liability Premiums FY 1995-1999				
Policy Year	Premium	Pct. Change	Losses	O/S Liability
1995	\$101,967	+ 15.5%	\$ 876	\$16,823
1996	\$111,467	+9.3%	\$0	\$0
1997	\$124,490	+11.5%	\$10,439	\$28,129
1998	\$118,151	-5.0%	\$945	\$22,000
1999	\$135,172	+14.4%	\$3,358.	\$69,575

**Premium Rate Changes**

- FY 1995 - 1999 = +32.0%
- FY 1998 - 1999 = 14.4%

**Risk Management and Safety**

Risk Management involves either preventing losses from happening or paying for those losses that do occur. The Providence Housing Authority's *Risk Management Program* involves the use of physical and human resources to control risks associated with accidental loss exposures. Insurance is one tool of risk management. When joined with good risk control techniques practiced at the PHA on a day-to-day basis, the combination produces a far greater potential for reducing costs 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.

**TABLE VIII**  
**Workers'**  
**Compensation**  
**Premiums**  
**FY 1995 - FY 1999**

**TABLE IX**  
**General Liability**  
**Premiums**  
**FY 1995 - FY 1999**

**In an effort to reduce the number of disabling injuries and illnesses, management agrees to provide all mechanical and physical facilities that are required to ensure the highest standards of personal safety and health.**

◆ **SAFETY PROGRAM**

Providing a safe environment in which to work and live is a primary objective of the Providence Housing Authority's Safety Program. Our program has been in existence for ten years. Its goals are to provide training and ongoing education in risk management to the residents and staff of public housing. To be successful, such a program must embody the proper attitudes towards injury and illness prevention regarding safety and health matters. In an effort to reduce the number of disabling injuries and illnesses, management agrees to provide all mechanical and physical facilities that are required to ensure the highest standards of personal safety and health. The Safety Committee, consisting of staff members volunteering from each of our departments, meets on a monthly basis. The committee acts to set goals, inform, resolve safety issues, and set an example for other staff members. In FY 1999, the Safety Committee undertook the following activities:

- ☑ Introduced a new Fire Safety Program throughout the PHA
- ☑ Conducted a review of all PHA offices to evaluate the risk of CTD
- ☑ Began to update the PHA's Preparation for Community Living Safety Training for Elderly & Handicapped residents
- ☑ Completed a more comprehensive emergency procedures manual

◆ **SAFETY COMMITTEE**

The Safety Committee met twice during the year to review progress on our safety program and to plan new initiatives. During the year, representatives from the U. S. Department of Labor's OSHA division were invited to inspect our workspaces and to provide us with recommendations for improvements. At the end of the fiscal year approximately 90% of the recommendations had been implemented.

The Safety Committee also initiated a Fire Safety Program at our six high-rise developments. Working with the Providence Fire Department's Office of Fire Prevention and our own Living Skills Coordinator, sessions were held at each facility to inform residents about how to prevent fires and what to do in the event of a high-rise fire. An additional fire prevention program was developed to present to children in the family developments.

FY 1999 also saw Dan Lebric, CEO of our primary insurer, Housing Authority Insurance, visit our facilities.

The highlight of the committee's year was the completion of the Emergency Operations Plan, which has been selected by Housing Authority Insurance as one of five submissions for the annual *Housing Authority Risk Retention Innovation Award*, which will be announced in September 1999.

◆ **RISK MANAGEMENT AWARDS**

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

**Loss Free Award** from Housing Authority Insurance in recognition for completing the 1998-1999 HAPI policy year without incurring a loss

**Honorable Mention for Outstanding & Innovative Risk Control Program** (the "HARRI" Award) from the Housing Authority Risk Retention Group

**Family Medical Leave**

In accordance with state and federal family medical leave legislation, the Providence Housing Authority has defined a policy to provide generous leave to employees with family or medical problems that require them to be absent from work. During FY 1999, 18 employees took advantage of this policy and took time out from work. The average length of time away from work was six weeks.

**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 that reduce stress, generate good mental health and nurture personal growth both on and off the job. This is accomplished through counseling and service programs. All of the Providence Center's programs are confidential. In FY 1999, approximately Three percent of the full-time staff took advantage of the services offered by the Providence Center.

Utilization of Employee Assistance Program FY 1995-1999 (Full Time Employees)					
Year	1995	1996	1997	1998	1999
Number	11	5	5	7	5
Percentage	7%	3%	3%	4%	3%

**Staff Training and Development**

In FY 1999, the Providence Housing Authority conducted 3,643.25 hours of staff training, an increase of 13.4% from the previous year. Of the 3,643.25 hours of training received, 6.8% was provided by the Housing Television Network (HTVN). Although the number of hours that employees attended this type of training is relatively low, all programs provided by HTVN were taped for future viewing. The remaining hours of employee training were provided through outside sources.

Training programs at the PHA cover a broad range of topics. Some are geared towards specific departments, while others are useful to the entire staff. The goal of the programs is to assist our staff in improving their performance and enhancing their career prospects. During the past year, training emphasis has been on Management Skills (16.6%), training in all areas of Facilities Management (5.1%), Computer Training (9.1%), Behavioral Management (7.6%), Safety & Security (21%), all areas of Human Resource Management (21.6%), and Sportsmanship (3.3%). All other forms of training account for less than two percent of the total. The PHA allocated \$33,173 in training funds in FY 1999.

**A library of books and materials, including audio and video instruction, have been made available to staff members and residents in our training room.**

**TABLE X**  
*Utilization of Employee Assistance Program FY95 - FY99*

**TABLE XI**  
**Training Hours**  
**FY95 - FY99**

Training Hours FY 1995-1999			
Fiscal Year	Hours	% Change	Budget
FY 1995	4,073	+ 11.9%	\$35,000
FY 1996	5,083	+24.7%	\$35,000
FY 1997	4,835	-4.9%	\$47,000
FY 1998	2,992.5	-38%	\$35,000
FY 1999	3,643.25	+21.7%	\$33,173.
<b>TOTAL</b>	<b>23,203.5</b>		<b>\$160,173</b>

◆ **TRAINING NEEDS ASSESSMENT**

The different types of available staff training are determined by analyzing the results of an *Annual Training Needs Assessment*. A survey, distributed in September to all full-time personnel, asked a series of questions to determine the training needs of the staff. The survey consisted of 72 questions in which skills were identified and categorized into the following seven sections: Self Management & Development Skills; Interpersonal Relations Skills; Communication Skills; Performance Management Skills; Planning, Scheduling and Assigning Work Skills; General Office Skills and Technical Skills.

The greatest training needs identified by the respondents were:

1. Multi-lingual communication (60.2%)
2. Software programs other than Microsoft Word and Excel (59%)
3. Knowledge of the latest developments in area of specialty (54.2%)
4. Knowledge of practices, new developments and trends in the housing industry (49.4%)

Of the seven categories in which respondents were asked to rate their training needs, *Technical Skills* was listed as the most substantial need. It is noteworthy to mention that the top seven technical skills in 1997 are the same skills identified in the 1996 needs assessment. However, the percentage of respondents needing these skills has decreased by five or more percent in most instances.

◆ **TRAINING ROOM LIBRARY**

A library of books and materials, including audio and video instruction, has 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 residents. Our productivity, response time, quality, cost control, and resident services have shown 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 634 hours of programming for PHA staff and residents.

This year also saw the advent of our Computer-based Training Program (CBT) in our training room. CBT consists of CD-ROMs that provide individual training opportunities for our staff at their own pace. Topics available include: Word, Excel, Publisher, Power Point.

### ◆ TRAINING PROVIDERS

Staff training is conducted by both in-house personnel and through third-party providers. In FY 1999, training has been conducted by such organizations as DP Solutions, Bryant College, Beacon Mutual Insurance, Housing Authority Insurance (HARRG), New England Tech., Microsoft, Eastern Bearings School, Organizational Futures, RI Department of Health, Harvard Pilgrim Health Care of N.E., the Employment Support Center, and many others. In addition to outside organizations, training is provided by the Housing Television Network (HTVN), an interactive satellite television network that serves public housing authorities nationwide. FY 1999, 247 hours of all training was provided through this medium.

*Staff Training Hours by Category*

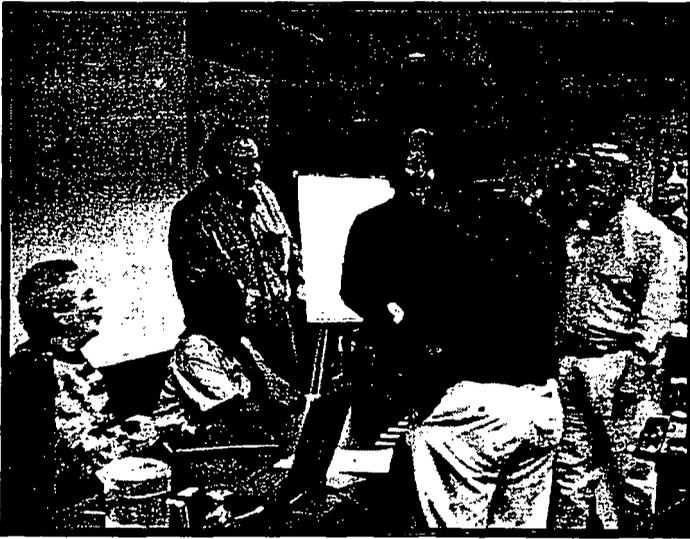
General Category	Total Hours	% of Total
Advances in Cognitive Psychology for Adult Literacy	9	0.2%
Anger & Aggression, Conflict Management, Domestic Violence	113.5	3.1%
Basics of Business Writing - HTVN, Grammar & Usage Seminar	38	1.0%
Celebrating 65	41.25	1.1%
Changes in Housing Management	112	3.1%
COBRA '99 & FMLA '99	8	0.2%
Computer Training (All Areas)	331	9.1%
Cycle of Hunger	1.5	0.0%
DEA Conference on Aging	40	1.1%
Department of Human Services - Policies & Procedures	75	2.1%
Electronic Benefits Transfer	58.5	1.6%
Ethics Training	55	1.5%
Facilities Management Training - (All Areas)	187	5.1%
Family Housing Workshop	24	0.7%
Family Medical Leave Policies & Procedures	24	0.7%
First Aid / CPR Training	144	4.0%
GAAP Conversion Training	75	2.1%
Housing Authority Insurance Training	84	2.3%
Housing Law Forum - Model Admissions & Occupancy Policy - HTVN	4	0.1%
Housing Quality Inspection Training	21	0.6%
How to Develop a Risk Control Program - HTVN	6	0.2%
HUD Briefing - Public Housing Reform	27.5	0.8%
HUD Lead Based Paint HQS Course	35	1.0%
Inventory Control - HTVN	15	0.4%
Management Effectiveness Training/Effective Discipline - Group Mgt Techniques	164	4.5%

**TABLE XII**  
*Staff Training Hours by Category*

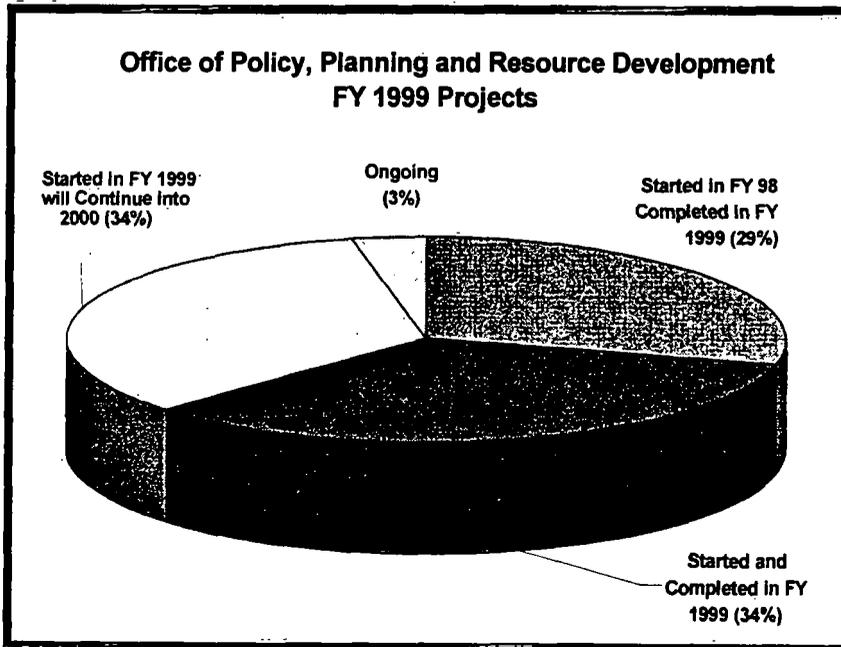
Mental Health Forum	8.5	0.2%
Methods of Teaching Career & Vocational Education	64	1.8%
OSHA - New Rules on Respirators	7	0.2%
Out of Youth Symposium	10	0.3%
Personal Safety, Harassment & Security	649.5	17.8%
PHA Board Development Training	140	3.8%
PHA Management Training	266.5	7.3%
PHA's Public Housing Assessment Program	25	0.7%
Principals of Public Administration	36	1.0%
Procurement Training - HUD's Regulations	3.5	0.1%
Project Based Learning	7	0.2%
Project Match - Welfare to Work	4	0.1%
Public Housing Law Enforcement Strategies - HTVN	6	0.2%
R. I. Food Bank Conference	14	0.4%
Real Estate Title Issues in R. I.	4	0.1%
Resident Screening - HTVN	6	0.2%
Resident Service Coordinators Training	43	1.2%
Revitalizing HQS Inspections	24	0.7%
RSC - Bannister Nursing Care	1.5	0.0%
School to Career State Conference	8	0.2%
Section 8 National Summit	54	1.5%
Staff Development Training / Orientation - Community Services	496	13.6%
Substance Abuse Treatment Survival	8	0.2%
Tenant Accounting & Section 8-50058	8.5	0.2%
Tenant Cycle / Property Management - HTVN	56	1.5%
<b>TOTAL</b>	<b>3,643.25</b>	<b>100%</b>

## Office of Policy, Planning, and Resource Development

Much of the work completed by the Office of Policy, Planning and Resource Development during FY 1999 involved projects that were started in FY 1998. This was the result of the additions of several new staff members and the development of an aggressive work plan in the late spring of 1998. During FY 1999 the OPPRD lost two staff members, the Resource Development Specialist and one of our Policy Analysts. Neither position has since been filled. In addition to routine assistance provided to PHA Departments and the Executive Director, the OPPRD worked on 59 projects during FY 1999. Of these, 17 were continued from FY 98 and completed in FY 99, 20 were started and completed in FY 99 and 20 were started in FY 99 and will continue into next year. Additionally, two projects, the Goals Management administration and Big Brothers program are being conducted on an ongoing basis.



The Executive Office planning at Alton Jones



**FIGURE IX**  
*Office of Policy,  
Planning, and  
Resource  
Development  
FY 1999 Projects*

## **Projects Continued from FY 1998 – Completed in FY 1999**

1. Annual Report on Operations (1998)
2. Annual Security Report (1998)
3. Asset Management Plan
4. Site Security Analysis/PHDEP Technical Assistance Grant
5. PHA Web Page
6. Database for Library Reference Material
7. Emergency Preparedness Plan/Procedures Manual
8. Five-Year Painting Plan (Needs Assessment/Action Plan)
9. Goals Management Manual
10. HOPE VI Application
11. Inventory Control System
12. Landscape Management Manual
13. Multi-Year Report on Wages & Benefits
14. Response Plan to the 1997 Comprehensive Resident Needs Assessment
15. Resident Socio-Economic Databook (1998)
16. Unit Turnover Report 1991-1998
17. Work Order Report FY 1991-1998

### **Annual Report on Operations (FY 1998)**

The PHA's 1998 Annual Report on Operations was completed and distributed to PHA Commissioners and Department Directors. This report details the operations of the PHA during Fiscal Year 1998. Key indicators, trends and events are broken down by PHA departments and offices. Revised charts were also been prepared to illustrate five-year trends in PHA operations. These full color charts are on display in the PHA's main conference room. The OPPRD also prepared a slide show that summarized the data contained in the annual report. This slide show was presented to the Board of Commissioners by the Executive Director during the October 1998 Board Meeting.

### **Annual Security Report (1998)**

The report, completed each year, details crime and security statistics for all PHA developments for FY 1998 and an analysis of trends over the past five years. The FY 1998 report indicates that during that year there were 1,872 police responses, a 75% increase from the previous year's 1,070. 22% of these calls occurred at the elderly and elderly/disabled and the other 78% occurred in the family developments. This reports details arrests by development broken down by Part 1 and Part 2 crimes as well as security work orders.

### **Asset Management Plan**

For much of it's history the public housing program has been fairly static in terms of funding and support from Congress. This has not been true in recent years. Growing concern and changing views about social welfare programs in general and public housing in particular have reinforced the precariousness of our industry's position in Congressional circles. Recent budgets have not always included 100% funding under the Performance Funding System and in 1995 Congress even rescinded funds allocated to PHA's, an event which cost the Providence Housing Authority a significant amount of modernization dollars. At one point during that year, HUD itself proposed vouchering out all public housing units, in effect placing the nation's entire public housing inventory in direct competition with the private housing market. In light of this changing political and social environment housing authorities have to become more proactive in developing new programs and exploring new was of remaining financially solvent. During the PHA's 1995 strategic planning exercises which produced the

**Growing concern and changing views about social welfare programs in general and public housing in particular have reinforced the precariousness of our industry's position in congressional circles.**

Strategic Plan 2000 document, the housing authority included the following component to its mission statement, "To ensure that the facilities owned and managed by the Authority are marketable in the community and are appealing to residents."

One tool used by the PHA to ensure marketability and a more private sector approach to housing management is the Asset Management Evaluation. The OPPRD has conducted an analysis of PHA owned and operated properties. This analysis examines operational costs and income by development, the condition of buildings, and analyzes the surrounding neighborhoods and other factors that influence the operations and marketability of the PHA's physical assets. Physical status of each development was determined through data gathered from the Department of Modernization and Development and on-site evaluations by OPPRD staff. During on-site evaluations staff members assessed the physical conditions of the developments overall as well as various components of each development and the surrounding neighborhood. Each development and neighborhood were rated using a standard rating code.

Financial viability was determined using income and expense data from the Department of Finance and Accounting. In addition to site specific expenses, general authority-wide expenses such as insurance, administrative salaries and PILOT (Payment In Lieu Of Taxes) were prorated based on the number of units in each development.

Each development is rated on a scale from A to D taking into account financial viability, market environment, amenities, physical condition and neighborhoods. The report makes recommendations on improvements for low rated developments. Improvements are also evaluated based on costs vs. benefits.

**1998 Public Housing Drug Elimination Technical Assistance Grant  
for a Site Security Analysis**

The OPPRD submitted a successful application for funding under the PHDEP Technical Assistance program. The authority was awarded \$15,000 under this program. This funding was used to hire a consultant to analyze physical security at Coddington Court, Hartford Park and Manton Heights. The consultant conducted her on-site evaluation from November 4<sup>th</sup> through November 13<sup>th</sup> and the PHA received her written report approximately a week later. This detailed report breaks down her findings by each of the three developments and includes several recommendations. Overall, the site security analysis was very favorable and should prove to be helpful to the PHA's efforts to combat crime in the developments, particularly narcotics related crime.

**Overall, the site security analysis was very favorable and should prove to be helpful to the PHA's efforts to combat crime in the developments, particularly narcotics related crime.**

### **PHA Web Page**

In 1998 a summer intern developed a website for the Providence Housing Authority. The address is [www.providencehousing.com](http://www.providencehousing.com). The website features information about each of the PHA's developments and our residents.

### **Database for Library Reference Material**

The PHA library has expanded both in the terms of materials collected and physical space. A new expanded branch has been opened located in the former office of the Director of the Department of Community Services. Offices for Community Services administrative staff have been moved from Dexter Manor II into Dexter Manor I. A new database of library materials was developed in Microsoft Access.

### **Emergency Preparedness Plan/Procedures Manual**

The OPPRD completed the development of an Emergency Procedures Manual. The report covers the history of various emergency situations, the probability of their occurring, the degree to which they would affect PHA residents, staff and operations, the current preparedness of the PHA and procedures to prevent or handle each situation. The situations covered in this manual are:

**The Emergency Preparedness Plan/Procedures Manual covers the history of various emergency situations, the probability of their occurring, the degree to which they would affect PHA residents, staff and operations,...**

- Hurricane
- Tornado
- Blizzard, Severe Winter Storm
- Severe Thunderstorm
- Earthquake
- Extended Heat Wave
- Extreme Cold Weather
- Hazardous Materials Incidents
- Natural Gas Leak
- Water Main Break
- Extended Power Outage
- Fire
- Explosion
- Structural Failure
- Bomb Threat
- Civil Disorder
- Hostage Situation
- Workplace Violence

One additional section is being developed to address the Y2K issue. This will cover all of the PHA's systems and equipment that may be affected by this event.

### **Five-Year Painting Plan (Needs Assessment/Action Plan)**

This plan will review all PHA properties to analyze the amount of existing painting surfaces, develop a prioritization of needs, prepare a painting schedule and provide a cost analysis. A draft of this plan has been submitted to the executive director. Additional information regarding labor costs will be added to this document.

### **Goals Management Manual**

The OPPRD produced a manual explaining the Goals Management Process as it is employed by the Providence Housing Authority. This manual defines key terms and provides examples in a fun and easy to follow format. While most current administrative personnel have been trained in this process, this manual will be helpful for new personnel. This is particularly important now that the PHA is developing a new strategic plan.

### **HOPE VI Application**

The PHA extended its HOPE VI planning period in order to generate additional leverage and extend outreach efforts in the community. The OPPRD participated in all HOPE VI planning activities until it was decided that another method of funding the development of this site should be pursued.

### **Inventory Control System**

This report reviews the existing inventory control system employed by the PHA and makes recommendations for establishing a more efficient method of tracking inventory. All recommendations are geared towards compatibility with the new PHA-wide software system.

### **Landscape Manual**

The document covers basic landscape management methods and details specific techniques to care for the plants located at each PHA development. The manual provides photographs of each type of plant and graphically illustrates the proper techniques to care for these plants.

### **Multi-Year Report on Wages & Benefits**

This report details wage increases offered by the PHA from 1991-1998 as compared with the consumer price index and state and local governments nationwide. The report is also broken down by executive and blue-collar, state and local government statistics and each of the four PHA unions. The report further details benefits such as paid holidays, working hours, health benefits, disability benefits and pension plans. PHA benefits are compared with national statistics for exempt, nonexempt office and nonexempt plant labor statistics. Data for this section were obtained from 1997 and 1998 Business and Legal Reports (BLR). The findings illustrate that the PHA has remained competitive both in terms of salary increases and benefits.

### **Response Plan to the**

### **1997 Comprehensive Resident Needs Assessment**

OPPRD staff developed a plan to respond to the issues generated during the 1997 Needs Assessment process. The plan examines what is currently being done to address major categories of issues such security, quality of life, education, and health issues and explores new strategies to meet resident needs. The Departments of Community Services and Special Projects and the Public Housing Unit will implement the plan.

### **Resident Socio-Economic Databook (1998)**

This report, produced annually, details the socio-economic composition of the PHA's residents. These data are broken down by PHA development. Also included is a brief description of the neighborhoods in which these developments are located and a trend analysis that analyzes changes in the composition of PHA residents. The PHA is home to 5,488 public housing residents. This population represents three percent of the total population of the City of Providence.

There are 1,345 households currently living in the PHA's family developments. These households include 4,368 residents at an average household size of 3.25 persons. Of these households, 91 percent are headed by females. The

**The Response Plan to the 1997 Comprehensive Resident Needs Assessment examines what is currently being done to address major categories of issues such security, quality of life, education, and health issues and explores new strategies to meet resident needs.**

**The average household income in the elderly/disabled developments is \$6,756, and women head 48 percent of these households.**

average family income in these developments is \$9,048. Whites comprise five percent of these households, African Americans make up 30 percent and Hispanics make up 66 percent of the resident population. This represents a strong demographic shift from 1990 when African Americans comprised 53 percent of households, Hispanics 38 percent and Whites 8 percent.

The PHA's elderly and elderly/disabled developments are home to 1,120 residents living in 1,023 households. The average household size in these developments is 1.09. Only 47 percent of these residents are 60 years or older. The remaining 53 percent are under the age of 60. The average household income in these developments is \$6,756, and women head 48 percent of these households. Whites comprise 52 percent of the households followed by Hispanics (29 percent), African Americans (18 percent) and Asians (one percent).

### ***Unit Turnover Report FY 1991-1998***

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This report analyzes trends in unit turnover work orders from FY 1991 through FY 1998. This report is broken down by PHA development. In FY 1998, there were 395 units turned over (out of 2,630) for a rate of 15 percent. In the family developments, the 212 units turned over represented 13 percent of the total family units, while the 183 elderly and elderly disabled units turned over represented 19 percent of the total in those buildings. From 1991 to 1998, the PHA has averaged 15 percent for overall units turned over-12 percent in the family developments and 20 percent in the elderly and elderly/disabled buildings.

### ***Work Order Report FY 1991-1998***

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This report examines Facilities Management work orders from FY 1991 through FY 1998 by type and by development. In FY 1998 there were 55,410 work-orders performed. The majority (63%) of these were for planned preventive maintenance followed by resident service (24%), unit turn-around (6%), unit preventive maintenance inspections (5%), unit preventive maintenance (2%), and cyclical paint, emergency and vandalism (each under 1%).

## ***Started and Completed in FY 1999***

1. Elderly/Disabled Housing Market Analysis
2. Elderly/Disabled Housing Marketing Plan
3. Impact of Welfare Reform on the PHA and its Residents
4. Five Year Equipment Plan Formatting
5. PHDEP 10 Grant
6. PHDEP Technical Assistance Grant
7. HUD Best Practices
8. Site Maps/Site Plans
9. Development Signs
10. City of Providence Strategic Planning
11. Waiting List Opening Operations Manual
12. Spring Clean-Up Operations Manual
13. Spring Clean-Up Analysis
14. Site Improvement Plan For Parenti Villa, Carroll Tower, Dominica Manor, Dexter Manor, Sunset Village
15. Calendar Year 1998 Public Housing Unit Annual Security Report
16. Weekly Overtime Disbursement Report FY 1998
17. Weekly Overtime Disbursement Report July-December 1998
18. Youth Leadership Academy Proposal Editing and Formatting
19. Rhode Island Public Housing Authorities Brochure *Behind the Myths: The True Face of Public Housing in Rhode Island*.
20. Vacancy Reporting Protocol Development

### ***Elderly/Disabled Marketing Analysis***

The OPPRD conducted research and analysis of the elderly/disabled housing market in the Providence area. The analysis examined this segment of the housing market in terms of amenities offered, apartment sizes, population mixing, and other factors that influence the PHA's ability to compete for clients. The analysis also covers past and projected population trends.

### ***Elderly/Disabled Marketing Plan***

In addition to the Elderly/Disabled Marketing Analysis, an OPPRD staff member prepared a detailed marketing plan that includes options to utilize the print media, radio and television. A budget of \$5,000 has been designated for this project. The Housing Management Director is in the process of meeting with churches and groups in the community to market these units. Further, advertisements have been developed for the print media. An ad appeared in the June 24<sup>th</sup> issue of the Providence Visitor, a Catholic newspaper and one will appear in each of the next four issues of Senior Living starting in the July 15<sup>th</sup> issue. Senior living is a quarterly newspaper geared towards the elderly. The OPPRD will also develop a portable display board to be used during the August 4<sup>th</sup> 1999 Mayor's Senior Day at Roger Williams Park.

**The Elderly/Disabled Marketing Analysis examined this segment of the housing market in terms of amenities offered, apartment sizes, population mixing, and other factors that influence the PHA's ability to compete for clients.**

**While the PHA offers many programs and services such as the Family Self Sufficiency Program and the Family Investment Center, many of our residents face multiple barriers to employment such as low educational achievement, long term government dependence, and a lack of job readiness skills.**

### **Impact of Welfare Reform on the PHA and its Residents**

The OPPRD released its report on the impact of welfare reform on the Providence Housing Authority in December. This report covers recent changes in the welfare system on both a national and state level. Major national reform came with the passage of the Personal Responsibility and Work Opportunity Reconciliation Act of 1996, which changed cash assistance from the AFDC entitlement program to the time-limited TANF program. The new Act replaces entitlement funding for welfare recipients with a block grant given to the States. Funding for states is frozen for the next six years at levels determined from prior state spending. States are given more responsibility and flexibility in developing their own programs and services. Federal guidelines require recipients to work after two years of assistance and set a lifetime cap on receiving benefits at five years.

HUD anticipates that the five-year limit in funding may result in families losing income. Because public housing residents pay 30% of their adjusted gross income for rent, this would affect the amount of money housing authorities take in for rent from tenants. This loss in funding would have to be made up by an increase in operating subsidies by HUD. HUD currently estimates that over the next six years the increase in operating subsidy will require an additional \$2.6 billion in funding.

The Rhode Island program developed under the new federal guidelines, the Family Independence Program, is generally one of the most lenient in the nation. While it follows federal guidelines implementing the work requirement and five-year time limit on TANF benefits, it exempts children, something neighboring states like Connecticut, Massachusetts and New York do not do.

Much of the effect of welfare reform will be determined by the ability of residents to find work. While the PHA offers many programs and services such as the Family Self-Sufficiency Program and the Family Investment Center, many of our residents face multiple barriers to employment such as low educational achievement, long term government dependence, and a lack of job readiness skills.

The full report details possible effects welfare reform will have on the PHA and its residents in terms of sanctions, rent levels and social services. The report covers both advantages and disadvantages the PHA faces under new state and federal legislation and key policy issues that the agency faces regarding the implementation of the new federal and state legislation.

### **Five Year Equipment Plan**

The OPPRD assisted the Department of Facilities Management in preparing a Five-Year Equipment Plan. This plan examines existing equipment in terms of quantity and condition. Specifically, the report examined grounds maintenance equipment, radios and vehicles. The report also included additional needs as determined by PHA Facilities Management foreman and an analysis of annual equipment expenditures.

## ***PHDEP 10***

The OPPRD Assisted the Department of Community Services in the preparation of their annual Public Housing Drug Elimination Grant submission. Traditionally the OPPRD and Executive Director prepare the section detailing the need for the program based on data concerning crime, drug use and treatment, management statistics and other relevant data.

### ***PHDEP Technical Assistance***

An OPPRD staff member also submitted an application for \$15,000 to the Department of Housing and Urban Development for funding under the PHDEP Technical Assistance program. The PHA plans to use these funds to hire an outside consultant to evaluate our existing Public Housing Drug Elimination Program.

### ***Best Practices Article***

The PHA was nominated for three awards for our Planned Preventive Maintenance Program, STEPS social services program and the Employment Support Center. The STEPS social services program received an award. In preparation for the HUD Best Practices Conference the OPPRD prepared an article describing the Planned Preventive Maintenance Program which was submitted to HUD and brochures and posters describing the Employment Support Center and the STEP programs.

### ***Site Maps/Plans***

Site plan maps for each of the PHA's public housing developments (scattered sites excluded) have been updated. The site plans were checked for accuracy using updated architectural drawings, information provided by the Department of Modernization and Development and aerial photograph analysis. The site plans were also put into a standard format.

### ***Development Signs***

New large wooden signs were designed, purchased and installed in each of the PHA's developments. These new signs are standardized and fit in with new landscape improvements. A special sign was developed at Dominica Manor at the entrance to Atwells Avenue. This sign welcomes visitors to historic Federal Hill to the City of Providence.

### ***City of Providence Strategic Planning***

The OPPRD assisted the Executive Director implement a modified, strategic planning exercise with City officials. This process began with a two-day training session at the Casino building in Roger Williams Park on September 10<sup>th</sup> and 11<sup>th</sup>. Additional meetings with individual departments took place to assist them in completing the process.

### ***Operations Plan for the Waiting List Opening***

On October 1<sup>st</sup> 1998 the Providence Housing Authority opened both its public housing and Section 8 waiting lists. This event took place at the Casino building in Roger Williams Park in the south-east section of the city. The public housing waiting list had last been opened in 1996 when 1,200 new applicants were added. By October 1<sup>st</sup> 1999 the waiting list was down to 590. At this time the Section 8 waiting list was down to 154 names. It had last been opened in 1992 when 2,600 names were added. The OPPRD worked with the

**The PHA plans to use these PHEDEPTA funds to hire an outside consultant to evaluate our existing Public Housing Drug Elimination Program.**

**The Operations Plan for the Waiting List Opening included staffing plans, timelines, responsibilities for each staff member, Police Officer and security guard maps illustrating deployment and the placement of personnel, and diagrams directing the flow of the lines of applicants.**

Providence Police Department's Public Housing Unit, the Providence Parks Department, Roger Williams Park Office and the PHA's Security Liaison Officer and Departments of Housing Management and Rental Housing to develop an operations manual for this event. The manual included staffing plans, timelines, responsibilities for each staff member, Police Officer and security guard maps illustrating deployment and the placement of personnel, and diagrams directing the flow of the lines of applicants. Applicants were each given one pre-application and were required to mail it in post marked no later than October 8<sup>th</sup>. By October 14<sup>th</sup> the PHA had received 1,288 public housing pre-applications and 3,308 Section 8 pre-applications.

### ***Spring Clean-up Operations Plan***

The OPPRD worked with the Facilities Management Department to develop an operations plan for the PHA's annual spring project. The plan includes timelines, responsible parties, and procedures for work at each development.

### ***Spring Clean-up Operations Analysis***

A report was compiled documenting the work conducted by the Spring Clean-up Team. This report detailed the work completed by the Spring Clean-Up Team and compared it with the scheduled work plan (the work was actually completed ahead of schedule). The report also detailed additional landscape improvement work that was conducted by this team at PHA elderly developments. Before and after photographs of the team's handiwork have also been included.

### ***Site Improvement Plan***

***Parenti Villa, Carroll Tower, Dominica Manor, Dexter Manor and Sunset Village***

A site improvement plan was developed for the PHA's elderly and elderly-only buildings. Some of this work was initially scheduled in the five year plan to be conducted at a later date but was moved up to coincide with other developments in these buildings such as the replacement of sidewalks the re-paving of the parking lot at Dominica Manor. The plan included the addition of new plant material (trees, shrubs, ground cover and flowers) and moving existing plant material. This work also involved assisting the Departments of Facilities Management and Modernization and Development with the placement of new exterior benches. Work was completed by PHA staff and outside contractors.

### ***Calendar Year 1998 Public Housing Unit Annual Security Report***

The OPPRD assisted the Public Housing Unit and the Safety Liaison Officer in formatting and editing the Calendar Year 1998 Annual Security Report. This report tracks changes from 1995-1998, highlights important security events for each month of the year and summarizes the security situation at each development. There were a total of 585 PHU arrests, 2,466 PPD calls, 576 PHA calls, 748 dispersals, 157 meetings and 98 motor vehicle violations recorded during calendar year 1998.

### ***Weekly Overtime Disbursement Report (FY 1998)***

During the 1998 Fiscal Year the PHA accrued 1,983 overtime hours resulting in \$37,988.45 dollars in payments to employees. These figures were slightly below the FY 1997 figures of 2,119.4 hours and \$38,909.46 and were the second lowest since FY 1992. The only year with lower total disbursement costs was FY 1995. Snow removal operations go a long way in determining the final yearly figures. In FY 1998 there were only four snow removal operations compared with five in FY 1997 and 11 in FY 1996.

### **Weekly Overtime Disbursement Report (July –December 1998)**

For the first six months of FY 1999 the PHA had disbursed \$21,466 of overtime payments for 1,066 hours. This was slightly higher than the first six months of FY 1998 in which \$19,780 were disbursed for 1,045 hours. For this period these were the highest totals since FY 1996. In addition to incident whether operations, this report also details incidents which occurred during three high disbursement weeks to illustrate additional factors that effect overtime expenditures. While no snow removal operations occurred in these three weeks there were such incidents as a gas leak, a line clog, and the need for dispatch and roving crew substitutions.

### **Youth Leadership Academy Proposal Formatting and Editing**

The OPPRD assisted in the preparation of a proposal to develop a Youth Leadership Academy. This Youth Leadership Academy was designed to develop twelve promising youth into leaders in their community. These youth will be selected from an application process that will include both a written application and an interview. Letters of recommendation will also be required. The program has been designed to include meetings, life and social skills workshops, training, community service projects, mentoring, career awareness, job shadowing, positive guest speakers, and educational and vocational field trips. YLA members will learn about leadership and teamwork and will serve as representatives of their generation and of the PHA within the larger Providence Community. These youth will also serve as role models for younger children in their developments. The OPPRD staff edited and formatted this document.

### **Rhode Island Housing Authorities Brochure: Beyond the Myths: The True Face of Public Housing in Rhode Island**

Each year in March, thousands of housing and redevelopment professionals meet for the National Association of Housing and Redevelopment Officials' (NAHRO) legislative conference. As part of this conference, delegates meet with their Congressmen and Senators to discuss how Congress can and does effect our industry. This year the OPPRD developed a full-color booklet to be distributed to the Rhode Island Congressional delegation titled *Behind the Myths: The True Face of Public Housing in Rhode Island*. This booklet included information for each Rhode Island Housing Authority concerning the number of family and family public housing units, Section 8 units, Section 8 budgets, total public housing budgets, operating subsidies and full and part time employees. The report also includes data regarding social services offered by the various PHAs and resident success stories. The report was distributed to the Rhode Island Congressional delegation and to each of the Rhode Island housing authorities. A copy of this report has also been included on the Rhode Island Executive Directors website.

**As part of this conference, delegates meet with their Congressmen and Senators to discuss how Congress can and does effect our industry.**

### **Vacancy Reports**

The OPPRD developed a system of tracking vacancies in each development on a month to month basis. Managers at each development provide comments and information concerning why units are vacant, when they expect them to be filled and rates of turn-around. A FY 1999 annual report on vacancies will be produced in August.

### ***Started in FY 1999 will continue into FY 2000***

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1. Strategic Plan 2000-2005
2. Section 8 Survey Analysis (Owners and Tenants)
3. Scattered Site Survey Analysis (Residents and Neighbors)
4. Stakeholder Analysis
5. Needs Assessment Survey
6. Victimization Survey
7. Employee Survey
8. Organizational Culture Exercise
9. Economic Impact Analysis
10. Career Ladders and Testing
11. Space Planning Study
12. Housing Design Study
13. Photograph and Slide Cataloging Project
14. Five-Year Landscape Manual
15. Tenant Association Certification Project
16. Housing Management Policies and Procedures Manual
17. Employment Survey
18. 11-B Rental Housing Administrative Handbook
19. Facilities Management Workorder Report 1991-1999
20. Unit Turnover Report 1991-1999

### ***Strategic Plan 2000-2005***

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The Providence Housing Authority unveiled its Strategic Plan 2000 in February 1996. The Goals Management component of this plan was scheduled through 1999. With this time period coming to a close the housing authority is in the process of updating this plan.

- The OPPRD developed a timetable for the updated strategic planning process. This project is scheduled to completed before Christmas and in time for the start of the next century.
- Each Department and Functional Area team has submitted a list of their strategic planning teams. Many members participated in the previous strategic planning process in 1995, however there are many new faces as well.
- Departments have submitted information to update the PHA's Mandates section, a draft of which has been submitted to the Executive Director.
- Further, more information is being gathered in the form of the following survey instruments:

### ***Section 8 Service Survey (Owners & Tenants)***

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Surveys of both Section 8 tenants and landlords will be conducted to determine levels of satisfaction with the services and program administration they receive from the PHA. In total the PHA is prepared to send surveys to half of the landlords and tenants participating in this program. A total of about 1,700 surveys will be mailed.

**Surveys of both Section 8 tenants and landlords will be conducted to determine levels of satisfaction with the services and program administration they receive from the PHA.**

### **Survey of Scattered Site Residents & Neighbors**

This project is conducted every two years in order to gauge the degree to which scattered site residents are being assimilated into their new neighborhoods. This survey also examines the satisfaction of both PHA residents and their neighbors with the program. The survey instrument was mailed to approximately 240 scattered site residents and 667 of their neighbors in the spring of 1999. Approximately 90 residents and 110 neighbors completed and returned these surveys.

### **Stakeholder Analysis**

The stakeholder analysis is a key component of the strategic planning process. The project will identify PHA stakeholders (*people and organizations that can affect or are affected by the PHA and its operations*) and survey them about their attitudes and observations about the PHA, its operations, and its proper role in the community. This survey will be sent out in July.

### **1999 Comprehensive Resident Needs Assessment**

This survey was combined with the Crime and Victimization Survey and the Strategic Plan survey due to the current strategic planning process. Resident surveyors will conduct this survey at the PHA's elderly, elderly/disabled and family developments. This survey will be conducted in August.

### **Victimization Survey**

This survey is conducted to better understand the perceptions of PHA residents concerning the PHA's security efforts and to gauge the amount of criminal activity residents have experienced. For 1999-2000 it has been combined with the Strategic Plan and Needs Assessment Surveys. This survey will be conducted in August.

### **Employee Survey**

This annual survey will poll staff on their satisfaction of salary and benefits and working conditions. The survey itself is one developed at the University of Texas. Results will be incorporated into the PHA's Strategic Plan.

### **Organizational Culture Survey**

Three years ago, PHA departmental teams participated in an exercise designed to assess the PHA's organizational culture both in terms of the organization as a whole and each department. This exercise will be conducted again as a part of the 1999 update to the Strategic Plan 2000.

### **Economic Impact of PHA on Local Economy**

The OPPRD has begun initial information gathering for an analysis of the economic impact the PHA has on the City of Providence. Among the factors that will be investigated are employment, spending, Section 8 rents and contracts with outside firms. A draft was completed in May, but will have to be reworked in FY 2000.

**The project will identify PHA stakeholders (people and organizations that can affect or are affected by the PHA and its operations) and survey them about their attitudes and observations about the PHA, its operations, and its proper role in the community.**

### ***Career Ladder & Testing***

An OPPRD staff member has prepared flow charts for the existing career ladders for both Facilities Management and Housing Management Departments along with descriptions of each job and its required knowledge, skills and certifications. Developing materials for testing will follow.

### ***Space Planning Study***

This report will analyze PHA office space, growth and reduction patterns, standardization of office equipment, signage, plants and other related items.

### ***Housing Design Study***

This study will examine the types of amenities and apartment design, space needs, and layouts that low-income residents desire in a home.

### ***Photo and Slide Cataloging Project***

Photographs and slides of PHA developments, programs, staff and residents are being organized into a Microsoft Access database. Photos and slides will be labeled and stored based upon a specific organizational criteria that will enable PHA staff to easily locate photographs and slides based on subject matter.

### ***Five Year Site Improvement Plan, Short Term Plans and Landscape Manual***

An OPPRD staff member is working on developing a five-year landscape plan. This plan will cover site amenities and plantings among other planned landscape improvements over this time period. Many items have been addressed in short range plans and projects such as the work done in the spring and summer of 1999 at the PHA's high-rise developments. Additional planning is being conducted. Individual site improvement plans have been developed or are currently being developed and implemented for Hartford Park, Dominica Manor and Chad Brown. A landscape manual has also been completed. This manual includes photographs of the plants currently at each of the developments along with guidelines on how to care for them. A component of this plan has been hands-on training conducted on-site. The following table illustrates the number of hours dedicated to these training sessions.

**Individual site improvement plans have been developed or are currently being developed and implemented for Hartford Park, Dominica Manor and Chad Brown**

Location	Date	Hours	Attendees
Parenti Villa	7/16	1.5	4
Codding Court	7/20	1.5	10
Carroll Tower	7/21	1.25	3
Kilmartin Plaza	7/21	1.25	3
Dexter Manor	7/24	2	6
Parenti Villa	7/27	1.25	4
Dominica Manor	7/29	1	4
Dominica Manor	9/16	1.5	8
Dominica Manor	10/14	2.5	20
Dominica Manor	10/22	1	3
Codding Court	10/22	1.5	3
Manton Heights	10/26	2	8
<b>TOTAL</b>	<b>10</b>	<b>17.25</b>	<b>76</b>

The OPPRD has been working closely with the Departments of Facilities Management and Modernization and Development to assist with planning, purchasing and advisory services.

**Tenant Association Certification Project**

An OPPRD staff member is currently working with PHA Tenant Associations to ensure that they are certified and in compliance of federal guidelines and regulations. Tenant Associations that do not fulfill the federal requirements will not be eligible to receive funding. The OPPRD has prepared and distributed a handbook for Tenant Associations.

Both the Dexter Manor and Carroll Tower Tenants Associations were re-certified in August 1998 and the Chad Brown/ Admiral Terrace/ Sunset Village Tenants Association was certified in December. A new Tenant Association has also been established at Manton Heights. An OPPRD staff member will work with this new Association helping them to develop appropriate and complete bylaws. Codding Court is also close to achieving certification. The Parenti Villa Tenants Association has decided to decline certification and funding and it looks as if Dominica Manor will soon follow their lead. The following chart illustrates the number of hours spent on this project by OPPRD staff in the past fiscal year.

**OPPRD Staff Hours Spent in Assisting PHA Tenant Associations**

Aug 98	Sep 98	Oct 98	Nov 98	Dec 98	Jan 99	Feb 99	Mar 99	Apr 99	May 99	Jun 99
38.84	34.7	23.4	20.02	3.5	5.5	6.0	2.0	6.0	4.0	0.0

**TOTAL HOURS: 143.96**

**TABLE XIII**  
Grounds care training hours spent per development

**An OPPRD staff member is currently working with PHA Tenant Associations to ensure that they are certified and in compliance of federal guidelines and regulations.**

**TABLE XIV**  
OPPRD Staff Hours Spent in Assisting PHA Tenant Associations

**The Housing Management Policies and Procedures Manual will incorporate changes required under recent housing legislation passed by Congress as well as other regulatory requirements and policies.**

### ***Housing Management Policies and Procedures Manual***

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OPPRD staff members are working with the Department of Housing Management to update and rewrite the Department's Policies and Procedures Manual. The plan will incorporate changes required under recent housing legislation passed by Congress as well as other regulatory requirements and policies.

### ***Employment Survey***

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A survey has been developed that will be sent to area businesses. This survey will explore the market for entry level employees, what employers are looking for and their experiences hiring this segment. The Chamber of Commerce has agreed to provide member names and address labels.

### ***11-B Rental Housing Administrative Audit Handbook***

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A handbook will be prepared listing the procedures for the Providence Housing Authority's administrative requirements under this program including procedures for both an in-depth inspection and spot checks. This manual will include both on-site and remote review procedures and a schedule of when things should be done (with a checklist).

### ***Facilities Management Work Order Report FY 1991-1999***

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This report examines Facilities Management work orders from FY 1991 through FY 1999 by type and by development.

### ***FY 1999 Unit Turnover Report FY 1991-1999***

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This report will analyze trends in unit turnover work orders from FY 1991 through FY 1999. This report will be broken down by PHA development.

### ***Ongoing Projects***

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1. Big Brothers in Public Housing Grant and Program Administration
2. Strategic Plan 2000 and Goals Management Review

### ***Strategic Plan 2000 and Goals Management Review***

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Implementation of the Providence Housing Authority's Strategic and Goals Management Plan continues. The Third Quarter FY 1999 (January – March 1999) report has been completed. Figures from this report are included in the table below. Based on the 3<sup>rd</sup> Quarter report the PHA is "on-target" in meeting 93% of its objectives. The total number of objectives has changed slightly down from 250 to 246 (percentage calculations are now based on a denominator of 225 because these calculations do not include items listed as resolved or obsolete). The PHA's departments are currently updating data concerning progress made in the fourth quarter of FY 1999.

PHA QUARTERLY GOALS MANAGEMENT REVIEW RESULTS					
On Target Category			Problem Category		
	#	% of Total		#	% of Total
On Schedule/ Ongoing	61	27%	Barrier	4	2%
Completed	126	56%	In Progress/ Ongoing	9	4%
Not Yet Begun	2	1%	Not Yet Begun	3	1%
In Progress	20	9%			
<b>TOTAL</b>	<b>209</b>	<b>93%</b>	<b>TOTAL</b>	<b>16</b>	<b>7%</b>

Note: 21 obsolete or resolved (No longer counted for percentage calculations)

The following table illustrates the status of the PHA's Goals Management Plan by department and functional area. Included are the percentages of objectives in the "On Target" and "Problem" categories. *Please note that obsolete and resolved objectives do not count in "On Target" and "Problem" category percentages.*

PROGRESS ON MEETING OBJECTIVES BY DEPARTMENT GOALS MANAGEMENT MONITORING REPORT March 31 <sup>st</sup> 1999										
Status of the PHA's Goals Management Plan (by Objectives)	On Target Category				Problem Category			obsolete or resolved	total On Target category	total Problem category
	Not Yet Begun	Completed	On Schedule or Ongoing	In Progress	Not Yet Begun	In Progress or Ongoing	Barrier			
Administration	2	28	5	6	1	0	0	4	41 (98%)	1 (2%)
Human Resources, Insurance & Risk Management	0	22	8	1	0	1	1	0	31 (94%)	2 (6%)
Management Information Systems	0	6	0	1	0	0	0	0	7 100%	0
Special Projects	0	11	3	1	0	1	1	3	15 (88%)	2 (12%)
Security	0	9	6	0	0	0	0	5	15 (100%)	0
Finance & Accounting	0	6	5	6	1	0	0	0	17 (94%)	1 (6%)
Housing Management	0	9	2	0	0	3	0	1	11 (79%)	3 (21%)
Facilities Management	0	6	2	0	1	3	2	0	8 (57%)	6 (43%)
Modernization & Development	0	10	2	1	0	0	0	1	13 (100%)	0
Community Services	0	8	18	2	0	1	0	6	28 (97%)	1 (3%)
Rental Housing	0	11	10	2	0	0	0	1	23 (100%)	0
<b>TOTAL</b>	<b>2</b>	<b>126</b>	<b>61</b>	<b>20</b>	<b>3</b>	<b>9</b>	<b>4</b>	<b>21</b>	<b>209 (93%)</b>	<b>16 (7%)</b>

**TABLE XV**  
PHA Quarterly Goals  
Management Review  
Results

**TABLE XVI**  
Progress on Meeting  
Objectives by  
Department Goals  
Management  
Monitoring Report

As of January the 1997 version of the Monitoring Report, obsolete or resolved objectives no longer count towards the total percent figures. Therefore, percentages in this section are now calculated based upon 225 objectives rather than 246.

### **Big Brothers in Public Housing**

The PHA and Big Brothers of Rhode Island, Inc. (BBRI) have formed a partnership to implement a Big Brothers program for PHA youth. This program was initially funded by the PHA and the City of Providence and is currently funded by a \$170,250 Juvenile Mentoring Program (JUMP) grant from the U.S. Department of Justice's Office of Juvenile Justice and Delinquency Prevention.

At this time there are 30 Big Brother/Little Brother matches and recruitment continues. An Annual Report covering the second year of the Federal portion of this program is currently being written. There are 44 youth registered in the program, 13 pending intakes and 12 prospective Big Brothers in the screening process. There have been a total of 58 matches have been made since the program's inception.

The PHA has submitted a request to the Department of Justice's Office of Juvenile Justice and Delinquency Prevention to make several changes to the original goals and objectives of the program. The modifications will not change the overall purpose or scope of this program, which is to provide Big Brother mentors for youth living in Providence's public housing developments to serve as positive male role models. Many of these changes simply avoid duplication of services or adjust outcome goals based on our recent experience in implementing the program. The requested changes are as follows:

**The modifications will not change the overall purpose or scope of this program, which is to provide Big Brother mentors for youth living in Providence's public housing developments to serve as positive male role models.**

- Change BBRI Social Worker assigned to the project  
Note: the previous social worker left the agency.
- Change the target goal for improved academic achievement.
- Change the target goal for school attendance improvement.
- Change the requirements for attendance in the PHA's PHDEP program and SAPE classes for non-enrolled Little Brothers.
- Change the requirements for attendance in the PHA's PHDEP program Enrichment activities for non-enrolled Little Brothers.
- Change the criteria for parental involvement in PHA activities based on new parental volunteering initiatives by the Department of Community Services.

## Office of Management Information Systems

As part of the PHA's Strategic and Goals Management Plan, the Office of Management Information Systems (MIS) has been running an IBM AS/400 computer system to replace the aging, but still functioning IBM System 36 (S/36). The software tailored for housing authority operations was installed by Data Processing Solutions (DPS). The new system has network compatibility and will be operational September 1, 1999. Funds have been provided through the Comprehensive Grant Program and Section 8 administrative fees. Installation was initially delayed due to Bell Atlantic's need to install data lines. That delay has been resolved yet other delays followed, such as data conversion problems and necessary software modifications that are about 95% complete.

All personal computers (PCs) located at the main administrative office of 100 Broad Street and the PHA developments have access to the AS/400 and the network. The development offices, community centers and the police substation have *direct* access to the network and the AS/400 at the Main Office through Bell Atlantic data lines.

Below is our current equipment and networks:

Equipment		
Location	Personal Computers	Printers
100 Broad Street	54	13
Facilities Management Office	8	4
Management Offices	18	10
FSS Office	20	4
PHA Police	3	2
Community Services (not 100 Broad St.)	27	12
<b>TOTAL</b>	<b>130</b>	<b>45</b>

Networks	
Location	Network in Place
100 Broad Street	Windows NT
FSS Office	Windows NT
Facilities Management	Windows NT

In the fall, MIS will begin upgrading all operating systems from Windows 95 to Windows 98. With the exception of two PC's located in the OPRD Department, these computers run Windows NT, Microsoft Office 97 and AutoCAD 13 (CAD software). Other software upgrades scheduled are Office 97 to 98 and Outlook 97 to 98.

The PHA has changed Internet Provider from Efortress to Netcom. There were too many problems with Efortress. The MIS staff is now in the process of setting up Internet E-mail for all Directors, Managers and key personal this is approximately 25% complete.

Each month MIS transmits, via the Internet, to the R. I. Department of Health a list the PHA S8 addresses. This information will be used for lead paint poisoning research.

**The development offices, community centers and the police substation have *direct* access to the network and the AS/400 at the Main Office through Bell Atlantic data lines.**

**TABLE XVII**

**Equipment**

**TABLE XVIII**

**Networks**

**Legal issues are constantly present or arising due to the differing and changing rights, duties, and obligations of the Authority and those that work with it or for it, as well as those who provide services to or receive services from the Authority.**

### **MIS Plan**

A MIS Plan has been completed outlining the duties and responsibilities of the office, as well as detailing elements of the new hardware and software system being installed.

MIS electronically submits all HUD 50058 resident sociodemographic forms to HUD on a monthly basis. Over the past year, we have updated to the new version of 50058's, which is a HUD requirement. Employees still enter the 50058 information using *HappyLite* software. Once the new computer system is operational, all HUD 50058 forms will be entered and transmitted through the new computer system.

MIS also updates our Virus software on a monthly basis to keep computer viruses at the PHA to a minimum.

### **AS/400**

MIS has spent a majority of their time of the past year working with the AS/400 and DPS. Many items are offered by the AS/400, which will increase staff productivity. One example is that all PHA checks will print on laser printers which speeds up the printing time and cuts down on problem caused by jammed printers. This will also cut down on the cost of the check stock.

The Accounts Receivable daily tenant payments will be downloaded from BankBoston each morning and then uploaded to the AS/400 for processing. A/R will no longer have to key in payments from each tenant. This will save considerable time for the A/R clerk.

The Finance department has setup a new Chart of Accounts to be used with the new computer system. It will enable them much more detailed information than what they had in the past.

### **Training**

The Executive Director has implemented a training plan for each department by job code. This plan is to ensure that all employees are adequately trained on personal computer software used to complete their jobs. Another essential part of the plan is to ensure that senior staff is skilled at using a variety of software applications. Among the software, programs to be reviewed are Windows 98, Word, Excel, and Access. All employees are required to complete the training that has been set up for them by the MIS Assistant and the Executive Director.

MIS has changed it's training technique, the PHA now uses CBT's (computer based training). This training is a more effective, hands on method.

All training for the new computer system is complete, with the exception of Inventory and an additional day of Work Order training.

### **Troubleshooting**

Over the past year the MIS Office has resolved approximately 209 computer questions/problems. This number has decreased from last year due to the PC Training plan and because there were no upgrades to the operating system or software applications.

## General Counsel's Report

The Housing Authority employs a full time General Counsel to assist it and its staff, agents, and representatives in managing and coordinating all legal matters and affairs that relate to the Authority's operations and facilities. Legal issues are constantly present or arising due to the differing and changing rights, duties, and obligations of the Authority and those that work with it or for it, as well as those who provide services to or receive services from the Authority. Formal and informal legal opinions have been prepared for the Authority and its staff relative to a variety of issues, including public record laws, confidentiality, taxation, ethics laws, and day-care regulations. The Authority's General Counsel has participated in a total of 18 Grievance Hearing cases which were requested and/or held for applicants or tenants during the period covered by this report; 14 of the decisions rendered by the Grievance Panels hearing these cases were in favor of the Authority. The General Counsel also assisted various departments in complying with or responding to issues and/or inquiries regulated by other governmental entities.

While the Authority's General Counsel has handled many tasks, functions, and issues; it has been necessary to utilize the services of outside, private attorneys and law firms to handle certain matters of a complex and/or specialized nature. After publicly soliciting proposals from numerous law firms, the Authority contracted with the law firms of GEREBOFF and GELADE; POWERS KINDER & KEENEY; and BLISH & CAVANAGH for legal services related respectively to Tenant/Landlord matters, labor relations and civil litigation.

Aside from ordinary evictions and employment matters, the Authority has been involved as a party in various legal proceedings as follows:

### Cases

◆ #1

In the matter of the SCHS 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. Although discovery was not yet completed, the Court granted a stay of all further proceedings on this matter pending an on-going criminal investigation related to the Plaintiff.

◆ #2

In the matter of Ana Smith vs. Providence Housing Authority (C.A. P-97-4392), a former tenant filed an action claiming Authority intentionally inflicted emotional distress due to its efforts to evict her for unsanitary living conditions. Plaintiff is without counsel and has made no effort to press matter. Case remains inactive.

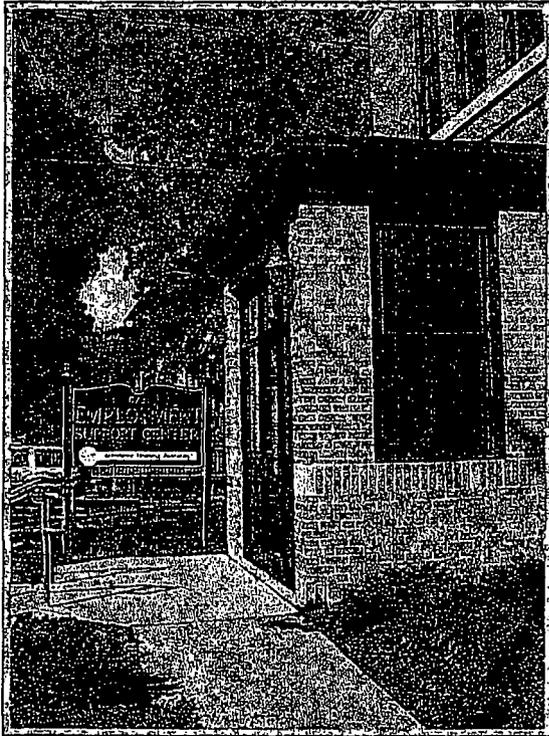
◆ #3

In the matter of Mirian Madera vs. Daniel Grzych (C.A. P-98-5755), employee obtained Temporary Restraining Order against neighbor from Superior Court. TRO remains in effect until further order of Court.

**Legal issues are constantly present of arising due to the differeing and changing rights, duties, and obligations of the Authority and those that work with it or for it, as well as those who provide services to of receive services from the authority.**

# Director's Summary

The Department of Special Projects completed its third year of operations in FY 99 and our second year in the adult education and training facility at Academy Avenue. The rehabilitated building continues to meet our



*PHA Employment Support Center on Academy Avenue*

program needs exceptionally well, with only very minor adjustments to the comprehensive site redesign completed in 1998.

Toward the end of FY99, we began to establish site based outreach and case management offices in addition to those at the Academy Avenue facility. We continue to provide adult residents of public housing with a range of choices for building academic proficiencies, language, and career skills. In the past year, we have also made a concerted effort

to extend many of our offerings to low income parents living in Section 8 subsidized housing and they have responded well to our outreach efforts.

The Authority's decision to commit substantial resources to the center and to expand program offerings for adults derived from the 1997 passage of both federal and state legislation establishing time limits and work requirements in what is now the TANF (Temporary Assistance to Needy Families) cash assistance programs. Rhode Island has taken a "road less traveled" relative to much of the rest of the nation with respect to TANF implementation, opting for longer term investments in families' abilities to achieve true self sufficiency over short term placement in low wage jobs. The PHA's programmatic efforts are consistent with the state's philosophy, and, like the state itself, we are witnessing steady progress in indicators of overall employability and economic well being of families served.

Over the past year, we have also worked closely with the state agencies responsible for implementation of the 1998 Workforce Investment Act. This legislation pulls together the previous disparate resources of the JTPA, Health and Human Services and Department of Education adult education funds and requires states to better coordinate service delivery. We have participated actively in the development of statewide student and program performance standards in adult education, which we have adopted as our own standards (outlined in this report). Case managers are now better able to negotiate the supportive service system so parents transitioning toward work can get the childcare, transportation and other critical needs in place.

DEPARTMENT OF SPECIAL PROJECTS

**The gap between basic education and paid employment can be filled when residents select work experience placements in PHA operations in order to build a resume and create a recent and credible reference.**



*Students at an ESL class*

Another important development over the past year has been our performance as a state vendor in the CWEP (Community Work Experience Program).

The gap between basic education and paid employment can be filled when our residents select work experience placements in our own operations in order to build a resume and create a recent and credible reference. Our role in a relatively modestly funded state program has resulted in securing more than \$1 million in United States Department of Labor Welfare to Work Competitive Grant. It is largely due to our bringing a comprehensive package of adult basic education, English language instruction, and work experience activity to federally defined "hard to serve" TANF families. This is our challenge for the coming year.

There are many indications that TANF is working because more families are reporting income from employment. There is also an overall decrease in the average monthly benefit level, and there is a reduction in the number of households headed by minors. We continue to be driven by our understanding of the distinction between ending poverty and ending welfare. A study released by the Rhode Island Public Expenditure Council last year established that one of every three Rhode Island children is living under or near the poverty level, and this remains true despite the fact that more low income parents are working. Our strategy in the Department of Special Projects is to ensure that our residents can achieve high school level academic competencies, English language fluency, and job specific skills in a case management environment. We are also strongly committed to providing ongoing support for employment retention and career ladders to improve a family's economic well being over time.

**TABLE I**  
**Employment Support Center Instructional Programs FY 99**

Employment Support Center Instructional Programs - FY 99		
Program Of Instruction	Attendance	Total Instructional Hours
GED Foundations	32	6,359
ESL	32	5,981
Office Skills Training	32	1,342
English Conversation	3	36
Citizenship	4	24
Introduction to Computers	22	104
<b>TOTAL</b>	<b>125</b>	<b>14,726</b>

## **Employment Support Center Core Programs**

### **Program Goals and Standards**

Two 20 hour per week programs are offered at the Academy Avenue facility, targeted to the educational needs of those residents who desire to learn. Grant funding from the Rhode Island Department of Education allows us to offer an ABE/GED and an ESL program Monday through Friday for four hours a day.

Our core adult education programs are designed around currently recognized "best practices" in meeting the needs of adults entering employment. Informed by the SCANS (the Secretary of Labor's Commission on Achieving Necessary Skills) competencies and the Equipped for the Future (the United States Department of Education's articulation of program and student achievement standards in adult education), the goals of our programs are listed on the following pages (see Table II and Table III).

**Our core adult education programs are designed around currently recognized "best practices" in meeting the needs of adults entering employment.**

Table II: Program Goals and Standards

Student Achievement Goals	Assessment Plan	Connection to Department of Education Core Performance Indicators
<p>Basic <u>language skills</u> improvement, including:</p> <ul style="list-style-type: none"> <li>▪ Improved ability to read with understanding</li> <li>▪ Improved ability to convey ideas in writing</li> <li>▪ Speak so others understand the intended meaning</li> <li>▪ Listen actively; improve comprehension</li> </ul> <p><b>Scans Competencies Advanced:</b>  <b>Interpersonal Skills</b>  <b>Gathering and Using Information</b></p>	<p><b>Intake Assessment:</b></p> <ul style="list-style-type: none"> <li>▪ ABE, LALS or Invest Learning Assessment instrument scores</li> <li>▪ Recommendation of PHA case manager following assessment interview</li> <li>▪ Previous education/training experiences</li> </ul> <p><b>Included in the end of program assessment:</b></p> <ul style="list-style-type: none"> <li>▪ Post program test scores</li> <li>▪ Written evaluation by instructors</li> <li>▪ Program portfolio</li> </ul>	<p style="text-align: center;">A 1- A 7</p>
<p>Improve/Enhance ability to work and learn using <u>computers and other technology</u></p> <p><b>Scans Competencies Advanced:</b>  <b>Using Technology</b>  <b>Using Resources</b></p>	<p><b>Basic skills:</b> Measured according to the number of instructional "Tiers" mastered in computer based learning program</p> <p><b>Computer skills:</b> Progress is measured by ability to complete work-based assignments.</p> <p><b>Other Technology:</b> Portfolio to contain check list of types of technology used, including copy machine, fax machine, telephone system, advanced printing, internet research project, digital slide and camera</p>	<p style="text-align: center;">B1 - B7</p>
<p><u>Enhanced employability/ income potential</u> including by: improving willingness to seek information (ask questions), improved ability to resolve conflict through negotiation and other productive strategies, acquisition of job-specific skills, acquisition of job search skills, obtaining factual information about local labor market</p> <p><b>Scans Competencies Advanced:</b>  <b>Gathering/Using Information</b>  <b>Using Resources</b>  <b>Interpersonal Skills</b></p>	<p><b>Employment/educational history in relation to:</b></p> <ul style="list-style-type: none"> <li>▪ Personal goals, aspirations and interests</li> <li>▪ Interest and Aptitudes Assessment results</li> </ul> <p>Educational software (included as in kind contribution of the PHA) prescribes basic skills for over 200 different occupations focused on three broad areas: verbal, quantitative and learner strategy.</p> <p><b>Enhanced employability evidenced by:</b></p> <ul style="list-style-type: none"> <li>▪ Clarification of employment/income goals</li> <li>▪ Job search/promotion action taken</li> <li>▪ Increased earned income</li> <li>▪ Establishment of regular attendance</li> <li>▪ Documentation of ability to transfer skills</li> </ul>	<p style="text-align: center;">B1 - B7</p>

<p>Improve <u>problem solving and decision making skills</u>, including:</p> <ul style="list-style-type: none"> <li>▪ using mathematics to solve problems and communicate ideas</li> <li>▪ Identify problems, test and evaluate solutions</li> <li>▪ Organize plans to achieve goals and evaluate effectiveness</li> </ul> <p><b>Scans Competencies Advanced:</b>  <i>Understanding Systems</i>  <i>Using Resources</i>  <b>Interpersonal Skills</b></p>	<ul style="list-style-type: none"> <li>▪ Instructor's written monthly student progress report</li> <li>▪ Portfolio Assessment.</li> <li>▪ Performance on GED practice examinations, if applicable</li> </ul>	<p style="text-align: center;"><b>C-7</b> <b>A 1 - A 7</b></p>
<p>Improved <u>interpersonal skills</u>, including in ability and willingness to cooperate with others, to advocate and influence others to achieve goals, to resolve conflict and negotiate and to guide others</p> <p><b>Scans Competencies Advanced:</b>  <b>Interpersonal Skills</b></p>	<ul style="list-style-type: none"> <li>▪ Instructor, peer and self evaluation</li> <li>▪ Attainment of personal/career goals</li> </ul>	<p style="text-align: center;"><b>C 1 - C7</b></p>

Table III: Department of Education Core Performance Indicators			
	A	B	C
Beginning Skill Level	Demonstrated skills improvement	Placement, retention or completion of post-secondary education, training, employment or career advancement	Receipt of secondary school diploma or its equivalent
<i>ABE Level II</i>	35% achieve grade level of 8.9 or higher on standardized test approved by RIDE or as demonstrated by mastery of a set of competencies appropriate to that level	5% will enroll in further education; 20% who are employed will retain or advance; 5% who are unemployed will obtain employment	
<i>ESOL Level 1</i>	35% will acquire the level of English language skills to advance to the intermediate level as demonstrated by a standardized test approved by RIDE or as demonstrated by mastery of a set of competencies in spoken and written English appropriate to that level approved by RIDE	5% will enroll in further education; 20% who are employed will retain or advance; 5% who are unemployed will obtain employment	
<i>Intermediate ESOL</i>	25% will acquire the level of English language skills to move to the advanced level as demonstrated by standardized test approved by RIDE or as demonstrated by mastery of a set of competencies in spoken and written English appropriate to that level	5% will enroll in further education; 20% who are employed will retain or advance; 5% who are unemployed will obtain employment	
<i>Advanced ESOL</i>	35% will acquire the level of English language skills to move to the advanced level as demonstrated by standardized test approved by RIDE or as demonstrated by mastery of a set of competencies in spoken and written English appropriate to that level	5% will enroll in further education; 20% who are employed will retain or advance; 5% who are unemployed will obtain employment	
<i>Adult Secondary</i>		5% will enroll in further education; 20% who are employed will retain or advance; 5% who are unemployed will obtain employment	50% with a stated goal of earning the credential will do so; 20% will pass two or more subsections of the practice GED

## 98/99 Programs

This year's core programs that began in September 1998 marked the second full year of classes at the Employment Support Center. This second year brought us increased class enrollment and increased student success. The classes comprising the Employment Support Center's core programs are a 20 hour per week Adult Basic Education/General Equivalency Diploma preparation (ABE/GED) class and a 20 hour per week English as a Second Language (ESL) class. The classes are multi-level, open enrollment courses resulting from two major recruitment drives, one in September and one in January. Classes meet during the day from Monday to Friday therefore participating students meet the Rhode Island Department of Human Services eligibility requirements for training support services such as childcare and transportation reimbursement. Our ABE/GED/ESL programs are allowable employment preparation under Rhode Island's TANF law.

Recruitment for the classes was carried out as it had been in the past. Flyers with applications were mailed to a random sampling of residents in the public housing developments as well as Section 8 residents who live in the vicinity of the Employment Support Center.

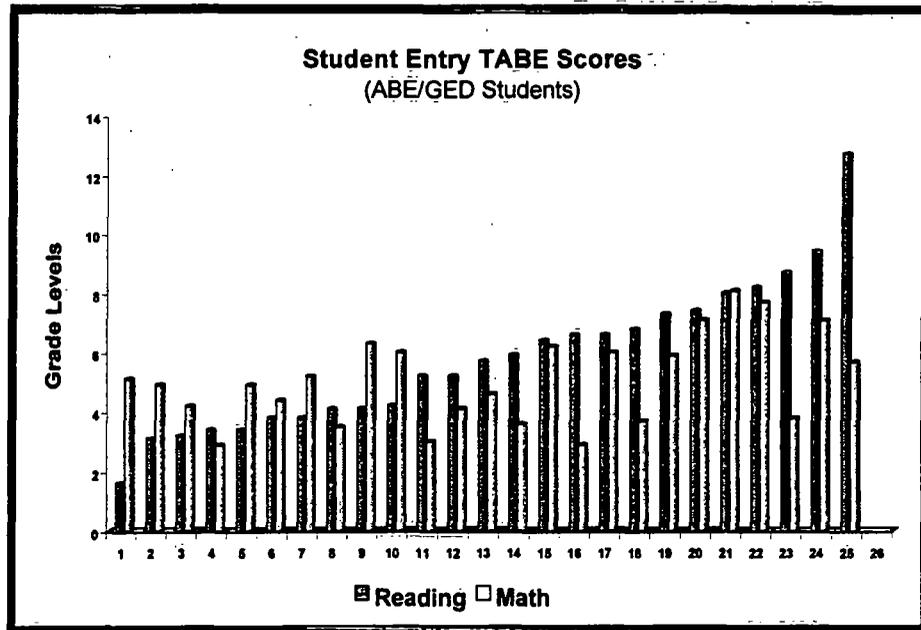
### ◆ ABE/GED

In September 1998, twelve students enrolled in the center's ABE/GED preparation class. In January 1999, seven of these students returned to class along with another 13 new enrollees. The class accommodates only 12 students, but we've learned to adjust for initial withdrawals and sporadic attendance by some students. The over enrollment in January never proved to be a serious problem. Each ABE/GED student, upon enrollment, is required to go through an assessment process including an interview to identify potential interference with attendance, a career interest inventory with access to Department of Labor information regarding careers of high interest, *Invest Learning* placement lessons and the *Test of Adult Basic Education* (TABE). The results of these assessments are then kept as part of the student's records.

The TABE test is a three-hour test that consists of two parts. The first part is a locator test that determines what level test a student should take. The locator tests reading, math and language ability. The second phase of assessment is the actual test that determines the educational level of a student. It tests 5 subjects, Reading, Math Computation, Applied Math, Language, and Spelling. The chart below depicts the average educational level of each student upon entering ABE/GED classes at the Employment Support Center.

**...participating students meet the Rhode Island Department of Human Services eligibility requirements for training support services such as childcare and transportation reimbursement.**

**FIGURE 1**  
**Student Entry TABE**  
**Scores**



**The Invest software enables each student to address his or her own educational needs while still participating in achieving learning goals established by the instructor.**

The graph depicts a number of truths concerning the average ABE/GED student who enrolls in class at the ESC. Although it is evident that the class was quite diverse in ability, the average student enters with a minimal quantifiable educational level and is apt to have strength in one subject over the other. There was also a much wider contrast between student verbal levels as opposed to math levels. Verbal scores spanned from grade 1.9 to grade level 12+, with an average overall grade level of 5.8. Math scores only spanned from grade 2.4 to 8.0 with an average overall math score for incoming students at grade level 5.0.

The ABE/GED class combines individual, self-paced computer instruction on the *Invest* software with more traditional learning activities. It enables each student to address his or her own educational needs while still participating in achieving learning goals established by the instructor. It proves to be a successful combination. The curriculum goals of the instructor are expressed as follows:

*To make it possible for the students to pass the GED tests, and also to see the value and enjoyment in the mastery of subject matter. To motivate students to become life long learners who are inquisitive and open to new knowledge.*

To meet these goals, students are encouraged to work independently and in groups. This year, Mondays and Fridays were the two days set aside for students to work independently in the computer room on the *Invest* learning software. On the *Invest* software they can work on subject matter assigned to address their individual educational needs or to prepare for a specific GED test. During the remainder of the week, class focused on group activities. Materials were provided in textbooks, computers, novels, poetry and articles from newspapers and magazines. Material was carefully selected from a spectrum of authors whose writings reflect the issues common to students in the class. Students read Maya Angelou's *I Know Why the Caged Bird Sings* and *The House on Mango Street* by Sandra Cisneros. After working on a certain topic, they discussed issues together and shared their written work. The teacher and students also took occasional trips to the Mt. Pleasant Library to choose books that interested them individually. In the spring, students focused heavily on Math. Fractions were the name of the game for many, whereas pre-algebra was the last hurdle for a few who were preparing to take the math exam.

This year, more students than ever passed two or more GED exams. One student completed all tests to earn her GED. The chart below shows the students who took tests and the passing scores they received. To pass an exam, a student must achieve at least a 40 on any given test. To earn the GED a student must achieve at least a 40 on all 5 tests and a combined score of 225. Ten students passed one or more exam despite the fact that the average grade level at assessment was fifth or sixth grade. For the students who have yet to complete all five tests, we will be tracking changes to the GED proposed for July 2000. This is to insure that all of our students will be well prepared to meet new standards promulgated by the US Department of Education in the coming year.

◆ GED / ESL STUDENT GROWTH REPORT INVEST LEARNING COMPUTER SOFTWARE

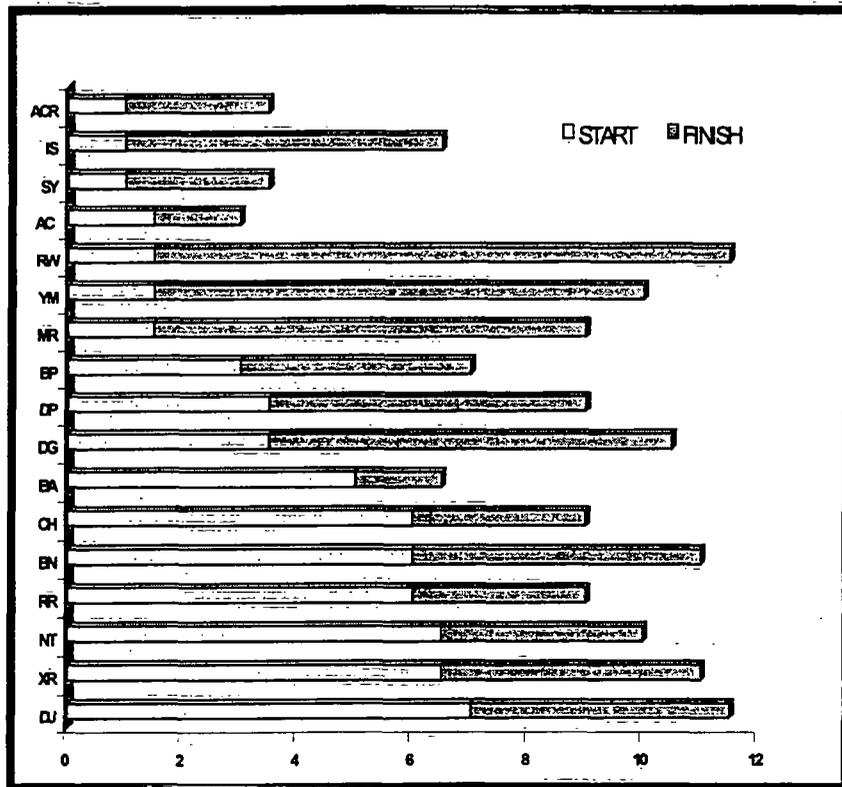
The charts and graphs on the following pages (See Table IV, Table V, Figure II, and Figure III) represent the growth data for students in the GED program that maintained a 50% or more attendance record during 1998 - 1999 semesters. Please note that a rise in one level is equivalent to a rise in one grade level. Reading includes Social Studies, Literature and the Arts, and Science.

**Although most adult learners enter the program demonstrating reading skills below the secondary level, ten students were able to pass one or more GED exams in the 98/99 program year.**

**TABLE IV**  
**ABE/GED Student**  
**Growth**  
**Reading**

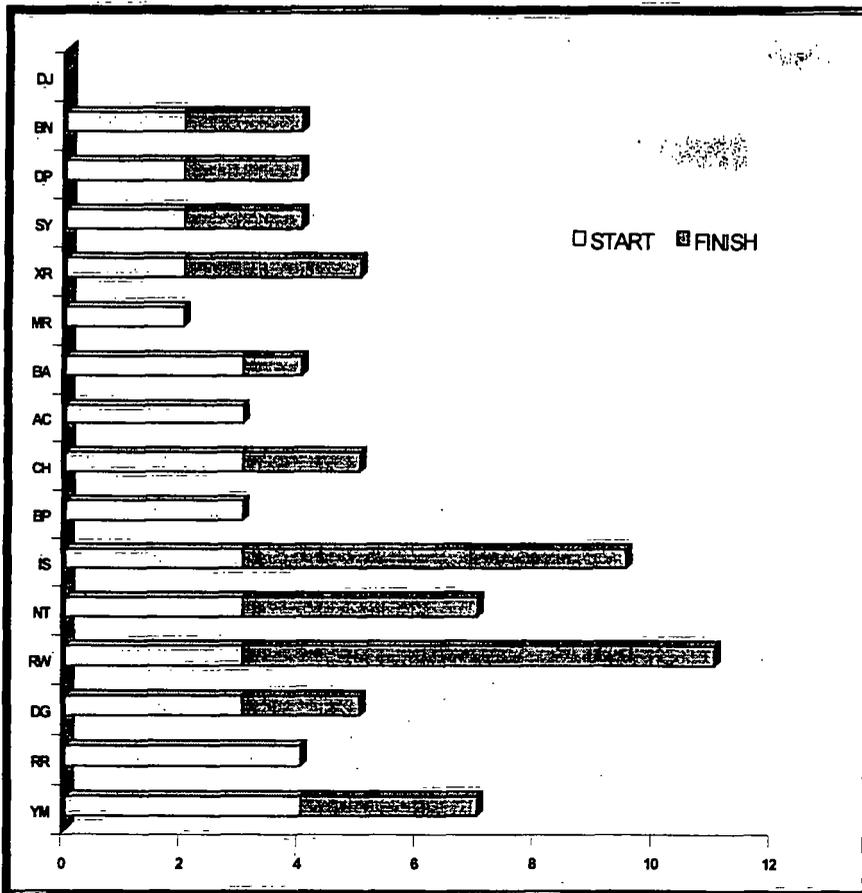
Student	Reading		
	Start	Finish	Growth
ACR	1.0	3.5	2.5
IS	1.0	6.5	5.5
SY	1.0	3.5	2.5
AC	1.5	3.0	1.5
RW	1.5	11.5	10.0
YM	1.5	10.0	8.5
MR	1.5	9.0	7.5
BP	3.0	7.0	4.0
DP	3.5	9.0	5.5
DG	3.5	10.5	7.0
BA	5.0	6.5	1.5
CH	6.0	9.0	3.0
BN	6.0	11.0	5.0
RR	6.0	9.0	3.0
NT	6.5	10.0	3.5
XR	6.5	11.0	4.5
DJ	7.0	11.5	4.5
<b>AVERAGE</b>			<b>4.6</b>

**FIGURE II**  
**ABE/GED**  
**Reading**



Student	Mathematics		
	Start	Finish	Growth
DJ	0.0	0.0	0.0
BN	2.0	4.0	2.0
DP	2.0	4.0	2.0
SY	2.0	4.0	2.0
XR	2.0	5.0	3.0
MR	2.0	2.0	0.0
BA	3.0	4.0	1.0
AC	3.0	3.0	0.0
CH	3.0	5.0	2.0
BP	3.0	3.0	0.0
IS	3.0	9.5	6.5
NT	3.0	7.0	4.0
RW	3.0	11.0	8.0
DG	3.0	5.0	2.0
RR	4.0	4.0	0.0
YM	4.0	7.0	3.0
ACR	NA		
AVERAGE			2.18

**TABLE V**  
**ABE/GED Student**  
**Growth**  
**Mathematics**



**FIGURE III**  
**ABE/GED**  
**Mathematics**

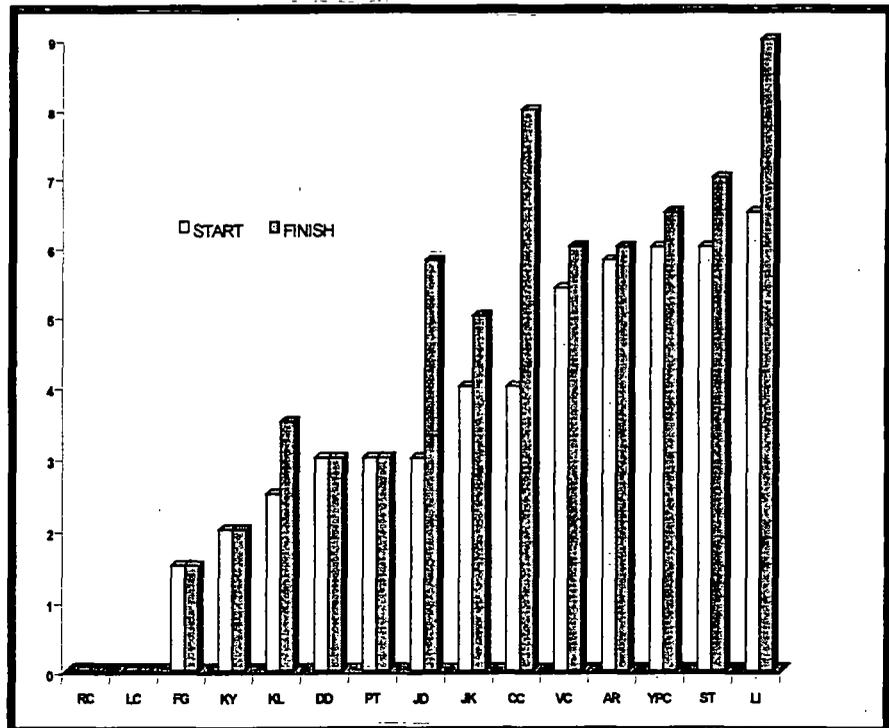
◆ Invest Learning Computer Software

The following charts and graphs represent the growth data for students in the 1998 - 1999 GED program that DID NOT maintain regular attendance (below 50%). Please note that a rise in one level is equivalent to a rise in one grade level. Reading includes Social Studies, Literature and Arts, and Science.

**TABLE VI**  
GED Student Growth  
Reading

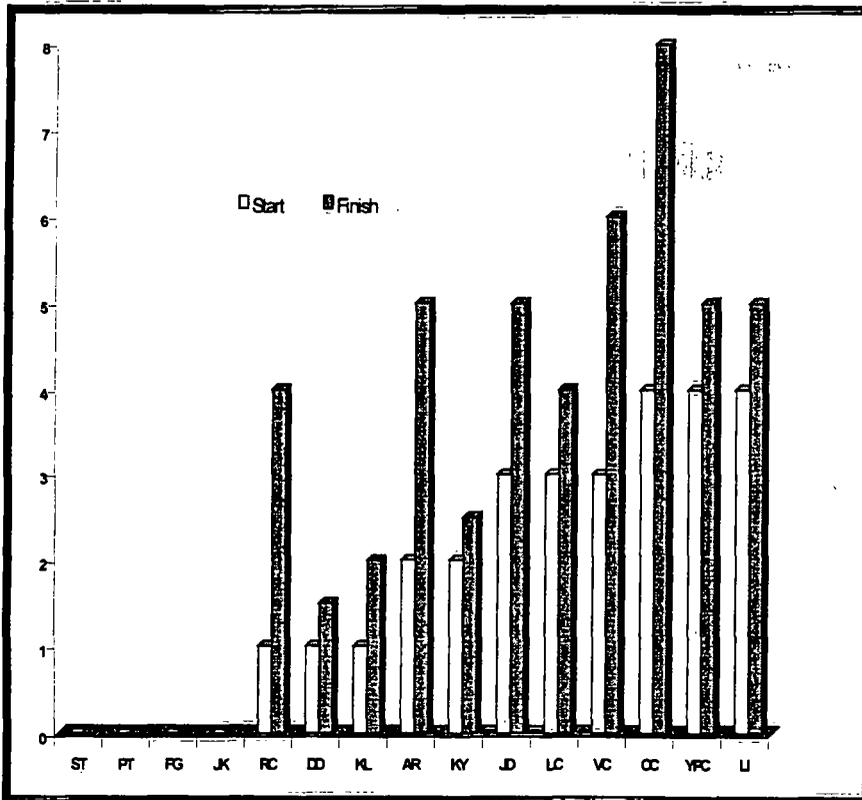
Student	Reading		
	Start	Finish	Growth
RC	0.0	0.0	0.0
LC	0.0	0.0	0.0
FG	1.5	1.5	0.0
KY	2.0	2.0	0.0
KL	2.5	3.5	0.5
DD	3.0	3.5	0.5
PT	3.0	3.0	0.0
JD	3.0	5.8	2.8
JK	4.0	5.0	1.0
CC	4.0	8.0	4.0
VC	5.4	6.0	0.6
AR	5.8	6.0	0.5
YPC	6.0	6.5	0.5
ST	6.0	7.0	1.0
LI	6.5	9.0	2.5
<b>AVERAGE</b>			<b>0.61</b>

**FIGURE IV**  
GED Reading



Student	Mathematics		
	Start	Finish	Growth
ST	0.0	0.0	0.0
PT	0.0	0.0	0.0
FG	0.0	0.0	0.0
JK	0.0	0.0	0.0
RC	1.0	4.0	3.0
DD	1.0	1.5	0.5
KL	1.0	2.0	1.0
AR	2.0	5.0	3.0
KY	2.0	2.5	0.5
JD	3.0	5.0	2.0
LC	3.0	4.0	1.0
VC	3.0	6.0	3.0
CC	4.0	8.0	4.0
YPC	4.0	5.0	1.0
LI	4.0	5.0	1.0
<b>AVERAGE</b>			<b>1.25</b>

**TABLE VII**  
**GED Student Growth**  
**Mathematics**



**FIGURE V**  
**GED Mathematics**

**TABLE VIII**  
**Performance of 98/99**  
**ESC students on**  
**Individual GED tests**

Student	Literature	Social Studies	Science	Writing	Math
CC	56	55	47	59	45
DG	42	42	40	-	-
NT	44	42	42	42	-
XR	58	50	44	44	-
DP	42	40	-	-	-
RW	42	42	-	44	-
BN	42	-	-	-	-
YM	-	-	-	-	48
OH	49	47	-	-	-
LI	47	43	-	-	-
BP	40	47	40	-	-

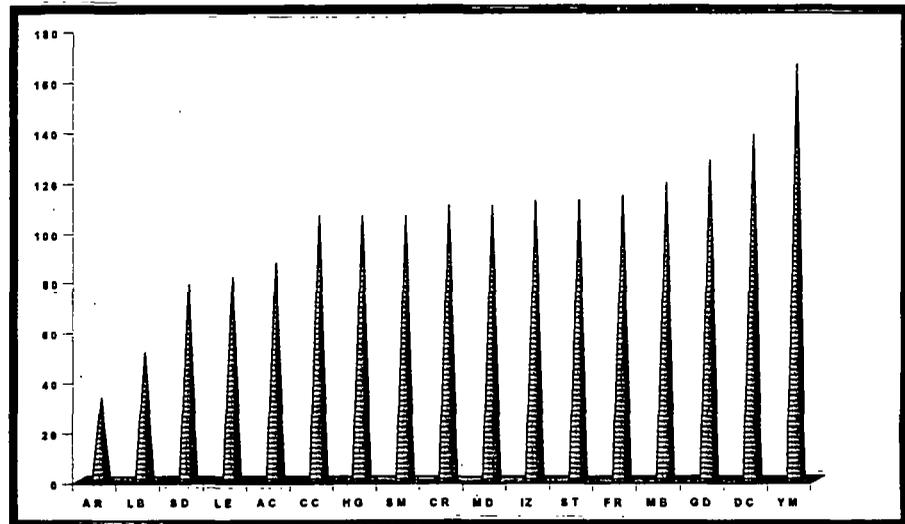
Note: A score of 40+ is considered passing

◆ **ENGLISH AS A SECOND LANGUAGE**

It was also a successful year for the ESL class. Thirteen students enrolled in the ESL class in September 1999. Of those thirteen, six decided to re-enroll in January. Another six initiated enrollment in January. All students, upon entering the class, are evaluated with an English language assessment called LAS (Language Assessment Scales). This test helps to measure students' vocabulary, grammar, comprehension and writing skills. The table below shows the beginning level of all students who took the test.

**FIGURE VI**  
**Student Entry LAS**  
**Scores**

- 0-40 Low Beginner
- 41-80 High Beginner
- 81-120 Low Intermediate
- 121-160 High Intermediate
- 161-200 Competent



With most incoming students scoring at the high beginner or the low intermediate level, September classes started at a high beginner level but quickly advanced to intermediate by the time of January enrollments. The goal for the ESL class is threefold:

- To make English relevant to those entering the workforce and further education.
- To enhance reasoning, problem solving and decision-making.
- To emphasize responsibility, self-esteem and maturity.

With these goals in mind, classroom instruction combines grammar lessons, with short reading selections as well as role-playing and group activities. This year, students finished one unit where they learned of famous women and the countries they were from. In small groups, they presented reports to the class about what they had learned. January's semester focused some time on work based learning activities. With the help of a newly purchased work-based ESL text, students filled out job applications, made resumes, and explored potential career choices.

**With the help of a newly purchased work-based ESL text, students filled out job applications, made resumes, and explored potential career choices.**

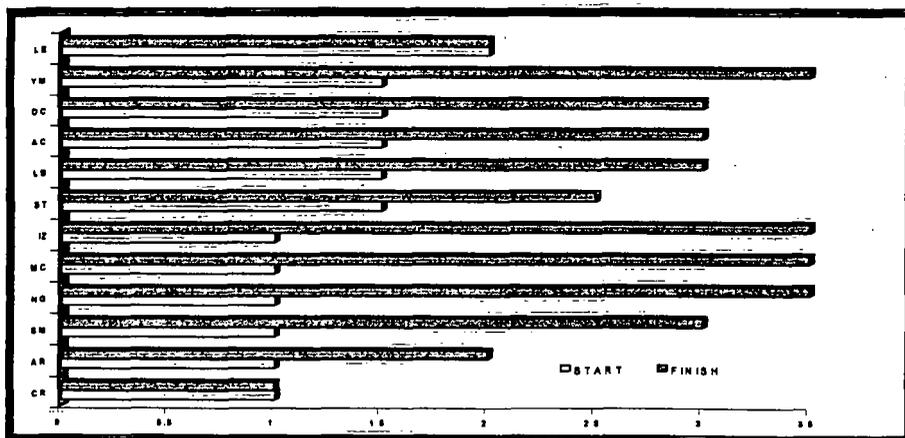
Students in the ESL class also take advantage of the educational software in the ESC's computer lab. After acquiring basic vocabulary on *Rosetta Stone*, an ESL program that teaches vocabulary and common phrases through a series of pictures, students can advance on to the *Invest* software where they practice higher level vocabulary and grammar. All students exiting the class in June had shown remarkable progress in their English. Two students, during the course of the class, also earned their citizenship.

◆ **ESL STUDENT GROWTH REPORT - INVEST LEARNING COMPUTER SOFTWARE**

The following charts and graphs represent the growth data for students in the ESL programs that attended regularly. Please note that a rise in one level is equivalent to a rise in one grade level. Reading includes Social Studies, Literature and the Arts, and Science.

Student	Reading		
	Start	Finish	Growth
CR	1.0	1.0	0.0
AR	1.0	2.0	1.0
SM	1.0	3.0	2.0
HG	1.0	3.5	2.5
MC	1.0	3.5	2.5
IZ	1.0	3.5	2.5
ST	1.5	2.5	1.0
LB	1.5	3.0	1.5
AC	1.5	3.0	1.5
DC	1.5	3.0	1.5
YM	1.5	3.5	2.0
LE	2.0	2.0	0.0
AVERAGE			1.5

**TABLE IX**  
**ESL Student Growth in Reading**  
**September 1998**

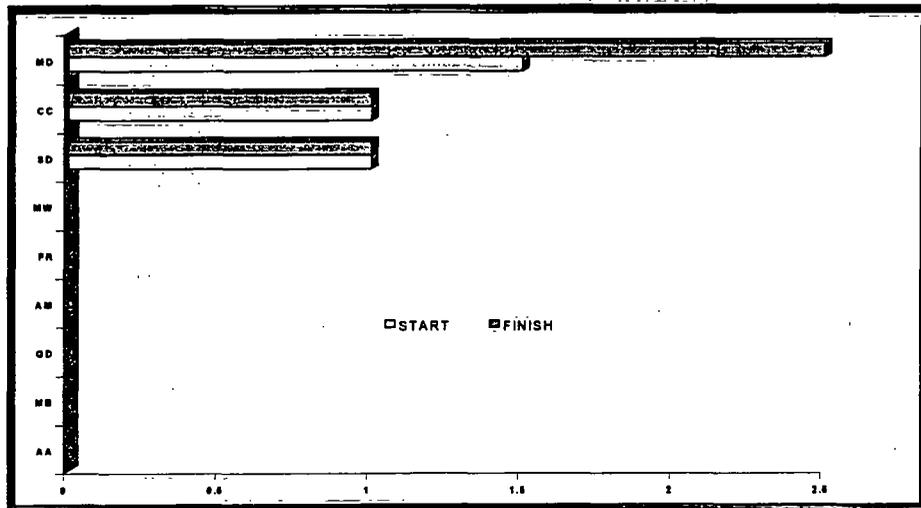


**FIGURE VII**  
**ESL Student Growth in Reading**  
**September 1998**

**TABLE X**  
**ESL Student Growth**  
**in Reading**  
**January 1999**

Student	Reading		
	Start	Finish	Growth
AA	0.0	0.0	0.0
MB	0.0	0.0	0.0
GD	0.0	0.0	0.0
AM	0.0	0.0	0.0
FR	0.0	0.0	0.0
MW	0.0	0.0	0.0
SD	1.0	1.0	0.0
CC	1.0	1.0	0.0
MD	1.5	2.5	1.0

**FIGURE VIII**  
**ESL Student Growth**  
**in Reading**  
**January 1999**



**Some students manage to come to class every day despite a myriad of problems while others barely manage to attend.**

**Rhode Island Department of Education Inquiry Project**



*FSS Coordinators at a Rhode Island Department of Education Conference at Brown University*

One question that has always concerned the staff at the Employment Support Center is **why do some students stay in class while others do not?** Some students manage to come to class every day despite a myriad of problems while others barely manage to attend. With the help of a small grant that funds practitioner inquiry projects from the Department of Education, we set our energies directly to this question.

We initiated the practitioner research project in December of 1998. We set out with what we thought was a fairly simple question: What

factors influence a student's motivation to enroll in and maintain a certain rate of attendance in GED and ESL classes at the Providence Housing Authority's Employment Support Center? The student groups we focused on were:

- Students who maintain a moderate to high attendance rate (At least 65% attendance).
- Students who enrolled but left, or had poor to sporadic attendance (Below 65% attendance).

We developed a survey instrument that would reveal information that could assist us in answering our question. Most important in our survey was:

- What is a student's intention when applying for class?
- What factors affected their decision to stay in or leave the class?
- From where did they draw support for their educational endeavors?

The survey was comprised of seven questions. Each question had space for an open, first impression response followed by prewritten responses that were then rated on a scale of one to three. This gave the students more room to express ideas that we may have not incorporated in our pre-determined responses. This also gave the opportunity to the survey administrator to capture unfettered responses that can not be captured by flat survey replies. Each survey was administered orally in English or Spanish. Twenty-three surveys were administered in all.

Discussion groups were held with students from each class. They were asked questions like, "why do they think some students stay and some leave?" and "what would they tell a student who has had trouble attending in the past but wants to return and have success in the program"? The responses elicited by this discussion helped reinforce some of the findings in the survey. Finally, two of the three teachers completed the same survey to contrast the perceptions of staff at the center and the ideas expressed by their students.

One of the key findings in the results of the survey was the recurring theme of goals and student success. All students rated a *feeling of success* as a very valuable reason to continue attending classes. Unfortunately, only students who attended more regularly were recognizing this success. All students cited a strong relationship with their teacher as a reason for staying in class, but not all students said they felt comfortable going to their teacher for support. What we recognized from this survey is that setting practical and realistic goals is key to helping them find success and persist in class. This will most certainly affect our practice in the future.

Another valuable result of our participation in this project was the relevant information shared with us by other inquiry project participants. The Department of Education encouraged researcher sharing and collaboration by having participants break into small groups and meet to discuss project progress monthly. Additionally, in June, all researchers were invited to present the conclusions of their projects. This final meeting of all presenters proved to be quite interesting. The six other project researchers explored topics and lent conclusions that could prove beneficial in our own program planning.

One researcher looked at a new way to develop her science curriculum in a pre-GED classroom. She discovered that instead of teaching to the GED questions, exploring student's scientific ponderings through the scientific method helped ground students and spur their interest in the subject. She

**What we recognized from this survey is that setting practical and realistic goals is key to helping them find success and persist in class.**

**In the end, our research has helped us focus more on the strengths and weaknesses of our program.**

**Also, the project sharing has made us more aware of innovative ideas used by other adult education centers in the community.**

found more success than she had seen in previous years of teaching only test relevant material.

Another teacher of developmentally disabled adults discovered the benefits of mixing his class with community members seeking English as a Second language instruction. His class had an employment focus and he worked extensively in his class on career exploration. He went to local companies to interview and film people at work. It could prove to be a valuable learning tool in some of our classes.

A teacher, who also explored the topic of learner motivation, used a peer tutor in the classroom who could directly relate to the roadblocks and anxieties that students were facing in a GED classroom. The idea brought positive results for both the tutor and the students.

In the end, our research has helped us focus more on the strengths and weaknesses of our program. Also, the project sharing has made us more aware of innovative ideas used by other adult education centers in the community. The valuable information in the results will prove to benefit all our adult education programs in the future. RIDE's commitment to professional development in the field is a valuable resource for our staff and instructors.

### **Employment Support Center Special Instructional Programs**

#### **Office Skills Certificate Program**

The Office Skills Certificate course offered at the Employment Support Center has proved to be the most popular course. The twelve-week course has developed tremendously since its inception in the spring of 1998. The course is taught in the evenings (6pm to 8pm) by PHA staff. The class is especially attractive to low income working residents who are underemployed.

The course curriculum includes:

- Typing
- Telephone Skills
- Customer Service
- Resume Writing
- Microsoft office
- Microsoft Word
- Bookkeeping and Payroll
- Business Writing
- Interviewing Skills
- Faxing and Xeroxing
- Excel
- Dress for Success

To help the instructors gauge the students understanding of the course material; the students are assigned an in-box assignment consisting of all the material that has been taught during the duration of the course. This real work simulation is in lieu of more formal testing.

Because the interest has been so high (30 applicants in 1998 and 27 in 1999) the staff developed a selection process. The ESC staff conducts applicant interviews to determine educational/training background, employment experience and applicant motivation for registering for the course. Students who attend the interview but lack the skills to succeed in the class are referred



*Students at an Office Skills class during the spring 1999 session*

to other appropriate training programs that may help them update their skills so they can attend the class in their future.

The student employment success rate is continuing to grow. Nine former students in the 98/99 class have received employment in the clerical field, three of whom are temporary employees at the PHA. However, quite a few of the students were already working but wanted to learn new skills or improve their current skills.

The staff will continue to develop the course design to assist the students' stay at the cutting edge in today's job market

**Nine former students in the 98/99 class have received employment in the clerical field, three of whom are temporary employees at the PHA.**

**Computer Courses**

**◆ FALL 1998**

The Employment Support Center periodically offers computer classes. The first course started in the fall of 1998. The instructors for this course were two Providence College students who had extensive experience in this area. Twelve students registered for the class with about six attending regularly. The main objectives outlined in the course were the mastery of Microsoft Word and Excel. The instructors worked closely with the students guiding them through the assignments and also working with them on their typing skills.

**◆ SUMMER 1999**

The ESC staff initiated a second session of Introduction to Computers. The class started May 17<sup>th</sup> and concluded on July 8<sup>th</sup>. There were two classes: morning and afternoon. The morning class was Mondays and Wednesdays from 10:00 to 11:30 am, and the afternoon class was Tuesdays and Thursdays from 2:00 to 3:30 p.m. Each class had twelve students enrolled with moderate attendance in both. The course material was designed to teach the students the main components of Microsoft Office and word processing. The objective was to teach the students the main hardware components of the computer and some basic software instruction. The curriculum for this course included:

- Introduction to Windows 95
- Introduction to Word
- Typing
- Editing a document
- Formatting text
- Saving a document to disk
- Formatting a document
- Templates
- Creating a document (business letter)

In this course, a quiz was given to gauge the students understanding of the course material. The instructors also promoted student involvement: encouraging students to assist each other with the course material. This helped to develop the student's confident levels and supported an interactive environment.

**English Conversation Class**

In the interest of addressing the needs of ESL learners who work during the day, we reestablished an advanced English conversation class led by a bilingual staff member during the evenings at the Employment Support Center. Unfortunately, low enrollment and attendance inhibited our ability to expand this particular offering.

**Plans for the coming year include identifying legal resources and offering citizenship "clinics" in addition to offering our comprehensive English language instructional program.**

The class started in September and met once weekly for two hours from 6 p.m. to 8 p.m. The goal of the class was to address advanced English learners' individual questions and needs. Typical to the class were role-playing activities to coax students to use language and vocabulary outside of their comfort zone. Grammar review was also a major highlight of the class as many students recognized their habits of using just the simple present and simple past. The course also dealt with individual questions or situations that students brought into class like writing a resume or writing a letter to her employer.

At its highest the class had an enrollment of four students. Nevertheless, each session saw no greater than two students in class. Because of this, it did not seem feasible to hold such a class in the evening. The class was not continued in January.

### ***Citizenship Exam***

Over the course of eight years' administration of self sufficiency programs, it has become obvious that immigration status frequently affects the ability of some residents to obtain employment and necessary support services. Over the past year, we experimented with offering a course to assist residents to prepare to take the United States citizenship exam.

Only four people attended this evening program and it became apparent that their citizenship and immigration issues are more complex than preparing for the test alone. All of them needed to first work on improving their spoken and written English. Additionally, all of them would benefit from access to legal advice that we are not able to offer. Plans for the coming year include identifying legal resources and offering citizenship "clinics" in addition to offering our comprehensive English language instructional program.

## **Family Self Sufficiency Program**

Family Self Sufficiency remains HUD's most fully evolved institutional effort to support public housing and Section 8 residents in the transition from welfare to work. FSS requires the execution of a five-year "contract of participation" between the Authority and the participant which outlines a specific plan for moving to work or otherwise increasing household income. Low income working parents as well as those relying exclusively on TANF cash are welcome to use FSS as a vehicle for improving their family's financial health.

FSS predates all of the in-house education and training programs the Authority now offers. FSS participants do not have to receive their employment preparation services from the Authority, although many do. The primary benefit of FSS enrollment is the escrow savings account. In accordance with HUD regulations, the PHA calculates the amount of extra rent participants pay as their incomes increase. At the conclusion of the five year contract period, and provided all contract terms are met including becoming employed, the additional rent is refunded, with interest.

HUD requires all public housing authorities to administer an FSS program, although in Providence we far exceed the 27 active or positively terminated contracts minimum program requirement. Since 1992, our program has grown steadily, as illustrated on the next page:

Year	# of FSS Contracts	# of Escrow Savings Accounts
1992	14	-0-
1993	30	2
1994	44	8
1995	68	11
1996	127	34
1997	128	60
1998	121	54
1999	129	62

**TABLE XI**  
*Increase of FSS  
 Contracts 92 - 99*

◆ **FAMILY SELF SUFFICIENCY SCOPE OF SERVICES**

With a current staff of three Family Self Sufficiency Coordinators with case loads of approximately 50 FSS participants each, the FSS program has been able to expand services to clients in a way that was not possible when the program began. Case managers, as always, are responsible for monitoring client progress by meeting at least quarterly with clients and checking for



*An FSS Coordinator with a client family*

program compliance. Progress report meetings can be as simple as copying a check stub and verifying a few client statistics to working directly with a client to find necessary services like making career choices or finding solutions to a particular problem.

Once an FSS participant signs her/his contract, services begin - often the most crucial point. Clients ask for help in identifying the necessary services such as educational programs, childcare or transportation to initiate the first step of their individual training and service plans. Many common agencies that the client may be initially connected to are the Department of Human Services, Providence Cranston JTPA, Options for Working Parents, Rhode Island Educational Opportunity Center, Project RIRAL, or our own adult education classes at the Employment Support Center (ESC). The services the client will access from these agencies and others are often what help to keep the client moving towards their self sufficiency goals.

One of the most common services the case managers offer is career development assistance. The assistance can begin at the simplest level of listing individual strengths and interests and matching those with common jobs in the Rhode Island labor market. Case managers may also search for job training opportunities in those areas of interest to assist the participant in developing the skills for their chosen career. At a second level, case managers help to identify jobs through the classifieds and through connections with employment agencies and inform participants of these job opportunities. Participants in search of employment can also access help with resume writing,

**Case managers may also search for job training opportunities in those areas of interest to assist the participant in developing the skills for their chosen career.**

**Although the case managers are not employment specialists, they use every resource available to them to help clients obtain the job they have been looking for.**

cover letter writing and interview preparation. They can also revise their own resumes in the ESC computer lab. Resumes and job applications can be faxed directly from the Employment Support Center. Although the case managers are not employment specialists, they use every resource available to them to help clients obtain the job they have been looking for.

Part of being self sufficient is learning how to deal with people in positions of authority in order to solve every day problems. This is a learned skill that many FSS participants have not had the opportunity to develop in the past. They feel powerless and unable to face these daily obstacles. Therefore, many services are also offered in the field of client advocacy. While case managers advocate for their clients, they also show them how to advocate for themselves. Participants often come into a case manager's office with questions or problems concerning the services they already receive. For example, if welfare benefits are changed or closed without explanation, case managers will call the Department of Human Service social workers on behalf of a client. They will also speak with housing development managers if participants are experiencing a problem with rent or a conflict with a neighbor. Another common problem for participants is debt, and often case managers will help them arrange feasible payment plans with debtors so they can improve their credit history. Many times these calls are made for new learners of English whose confidence still wanes when having to speak English. FSS Coordinators have also, at times, advocated for clients who have lost their jobs for what appears to be suspicious reasons. As many participants are part of a minority population, discrimination can be common. This often deals a great blow to a participant's self esteem.

These and many other services fall within the broad scope of services offered by FSS Coordinators. With so many clients having different needs, every day is different at the ESC. Flexibility is an essential key to assisting FSS participants in order obtain their goal of economic independence.

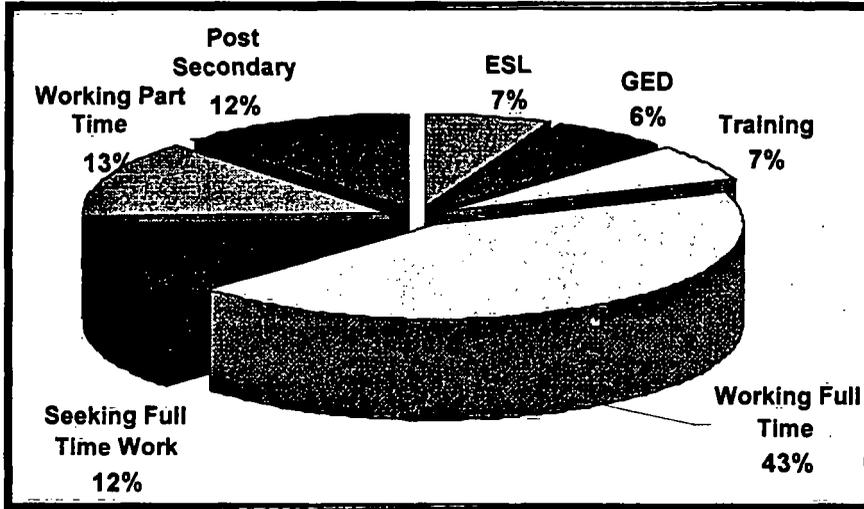
#### ◆ CURRENT ENROLLMENT AND ACTIVITIES OF PARTICIPANTS

Residents who have signed into the Family Self Sufficiency program have current living situations that are by no means uniform. Some of the participants are employed while others are still receiving assistance. Others are partially employed and collecting assistance as monthly reporters. If a resident is not employed or not fully employed, this does not necessarily mean that they are doing nothing. Many FSS participants are actively seeking employment while others are enrolled in employability enhancement programs such as GED preparation, English as a Second Language classes, Post Secondary Education, and various work training programs.

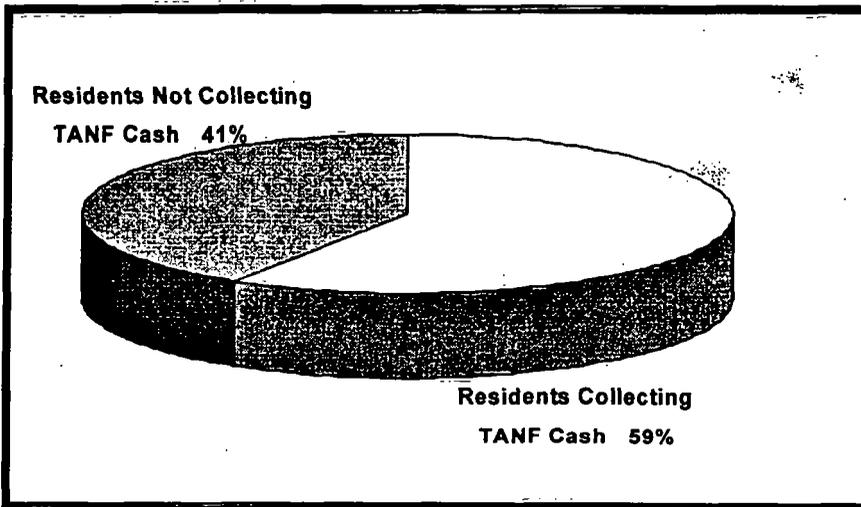
Many of the FSS participants who are working full time or part time are building an escrow account. On June 30, 1999, 62 of the 129 residents (or 48%) had active escrow accounts. The ideal would be to have 100% of the employed FSS participants with escrow accounts, however, factors in the calculation process, such as yearly child care costs and high base incomes / rents, disallow a portion of the working participants from building an escrow at certain times.

On June 30, 1999, the FSS program had 53 residents (or 41%) still collecting some kind of Temporary Assistance for Needy Families. This does not mean that 53 residents are unemployed. Many of the working families are monthly reporters who are still eligible for assistance because of factors such as family size and low wages.

The pie chart below gives a June 30, 1999 snapshot of what the Family Self-Sufficiency participants are doing. While displaying this data we like to make it very clear that these numbers change very frequently, for the residents are very active and jobs are gained or lost, students become enrolled in new programs, and TANF cases are closed almost on a daily basis.



**FIGURE IX**  
Current Activity of FSS Participants



**FIGURE X**  
June 30, 1999 TANF Snapshot

**One of the greatest benefits of the FSS program is the opportunity for a participant to save money in an escrow savings account.**

One of the greatest benefits of the FSS program is the opportunity for a participant to save money in an escrow savings account. All participants begin saving money when their rent increases as a result of earned income. They can save up to the full difference between the rent they are paying and the rent they paid when they began the program. This monthly credit can add up to thousands of dollars in only a few years. The escrow benefit addresses the complaints of some public housing residents who say that they can not get ahead because every time they make more money, their rent increases too. The table below shows how many participants have taken advantage of this great opportunity and how much money they have saved.

**TABLE XII**  
**FSS Escrow Account**  
**Information**

<b>FSS Escrow Account Information</b>	
Total participants with escrow:	62
Total amount held in escrow:	\$174,697.12
Total escrow paid out in FY1999:	\$84,557.81
Average monthly escrow credit as of 6/99:	\$142.27

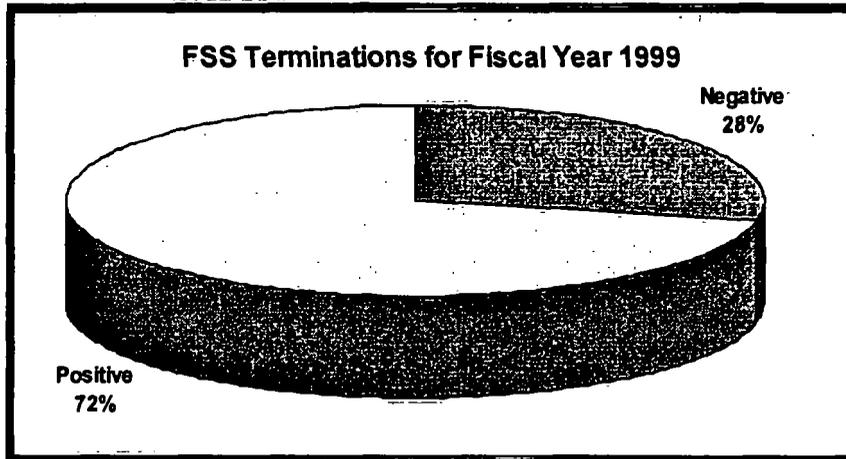
◆ **FY99 FSS TERMINATIONS AND ESCROW DISPOSITION**

At the end of the Family Self Sufficiency five year contract, participants are terminated. There are two types of terminations, either positive or negative. A positive termination means that the individual has achieved self-sufficiency through employment and is eligible to collect his/her escrow account. The negative termination usually happens earlier in the contract term. This type of termination most often occurs when a client either misses too many appointments or has, in some way, violated their housing lease. Negative terminations also occur when it is deemed impossible for the client to remain off welfare for 12 consecutive months. The following illustrates the reasons, both positive and negative, that participants are terminated from the FSS Program for the fiscal year 1999 (See Table XI and Table XII).

Table XIII: FSS Public Housing Terminations FY 1999		
Participant	Reason For Termination	Escrow Account Paid
I.B.	Positive: Self-sufficient home owner	✓
S.B.	Positive: Purchased a home in fourth year of contract	✓
D.C.	Positive: Self-sufficient	✓
O.C.	Positive: Self-sufficient	✓
Y.F.	Positive: Section 8 in Cranston	Never Established Escrow
L.S.	Positive: Self-sufficient home owner	✓
A.T.Y.	Positive: Self-sufficient	✓
C.J.	Positive: Purchased a home in the third year of contract	✓ (Will collect 8/99)
Z.R.	Positive: Moved from unsubsidized housing in the final year of contract	✓
E.M.	Positive: Self-sufficient home owner	✓
N.M.	Positive: Self-sufficient	✓
R.M.	Positive: Moved from unsubsidized housing in the third year of contract	✓ (Will collect 8/99)
J.P.	Positive: Section 8 in Providence	✓ (Ineligible to Claim Escrow)
M.P.	Positive: End of contract	✓
A.R.	Negative: Terminated for non-compliance	Never Established Escrow
I.M.	Negative: Terminated for non-compliance/disinterest in program	Never established Escrow
I.M.	Negative: Left voluntarily	Never Established Escrow
M.M.	Negative: Terminated for non-compliance	Never Established Escrow
V.H.	Negative: Terminated for non-compliance	Never Established Escrow
A.G.	Negative: Terminated for non-compliance	Never Established Escrow
S.J.	Negative: Left voluntarily, not self-sufficient.	Never Established Escrow
G.R.	Negative: Terminated for non compliance	Never Established Escrow
P.W.	Neutral: Purchased a home in the fourth year of contract.	✓ (Forfeited for Fraud)

**Table XIV: FSS Section 8 Terminations FY 1999**

Participant	Reason For Termination	Escrow Account Paid
S.B.	Positive: Employed full time in human services	✓
S.D.	Positive: Employed full time as a certified nursing assistant	✓
E.C.	Positive: Employed full time in transportation industry	Never Established Escrow
D.C.	Positive: Employed full time in childcare	Never Established Escrow
N.G.	Positive: Employed full time in human services	✓
C.L.	Positive: Employed full time in food services	✓
E.M.	Positive: Employed full time in non profit administration	✓
J.D.	Positive: Employed part time in Human Services	Never Established Escrow
F.M.	Positive: Became over income for Section 8	Never Established Escrow
E.M.	Positive: Employed full time in telecommunications	✓
L.M.	Positive: Employed full time in childcare	✓
E.M.	Positive: Employed full time in childcare	✓
M.M.	Positive: Temporary office work	Never Established Escrow
B.P.	Positive: Transferred to another city	Escrow Transferred
T.T.	Negative: Non-compliance, missed appointments	
D.B.	Negative: Non-compliance, missed appointments	
B.M.	Negative: Non-compliance	



**FIGURE XI**  
**FSS Terminations for**  
**Fiscal Year 1999**

◆ **FSS CASE HISTORIES**



*An FSS Coordinator with Lilybeth S*

Lilybeth S. enrolled in the Family Self Sufficiency Program in April of 1996. When she started the program, she was receiving TANF benefits and looking for employment. After a few meetings with Lily, it was evident that she was going to be successful. She had the drive and determination to make her dreams reality.

Lily worked with her case manager on her resume,

which was quite impressive. She had been working on and off for temporary agencies that had provided her with valuable work experience. The case manager was contacted by a former PHA employee, now working for a private property management company and looking for a temporary office assistant. Lilybeth interviewed and got the job. She was a temporary employee for four months with Dartmouth Property Management Corporation before being hired as a permanent full-time employee. Lily has since received a promotion.

Lilybeth always said that she appreciated the opportunities that Providence Housing Authority and the Family Self-Sufficiency Program have given her. But clearly, she did not intend to stay. She wanted to own her own home.

She started looking for a house the beginning of this year. Her FSS escrow savings account gave her the funds for the down payment and closing costs associated with the sale. Her escrow account payment was \$5,351.38, and Lily closed on her new home in May 1999. Even though Lily has moved on, she will always be an inspiration for other FSS participants.

**Lilybeth always said that she appreciated the opportunities that Providence Housing Authority and the Family Self-Sufficiency Program have given her.**

**Although she had been pursuing her own self sufficiency goals long before entering the program, she recognized that the added support, the opportunity to move to a scattered site, and the possibility of saving money in the future were three good reasons to make her plans official.**

Lorenza B. is currently in the second year of her Family Self Sufficiency contract. She started to connect to services offered by the Department of Special Projects in 1997 when she signed up for English classes at the Employment Support Center. Through that class and the strong support of her ESL teacher, Lorenza began to explore options for her future. Included in those options was signing a Family Self Sufficiency contract. Although she had been pursuing her own self sufficiency goals long before entering the program, she recognized that the added support, the opportunity to move to a scattered site, and the possibility of saving money in the future were three good reasons to make her plans official.

Lorenza is one of many Self Sufficiency participants who did not start the program collecting public assistance. She had always worked to support her family. This was often hard with health problems, limited English skills and two teenage children who would soon be going to college. She found herself cleaning offices part time while she went to school part time to improve her English. She had been a teacher in the Dominican Republic and knew that if she worked hard to learn more English, she could earn the same credential in the United States. After completing a year of English classes here at the ESC, she knew that she could no longer prolong her plans. She obtained transcripts from her education in the Dominican Republic and applied to the Department of Education for any emergency substitute license. With this obtained, Lorenza applied to the Providence School Department as a substitute teacher. She has currently been working as a substitute in the Providence schools for the past four months. She is continuing her education at Rhode Island and Providence Colleges in order to complete the necessary classes to become a certified teacher. With three years left in her self-sufficiency contract, Lorenza will probably not be leaving us soon. Yet, she has put the largest obstacles behind her and is well on her way to independence.

Kerrin B. signed the Family Self Sufficiency contract on November 16, 1995 while working at the Chad Brown Community Center part-time. Kerrin's first goal as outlined in the contract was to enroll in a supportive work program in child development by the Fall of 1996. On September 15, Kerrin began volunteering at the Early Years Learning Center in Providence. Kerrin was an assistant to the kindergarten teacher, developing activity plans and attending to the children's needs for a positive, learning atmosphere. In May of 1997, Kerrin's work was so valuable to the center that they hired her for pay twenty-four hours a week. Kerrin's strong ambition did not stop there. While working at Early Years throughout the Summer and Fall (receiving many citations) Kerrin decided that she wanted to increase her marketability by getting involved in more work training programs. In March of 1998, Kerrin became a Pathways Daycare Provider and began coming regularly to the Employment Support Center to work on her typing and resume. By June of 1998, she was fully enrolled in the Rhode Island Housing Executive



Directors Committee's Community Work Experience Program. She began volunteering 20 hours a week at the E.S.C. performing various office assistant duties including typing, answering phones, filing, faxing, and copying. Kerrin is currently employed full-time as a receptionist / office assistant at VNA Supportive Services. She has closed her TANF case entirely.

**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  
 ☉ TANF case closed since initial enrollment  
 ☐ TANF "monthly reporter" (case closure process initiated)  
 ⊖ Has not received TANF since beginning of contract

**Table XV: FSS Contract Status for Fiscal Year 1999**

Participant	Contract begins	Contract ends	Last meeting	Current Activities: Public Housing and Section 8 FSS Participants	Status *	Case Manager
A.A.	06/01/99	06/01/04	05/24/99	Works full-time as a machine operator at Jewel Case. - Will enroll in evening ESL classes	1 ⊖	JW
A.A.	04/01/98	04/01/03	05/07/99	Was volunteering for Parents Making a Difference - Enrolled at CCRI part-time	2	JW
A.A.	08/01/97	08/01/02	05/08/99	Working full-time as a CNA at a nursing home	2	MA
E.A.	12/01/94	12/01/99	04/05/99	Working full time in a travel agency	5 ☉	MA
M.A.	01/01/98	01/01/03	04/14/99	Attending physical therapy training part-time	2	MA
R.A.	01/01/97	01/01/02	06/17/99	Enrolled at CCRI in Nursing Program full-time. Working part-time as a medical assistant	3 ☐ \$	JW
A.B.	12/01/95	12/01/00	06/04/99	Working full-time as a mail carrier	4 ☐	MA
C.B.	10/01/95	10/01/00	07/24/99	Still has two GED test to pass and working part-time for the Marriott (school lunch program)	4 \$ ☐	SS
E.B.	06/01/95	06/01/00	07/16/99	Working full-time as a CNA	3 ☉	SS
G.B.	12/01/95	12/01/00	07/08/99	Working full-time as a CNA at a nursing home; finished URI part-time for medical technician training.	4 \$ ☉	MA
K.B.	12/01/95	12/01/00	05/04/99	Working full times as a receptionist at a Veteran's home.	4 ☉	MA
L.B.	07/01/97	07/01/02	03/12/99	Substitute in the Providence Schools. Taking classes at RIC to earn Teaching License	2 ⊖	JW
M.B.	01/01/99	01/01/04	06/11/99	Working part-time for International Institute as a receptionist	1	SS
R.B./N.B.	04/01/98	04/01/03	06/10/99	N.B. Has gained permanent employment as a computer assembler at APC	2 \$ ⊖	JW
AC/RC	12/01/95	12/01/00	05/27/99	(RC) Working as a full-time temporary maintenance worker at the PHA (AC) Took ESL classes 9/98 - 6/99. Now looking towards employment possibilities	4 ☉ \$	JW
E.C.	01/01/99	01/01/04	04/30/99	Enrolled in ESC computer course	1	SS
C.C.	08/01/97	08/01/02	04/09/99	Enrolled in CDLA training Program at New England Tractor Trailer Training School.	2 \$ ⊖	JW

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C.C.	12/01/95	12/01/00	03/22/99	Working in retail full-time, currently in management training.	4 \$	MA
M.C.	08/01/98	08/01/03	04/19/99	Works full time for T. Sardilli as a machine operator -	1 ⊖	JW
M.C.	02/01/96	02/01/01	06/05/99	Working full-time for a correctional facility; enrolled at CCRI.	4\$	MA
N.C.	03/01/96	03/01/01	05/12/99	Working full-time for non profit as a program assistant; enrolled at URI part time for secondary education	3\$⊖	SS
R.C.	07/01/98	07/01/03	07/01/99	Working full-time as a mechanic and received his GEG: enrolled at CCRI part-time	2\$⊖	SS
Y.C.	07/01/97	07/01/02	03/11/99	Working full-time as a program assistant for PHA: scheduled to meet with last month – received a second notice	2⊖	SS
D.D.	11/01/96	11/01/01	05/20/99	Working full-time as an employee relations specialist at the Providence School Department	3⊖	SS
L.D.	01/01/95	01/01/00	03/10/99	Hired full-time as a clerical secretary for the Providence School Department	4 ⊕ \$	SS
J.D.	02/01/97	02/01/02	07/06/99	Working full-time at nursing home; currently enrolled in a GED course	3 ⊕ \$	MA
S.D.	12/01/94	12/01/99	04/15/99	Working full-time as a CNA at a nursing home and will enroll at CCRI - completed ESC Office Skills Course	2 ⊕ \$	SS
S.D.	04/01/95	04/01/01	03/25/98	Works as a teaching assistant at Providence Public Schools	4 \$ ⊕	MA
S.D.	02/01/96	02/01/01	04/06/99	Working full-time at a local non profit	5 ⊕ \$	MA
T.D.	02/01/95	02/01/00	04/16/99	Working full-time as CNA for Eleanor Slater Hospital	4 \$ ⊕	JW
E.E.	07/01/97	07/01/02	04/15/99	Working part-time at manufacturing facility	2\$	MA
C.F.	11/01/96	11/01/01	05/20/99	Working part-time as a medical assistant, a certified phlebotomist and is a per-diem phlebotomist at Harvard Health.	3 ⊕ \$	SS
E.F.	12/01/95	12/01/00	04/12/99	Working full time as a management aide in PHA management office.	4 \$⊖	JW
M.F.	12/01/96	12/01/01	03/25/99	Working full-time as a CNA	3 ⊕ \$	JW
N.F.	01/01/99	01/01/04	06/11/99	Enrolled in a Job Training program 30 hours a week (Vocational Rehabilitation Services)	2	SS
N.F.	09/01/97	09/01/02	05/20/99	Full time student at CCRI. Wants to study Radiology	2	JW
R.F.	10/01/98	10/01/03	03/18/99	Works full time as a home daycare provider	1 ⊕	JW
C.G.	09/01/97	09/01/02	05/14/99	Working part-time at a supermarket	3 ⊕ \$	SS
C.G.	07/01/98	07/01/03	03/11/99	Attends RIC part-time. Currently collecting unemployment	1 ⊕ \$	SS
D.G.	11/01/96	11/01/01	03/16/99	Working full time as a bus aid for the Groden Center	3 ⊕ \$	JW
F.G.	12/01/96	12/01/01	05/13/99	Working as a receptionist at a local non-profit	3 ⊕ \$	SS
J.G.	05/01/99	05/01/04	04/27/99	Currently receiving unemployment. She takes English Classes at Project RIRAL.	1	SS
J.G.	06/01/95	06/01/00	05/27/99	Working part-time as a Certified Nurses Assistant - enrolled at URI	4 ⊕ \$	SS

L.G.	01/01/96	01/01/01	05/19/99	Enrolled at CCRI full-time – Social Services	4	MA
O.G.	08/01/97	08/01/02	03/09/99	Taking ESL classes at The Genesis Center	2	JW
S.G.	8/01/97	8/01/02	03/29/99	Working full-time at Providence School Department	2	MA
T.G.	01/01/99	01/01/04	03/30/99	Works as a group home manager at Communities for People	1	JW
A.H.	11/01/96	11/01/01	04/05/99	Working full time for GEM Case Company. Currently out on TDI	3	JW
C.H.	02/01/96	02/01/01	07/21/99	Working full time as a program assistant at PHA community center.	4	JW
C.H.	03/01/95	03/01/00	07/16/99	Out on TDI from her job at a nursing home.	4	SS
I.H.	07/01/97	07/01/02	03/31/99	Gained full time/permanent employment as an administrative assistant at Blue Cross	2	JW
L.H.	11/01/96	11/01/01	06/04/99	Enrolled in physical therapist degree program full-time at URI	3	SS
O.H.	03/01/95	03/01/00	04/20/99	Working part-time as a housekeeper – working towards her GED at the ESC	4	SS
R.H.	09/01/98	09/01/03	05/18/99	Works as a teacher's aide for the Providence Schools - Attends CCRI 9 credits/ semester.	1	JW
S.H.	12/01/95	12/01/00	05/21/99	Working part-time in the Providence School lunch program.	4	MA
Y.H.	02/01/99	02/01/04	04/20/99	Attends RIC full time, major in criminal justice. Part time work/study in Dean's Office	1	JW
Y.H.	07/01/95	07/01/00	06/05/99	Working full-time for Providence Ambulatory – in the process of purchasing a home	3	SS
B.J.	09/01/98	09/01/03	06/04/99	Working as a temp for the PHA in our maintenance department	2	SS
D.J.	12/01/96	12/01/01	03/16/99	Worked on GED at the ESC - now seeking full time employment	3	JW
J.J.	01/01/98	01/01/03	04/12/99	Working full time as a temporary administrative assistant at the PHA	2	JW
L.J.	08/01/98	08/01/03	04/22/99	Working as a full time medical assistant at Capitol Hill Health Center - Graduated the Sawyer School 12/1/98	1	JW
J.K.	10/01/97	10/01/02	03/23/99	Attending nursing school part time	2	MA
M.K.	09/01/97	09/01/02	07/02/99	Recently finished ESC program; working as a child care provider for disabled children	2	MA
A.L.	03/01/98	03/01/03	06/07/99	Working for the Providence School Department as a Teacher's Assistant	2	SS
J.L.	02/01/99	12/01/00	04/12/99	Recently relocated to Providence. Seeking full time employment	1	JW
L.L.	12/01/95	12/01/00	03/24/99	Seeking full-time employment, attending CCRI part time	4	MA
M.L.	04/01/98	04/01/03	04/02/99	Completed computer class at the ESC; seeking employment	2	MA
M.L.	05/01/99	05/01/04	06/10/99	Working part-time for local supermarket – enrolled in computer class at ESC	1	SS
R.L.	12/01/95	12/01/00	05/06/99	Working full time as a temporary administrative assistant at the PHA	4	JW
S.L.	01/01/97	01/01/02	05/18/99	Working full time as a machine operator through Work Mania	2	JW

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A.M.	11/01/96	11/01/01	05/19/99	Working for Providence School Department as teacher's assistant. Enrolled at CCRI -- early childhood education.	3 ⊙ \$	JW
B.M.	10/01/95	10/01/00	04/26/99	Full-time student at Katherine Gibbs (legal assistant)	4 ⊙ \$	MA
J.M.	01/01/95	01/01/00	04/13/99	Working for Providence School Dept. as teachers assistant and enrolled at CCRI (preschool education)	4 \$ ⊙	SS
I.M.	11/01/98	11/01/03	05/11/99	Taking ESL Classes at Nickerson House and enrolled in computer class at ESC	1	SS
K.M.	09/01/98	10/01/00	03/09/99	Works full time at the Mashantucket Pequot Museum	1 ⊙	JW
N.M.	04/01/97	04/01/02	04/13/99	Works full time for DCYF.	3 ⊙	JW
R.M.	09/01/97	09/01/02	04/07/99	Working part-time at a medical center as a Certified Nurses assistant	2	MA
V.M.	12/1/97	12/1/02	05/06/99	Working on GED (in Spanish) at Project Riral	2	JW
Y.M.	11/01/98	11/01/03	04/01/99	Completed ESL and computer classes at the ESC. Awaiting enrollment at CCRI	1	JW
A.N.	08/01/97	08/01/02	06/20/99	Working part-time at mental health treatment facility	2 \$	SS
M.N.	05/01/99	05/01/04	04/20/99	Works full time at Ideal Metal Co. - Wants to open a catering business	1	JW
M.N.	06/01/98	06/01/03	05/18/99	Working part-time as a receptionist for St. Joseph's Hospital	1 \$	SS
D.O.	12/01/95	12/01/00	03/23/99	Working full-time for Providence School Dept. as a teacher's aid; enrolled at RIC.	4 ⊙ \$	MA
A.P.	10/01/98	10/01/03	03/09/99	Works full time as a Home Daycare Provider	1 ⊙	JW
A.P.	07/01/98	07/01/03	03/12/99	Scheduled for a progress report this month- enrolled at J & W part time; pastry -- also a home daycare provider	1 \$	SS
D.P.	03/01/99	03/01/04	06/08/99	Still working on her GED; two test remaining	1 \$ ⊠	SS
G.P.	03/01/95	03/01/00	05/27/99	Working full-time at CCRI and enrolled at URI; in the process of purchasing a home	4 ⊙ \$	SS
H.P.	11/01/97	11/01/02	06/04/98	Working full-time through temporary agency	2 ⊠	MA
J.P.	11/01/97	11/01/02	03/16/99	Working full-time as a machine operator; Investigating homeownership opportunities	2 ⊙	SS
L.P.	01/01/96	01/01/01	06/01/99	Working part-time as a cashier	3 ⊠	SS
T.P.	02/01/99	02/01/04	04/29/99	Enrolled at RIC full time -- taking ESC computer class	1	SS
T.P.	01/01/99	01/01/04	06/11/99	Working full-time at Providence School Department as teacher's assistant -- attends URI part time	1 ⊙	SS
V.P.	09/01/97	09/01/97	05/28/99	Working part-time as a housekeeper and working on her GED	3 ⊠	SS
A.Q.	01/01/97	01/01/02	06/17/99	Working full time as a medical receptionist at St. Joseph's Hospital	3 ⊠	JW
A.R.	11/01/96	11/01/01	05/24/99	Searching for full-time employment	3	JW
A.R.	06/01/98	06/01/03	06/01/99	Seeking employment and will return to ESL classes at ESC in the fall	2	SS

A.R.	12/01/94	12/01/99	04/01/99	Working full-time for the Providence Housing Authority	5 ☉	MA
C.R.	01/01/99	01/01/04	06/10/99	Working full time in Computer Billing at Mastro Electric	1 ☉	JW
D.R.	10/01/97	10/01/02	03/19/99	Working part-time as a Certified Nurses assistant	2	MA
E.R.	11/01/97	11/01/02	07/01/99	Working part-time for non profit; attending the Sawyer School for Travel and Tourism	2	MA
J.R.	01/01/99	01/01/04	03/11/99	Sent a second notice for progress report – working full time as a receptionist	1	SS
K.R.	12/01/95	12/01/00	04/27/99	Working part time as a sales associate for Walmart.	4 ☉	JW
L.R.	02/01/95	02/01/00	06/11/99	Working full-time for Providence Head Start and taking classes at CCRI; early childhood education	4 \$☉	SS
L.R.	06/01/99	06/01/04	05/25/99	Working full time as a Program Assistant at Manton Heights Community Center	1 ☉	JW
L.R.	10/01/97	10/01/02	06/10/99	Working full-time as a dietary aide; enrolled at CCRI part time	2 \$☉	SS
L.R.	07/01/97	07/01/02	06/08/99	Attending CCRI. Starting courses in towards major in radiology.	3	JW
M.R.	09/1/97	09/01/02	04/15/99	Completed office/clerical training and is looking for employment	2	MA
M.R.	12/01/95	12/01/00	05/07/99	Working full time for local manufacturing company	3 ☉ \$	JW
S.R.	01/01/95	01/01/00	05/20/99	Working full-time for Providence School Dept as teacher's aid and at CCRI -- Early Childhood Education.	4 \$☉	SS
V.R.	02/01/96	02/01/01	05/25/99	Working full-time as a security guard.	4	MA
D.S.	09/01/98	09/01/03	06/08/99	Currently collected unemployment	1 ☉	SS
D.S.	10/01/98	10/01/03	05/17/99	Working on GED – enrolled in Welfare to Work program	2	SS
H.S.	03/01/96	03/01/01	05/17/99	Caring for 3+ children as a Licensed Home Daycare Provider	4 ☉	JW
J.S.	12/01/95	12/01/00	05/10/99	Working full-time at her family-owned auto body repair shop	4 \$ ☉	MA
I.S.	03/01/98	03/01/03	05/12/99	Working on GED at ESC. Volunteering in Living Skills office	2	JW
N.S.	12/01/95	12/01/00	04/28/99	Working full-time at transportation company; enrolled at CCRI, section 8.	4 ☉ \$	MA
T.S.	12/01/95	12/01/00	06/03/99	Currently collecting unemployment and enrolled at CCRI part-time	3 \$☉	SS
L.T.	03/01/95	03/01/00	05/12/99	Working full-time as a program coordinator at PHA community center	4 \$	MA
L.T.	12/01/95	12/01/00	04/14/99	Enrolled in a Medical Secretary Training	4	JW
N.T.	01/01/99	01/01/04	05/07/99	Working on GED and seeking employment	1	SS
R.T.	01/01/97	01/01/02	06/12/99	Working full-time as a senior service representative	2 ☉	SS
S.T.	03/01/96	03/01/01	05/19/99	Working full-time at manufacturing facility and close to completing GED	4 ☉ \$	MA
S.T.	10/01/98	10/01/03	05/18/99	Took ESL classes at ESC - Earned home daycare license - Starting her own home daycare	1	JW
M.V.	01/01/99	01/01/04	06/10/99	Recently started working part time at Filene's Department Store - Will	1 ☉	JW

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				return to CCRI 9/99		
M.W.	02/01/96	02/01/01	03/16/99	Working full-time at AAA	4 \$	MA
L.W.	03/01/95	03/01/00	05/20/99	Working full-time as a Nurses assistant	4 ☺ \$	SS
D.W.	12/01/95	12/01/00	06/09/99	Working part-time as a lunch aid for Marriott Corp. Will to work on GED this summer.	4 ☹ \$	JW
J.Y.	04/01/99	04/01/04	06/11/99	Working part time for Doctor's office as a receptionist	1	SS
R.Z.	05/01/95	05/01/00	06/09/99	Working as an inventory clerk full-time; enrolled in CCRI for the Fall semester part-time	4\$☹	SS

This table presents "point in time data", therefore looking at the status of TANF cases over time would be a better indicator of an overall summary. However, at the time this data was recorded, the 30<sup>th</sup> of June 1999, 30 TANF cases were closed since initial enrollment, while 24 TANF cases were in the process for closure. The closed cases indicate that these individuals are in most cases working full time and do not need any assistance. The cases that are initiated for closure indicates that these individuals are working full or part time but for some reason still need some assistance. People in this transition stage must report to the PHA as their income changes.

## Community Work Experience Program (CWEP)



A CWEP participant

In March 1998, the Rhode Island Department of Human Services awarded a \$50,000 grant to the Rhode Island Association of Executive Directors for Housing to provide unpaid work experience placements for TANF recipients in public housing operations throughout the state. During the

first year of this state-funded initiative, the program was headquartered out of the Academy Avenue facility, and Providence residents were the main beneficiaries. Between 03/98 and 06/99, 28 TANF recipients were assigned employment preparation at a PHA as their TANF plan activity, and 25 of them were served in Providence. Twelve of the 28 obtained paid employment prior to 06/30 and all but one of them is a PHA resident. In four cases, the Providence Housing Authority hired the residents following completion of a CWEP, and Providence is the only housing authority in the statewide program that employed residents under this contract with DHS.

Our strong showing in the smaller scale DHS-funded effort was instrumental in our receipt of more than \$1 million dollars in United States Department of Labor Welfare to Work program funds. Programmatic activity supported by that grant is described in the following section.

## US DOL Welfare to Work Program

The PHA's programmatic alliance with the Providence/Cranston Job Training Partnership Administration dates back to 1990, when we first applied for summer youth employment program funds to initiate the PHASE program. Since then, we have been selected as a local vendor of U.S. Department of Labor funding every year. FY 99, however, marked a dramatic change in the nature of our relationship with the local private industry council and the Department of Labor.

In early spring, we were notified that an application under the federal welfare to work competitive grant program submitted by the Authority and the local JTPA had been selected for funding. This brings more than \$3 million additional training and support service dollars into the Providence area and is in addition to the nearly \$3 million the JTPA received under a formula allocation.

The Authority's role in the program is significant. Our three year contract calls for us to identify and serve a minimum of 100 TANF recipients with two or more significant barriers to employment, including a lack of English language proficiency, a lack of a high school diploma, a substance abuse problem or a

**Our three year contract calls for us to identify and serve a minimum of 100 TANF recipients with two or more significant barriers to employment, including a lack of English language proficiency, a lack of a high school diploma, a substance abuse problem or a peer work history.**

poor work history. We are able to establish public housing site based outreach and service office and increase the number of Spanish speaking case managers on the staff. We are also able to provide ABE/GED and ESL instructional services in morning, afternoon and evening sessions and at the largest family sites as well as at the Academy Avenue facility. Most important, we continue to grow our menu of work experience placements for residents, who are accessing valuable opportunities to build their skills and resumes.

Services funded under this program began 06/01/99. The following program elements will be developed over the coming year:

- Establishment of outreach/case management offices at three public housing sites (Hartford and Chad offices established in late FY 99)
- English and Spanish language recruitment and enrollment
- Comprehensive assessment, including academic and employment skills testing
- Completion of six week pre-employment program
- Skill building through community work experience placements
- Three years' case management
- On and off site ABE/GED and ESL, classroom and tutorial

**Providence Housing Authority Summer Enrichment (PHASE)**

Phase VIII (July/August 1998) once again provided an opportunity for 12 public housing youth to participate in an academic enrichment program at Brown University's A. Alfred Taubman Center and to have a summer job assisting in one of the PHA community centers. As in the adult programs, the development of SCANS skills (communication, technology, academics and interpersonal) is emphasized. The students complete individual learning projects, visit a college campus, discuss and write about current events and make use of the resources of the Brown campus during the seven week program.

**The students complete individual learning projects, visit a college campus, discuss and write about current events...**



PHASE 98 Students

**Department Expenditures and Funding Sources**

PHA Operating Budget	\$106,556	35%
HUD FIC Grant	\$ 90,985	31%
DHS Grant	\$ 50,999	17%
JTPA Grants	\$ 31,000	11%
RIDE Grant	\$ 20,000	6%
<b>TOTALFY99:</b>	<b>\$298,541</b>	

# Director's Summary

The Finance and Accounting Department consists of nine employees who are responsible for budgeting, accounting and investing the Authority's funds. In FY 1999, the department processed more than \$36.4 million in funding from various sources including federal, state and city grants. The Finance and Accounting staff also conducted an authority-wide annual inventory of fixed assets; ordered, purchased and distributed supplies; issued \$17.3 million in housing assistance checks to Section 8 property owners; processed 13,520 payroll checks for 260 full and part-time employees, and wrote 4,046 accounts payable checks for 9,620 invoices. Over the past year, the department has been in the process of significant change with the implementation of a new AS400 computer system.



*Director of the Department of Finance and Accounting giving a budget presentation to fellow PHA employees.*

A temporary position was added to provide assistance during the system conversion, which proved to be invaluable in redistributing the workload between staff members.

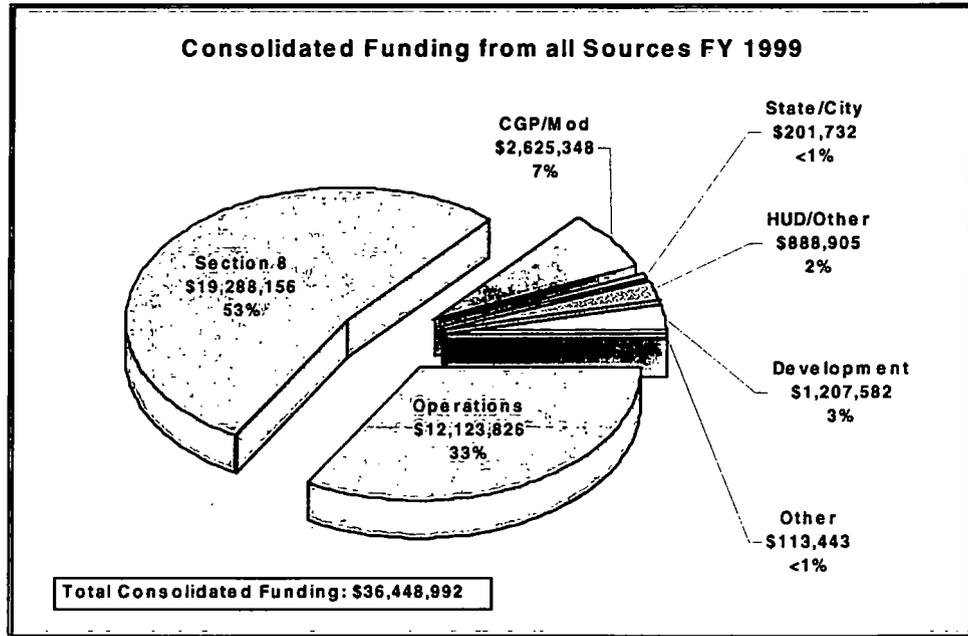
## **FY 1999 Funding (All Budgets)**

The PHA administered \$36.4 million in funding in FY 1999, \$2.8 million (7%) less than FY 1998 and \$4.5 million (11%) less than FY 1995. This reduction is primarily due to the completion of our scattered site housing program and a smaller allocation for modernization.

Funding is received from several sources. Our primary source is the U. S. Department of Housing and Urban Development through the *Annual Operating Budget* totaling \$12.1 million, including a federal operating subsidy of \$6.86 million. Included in the operating subsidy allocation is \$253,569 of unfunded FY 1997 subsidy and \$172,552 for a FY 1998 prior-year adjustment. The Annual Operating Budget comprises only 33% of the total funding we manage. The PHA's Consolidated Budget consists of several programmatic budgets. Other funds managed by the PHA include: Section 8 (\$19.2 million), Comprehensive Grant (Modernization) Program (\$2.6 million), Development (Scattered Site) Program (\$1.2 million), and approximately \$1.2 million in other federal, state and local grants. This funding represents only those funds actually processed by the PHA and does not represent the aggregate amount of grants received. [See tables at end of this section for a complete breakdown of all budgets.]

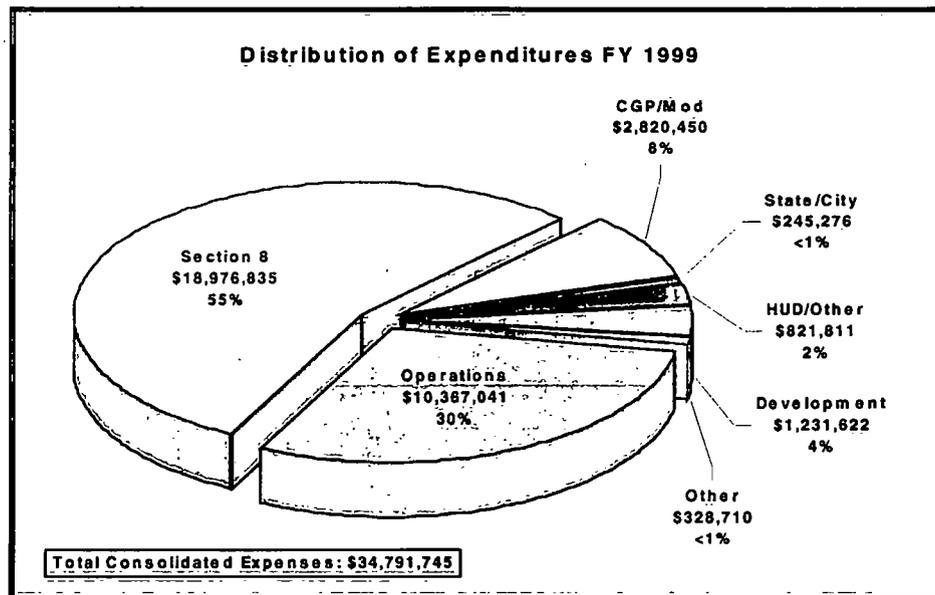
Department of Finance and Accounting

**FIGURE I**  
**Consolidated Funding from all Sources FY 1999**



Income exceeded expenses by \$1.65 million in FY 1999 primarily due to surpluses in the Operating and Section 8 budgets. While several of the programmatic budgets were in deficit at the end of the fiscal year, these budgets will be balanced once drawdowns from appropriate funding agencies are received. Expenditures by budget category are as follows: Operations (\$10.3 million), Section 8 (\$18.9 million), Comprehensive Grant Program/Modernization (\$2.8 million), Development (\$1.2 million), other HUD programs (\$0.8 million), and other federal, State and local funding (\$0.57 million). Consolidated Budget income exceeded expenses by \$1,657,248 primarily due to a surplus in our operating budget. In FY 1999 consolidated expenses totaled \$34,791,745. Section 8 and Operations expenditures comprise 85% percent of all expenditures. Figure II below shows the break down of these costs.

**FIGURE II**  
**Distribution of Expenditures FY 1999**



## Annual Operating Budget

After adjusting for year-end credits from the Section 8 program, the PHA had an operating surplus of \$1,756,786 exceeding the projected surplus by \$166,492. The cumulative operating reserve now stands at \$4,294,504, a 69 percent increase from the previous year's reserve of \$2,533,933. Part of the surplus includes \$93,000 received from the refinancing of 11-bonds. This past fiscal year was the first year in several years that we received 100 percent of eligible operating subsidy. The previous two years subsidy was allocated at less than 100 percent, which resulted in the authority losing approximately \$521,879 (see table I for details). This clearly indicates the impact of receiving full subsidy on our financial situation.

**TABLE I Operating Subsidy Loss FY 1995-1999**

	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999
100% Funding	\$5,040,950	\$5,627,723	\$5,998,251	\$6,374,329	\$6,441,426
Less Unfunded Proration	(\$252,047)	(\$225,109)	(\$650,937)	(\$309,966)	0
Adjusted Subsidy Due to Proration	\$4,788,903	\$5,402,614	\$5,347,314	\$6,064,363	\$6,441,426
Percent Funded	95%	96%	89%	95%	100%
Prior Year Adjustment	\$208,505	0	(\$203,163)	(\$142,436)	\$426,121
Subsidy Received	\$4,997,408	\$5,402,614	\$5,144,151	\$5,921,927	\$6,867,547

## Operating Income

### Operating Receipts

Operating receipts from rental income and the HUD subsidy totaled \$12,123,826 in FY 1999, an increase of \$164,410 from the budgeted amount of \$11,959,416. Two of the four line items comprising this category were under budget for the year. Of the two items, Rental Income incurred the largest variance of \$43,171. The deficit was mainly the result of the PHA not achieving planned occupancy levels. Occupancy levels have been a serious problem over the last two years for two reasons. First, many of our efficiencies are difficult to market. Two, there were an inordinate number of unit turnovers this past year. Vacant units do not collect rent. Still the variance could have been greater if it were not for the actual rental PUM (per unit month) being higher than budgeted. As in previous years the deficit in rental income was more than offset by the \$93,000 received from the refinancing of 11-b bonds for Maplewood Terrace.

For the first time in the last 3 years the PHA received its entire eligible operating subsidy. The subsidy comprised 57 percent of all operating receipts in FY 1999.

### Other Operating Income

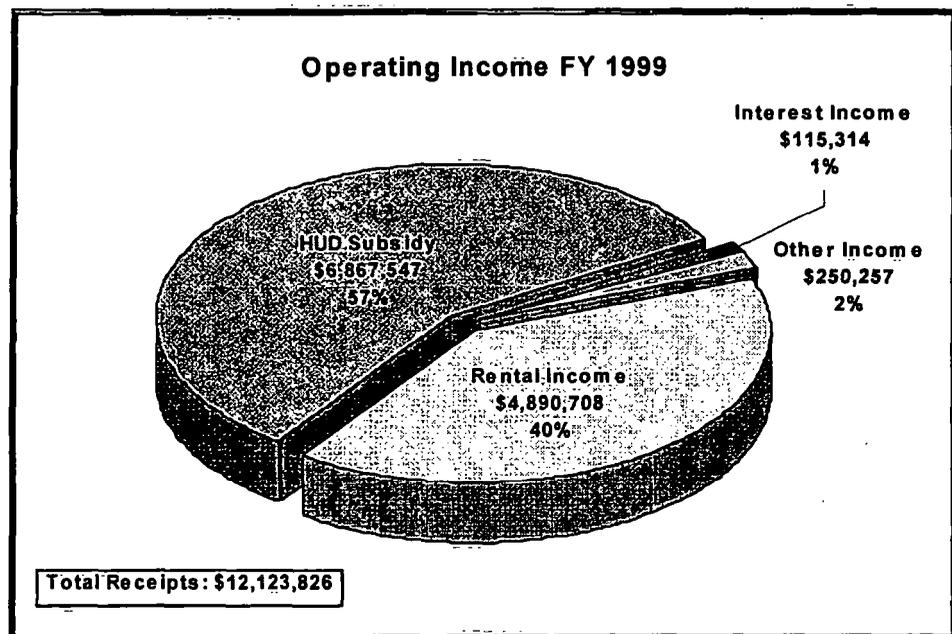
Income from investments and other income (space rentals, vending and laundry machines) totaled \$365,571. Interest Income accounted for 32 percent or \$115,314 of the total. The remaining \$250,257 was income derived from bond refinancing (\$93,000), Comp Grant receivable (\$91,293), and tenant charges (\$57,291) with the remainder from space rentals, vending and laundry machines. However, total other operating income represents a 29 percent decline

(\$105,565) from the previous year. The decrease is attributed mainly to bond refinancing. In 1998 the PHA received \$299,911 which included payments for more than one fiscal year plus interest, as compared to \$93,000 in 1999.

**TABLE II**  
*Budgeted vs. Actual Income*

<i>Budgeted vs. Actual Income</i>				
Category	Budgeted	Actual	Difference from Budgeted	
Rental Income	\$4,933,879	\$4,890,708	(\$43,171)	(<1%)
HUD Subsidy	\$6,867,547	\$6,867,547	0	0
Interest Income	\$86,765	\$115,314	\$28,549	33%
Other Income	\$68,225	\$250,257	\$182,032	267%

**FIGURE III**  
*Operating Income FY 1999*



**Operating Expenses**

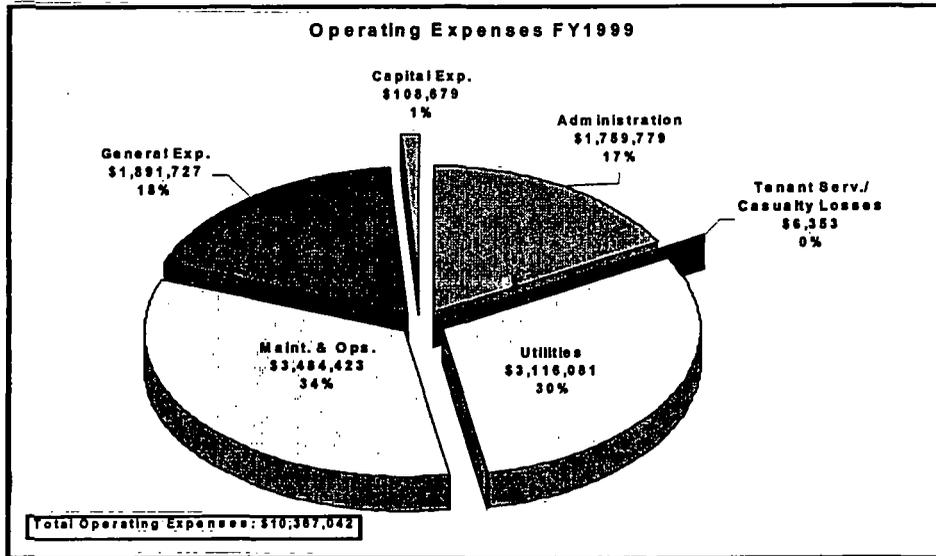
Operating expenditures totaled \$10,367,040 in FY 1999, which was \$2,082 less than was budgeted. Operating expenditures consist of six budget categories: Administration, Utilities, Maintenance, Tenant Services, General Expenses, and Capital Improvements. Table III compares the budgeted to the actual spending.

**TABLE III**  
*Budgeted vs. Actual Expenses*

<i>Budgeted vs. Actual Expenses</i>				
Category	Budgeted	Actual	Difference from Budgeted	
Administration	\$1,770,867	\$1,759,779	(\$11,088)	(<1%)
Utility	\$3,309,509	\$3,116,080	(\$193,429)	(6%)
Maintenance	\$3,332,857	\$3,484,423	\$151,566	4.5%
General	\$1,925,685	\$1,891,727	(\$33,958)	(1.7%)

The largest operating expenditure was Maintenance which consumed 34 percent (\$3.4million) of all operating expenditures. The next largest expenditure was for

Utilities at \$3.1 million, or 30 percent of the budget. The other expenditures were: General Expense \$1.8 million (18 percent), Administration \$1.7 million (17 percent) and Tenant Services and Capital Improvement Expenses totaling \$114,708 (less than two percent of total expenses). Most of the cost for Tenant Services is funded through various grant programs, such as Public Housing Drug Elimination, Family Investment Center, and Supportive Services grants. Capital Improvements are almost entirely funded through the Comprehensive Grant Program (see Figure IV below for this year's operating expenses).



**FIGURE IV**

**Operating Expenses FY 1999**

**Administrative Expenses**

Administrative expenses totaled \$1,759,779, or 17 percent of aggregate operating expenditures in FY 1999. As a result of credits from the Section 8 program, there was a slight variance between actual and budgeted. The total amount is 9.1% (\$147,270) greater than FY 1998. 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% (\$1.4 million) of the entire category, (an increase of 7.1%, \$99,042, from the previous year). Although the aggregate amount of spending was within budget, credits from the Section 8 program had to be applied to several categories to bring them within spending limitations. Legal, Auditing Fees and Telephone fees were all within budget. The remaining two items, Travel and Sundry expenditures were under budget by a combined total of \$9,807. There were no significant increases to any line item when compared to the previous year (see next page Figure V for details).

**Budgeted vs. Actual Administrative Expenses**

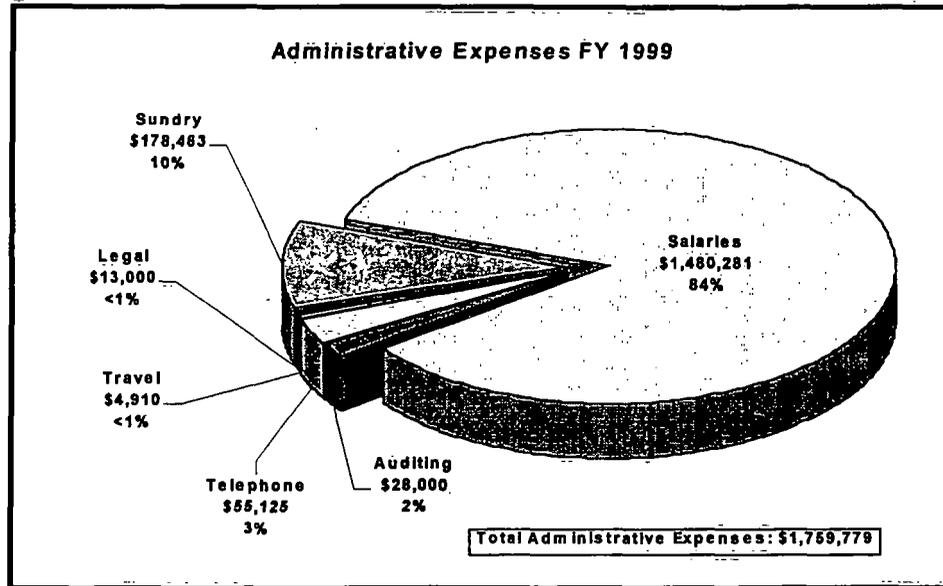
Category	Budgeted	Actual	Difference from Budgeted	
Admin Salaries	\$1,481,562	\$1,480,281	(\$1,281)	(<1%)
Legal	\$13,000	\$13,000	0	0
Travel	\$11,000	\$4,910	(\$6,090)	(55%)
Audit/Accounting	\$28,000	\$28,000	0	0
Sundry	\$237,305	\$233,588	(\$3,717)	(1.6%)

**TABLE IV**

**Budgeted vs. Actual Administrative Expenses**

**FIGURE V**

**Administrative Expenses  
FY 1999**



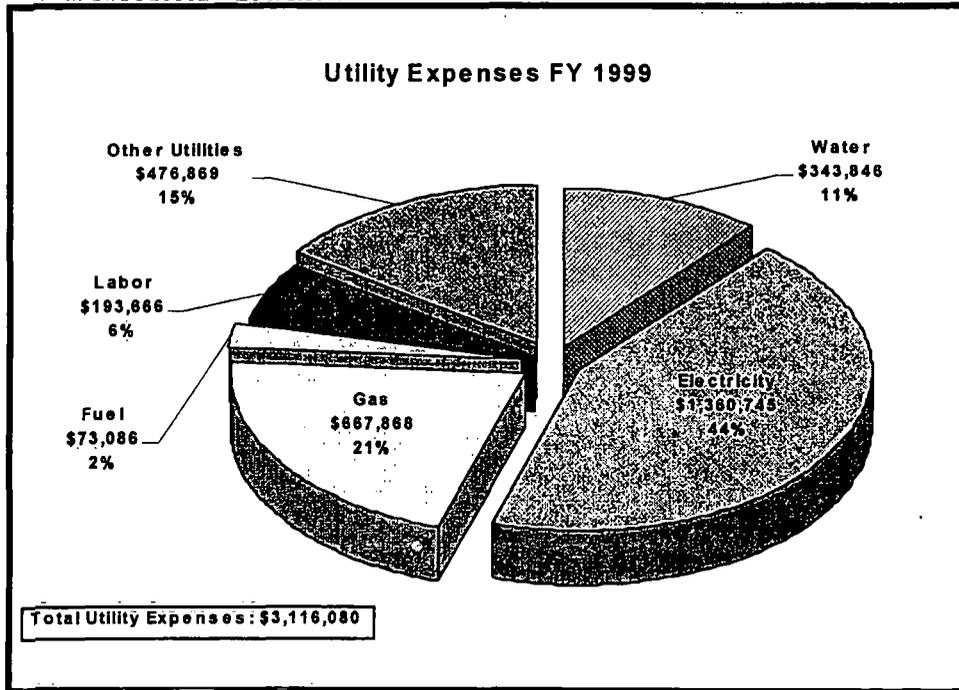
**Utilities**

Utility costs are the second largest expense category in the annual operating budget. They comprise 30 percent of the budget at \$3,116,080. Utility costs were 5.8 percent under budget and 2.5 percent less than FY 1998. 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 \$1.36 million, or 44 percent of the utility budget. This was \$54,040 more than budgeted but only 1.4 percent greater than last year's budget. Gas was the second largest expenditure at 21 percent or \$667,868 of total cost. It appears we are finally realizing cost savings in this line item as a result of purchasing gas directly from third party vendors. This resulted in 12.3 percent saving from the prior year. Also, our expenditures for fuel oil continues to decrease due to the dual capabilities of our boilers. The decrease this year was 21 percent less than last year. As in previous years the PHA continues to make improvements on existing systems. This year contracts totaling \$56,103 were awarded to mechanically descale and retube three Cleaver Brooks boilers at Admiral Terrace and Hartford Park. Also new systems controls were installed as well as energy efficient light bulbs at some of the sites.

**TABLE V**  
**Budgeted vs.**  
**Actual Expenses**  
**Utilities**

<b>Budgeted vs. Actual Expenses Utilities</b>				
<b>Category</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Difference from Budgeted</b>	
Electricity	\$1,306,705	\$1,360,745	\$54,040	4.1%
Gas	\$527,176	\$667,868	\$140,692	26.7%
Water	\$485,864	\$343,846	(\$142,018)	(29%)
Sewer	\$469,879	\$395,619	(\$74,260)	(15.8)
Fuel Oil	\$359,427	\$73,086	(\$286,341)	(79%)
Labor	\$160,458	\$193,666	\$33,208	21
Other Utilities	0	\$81,250	\$81,250	



**FIGURE VI**

**Utility Expenses  
FY 1999**

**General Expenses**

General expenses totaled \$1,891,727 in FY 1999, \$33,958 less than budgeted. This amount also represents a slight increase of less than 1.0 percent from FY 1998. There are five general expense budget categories: Insurance, Employee Benefits, PILOT (payments in lieu of taxes), Terminal Leave Payments, and Collection Losses.

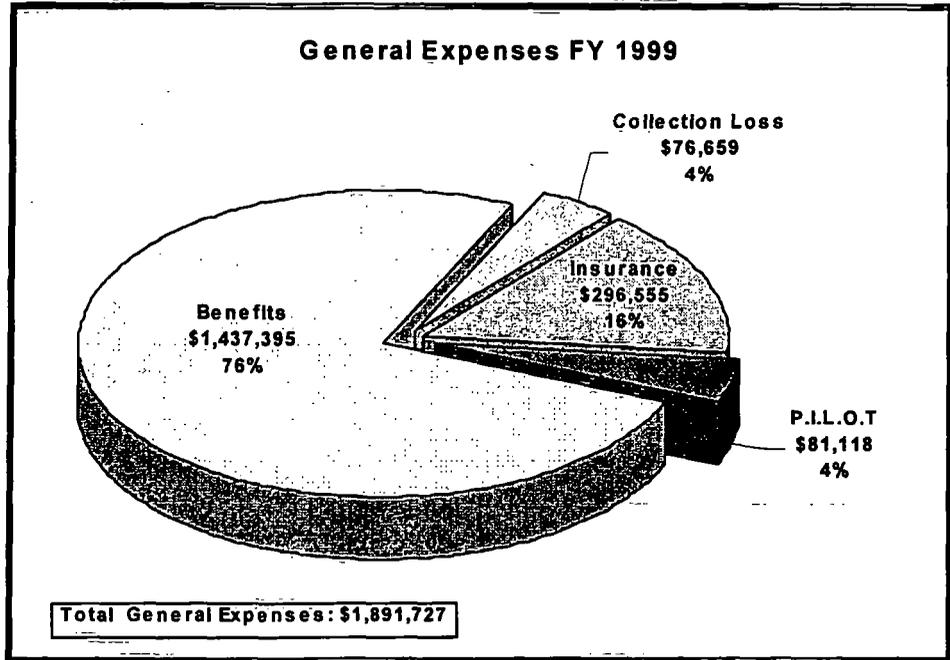
By far the largest expenditure in this budget category is Employee Benefits, which comprised 76 percent (\$1.437 million) of general expenses. This was 3.3 percent less than budgeted and 2.6 percent less than last year's cost. Insurance, the second largest expenditure was also 4 percent less than budget. The decrease is attributed to several factors, including savings in Workers Compensation coverage (\$20,623), and also savings in General Liability coverage totaling \$8,175. In addition, Travelers Insurance Company reimbursed the PHA \$67,480 for misclassification of employee codes during the early 1990's. This was the result of an audit performed by an independent firm charging a percentage of the premium recovered. The remaining categories have remained stable or experienced moderate increases over the last year.

<b>Budgeted vs. Actual Expenses General Expenses</b>				
<b>Category</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Difference from Budgeted</b>	
Insurance	\$308,599	\$296,555	(\$12,044)	(4%)
PILOT	\$80,291	\$81,118	\$827	1.0%
Collection Losses	\$35,000	\$76,659	\$41,659	119%
T/L Payments	\$15,000	0	(\$15,000)	
Employee Benefits	\$1,486,795	\$1,437,395	(\$49,400)	(3.3%)

**TABLE VI**  
**Budgeted vs. Actual Expenses General Expenses**

**FIGURE VII**

**General Expenses  
FY 1999**



**Ordinary Maintenance and Operations**

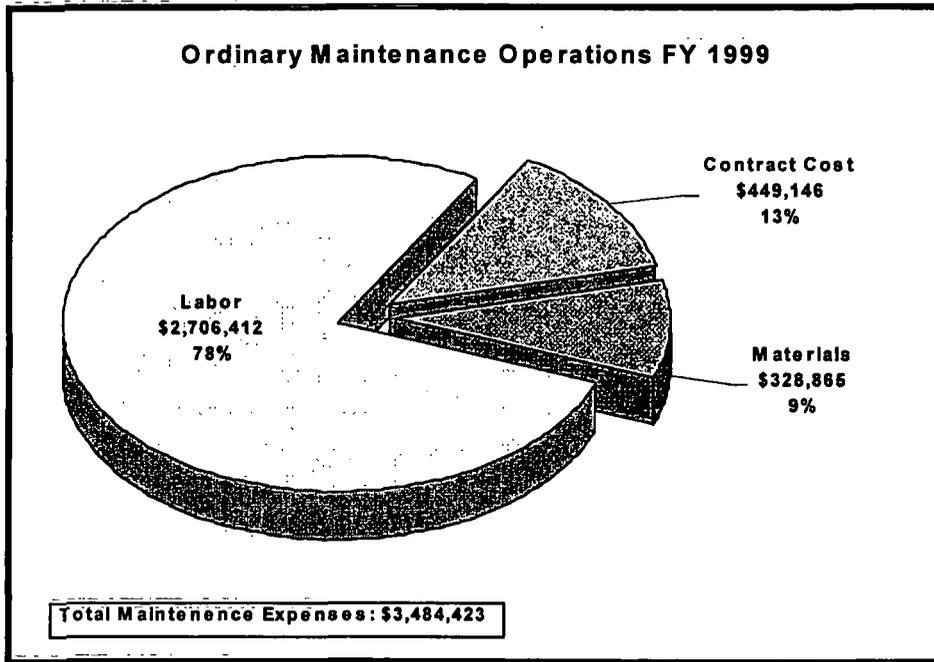
Maintenance expenses totaled \$3,484,423 in FY 1999, \$151,566 (4.5%) more than budgeted, and 10.5 percent more than last year. The Maintenance budget has three categories: Labor, Materials, and Contract Costs. The largest budget category is Labor comprising 78 percent of the budget at \$2.7 million. This was 6.5 percent more than budgeted and also 13.5 percent more than last year. Once again, the high labor cost is attributed to several factors, including the need to prepare vacated units for occupancy and to preserve the integrity of the present housing stock.

There has been an extraordinary number of vacated units this past year, and unbudgeted painters and carpenters were hired to assist in preparing units. Further, the authority subcontracted with paint contractors (\$92,700) to hasten the unit turnaround process. The materials budget was 9.1 percent less than budgeted and also 6 percent less than FY 1998. The decrease is attributable to several factors including the hiring of a purchasing agent and an inventory control manager. Inventory Control, Purchasing and Facilities Management are now working to standardize products used throughout the Authority. This has resulted in better purchasing procedures and greater control over the distribution of supplies. Contract Costs were 9.4 percent more than budgeted and also 14.5 percent more than FY 1998 (see Figure VIII for an illustrated breakdown of maintenance costs).

**TABLE VII**

**Budgeted vs.  
Actual  
Expenses  
Maintenance**

<i>Budgeted vs. Actual Expenses Maintenance</i>				
Category	Budgeted	Actual	Difference from Budgeted	
Labor	\$2,537,976	\$2,706,412	168,436	6.6
Materials	\$494,498	\$449,146	(45,352)	(9.2)
Contract Costs	\$300,473	\$328,865	28,392	9.4



**FIGURE VIII**

Ordinary Maintenance Operations FY 1999

**Section 8 Reserves**

Like many housing authorities, the PHA uses Section 8 reserves to increase our overall operating reserve. Over the last three years, slightly more than \$1.5 million in Section 8 reserves were used to defray public housing program costs, or to increase our operating reserve. Section 8 administrative fees are fees we earn for administering the Section 8 Program. Program costs have, for some time, been less than the fees earned and result in a surplus beyond our costs to operate the program. The surplus after expenses are added to our public housing program income.

**TABLE VIII**

Section 8 Fees Earned FY 1997-1999

Section 8 Fees Earned FY 1997-1999			
Fiscal Year	Admin. Fees Earned	Charges	Surplus
1997	\$1,289,130	\$644,910	\$644,220
1998	\$1,407,801	\$902,618	\$505,183
1999	\$1,504,628	\$1,091,039	\$413,589

**Five Year Budget Analysis  
FY 1995-1999**

**Annual Operating Budget**

This is the first year in five years that operating subsidies have been appropriated at 100 percent. As a result, the trend has been toward reducing *Operating Expenses* and increasing *Operating Income*. The PHA has accomplished this objective in four of the last five years by realizing a total surplus of \$4,294,504. FY 1997 was the only year that we failed to achieve this objective. For the third year in a row, the PHA attained an "A" grade in the PHMAP financial indicator which is quite an accomplishment considering that HUD has underfunded operations by \$1.4 million since 1993. Had we been funded at 100 percent of eligible operating subsidy during this period, the surplus would now be in excess

of \$5.5 million and a passing grade in the financial indicator would have been achieved much sooner. Since FY 1995 *Operating Income* increased by 29.5 percent while *Operating Expenses* increased 15.9 percent. In FY 1999, *Operating Income* increased by 11.1 percent while *Operating Expenses* increased by 3.1 percent (refer to Table IX for the five-year analysis).

**TABLE IX Operating Expenses vs. Operating Income FY 1995-1999**

Fiscal Year	Total Operating Income	Percent Change	Total Operating Expenses	Percent Change	Surplus/ (Deficit)
1995	\$9,362,902	+5.0%	\$8,845,156	+0.0%	\$517,746
1996	\$9,875,313	+5.47%	\$9,121,374	+3.1%	\$753,939
1997	\$9,716,802	-1.61%	\$9,884,542	+8.4%	(\$167,740)
1998	\$10,907,515	12.25%	\$9,955,308	<1%	\$952,207
1999	\$12,123,826	11.1%	\$10,258,112	+3.1%	\$1,756,786
<b>Operating Income FY 1995-1999: +29.5%</b>			<b>Operating Expenses FY 1995-1999: +15.9%</b>		

**Operating Reserve**

The *operating reserve* has increased steadily four of the last five years. In FY 1995 the operating reserve was \$994,967; in FY 1999 it was \$4,294,504. There was a 69.5 percent increase (\$1,760,571) from FY 1998 to FY 1999 (see Table X below).

**TABLE X  
Operating Reserves**

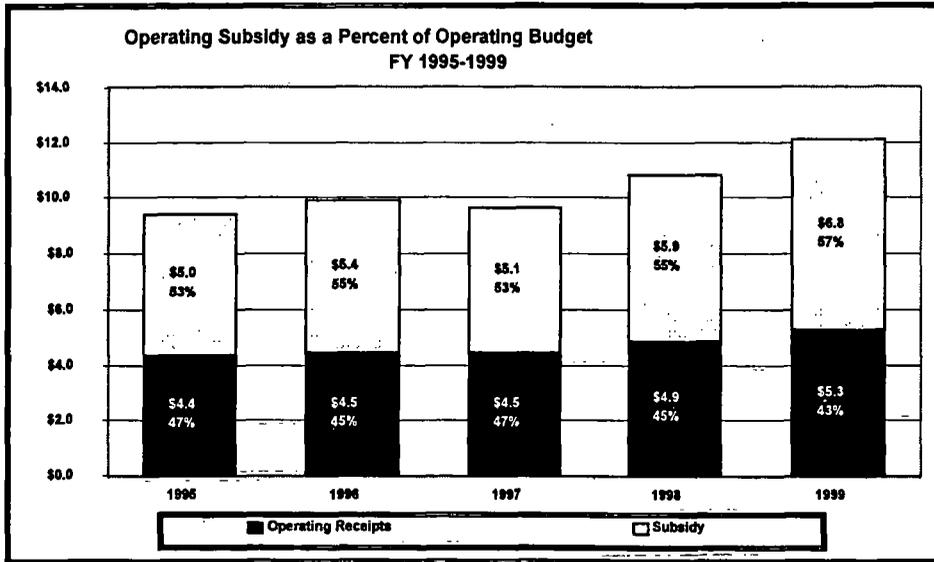
Operating Reserves				
FY 1995	FY 1998	FY 1999	FY 1998 - 1999 Rate of Change	FY 1995 - 1998 Rate of Change
\$994,967	\$2,533,933	\$4,294,504	69.5%	+ 332%

**Operating Income**

*Operating Receipts* (rental income, earned interest, and other operating receipts), other than the HUD annual subsidy, increased 20.6 percent (4.1 percent annually), since FY 1995. *Operating Receipts* increased 5.4 percent from FY 1998 to FY 1999. The annual HUD subsidy increased 37.4 percent (7.5 percent annually), since FY 1995 and by 15.9 percent (\$945,620) from FY 1998 to FY 1999 (see Table XI and Figure IX below for details).

**TABLE XI  
Change in Operating Receipts & HUD Subsidy**

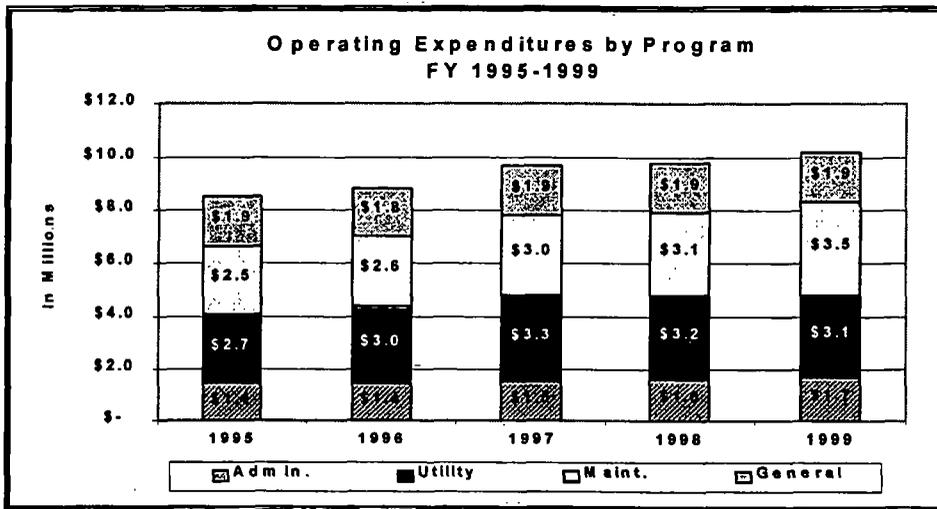
Change in Operating Receipts & HUD Subsidy			
	FY 1998 - 1999	FY 1995 - 1999	Annual
Operating Receipts	5.4%	20.4%	4.1%
Operating Subsidy (HUD)	8.7%	37.4%	7.5%
<b>Total Operating Income</b>	<b>11.2%</b>	<b>29.4%</b>	<b>5.9%</b>



**FIGURE IX**  
Operating Subsidy as Percent of Operating Budget FY 1995-1999

### Operating Expenses

Total Operating Expenses increased by 15.9 percent since FY 1995 at an annual rate of 3.1 percent. Operating expenses increased 3.1 percent from last fiscal year. The four major categories of operating expenses (Administration, Utilities, Maintenance, and General Expenses) have remained at the same percentage of budget since FY 1995 (see Table XII and Figure X).



**FIGURE X**  
Operating Expenditures by Program FY 1995-1999

Percent Change in Operating Expenses FY 1995-1999			
Budget Category	FY 95-99	Annual (+/-)	FY 98 - 99
Administrative	23.1%	4.6%	9.1%
Utilities	15.0%	3.0%	-2.5%
Ordinary Maintenance	40.0%	8.0%	10.6%
General Expenses	-2.0%	-0.4%	0.1%
<b>Total Operating Expenses</b>	<b>15.9%</b>	<b>3.1</b>	<b>3.4%</b>

**TABLE XII**  
Percent Change in Operating Expenses FY 1995-1999

### ***Administrative Expenses***

*Administrative expenses* increased by 23.1 percent since FY 1995, an annual average increase of 4.6 percent. There was a 9.1 percent increase from FY 1998. The greatest increase was in Administrative Salaries. This was the result of the normal 3 percent annual pay raise in addition to step increases for certain salaried and hourly positions.

### ***Utility Expenses***

*Utility expenses* increased by 15 percent since FY 1995, an annual average increase of 3 percent. There was a 2.5 percent decrease from FY 1998. Adjusted for occupancy there has been a decrease in consumption, but rate increases have cancelled out any savings attributed to energy conservation steps taken by the Authority. The PHA has undertaken several major conservation projects to reduce energy consumption. Since deregulation of utilities by state lawmakers, the PHA has aggressively pursued competitive bids from third party vendors.

### ***Maintenance Expenses***

*Maintenance expenses* increased 40.0 percent since FY 1995, an annual average of 8 percent. The rate of increase from FY 1998 to FY 1999 was 10.6 percent. There are various contributing factors to the increase, including a high number of vacant units that had to be turned over for occupancy. Additional carpenters and painters were hired to help alleviate this problem. At the same time, the number of PHA owned scattered site units continue to increase. It is typically more expensive to maintain these units than it is to maintain conventional housing. There also has been a major effort to improve the landscaping and grounds throughout the Authority. Approximately \$50,000 was expended this year not only on landscaping supplies, but also on upgrading the landscaping equipment.

### ***General Expenses***

*General expenses* have decreased by 2 percent over the last five years, an average decrease of 0.4 percent. FY 1999 costs increased by 0.1 percent over last year primarily due to slight increases in Collection Losses, P.I.L.O.T (Payment in Lieu of Taxes) and Insurance.

### ***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, such as PHDEP and Comp Grant.

### ***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 to Table XIII for details).

**TABLE XIII PUM Costs: Income & Expenses**

Budget Category	FY 1999	FY 1998	Percent Change	FY 1995	FY 95-99 Change	Annual Average
<b>Total Operating Income</b>	<b>\$385.62</b>	<b>\$347.99</b>	<b>10.8%</b>	<b>\$303.93</b>	<b>26.9%</b>	<b>5.3%</b>
Operating Receipts	\$167.19	\$159.06	5.1%	\$141.71	18.0%	3.6%
HUD Subsidy	\$218.43	\$188.93	15.61%	\$162.22	34.7%	6.9%
<b>Total Operating Expenses</b>	<b>\$329.74</b>	<b>\$317.59</b>	<b>3.8%</b>	<b>\$287.16</b>	<b>14.8%</b>	<b>2.9%</b>
Administration	\$55.97	\$51.44	8.8%	\$46.45	20.4%	4.0%
Utilities	\$99.11	\$102.00	-2.8%	\$87.95	12.7%	2.5%
Maintenance	\$110.83	\$100.51	10.2%	\$85.53	29.6%	5.9%
General Expenses	\$60.17	\$59.99	0.3%	\$58.23	3.3%	<1.0%

**TABLE XIV Providence Housing Authority 1999 Income and Expense Report**

Acct #	Description	Operations	Sect. 8	Mod	CGP	Development	HUD / Other	State / City	Other	Grand Total
<b>Income from Operations</b>										
3110	Dwelling Rents	4,890,708.16	0.00	0.00	0.00	0:00	0:00	0.00	0.00	4,890,708.16
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	115,313.63	94,817.00	0:00	0:00	0:00	0:00	0:00	0:00	210,130.63
3690	Other Op. Receipts	250,257.43	0.00	0:00	0:00	0:00	0:00	0:00	0:00	250,257.43
<b>Total Operating Receipts</b>		<b>5,256,279.22</b>	<b>94,817.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>5,351,096.22</b>
<b>HUD Contributions:</b>										
8020	Operating Subsidy	6,867,547.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6,867,547.00
8029	HUD Grants	0.00	0:00	0.00	2,625,347.92	1,207,582.77	888,905.29	0.00	0.00	4,721,835.48
	HAP Receipts Rental Housing	0.00	19,193,339.00	0.00	0.00	0.00	0.00	0.00	0.00	19,193,339.00
<b>Total Subsidy</b>		<b>6,867,547.00</b>	<b>19,193,339.00</b>	<b>0.00</b>	<b>2,625,347.92</b>	<b>1,207,582.27</b>	<b>888,905.29</b>	<b>0.00</b>	<b>0.00</b>	<b>30,782,721.48</b>
<b>City &amp; State Grants:</b>										
	State Grants	0.00	0.00	0.00	0.00	0:00	0:00	201,732.30	0.00	201,732.30
	City Grants	0.00	0.00	0.00	0.0	0:00	0:00	0.00	113,442.74	113,442.74
<b>Total Grants</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>201,732.30</b>	<b>113,442.74</b>	<b>315,175.04</b>
<b>Total Operating Receipts:</b>		<b>12,123,826.22</b>	<b>19,288,156.00</b>	<b>0.00</b>	<b>2,625,347.92</b>	<b>1,207,582.27</b>	<b>888,905.29</b>	<b>201,732.30</b>	<b>113,442.74</b>	<b>36,448,992.74</b>

TABLE XV Operating Expenses FY 1999

Acct #	Description	Operations	Sect. 8	Mod	CGP	Dev.	HUD / Other	State / City	Other	Grand Total
<b>Administration:</b>										
4110	Administrative Salaries	1,480,280.80	826,124.45	0.00	481,234.51	17,514.10	94,755.80	12,960.31	145,128.11	3,057,998.08
4130	Legal Expense	13,000.00	8,000.00	0.00	1,012.64	0.00	0.00	0.00	0.00	22,012.64
4140	Staff Training	0.00	3,691.73	0.00	30,198.11	0.00	0.00	0.00	0.00	33,889.84
4150	Travel	4,909.89	0.00	0.00	0.00	0.00	0.00	0.00	11.47	4,921.36
4170	Acc. & Auditing	28,000.00	14,457.00	0.00	0.00	0.00	0.00	0.00	0.00	42,457.00
4180	Telephone	55,125.00	43,651.40	0.00	0.00	0.00	1,962.08	0.00	0.00	100,738.48
4190	Sundry	178,462.87	144,254.92	0.00	64,165.62	44.00	139.60	-228.31	14,564.40	401,403.10
<b>Total Admin. Expense</b>		<b>1,759,778.56</b>	<b>1,040,179.50</b>	<b>0.00</b>	<b>576,610.88</b>	<b>17,558.10</b>	<b>96,857.48</b>	<b>12,732.00</b>	<b>159,703.98</b>	<b>3,663,420.50</b>
<b>Tenant Services:</b>										
4210	Salaries	0.00	0.00	0.00	32,864.05	0.00	428,048.10	42,900.86	4,661.30	508,474.31
4220	Recreation, Pub, Other	6,102.63	0.00	0.00	5,373.03	0.00	39,893.83	5,954.17	2,034.72	59,358.38
4230	Contract Costs, Train.	0.00	0.00	0.00	0.00	0.00	86,057.66	33,455.32	42,239.81	161,752.79
<b>Total Tenant Expense</b>		<b>6,102.63</b>	<b>0.00</b>	<b>0.00</b>	<b>38,237.08</b>	<b>0.00</b>	<b>553,999.59</b>	<b>82,310.35</b>	<b>48,935.83</b>	<b>729,585.48</b>
<b>Utilities:</b>										
4310	Water	343,845.85	0.00	0.00	0.00	0.00	0.00	0.00	0.00	343,845.85
4320	Electricity	1,360,744.65	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,362,462.36
4330	Gas	667,867.93	0.00	0.00	0.00	0.00	1,717.71	0.00	0.00	669,345.70
4340	Fuel	73,086.29	0.00	0.00	0.00	0.00	1,477.77	0.00	0.00	73,066.29
4350	Labor	193,666.48	0.00	0.00	0.00	0.00	0.00	0.00	0.00	193,666.48
4390	Other Utilities	476,869.48	0.00	0.00	0.00	0.00	0.00	0.00	0.00	476,869.48
<b>Total Utility Expense</b>		<b>3,116,080.68</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>3,195.48</b>	<b>0.00</b>	<b>0.00</b>	<b>3,119,275.80</b>
<b>Ord. Maintenance &amp; Operations:</b>										
4410	Labor	2,706,412.12	25,618.17	0.00	1,921.86	0.00	0.00	0.00	0.00	2,733,952.15
4420	Materials	449,145.96	0.00	0.00	0.00	0.00	0.00	0.00	0.00	449,145.96
4430	Contract Costs	328,864.56	117,512.90	0.00	0.00	0.00	0.00	0.00	2,500.00	445,877.46
<b>Total Maintenance Expense</b>		<b>3,484,422.64</b>	<b>143,131.07</b>	<b>0.00</b>	<b>1,921.86</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2,500.00</b>	<b>3,808,372.57</b>
<b>Protective Services:</b>										
4460	Prot. Service Labor	0.00	28,391.56	0.00	114,198.06	0.00	0.00	109,339.69	48,873.64	300,802.95
4470	Prot. Service Material	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4480	Contract Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Security</b>		<b>0.00</b>	<b>28,391.56</b>	<b>0.00</b>	<b>114,198.06</b>	<b>0.00</b>	<b>0.00</b>	<b>109,339.69</b>	<b>48,873.64</b>	<b>300,802.95</b>

TABLE XVI General Expenses/Nonroutine Maintenance/Other Expenses FY 1999

Acct #	Description	Operations	Sect. 8	Mod	CGP	Dev.	HUD / Other	State / City	Other	Grand Total
<b>General Expenses:</b>										
4510	Insurance	296,554.96	0.00	0:00	0.00	0.00	2,804.75	1,850.05	0.00	301,209.76
4520	P.I.L.O.T.	81,118.46	0.00	0:00	0.00	0.00	0.00	0.00	0.00	81,118.46
4530	Terminal Leave Payments	0.00	0.00	0:00	0.00	0.00	0.00	0.00	0.00	0.00
4540	Employee Benefit Cont.	1,437,394.57	278,169.99	0.00	219,391.97	7,005.64	164,953.42	39,044.16	68,696.44	2,214,656.19
4570	Collection Losses	76,658.80	0.00	0:00	0.00	0.00	0.00	0.00	0.00	76,658.80
<b>Total Routine Expenses</b>		<b>1,891,726.79</b>	<b>278,169.99</b>	<b>0.00</b>	<b>219,391.97</b>	<b>7,005.64</b>	<b>167,758.17</b>	<b>40,894.21</b>	<b>68,696.44</b>	<b>2,673,643.21</b>
<b>Nonroutine Maintenance:</b>										
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	250.24	0.00	0:00	0.00	0.00	0.00	0.00	0.00	250.24
<b>Total Non-Routine Exp.</b>		<b>250.24</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>250.24</b>
<b>Other Expenses:</b>										
	HAP Payments	0.00	17,379,242.00	0.00	0.00	0.00	0.00	0.00	0.00	17,379,242.00
	Other Payments	0.00	92,965.00	0.00	0.00	0.00	0.00	0.00	0.00	92,965.00
<b>Total Other Expenses</b>		<b>0.00</b>	<b>17,472,207.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>17,472,207.00</b>
<b>TOTAL OPERATING EXPENSES:</b>		<b>10,258,361.54</b>	<b>18,962,079.12</b>	<b>0.00</b>	<b>950,359.85</b>	<b>24,563.74</b>	<b>821,810.72</b>	<b>245,276.25</b>	<b>328,709.89</b>	<b>31,371,938.69</b>

**TABLE XVII Capital Expenditures and Prior Year Adjustments FY 1999**

Acct #	Description	Operations	Sec8	Mod	CGP	Dev.	HUD / Other	State / City	Other	Grand Total
<b>Capital Expenditures:</b>										
7520	Repl. Non Des/Equipment	89,908.75	0.00	0.00	288,592.81	0.00	0.00	0.00	0.00	378,501.56
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	18,770.31	0.00	0.00	1,581,497.15	1,207,058.07	0.00	0.00	0.00	2,807,325.53
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
<b>Total Capital Expenditure</b>		<b>108,679.06</b>	<b>0.00</b>	<b>0.00</b>	<b>1,870,089.96</b>	<b>1,207,058.07</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>3,185,827.09</b>
<b>TOTAL OPERATING EXP. CURRENT YEAR:</b>		<b>10,367,040.60</b>	<b>18,976,834.94</b>	<b>0.00</b>	<b>2,820,449.81</b>	<b>1,231,621.81</b>	<b>821,810.72</b>	<b>245,276.25</b>	<b>328,709.89</b>	<b>34,557,765.78</b>
<b>Prior Year Adjustments:</b>										
6010	Affecting Residual Rec.	0.00	14,755.82	0.00	0.00	0.00	0.00	0.00	0.00	14,755.82
<b>TOTAL OPERATING EXP. INCL. PRIOR YEAR</b>		<b>10,367,040.60</b>	<b>18,976,834.94</b>	<b>0.00</b>	<b>2,820,449.81</b>	<b>1,231,621.81</b>	<b>821,810.72</b>	<b>245,276.25</b>	<b>328,709.89</b>	<b>34,572,521.60</b>
<b>Residual Receipts or Deficit</b>		<b>1,756,785.62</b>	<b>311,321.06</b>	<b>0.00</b>	<b>-195,101.89</b>	<b>-24,039.54</b>	<b>67,094.57</b>	<b>-43,543.95</b>	<b>-215,267.15</b>	<b>1,876,471.14</b>

## Statement of Operating Receipts and Expenditures (PUM's) FY 1995-1999

Year	1999	1998	1997	1996	1995
No. of D.U.	2620	2,612	2,581	2,532	2,612
PUM	31,440	31,344	30,588	30,384	30,807

Acct #	Account Title	1999	1998	1997	1996	1995
<b>Operating Receipts:</b>						
3110	Dwelling Rental	155.56	144.66	143.43	141.95	138.22
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	3.67	3.05	3.89	2.95	2.05
3690	Other Income	7.96	11.35	2.17	2.31	1.44
<b>TOTAL OPERATING INCOME</b>		<b>167.19</b>	<b>159.06</b>	<b>149.49</b>	<b>147.21</b>	<b>141.71</b>

<b>Operating Expenses:</b>						
<b>Administration:</b>						
4110	Administrative Salaries	47.08	44.07	41.41	39.94	41.51
4130	Legal Expense	0.41	0.41	0.89	0.59	0.42
4140	Staff Training	0.00	0.00	0.08	0.10	0.09
4150	Travel	0.16	0.35	0.29	0.12	0.12
4170	Accounting And Auditing	0.89	0.89	1.16	1.11	1.13
4190	Sundry	7.43	5.72	4.93	3.25	3.18
<b>Total Administrative Expense</b>		<b>55.97</b>	<b>51.44</b>	<b>48.76</b>	<b>45.11</b>	<b>46.45</b>

<b>Tenant Services:</b>						
4210	Salaries	0.00	0.20	0.00	0.16	0.01
4220	Rec, Pubs, & Other Service	0.19	0.00	0.25	0.17	0.19
4230	Contract Costs	0.00	0.03	0.00	0.00	0.12
<b>Total Tenant Service Expense</b>		<b>0.19</b>	<b>0.23</b>	<b>0.25</b>	<b>0.33</b>	<b>0.32</b>

<b>Utilities:</b>						
4310	Water	10.49	10.49	9.03	6.84	5.78
4320	Electricity	43.28	42.79	46.72	46.33	42.61
4330	Gas	21.24	24.38	21.97	11.93	16.16
4340	Fuel	2.32	3.05	11.30	16.25	9.25
4350	Labor	6.16	14.93	6.65	7.00	6.12
4390	Other Utilities	15.17	6.36	14.30	11.59	8.03
<b>Total Utilities Expense</b>		<b>99.11</b>	<b>102.00</b>	<b>109.97</b>	<b>87.95</b>	<b>87.95</b>

<b>Ordinary Maintenance:</b>						
4410	Labor	86.08	76.06	75.61	65.28	66.62
4420	Materials	14.29	15.28	13.40	8.95	6.33
4430	Contract Costs	10.46	9.17	10.16	11.30	7.74
<b>Total Ordinary Maintenance</b>		<b>110.83</b>	<b>100.51</b>	<b>99.17</b>	<b>85.53</b>	<b>80.69</b>

<b>Protective Service:</b>						
4480	Contract Costs	0.00	0.00	0.00	0.00	0.00
<b>Total Protective Service</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>General Expense:</b>						
4510	Insurance	9.43	9.01	9.70	8.55	15.15
4520	Payments in Lieu Of Taxes	2.58	1.92	1.84	1.84	2.30
4530	Terminal Leave Payments	0.00	0.17	0.49	0.00	0.00
4540	Employee Benefit Contribution	45.72	47.07	50.78	45.36	43.04
4570	Collection Losses	2.44	1.82	-0.16	2.48	2.16
<b>Total General Expense</b>		<b>60.17</b>	<b>59.99</b>	<b>62.35</b>	<b>58.23</b>	<b>62.65</b>

<b>Nonroutine Maintenance:</b>						
4610	Extraordinary Maintenance	0.01	0.00	-0.07	0.00	0.00
4620	Casualty Losses	0.00	0.00	0.00	0.01	0.34
<b>Total Nonroutine Maintenance</b>		<b>0.01</b>	<b>0.00</b>	<b>-0.07</b>	<b>0.01</b>	<b>0.34</b>

<b>Capital Expenditures:</b>						
7520	Repl. Of Equipment	2.86	2.89	1.07	0.14	0.17
7540	Property Betterments	0.60	0.53	1.58	7.27	9.87
7560	Casualty Losses	0.00	0.00	0.00	0.00	0.00
<b>Total Capital Expenditures</b>		<b>3.46</b>	<b>3.42</b>	<b>2.65</b>	<b>7.41</b>	<b>10.04</b>
<b>TOTAL OPERATING EXP.</b>		<b>329.74</b>	<b>317.59</b>	<b>323.15</b>	<b>296.78</b>	<b>288.11</b>

<b>Prior Year Adjustment:</b>						
6010	Affecting Residual Receipts	0.00	0.00	0.00	3.40	-0.95

<b>Total Operating Expenses:</b>						
	Including Prior Year Adj.	329.74	317.59	323.15	300.18	287.16
	Residual Receipt Or Deficit	-162.55	-158.53	-173.66	-152.97	-145.45

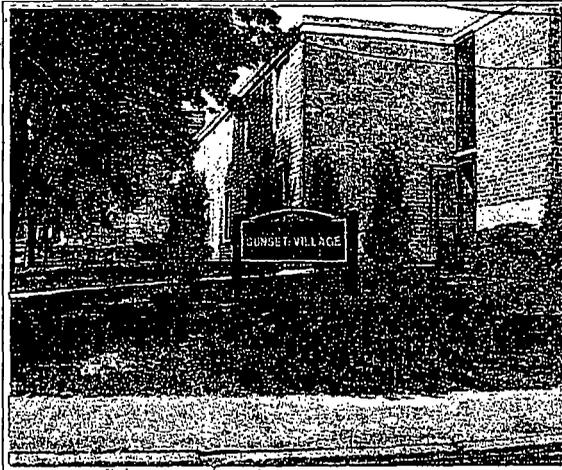
<b>Subsidy:</b>						
8020	Current Year	218.43	188.93	174.53	177.81	155.45
8021	Prior Yr. Adjustment	0.00	0.00	-6.35	0.00	6.77
<b>Total HUD Contribution</b>		<b>218.43</b>	<b>188.93</b>	<b>168.18</b>	<b>177.81</b>	<b>162.22</b>
<b>Residual Receipt Of Deficit</b>		<b>55.88</b>	<b>30.40</b>	<b>-5.48</b>	<b>24.84</b>	<b>16.77</b>

<b>Other Financial Data:</b>						
2820	Operating Reserve	4,294,504	2,533,933	1,581,167	1,748,909	994,967
	Maximum Op. Reserve	5,129,056	5,169,753	4,942,272	4,824,539	4,615,093
	% Of Allowable Reserve	84%	49%	32%	36%	22%
	Accounts Receivable	36,509	39,133	45,170	40,094	29,476
	Vacated Tenants	95,262	80,121	59,462	5,044	25,773

# Director's Summary

**H**ousing Management staff is organized into three main functional areas: Resident Selection, elderly/disabled developments and family developments. The Department of Housing Management staff consists of 32 members who bring many years of professional housing experience to our organization.

This past year, the department, instituted a Marketing Plan to improve our elderly development's occupancy. The Director of Housing Management is conducting weekly speaking engagements at local community centers, and meeting with community leaders to discuss the housing opportunities provided by the Providence Housing Authority.



FY 1999 was a year of many accomplishments and shortcomings for the Department of Housing Management. We opened our family development waiting list and received over 1,200 pre-applications. The Department's primary accomplishment was an increase in our rent roll. Our average rent increased from \$171.00 per month in FY98 to \$178.00 per month in FY99.

Management staff in FY99 gave special attention to pursuing tenant fraud. These efforts contributed to the increase in our average rent. The Department in FY99 failed to achieve our agency rent collection goal of 93 percent of all rent charged. We anticipate achieving our PHMAP collection goal for the year.

The Department has 16 staff members certified with the National Association of Housing and Redevelopment Officials' (NAHRO) Public Housing Manager (PHM) certification. This year NAHRO moved its certification course and the closest location is New Jersey. No new certifications were achieved this fiscal year. If the certification course is not offered at a closer location, the PHA will sponsor a certification course through NAHRO in Rhode Island.

Occupancy in FY 1999, although stable, was lower than the department's projected goal of 97 percent, adjusted for modernization. The PHA's actual average occupancy was 93 percent, before adjustments. There are several reasons for occupancy being lower than predicted. These reasons are:

- We continue to have low demand in the PHA's elderly developments for efficiency units. Efficiency units represent 65 percent of our elderly/disabled units. By interviewing individuals who have refused these units, the department has determined that the units are not large enough to accommodate applicants' possessions. There may be a need to meet changing market conditions and convert several of the PHA's efficiency units into one-bedroom units. This would reduce the total number of units in the PHA's housing inventory but make them more marketable. Efforts are being made to improve our marketing of elderly developments. Our switchboard maintains records of how applicants heard about the housing authority. Our direct community outreach has improved through, community presentations, advertising, and participation in community events.
- The designation of two developments as "Elderly Only" (Carroll Tower and Dominica Manor) has reduced an already limited flow of applications to these developments. Again, the preponderance of efficiency units appears to be the chief barrier to higher occupancy.

Department of Housing Management

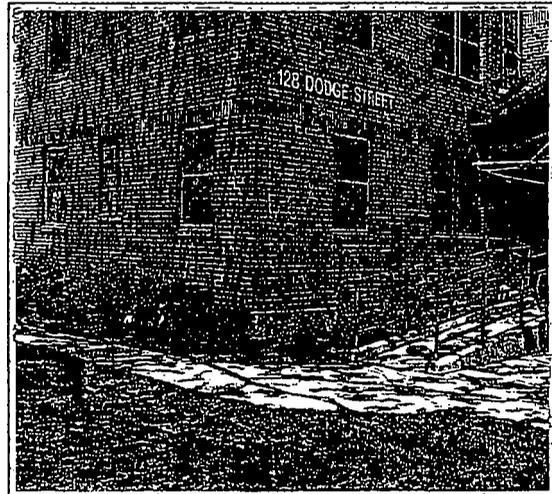
**The legislative changes to the state's welfare program continue to affect the Department in FY 1999. The department is involved with income targeting exempting, training income and soon monitoring community service through our Leases.**

- The PHA's units face highly competitive market conditions. In the greater Providence metropolitan area, there are thousands of subsidized, federally-assisted, privately-owned units for the elderly and disabled. Most of the units with which the PHA competes are one-bedroom units, which are more attractive to the market. Elderly/disabled residents with a choice between efficiency and a one-bedroom unit, in most cases, will opt for the one-bedroom unit.

Before beginning the costly conversion project, the Department wants to ensure that the elderly market would be interested in one-bedroom units and would continue to refuse efficiencies. To exhaust all avenues of recruiting potential applicants, the Department has engaged in ongoing marketing efforts, which will be increased, as necessary. These efforts included:

- A new marketing plan and the formation of a marketing committee.
- Staff members out in the community giving presentations and meeting with community leaders.
- The department sent promotional brochures to local social service agencies, churches, and homeless shelters.
- A survey was conducted to determine if applicants on the waiting list for a one-bedroom apartment would be interested in living in one of our high-rise buildings.
- We have put messages on our rent mailer indicating we have elderly/disabled units available for relatives of existing residents.
- Advertisements were placed in several local newspapers, requesting elderly families to apply. We have even advertised on RIPTA buses.

The legislative changes to the state's welfare program also affected the department in FY 1999. The department now spends an even greater amount of time performing interim recertifications for many families requiring rent adjustments whose benefits change due to new sanctions and incentives. In the year ahead, the department will continue its marketing efforts to reduce vacancies and strive to collect a higher portion of rents. If the marketing efforts do not increase the occupancy rate, adjustments will be made to our plan.



# Resident Selection Office

## New Applications

As Figure 1 illustrates, a total of 1,396 new applications were received this year, a 119 percent increase from last year's 638 new applications. On October 1, 1998, we distributed pre-applications for the family waiting list. Of the 1,290 pre-applications, received 611 have been integrated to the active waiting list. The waiting list for public housing has only been open for efficiency and one- or two-bedroom apartments in the elderly/disabled high-rises. Figure 2 shows a cyclical pattern of opening the waiting list approximately every other year as the numbers fluctuate accordingly.

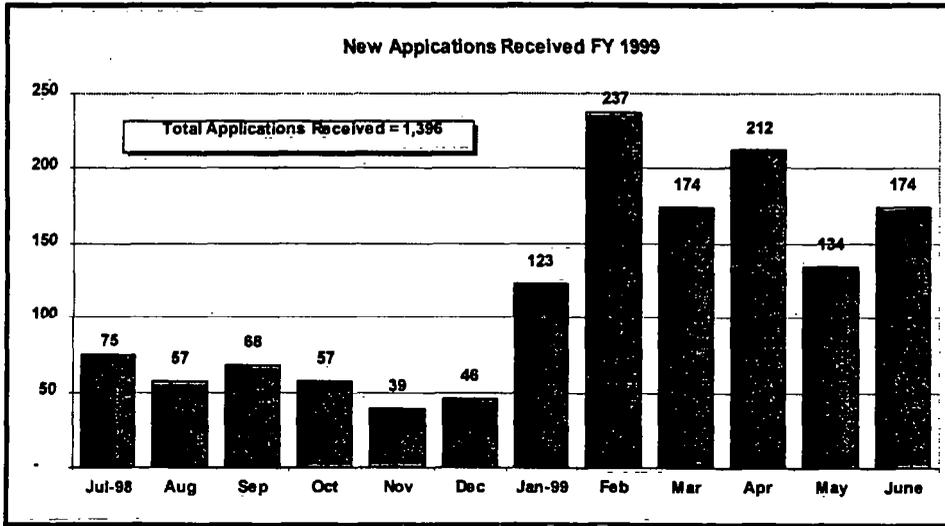


FIGURE I

New Applications Received FY 1999

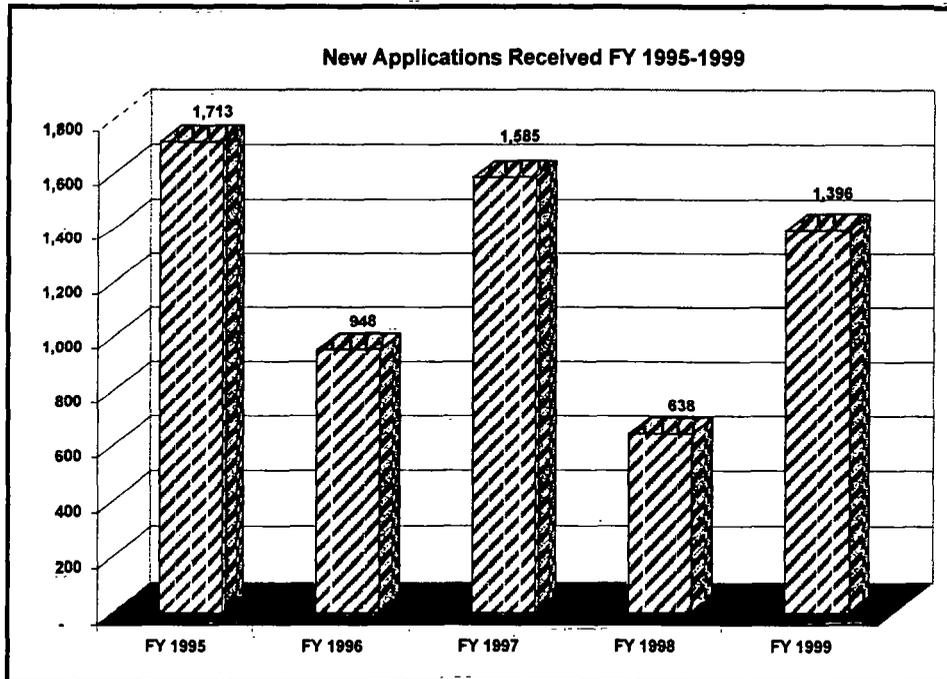


FIGURE II

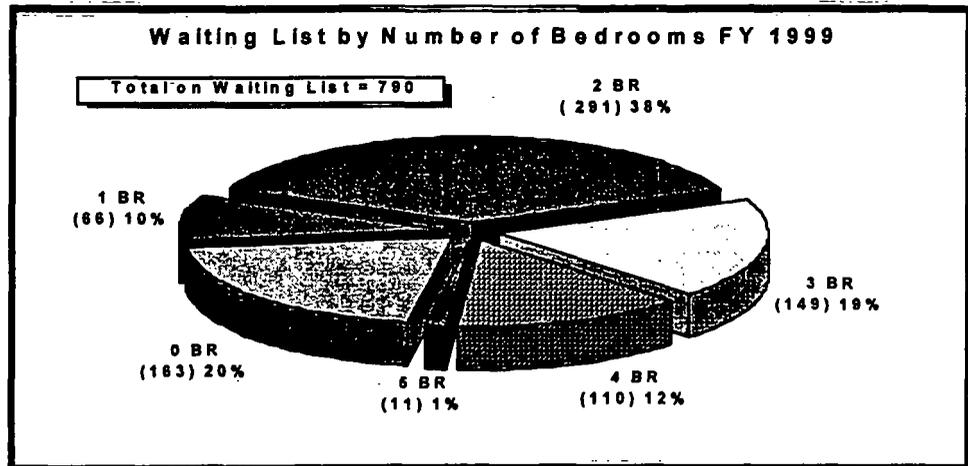
New Applications Received FY 1995-1999

### Waiting List

As of June 30, 1999, there were 790 individuals and families on the PHA's waiting list, a 34 percent increase from last year's total (590). Two-bedroom units and efficiencies are in demand, with applicants for these units making up 38 percent and 20 percent of the waiting list, respectively. Applicants for three-bedroom and four-bedroom units make up 19 percent and 12 percent of the waiting list, respectively. Ten percent of the applicants on the waiting list desire one-bedroom units and the remaining one percent are applying for five-bedroom units.

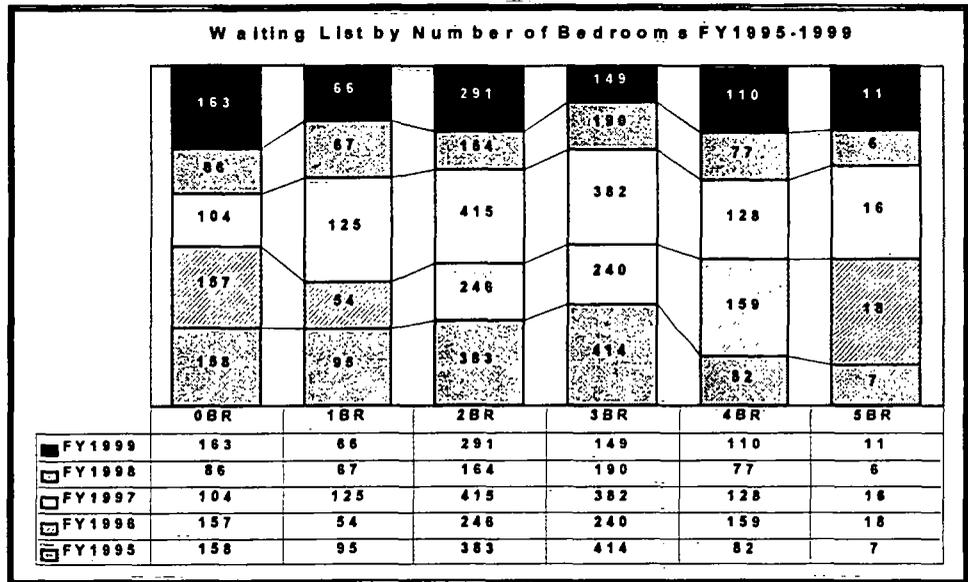
**FIGURE III**

**Waiting List by Number of Bedrooms FY 1999**



**FIGURE IV**

**Waiting List by Number of Bedrooms FY 1995-1999**



Families presently comprise 71 percent of the applicants on the public housing waiting list. Because the average wait is long (approximately two to three 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 vacant units, thus increasing 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 a studio apartment soon after applying.

## Applicant Interviews

Applicants with satisfactory landlord references, good housekeeping habits, and no criminal record are scheduled for a PHA office visit. 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 to this visit. All documents are photocopied and placed in the family's permanent file.

Procedures for rescheduling appointments, the annual update of the waiting list and applicants' awareness that once removed from the list they cannot reapply have all contributed to a more efficient system for processing applications.

The Resident Selection Office staff scheduled 1,550 interviews during FY 1999. This is a 21 percent increase from the 1,279 scheduled interviews in FY 1998. The staff conducted 894 interviews of prospective residents. An additional 656 (42 percent) applicants scheduled an interview but failed to appear. These numbers include the processing of family applicants who were on the waiting list prior to its closing; the pre-applicants integrated to the waiting list and the elderly/disabled who continued to apply throughout the year.

**The Resident Selection Office staff scheduled 1,550 interviews during FY 1999. This is a 21 percent increase from the 1,279 scheduled interviews in FY 1998.**

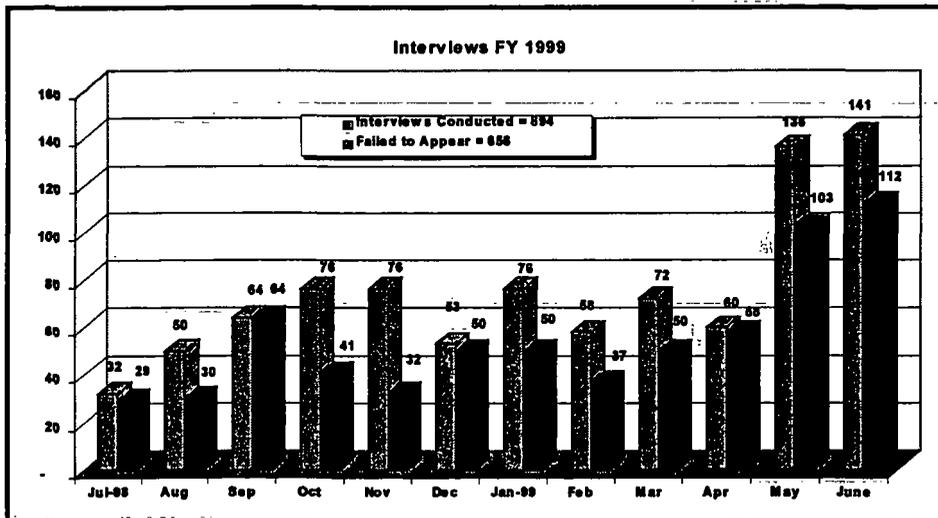


FIGURE V

Interviews FY 1999

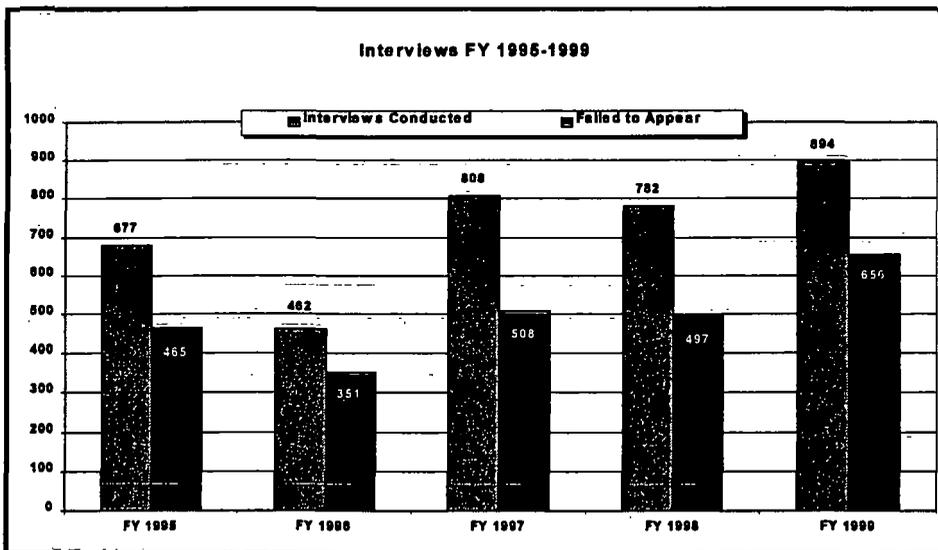


FIGURE VI

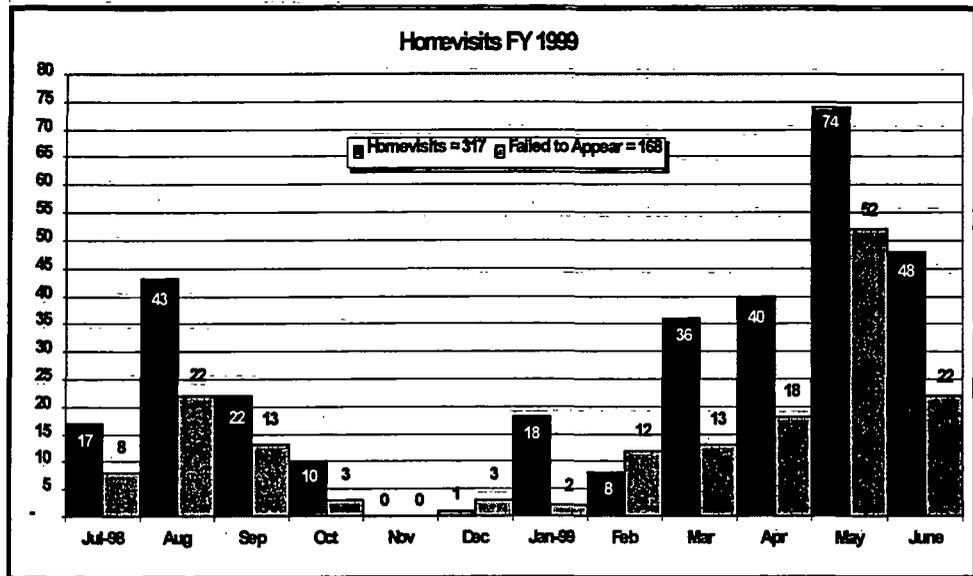
Interviews FY 1995-1999

### 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 its housekeeping habits, and speaks with its landlord to further determine family eligibility.

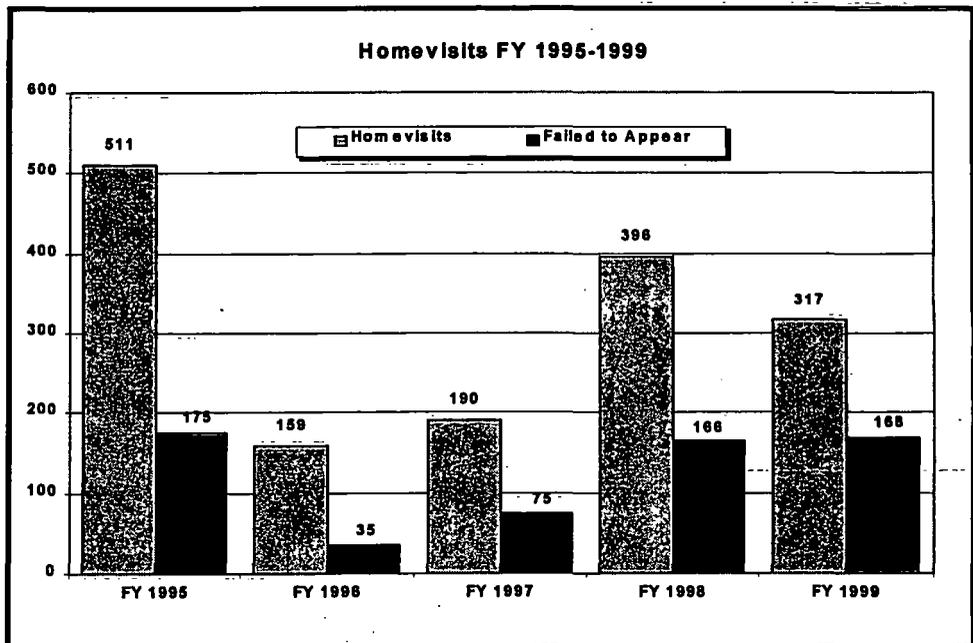
**FIGURE VII**

**Homevisits  
FY 1999**



**FIGURE VIII**

**Homevisits  
FY 1995-1999**



In FY 1999, the Resident Selection Office scheduled 485 families for homevisits, which is a 13 percent decrease from last year's total of 562 scheduled homevisits. Of the scheduled visits, 317 homevisits were conducted and 168 (35 percent) applicants did not keep the appointment. Applicants who do not have acceptable housekeeping habits or whose landlord testifies that they were poor tenants due to rent paying habits, damages or complaints may be denied public housing. Of the 317 families visited, only seven were denied housing based on the housekeeping conditions observed on the home visit.

## Applicant Denials

The PHA conducts criminal background reviews of each public housing applicant 18 years of age and over. Because criminal records are the primary reason for applicant denial, background checks are conducted early in the screening process.

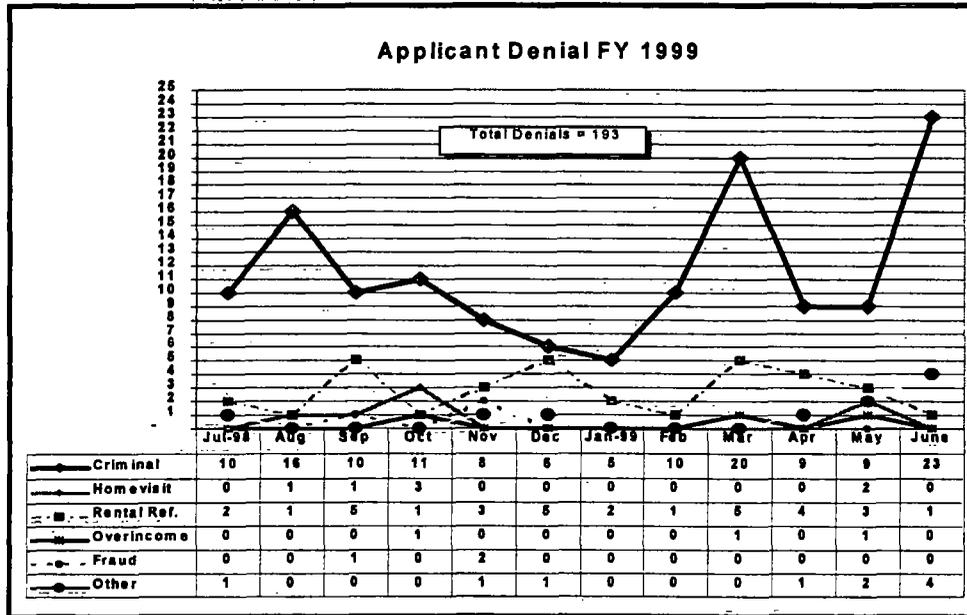


FIGURE IX

Applicant Denial  
FY 1999

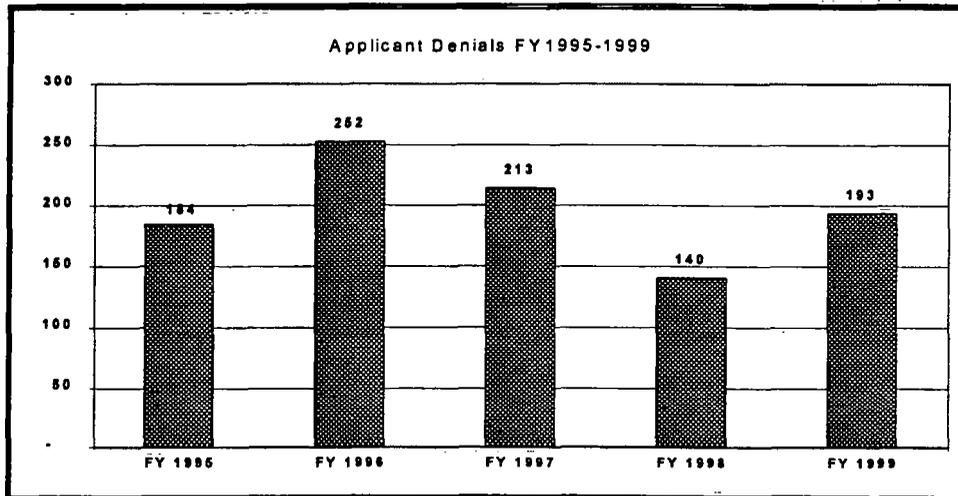


FIGURE X

Applicant Denials  
FY 1995-1999

Resident Selection denies any applicant with a criminal record within the past 10 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 determines final applicant eligibility.

There were a total of 193 applicant denials in FY 1999, a 38 percent increase from last year's 140 denials. During FY 1999, the PHA denied housing to 137 applicants based on his/her criminal record, accounting for 71 percent of all denials. Other reasons for applicant rejection included unsatisfactory rental references (17 percent), poor housekeeping (four percent), fraud and income (three percent). An additional five (5) percent were denied for other reasons.

**During  
FY 1999,  
the PHA denied  
housing to 137  
applicants based  
on their  
criminal record,  
accounting  
for 71 percent  
of all denials.**

### 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 in an appeal is to schedule an informal conference with the Resident Selection Manager to request reconsideration of the decision. In FY 1999, the Resident Selection Manager conducted 60 appeal conferences and reversed the initial determination of ineligibility in 9 instances (15 percent) 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 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 1999, sixteen (16) formal conferences were held and the panel upheld the PHA's initial ruling in all but one case.

FIGURE XI

*Ineligibility Conferences FY 1999*

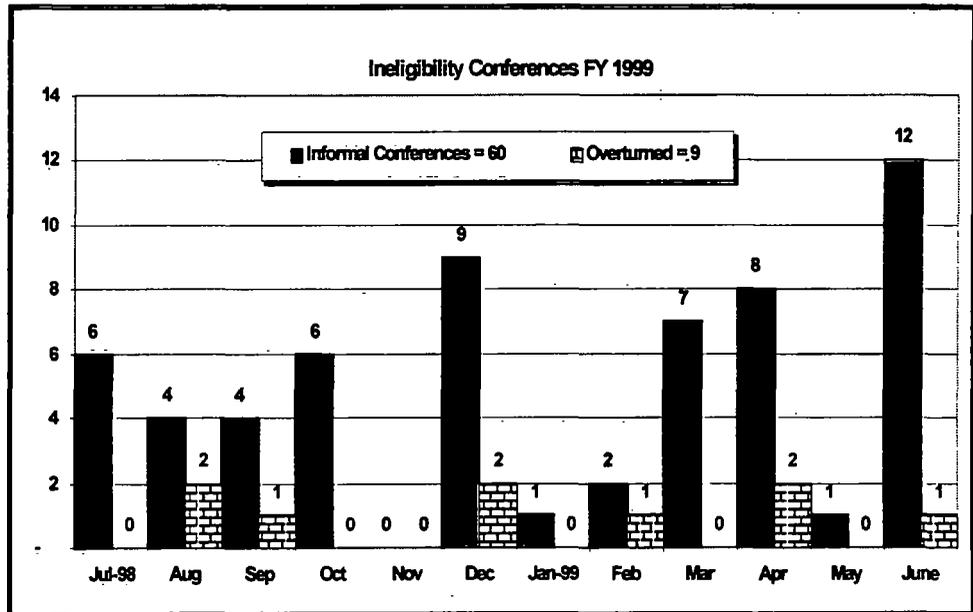
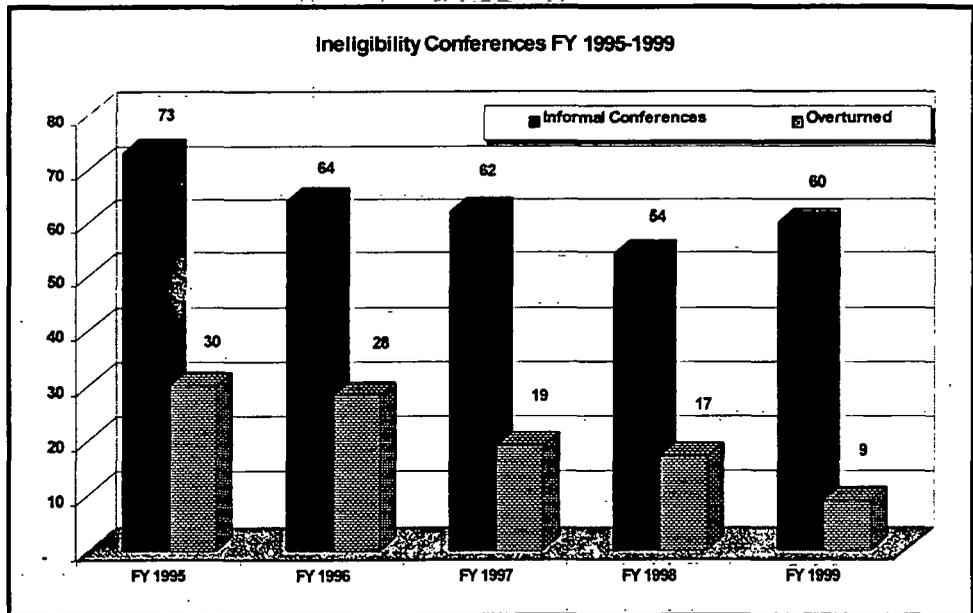


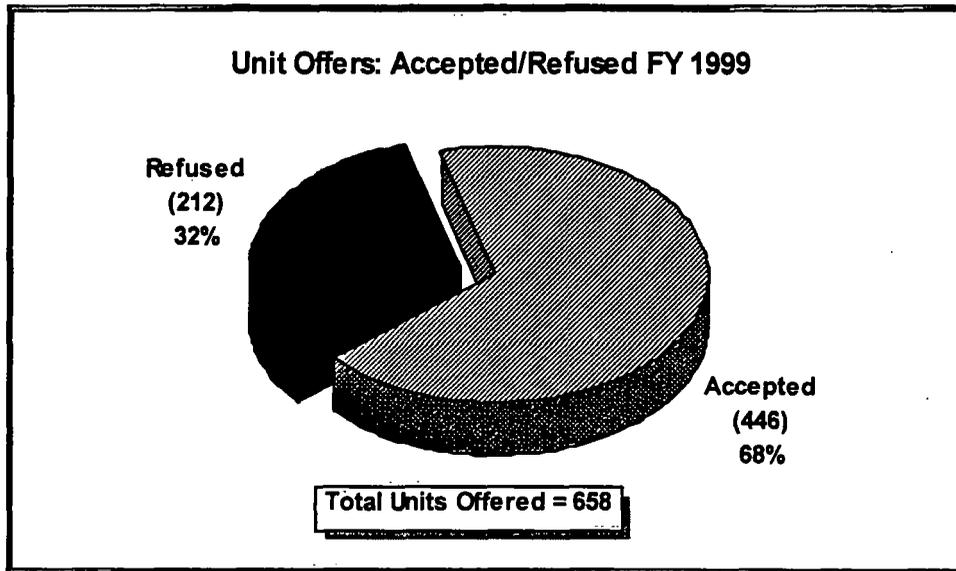
FIGURE XII

*Ineligibility Conferences FY 1995-1999*



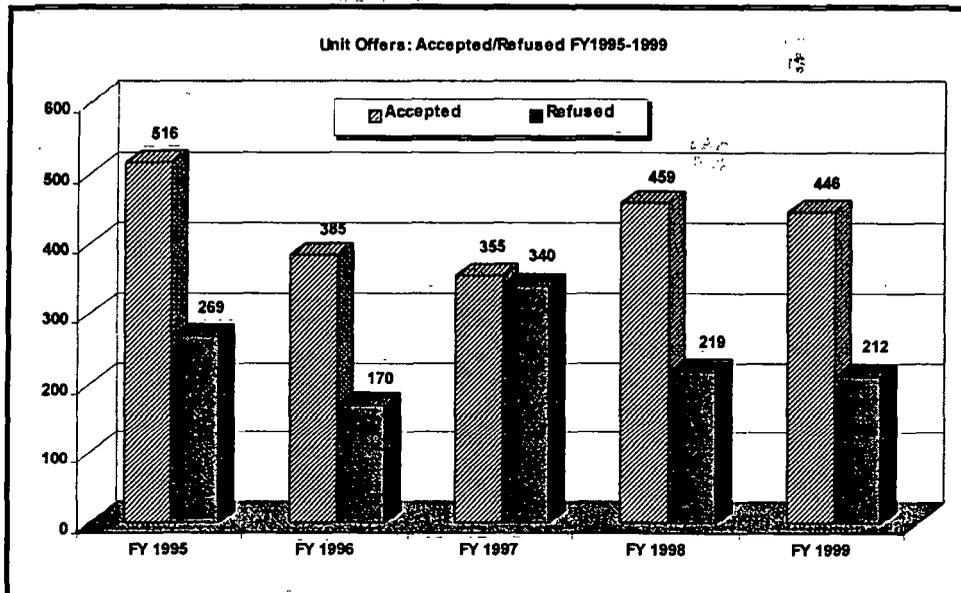
**Unit Offers: Accepted/Refused**

Upon completion of the screening process, but before being offered a unit, applicants are scheduled to attend a one-day session of the Preparation for Community Living Program. This program includes an orientation to the remaining application process and leasing procedures.



**FIGURE XIII**

*Unit Offers:  
Accepted/  
Refused  
FY 1999*



**FIGURE XIV**

*Unit Offers:  
Accepted/  
Refused  
FY1995-1999*

When an applicant's name reaches the top of the waiting list, he or she is offered a unit at the development with the highest number of vacancies. Applicants are not allowed to wait at the top of the waiting list until a unit is available at the development of his or her choice.

In FY 1999, the PHA offered 658 units to applicants on the waiting list. Of this number, 446 (68 percent) families/individuals answered and accepted units and 212 (32 percent) did not respond or refused units. An additional 25 applicant folders were remitted to the developments and returned for various reasons.

### Reasons for Unit Refusals

When an applicant refuses a unit or does not answer 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, rather they fail to respond to notification of apartment availability. Some applicants find other accommodations, lose interest, fail to show for leasing, or require larger units.

FIGURE XV

Reasons for Unit Refusals FY 1999

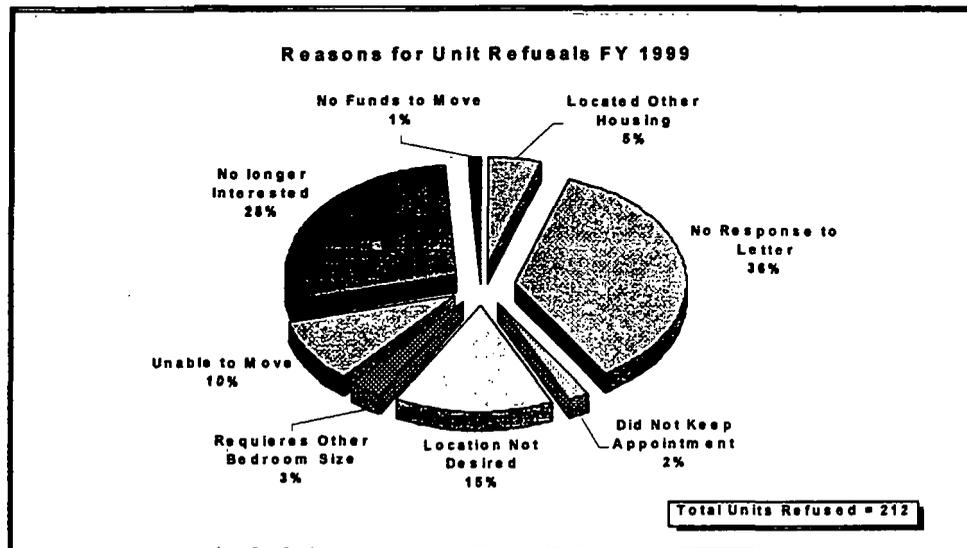
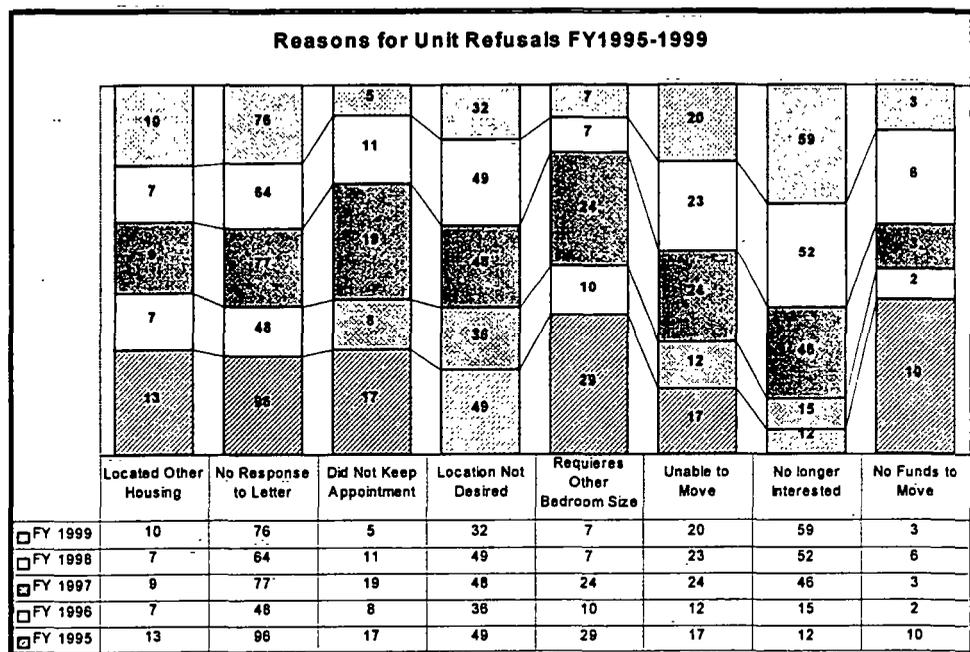


FIGURE XVI

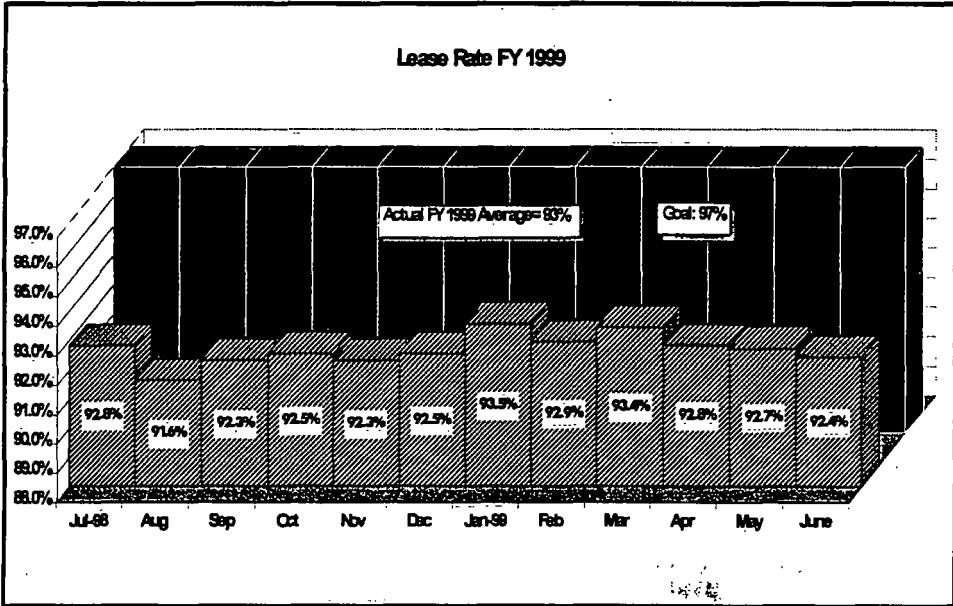
Reasons for Unit Refusals FY 1995-1999



The primary reason for unit refusal is no response to notification of unit availability (36 percent), followed by lack of interest (28 percent) and location not desired (15 percent). 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.

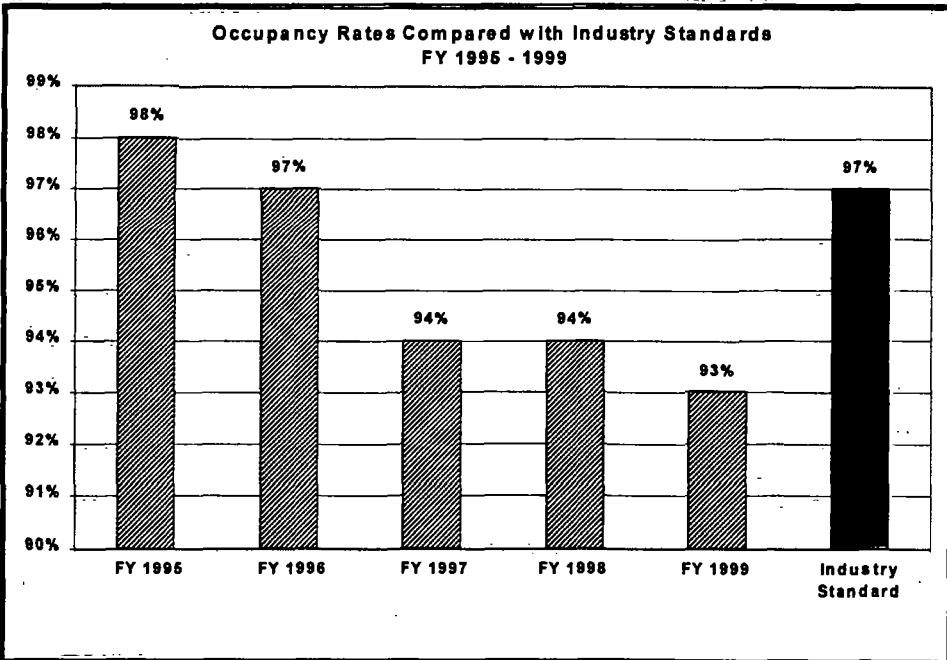
**Occupancy Data**

Figure 17 illustrates that over the course of the fiscal year occupancy has been steady, but below the PHA's goal. There is low demand in the elderly/disabled developments for efficiency units. The Office of Policy, Planning and Resource Development completed an elderly market analysis this fiscal year. It confirms the lack of demand for efficiency units in the Providence area. This has become an increasingly critical problem for the department, especially since 65 percent of the PHA's elderly/disabled units are efficiencies. There may be a need to meet changing market conditions and convert a number of efficiency units to one-bedroom units.



**FIGURE XVII**

*Lease Rate  
FY 1999*



**FIGURE XVIII**

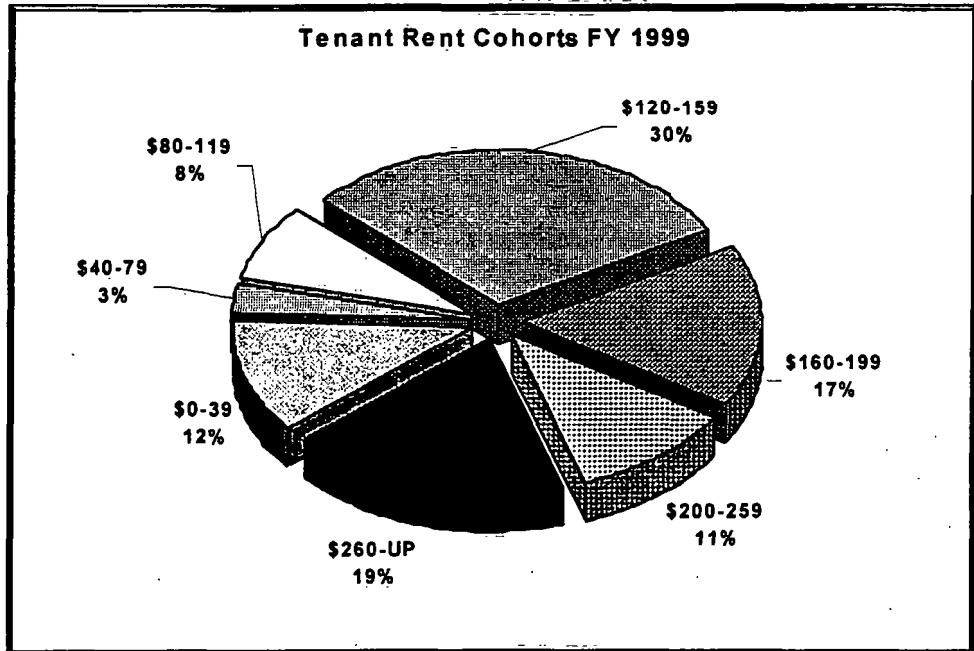
*Occupancy Rates  
Compared with  
Industry Standards  
FY 1995-1999*

# Tenants' Accounts Receivable

## Rent Distribution

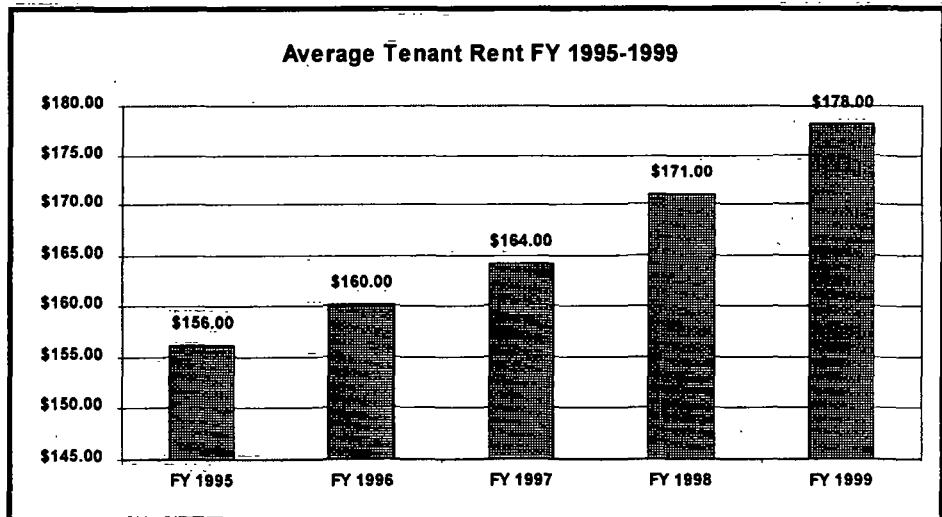
Monthly rent is 30 percent of a family's anticipated adjusted annual gross income divided by twelve. Generally, if a family's income increases so does its rent. The rents at the PHA range from twenty-five dollars (the set minimum rent) to several hundred dollars per month.

**FIGURE XIX**  
**Tenant Rent Cohort**  
**FY 1999**



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

**FIGURE XX**  
**Average Tenant**  
**Rent**  
**FY 1995-1999**



Although in the aggregate the number of residents paying between \$0 and \$39 per month in rent had been increasing steadily since FY 1992, the PHA actually

has witnessed a decrease over the past three years. This was is due, in part, to the development of tougher standards for families declaring no income.

Rent Distribution FY 1995-1999		
Year	Number paying \$0-\$39	Percent Difference
1995	310	+10%
1996	309	- <1%
1997	292	-5.5%
1998	272	-6.9%
1999	291	+7.0%

TABLE I

Rent Distribution  
FY 1995-1999

### Collections

The Providence Housing Authority did not exceeded its goal of 93 percent for collections in every month of the fiscal year, the goal was achieved only 1 of the 12 months in FY99, but the national industry standard for collections (90 percent) was achieved. The Housing Management Department holds staff to a higher standard than the PHMAP formula by including *all* outstanding charges not just rents in its calculation.

Housing Management's outstanding (uncollected) Tenants' Accounts Receivables (TAR's) averaged 10 percent for FY 1999. The industry standard for rent collection is presently at 90 percent. Housing Management raised its own internal goal from 90 percent to 93 percent and failed to achieve the goal in FY99. Management will not adjust our goal lower, we will try even harder to accomplish our goal in the coming year.

As Figure 14 indicates, the PHA has matched the PHMAP standard of 90 percent in FY99. Over the past five years, the average annual rent collection rate for Housing Management has been 92.0 percent.

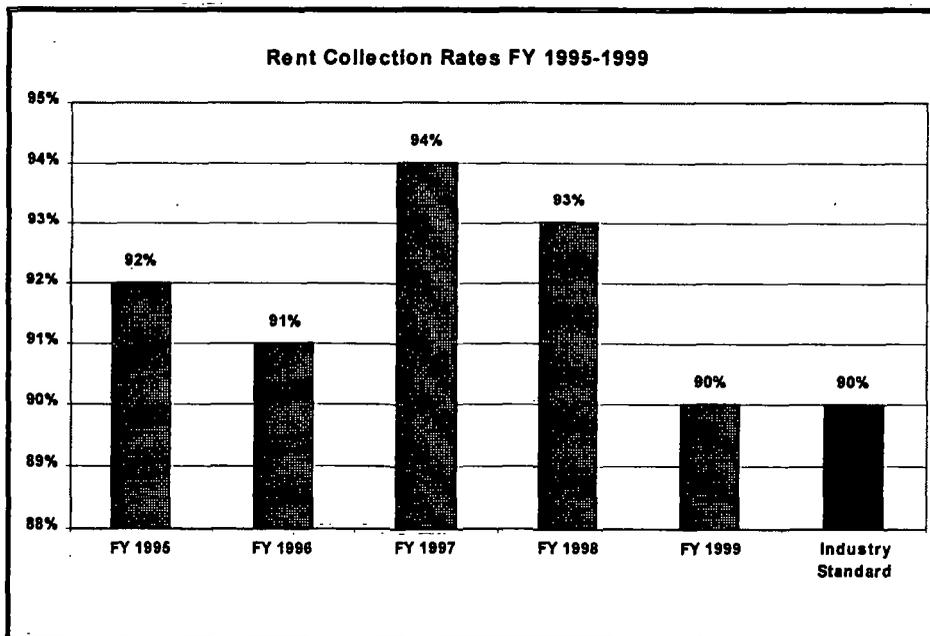


FIGURE XXI

Rent Collection  
Rates  
FY 1995-1999

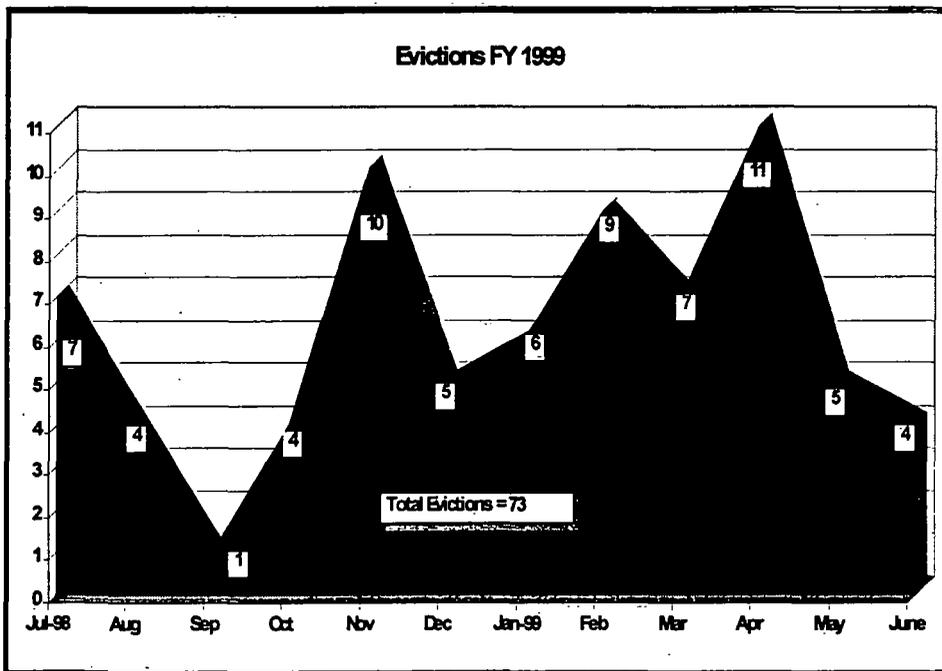
# Management Action

## Evictions

Drug-related offenses fall under the PHA's "one-strike" policy— a comprehensive preventive approach to screening applicants and evicting problem residents. In FY 1999, Housing Management made 73 evictions, an eighty seven (87) percent increase from the 39 evictions made in FY 1998. During this fiscal year there was an increase of evictions due to inclusion of families who moved out prior to the truck arriving.

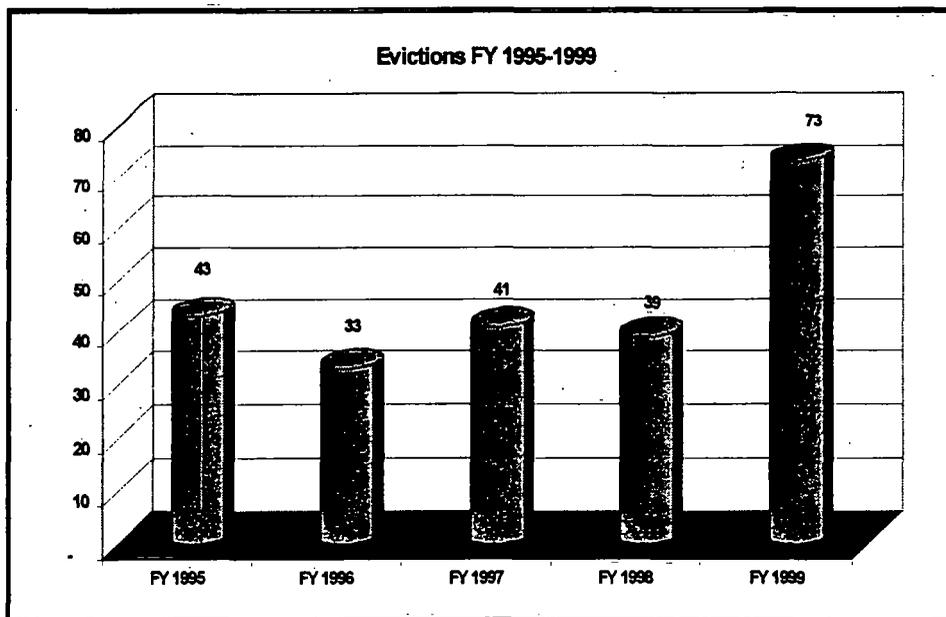
**FIGURE XXII**

*Evictions  
FY 1999*



**FIGURE XXIII**

*Evictions  
FY 1995-1999*



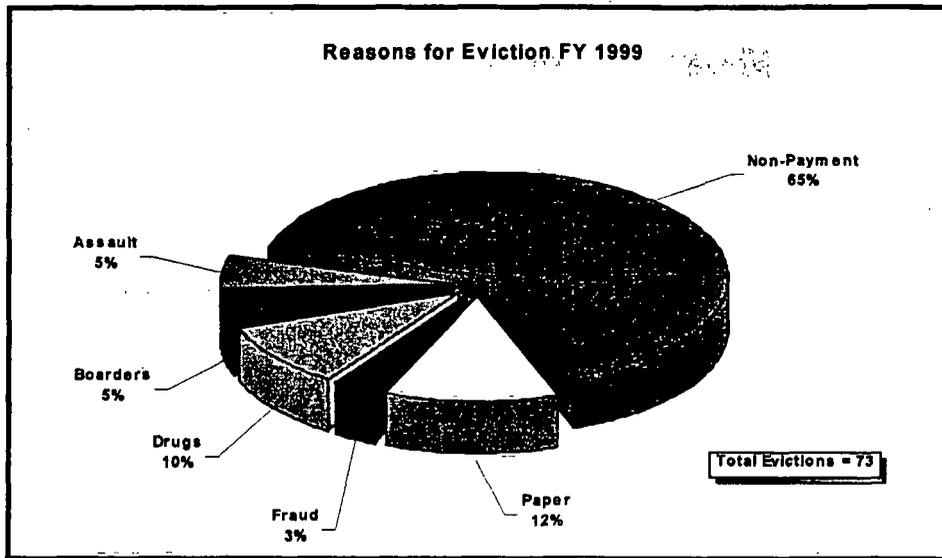


FIGURE XXIV

Reasons for Evictions FY 1999

**Eviction Actions**

When a resident is delinquent with his or her rent and efforts at forming rental agreements fail, it is necessary to begin an eviction action. An eviction action is the process of sending an attachment letter (legal notice) requesting a meeting with a resident in order to explain his or her reasons for not paying the rent. This formal meeting gives the manager a chance to express the importance of paying rent on time. Managers may occasionally allow a resident to pay his or her rent late without taking legal action. If there is a family emergency, a manager may consider developing a rental agreement (one per year).

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.

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 the family (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 17 tenants during FY 1999.

During FY 1999, there were 41 evictions with actual court judgment (without a truck); 17 evictions with actual court judgment (with a truck); and, 15 were on eviction but vacated before a court judgment.

Evictions FY 1999	
Actual Court Judgment -- without Truck	41
Actual Court Judgment -- with Truck	17
On Eviction -- but vacated prior to court	15

TABLE II

Evictions FY 1999

**TABLE III**  
**Drug Related Evictions FY 1995-1999**

<b>Drug Related Evictions FY 1995-1999</b>	
<b>Fiscal Year</b>	<b>Percent of all Evictions</b>
1995	38%
1996	14%
1997	8%
1998	13%
1999	10%

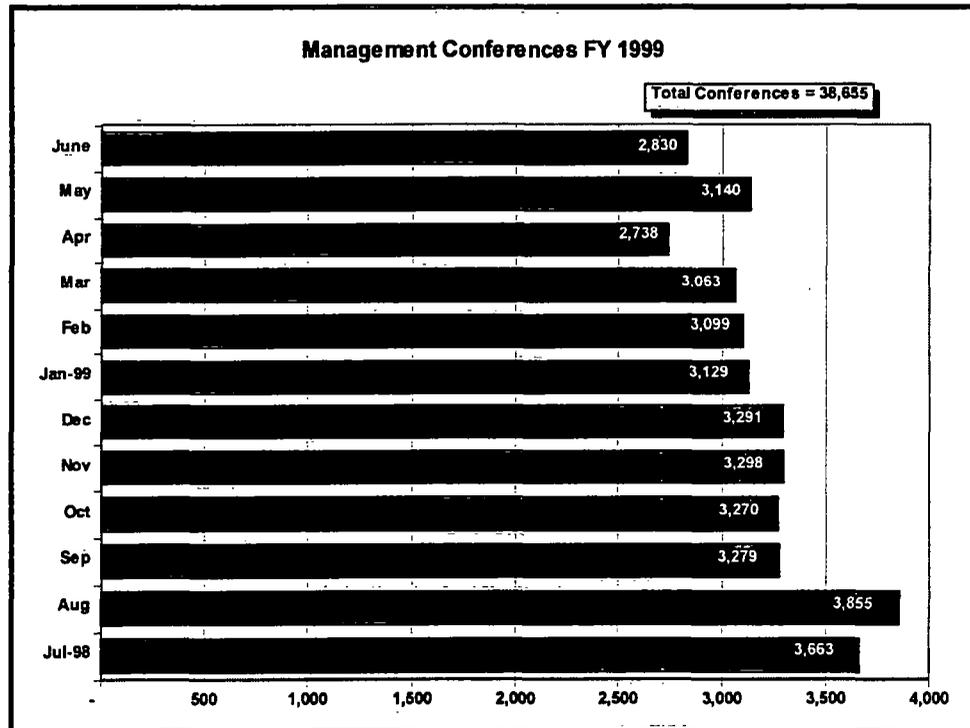
In FY 1995, 38 percent of all eviction actions were drug related. In FY 1996, 14 percent were drug-related, in FY 1997, 8 percent were drug-related. This downward trend was interrupted by a rise in the percentage of drug-related evictions in FY 1998 to 13 percent. In FY 1999, the percent of drug related eviction actions decrease to 10 percent.

## Management Functions

### Management Conferences

Management Conferences are meetings between a site staff person and a tenant for any reason involving his or her residency. This includes meetings on rent collection or lease violations as well as informational meetings to explain PHA-sponsored activities. In FY 1999, the PHA development staff conducted 38,655 management conferences with our residents compared to 44,108 in FY 1998. Rent collections and annual recertifications to verify income and family size accounted for the majority of management conferences.

**FIGURE XXV**  
**Management Conferences FY 1999**



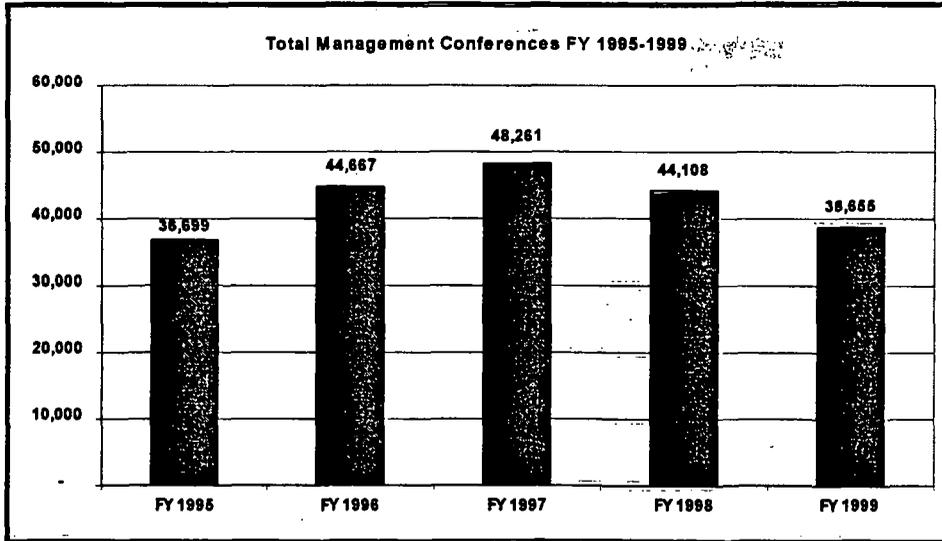


FIGURE XXVI

**Total Management Conferences FY 1995-1999**

***Vehicles Tagged/Towed***

The Providence Housing Authority Vehicle Policy allows one parking space per elderly resident and two spaces for family residents, subject to availability. 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.

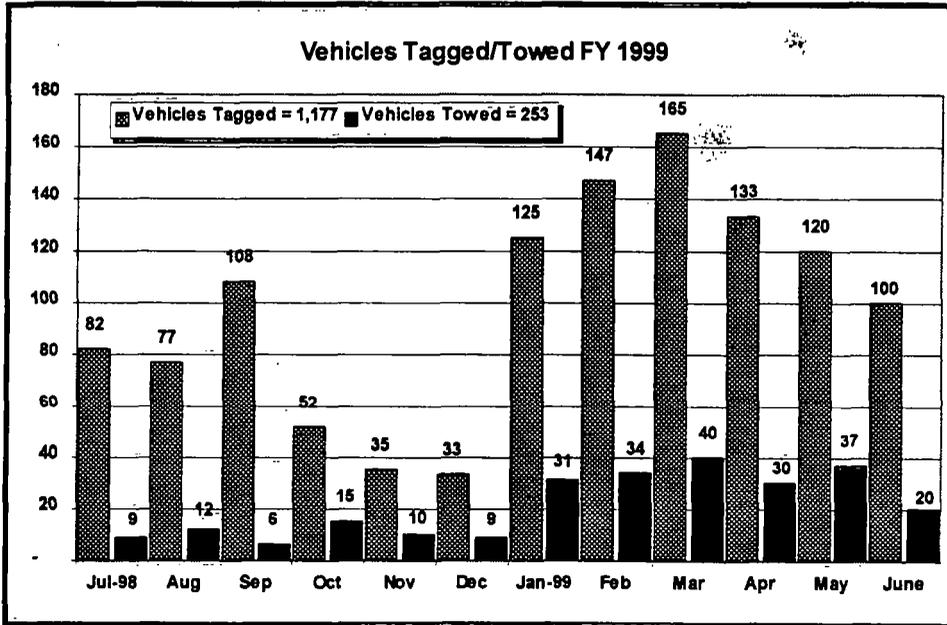
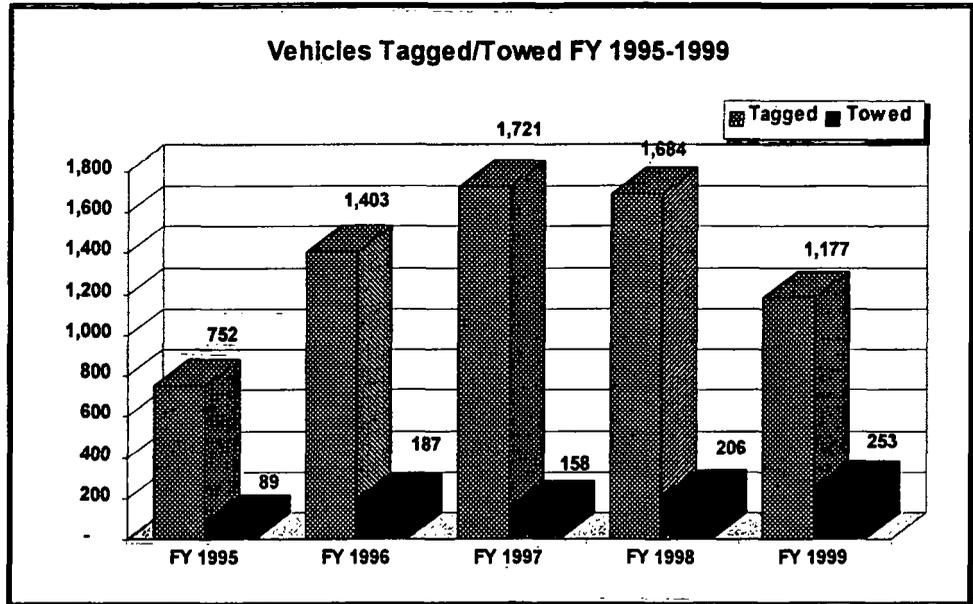


FIGURE XXVII

**Vehicles Tagged/Towed FY 1999**

FIGURE XXVIII

Vehicles  
Tagged/Towed  
FY 1995-1999



The PHA management working with police, and a private tow company 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. In FY 1999, 1,177 vehicles were issued warning tags and 253 were physically removed from our property by tow vehicles, a 23 percent increase over the previous year.

# Director's Summary

**T**he Facilities Management Department continued to expand during the 1998 – 1999 fiscal year. An additional seven positions were added, an increase of 6% over the previous year. Currently there are 115 full time permanent and temporary employees

Facilities Management processed **57,506** work orders in fiscal 1999, an increase of 4% from the previous year. Work orders are categorized into eight types: (1) emergency, (2) resident service, (3) unit turnaround, (4) planned/preventative maintenance, (5) vandalism, (6) unit preventative maintenance inspections, (7) unit preventative maintenance work orders, and (8) cyclical painting. The largest percentage of work orders, (**59%**), was in the Planned/Preventative Maintenance category. Tasks in this category include activities such as lawn mowing, lobby cleaning, snow removal, and vehicle maintenance. Resident Services were the second most frequent type of work order, (**22%**). These include resident generated requests for maintenance service, such as inoperative lights, plumbing leaks, and defective locks. Of the work orders generated, all but **261** work orders were completed during the year, translating to a **99%** completion rate.

One of the foremost challenges of the department was, and continues to be, the implementation of a new computer system that integrates work orders, inventory control, purchasing, tenant charges, and preventative maintenance. The system, called the Public Housing Authority Software, or "PHAS", scheduled to go "live" in the fall of 1999, will enhance inventory control and provide detailed records in areas such as productivity, response times, equipment failure, and vandalism. To implement this system, policies and procedures were modified, and vast amounts of information have been gathered. Time standards were developed for each task performed by Facilities Management staff. The time standards are used to compare to actual hours in order to monitor the productivity of employees.

To assist with the transition to an automated inventory control system the new position of Inventory Control/Purchasing Supervisor was created. The primary duties of this position are to manage the operation and distribution of inventory at the central warehouse, to oversee the satellite stockrooms, and to assist with the implementation of the PHAS software. Several initiatives relating to inventory control were developed.

The Department of Facilities Management, the Office of Policy, Planning and Resources Development, and the Department of Finance and Accounting authored comprehensive procurement and inventory control procedures. The new procedures work in conjunction with the new Public Housing Authority software. All Facilities Management requests for materials and equipment will be coordinated by the Inventory Control/Purchasing Supervisor and the Inventory Control Clerk, and are approved by the Chief of Administration/Operations. Completed requisitions, including competitive bidding documentation, will then be forwarded to the Procurement Officer for final approval and issuance of the purchase order. This separation of duties distinctly identifies responsibilities and enhances inventory control. Reorganization of the Central Warehouse and several remote stockrooms was completed. Inventory levels were reviewed to ensure that the proper materials are on hand. A new parts numbering system was developed that categorizes inventory by product type, allowing for a more efficient flow and tracking of inventory.

Department of Facilities Management

**The  
Hartford Park Site  
Improvement Pro-  
ject  
targeted the land-  
scaping along  
Hartford Avenue,  
between Etna and  
Flower Streets.**

The department, in cooperation with the Office of Policy, Planning, and Resource Development and the Department of Modernization and Development implemented several projects. The *Hartford Park Site Improvement Project* targeted the landscaping along Hartford Avenue, between Etna and Flower Streets. This project repaired lawns, installed new bollard and chain fencing, and planted new trees, shrubs and flowers along the property enhancing the appearance of the development.



F/M staff installing fence at Hartford Ave.



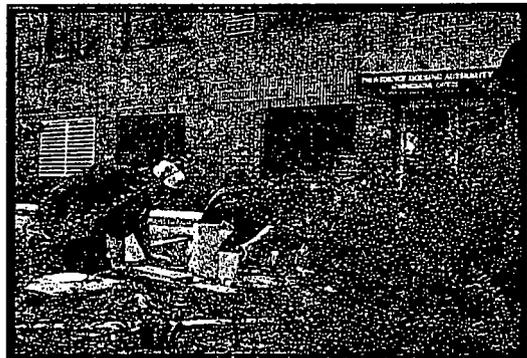
Scattered Site Home

The *Scattered Sites Restoration Project* consisted of exterior repairs to fourteen Scattered Sites units. PHA carpenters completed the exterior restorations of the trim and shingles, while a painting contractor was hired to prime and paint the structures.

At the request of the Executive Director, the Department of Facilities Management developed the *Five-Year Equipment Plan*. In order to properly maintain the dwelling units, grounds, major systems, and structures, employees of the department must be provided with the proper tools and equipment. To properly plan for the replacement and addition of this essential equipment, specific categories were developed. These categories include vehicles, portable radios, ground equipment, and existing equipment. A physical inventory was conducted to identify the current condition of

all equipment, and a likely replacement date was forecast. Then, replacement costs were calculated to provide a yearly budget figure.

The Department of Facilities Management's *Equipment Preventative Maintenance Plan* was completed. This plan serves as a guide for maintaining PHA-owned equipment and tools. Included in this manual is a list of the equipment located at each development, (derived from the department's *Five-Year Equipment Plan*), the preventative maintenance guidelines provided by the manufacturer's operations manuals, and a timeline for completion of the tasks based on seasonal requirements.



F/M staff working at Dexter Manor

The *Equipment Preventative Maintenance Plan* will assist the Skilled Trades Foreman and his staff in ensuring that the necessary tools and equipment are available for maintenance employees to perform their duties safely and in a timely manner.

In order to properly maintain the growing fleet of vehicles owned by the Providence Housing Authority, a *Motor Vehicle Preventative Maintenance Program* was developed. The main components of this program focus on scheduled mechanical maintenance and exterior body repairs. A review of the Providence Housing Authority's fleet indicated that many vehicles required body work. To

address the deteriorating condition of the fleets' exteriors, the Skilled Trades Foreman coordinated the solicitation of estimates with the Rhode Island Department of Corrections (also known as the ACI). The ACI provided detailed estimates for each vehicle owned by the PHA. Upon approval of the Executive Director, the vehicles were repaired, painted, and received new PHA identification decals. In addition to body work, an aggressive preventative maintenance program was initiated during the year. Under the direction of the Skilled Trades



*Foreman at Manton Heights*

Foreman, the Central Maintenance Mechanic was assigned the responsibility for the completion of all routine and regularly scheduled maintenance on the entire fleet of PHA-owned vehicles. To assist the Central Maintenance Mechanic, the Truck Driver/ Maintenance Aide position was filled. Due to the focus placed on body and mechanical repairs during 1998, the current condition of the fleet has improved dramatically.

In December of 1998, a new Tennant Model 830-II power sweeper was added to the fleet of Facilities Management vehicles. This vehicle is used to maintain the streets and parking lots of the Providence Housing Authority developments. The Model 830-II, equipped with state of the art features such as automated operator controls, self-adjusting brushes, power 4-wheel steering, and a high-dump hopper, allows the operator to sweep streets, parking lots and sidewalks without leaving the safety and comfort of the operator cab. In addition to the sweeper, three Tennant ATLV 4300 Litter Vacuum all-terrain vehicles were added to the fleet. These portable, golf-cart like vehicles, have the ability to clean debris and litter from an area the size of a football field in about a half an hour – safely, efficiently, and cost-effectively.

Safety was another major concern of the department. Several programs were instituted under the direction of the Chief of Administration/Operations. The Skilled Trades and Heating Foremen conducted major systems inspections in November. This consisted of visually inspecting and testing boilers and domestic hot water systems; ventilation equipment; emergency generators; elevators; fire sprinklers; alarms; hoses; extinguishers; and standpipes. Faulty equipment was repaired and/or replaced as necessary. Large-scale items that were not addressed immediately, and did not pose a safety hazard, were referred to Modernization and Development for inclusion in the CGP Annual Plan.

A formal respirator program was developed in cooperation with the Beacon Mutual Insurance Company and Northeast Environmental Laboratories, Inc. Employees were monitored while performing their normal daily activities, to determine if any were being exposed to contaminants above the OSHA standards. Due to the nature of the work, six employees were enrolled in the PHA respirator program.

At the beginning of the fiscal year the Goals Management Plan was "on target" in meeting six or (43%) of the objectives listed. At the close of the fiscal year the department was "on target" in meeting ten or (77%) of the objectives. The remaining objectives, the implementation of the PHAS system, improvements in unit turnaround times, and resident participation in maintenance of dwellings are

**A Motor Vehicle Preventive Maintenance Program was developed to help keep proper maintenance of the PHA vehicles.**

**In December of 1998, a new Tennant Model 830-II power sweeper was added to the fleet of Facilities Management vehicles.**

**Plans are in progress to merge the Department of Facilities Management with the Department of Modernization And Development, by combining the resources and talents of the two departments, we expect to facilitate greater cooperation, productivity and efficiency.**

cooperative efforts involving the Executive, MIS, and Housing Management Departments.

The new fiscal year will bring many new challenges. Plans are in progress to merge the Department of Facilities Management with the Department of Modernization and Development. By combining the resources and talents of the two departments, we expect to facilitate greater cooperation, productivity and efficiency. Upgrading of the computer network and software will continue throughout the year. Installation of the new computer software modules including Work Order, Inventory Control, and Purchasing are expected to be completed during fiscal 1999 - 2000. In order to address year 2000 (Y2K) compliant issue, New England Systems and Controls, Inc. will provide Andover building controls to the Providence Housing Authority. Facilities Management personnel will install the equipment to allow for standardization of all heating controls throughout the authority. Other Y2K compliant concerns, including fire alarms, elevators, and telephone systems will be addressed in conjunction with the MIS Department.



*Manager of the Office of Management Information Systems*

## Work Orders

Since FY 1994, total annual maintenance work orders have risen by 17 percent. There were 57,506 work orders generated in FY 1999, an increase of 2,123 (4 percent) from the previous year. All but 261 work orders received in FY 1999 were closed by the year's end-a 99 percent completion rate.

**TABLE I**

**Total Work Orders  
FY 1995-1999**

<i>Total Work Orders FY 1995-1999</i>		
<b>Fiscal Year</b>	<b>Work Orders</b>	<b>Pct. Change</b>
1995	52,820	+7%
1996	54,538	+3%
1997	54,288	<1%
1998	55,383	+2%
1999	57,506	+4%

### Work Orders by Development

For the sixth consecutive year, Hartford Park generated more work orders than any other PHA development. In FY 1999, there were 11,174 work orders at Hartford Park, which accounts for 19 percent 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 7,216, or 13 percent of the annual total.

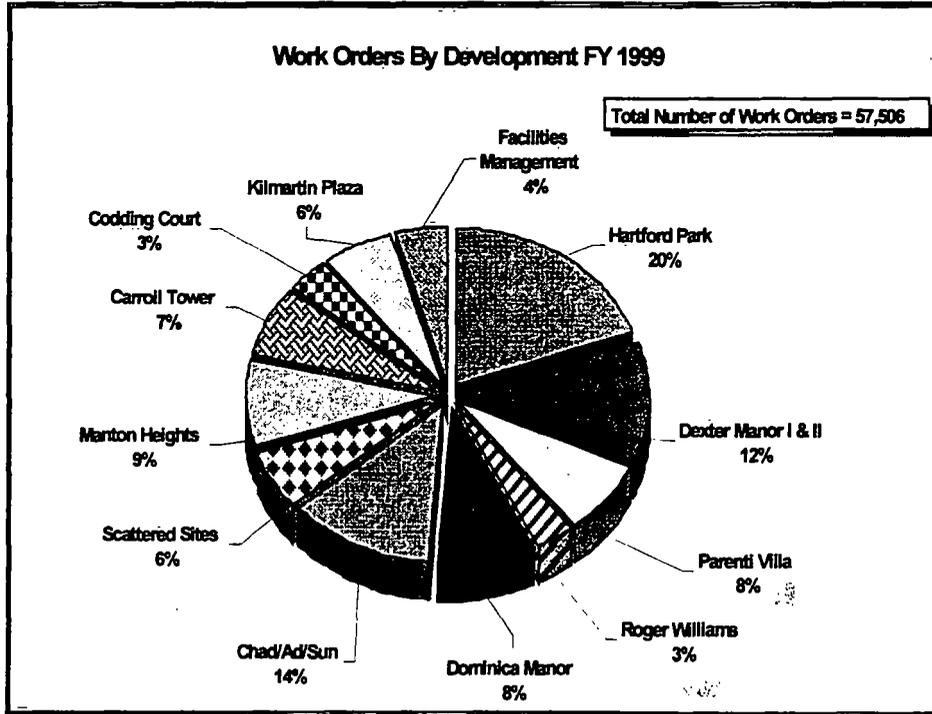


FIGURE I

Work Orders by Development FY 1999

The PHA recorded the fewest work orders at the 40-unit Roger Williams site with 1,895 or three percent of the annual total. With 7,083 work orders (12 percent), Dexter Manor I and II produced the greatest number of work orders among the elderly/disabled developments.

Work Orders by development FY 1995-1999

Development	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	Total
Chad/Ad/Sun	7,301	7,505	7,673	7,285	7,216	36,980
Roger Williams	1,501	1,565	1,722	1,824	1,895	8,507
Codding Court	2,137	2,855	2,678	2,178	1,979	11,827
Hartford Park	10,869	12,029	10,189	10,963	11,174	55,224
Manton Heights	5,490	5,391	4,997	4,623	5,132	25,633
Dexter Manor I & II	6,995	6,997	6,920	7,048	7,083	35,043
Dominica Manor	4,617	4,656	4,371	4,713	4,834	23,191
Carroll Tower	4,420	3,898	3,491	3,795	4,239	19,843
Kilmartin Plaza	3,443	3,076	3,158	3,273	3,591	16,541
Parenti Villa	3,930	4,122	3,894	4,293	4,384	20,623

TABLE II

Work Orders by Development FY 1995-1999

Scattered Sites	2,117	2,444	2,934	2,899	3,442	13,836
Maintenance Garage	N/A	N/A	2,261	2,489	2,537	7,287
<b>Total</b>	<b>52,820</b>	<b>54,538</b>	<b>54,288</b>	<b>55,383</b>	<b>57,506</b>	<b>274,535</b>

Over the past five years, the distribution of work orders by development has remained relatively consistent. Hartford Park comprises the majority of work orders and the Maintenance Garage comprises the least.

**TABLE III**

**Change in Work Orders by Development FY 1998-1999**

**Change in Work Orders by Development FY 1998-1999**

Development	FY 1998	FY 1999	Pct. Change
Chad/Ad/Sun	7,285	7,216	-1%
Roger Williams	1,824	1,895	+4%
Codding Court	2,178	1,979	-9%
Hartford Park	10,963	11,174	+2%
Manton Heights	4,623	5,132	+11%
Dexter Manor I & II	7,048	7,083	+1%
Dominica Manor	4,713	4,834	+3%
Carroll Tower	3,795	4,239	+12%
Kilmartin Plaza	3,273	3,591	+10%
Parenti Villa	4,293	4,384	+2%
Scattered Sites	2,899	3,442	+19%
Maintenance Garage	2,489	2,537	+2%
<b>Total</b>	<b>55,383</b>	<b>57,506</b>	<b>+4%</b>

From FY 1998 to FY 1999, Scattered Sites experienced the most significant increase in total work order, with an increase from 2,899 to 3,442 (19 percent). The second largest increase over the past year occurred at Carroll Tower, where work orders rose by twelve percent. Codding Court and Chad/Ad/Sun experienced the most notable decreases since FY 1998, dropping by 9 percent and 1 percent, respectively.

**Number of Work Orders to Unit Ratio**

The ratio of the average number of work orders to PHA units in FY 1999 was 21:1. Overall, the family developments completed 30,838 work orders with an average of 19 work orders per unit. With a total of 24,131 work orders, the elderly/disabled developments generated an average of 24 work orders per unit. Roger Williams, the smallest development, had the highest ratio of work orders to units (50:1). Hartford Park also had a high ratio among the family developments (22:1). Kilmartin Plaza (34:1) and Dexter Manor I (24:1) had the highest ratios among the elderly/disabled developments. While these numbers give an overall picture of the total work orders, they do not 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. The highest average number of work orders per unit was during FY 1995 with an average of 22. The lowest average was during the FY 1996 and FY 1997 with a 21 average.

<b>Work Orders to Unit Ratio</b>			
<b>Development</b>	<b>No. W/O</b>	<b>No. Units</b>	<b>Ratio</b>
Chad/Ad/Sun	7,216	375	19:1
Roger Williams	1,895	40	50:1
Codding Court	1,979	119	17:1
Hartford Park	11,174	540	21:1
Manton Heights	5,132	330	16:1
Dexter Manor I & II	7,083	291	24:1
Dominica Manor	4,834	204	24:1
Carroll Tower	4,239	194	22:1
Kilmartin Plaza	3,591	106	34:1
Parenti Villa	4,384	194	23:1
Scattered Site	3,442	247	14:1
Facilities Management	2,537	0	N/A
<b>Total</b>	<b>57,506</b>	<b>2,640</b>	<b>22:1</b>

Note: In the table the ratio is 22:1 due to the inclusion of work orders listed as Facilities Management which does not affect per unit numbers.

TABLE IV

Work Orders to Unit Ratio

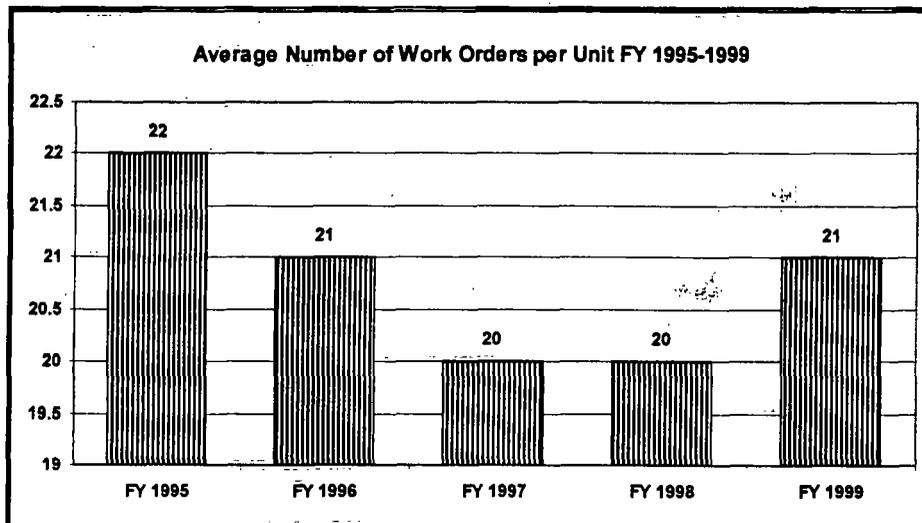


FIGURE II

Average Number of Work Orders per Unit FY 1995-1999

## Work Orders 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
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 work orders by nature of work, such as electrical, plumbing, or 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 of total work orders (59 percent) and Resident Service typically accounts for one quarter. On average, Emergency, Vandalism and Cyclical Paint work orders each accounts for less than one percent of the total work orders.

**TABLE V: Percent Change in Work Order Categories FY 1995-1999**

Work Order Type	FY 1995		FY 1996		FY 1997		FY 1998		FY 1999	
	No.	Pct.								
Emergency	72	<1%	135	<1%	148	<1%	121	<1%	110	<1%
Resident Service	13,286	25%	13,520	25%	12,412	23%	13,319	24%	12,909	22%
Unit Turnaround	3,600	7%	3,830	7%	4,093	8%	3,915	7%	5,479	10%
Planned/Preventive	31,472	60%	32,552	60%	33,133	61%	33,471	60%	33,966	59%
Vandalism	228	<1%	268	<1%	234	<1%	235	<1%	221	1%
Unit P/M Inspection	2,512	5%	2,785	5%	2,684	5%	2,797	5%	3,626	6%
Unit P/M WO's	1,525	3%	1,350	3%	1,444	3%	1,334	2%	1,048	2%
Cyclical Paint	129	<1%	98	<1%	140	<1%	191	<1%	147	<1%
<b>Total</b>	<b>52,820</b>		<b>54,538</b>		<b>54,288</b>		<b>55,383</b>		<b>57,506</b>	

**Work Orders by Type FY 1999**

In FY 1999, the Department of Facilities Management performed 57,506 work orders. Consistent with the annual trend, Planned/Preventive Maintenance work orders comprised the highest percentage of the total FY 1999 with 33,966 (59 percent). Resident Services was the second most common work order type, making up almost one-quarter of the annual total (22 percent).

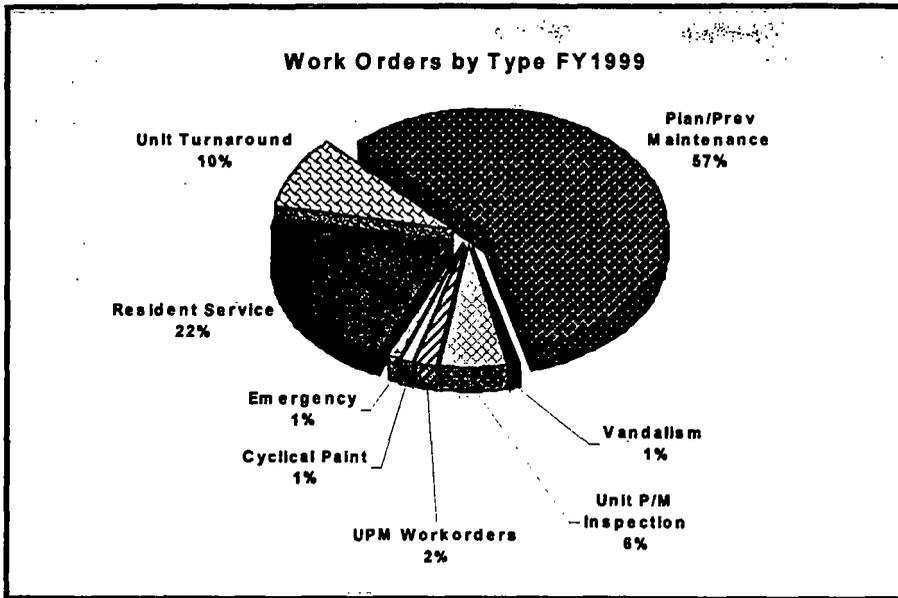


FIGURE III

Work Orders by Type FY 1999

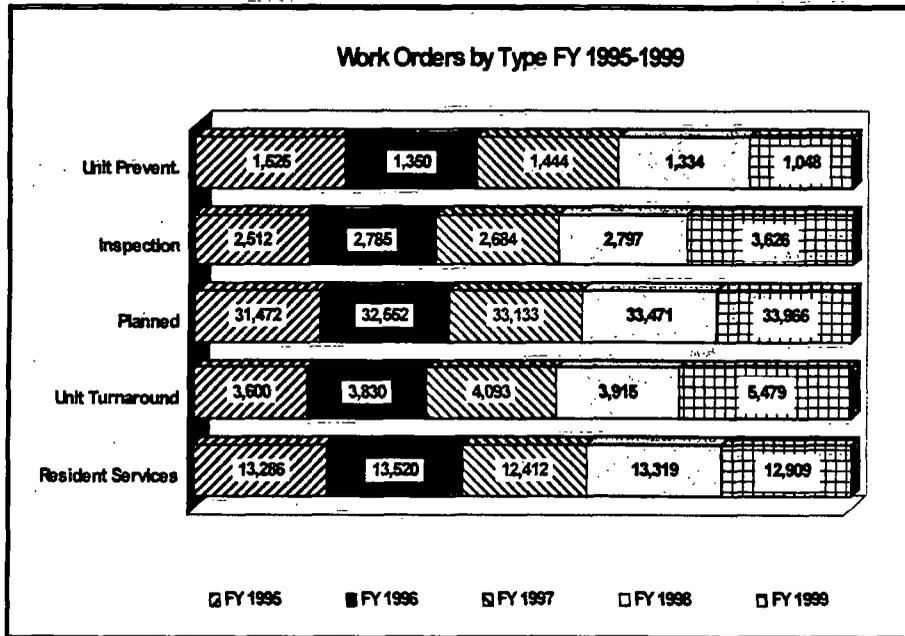


FIGURE IV

Work Orders by Type FY 1995-1999

### 1) EMERGENCY WORK ORDERS

The Department recorded 110 Emergency work orders in FY 1999, a 9 percent **decrease** from last year. Emergency work orders consist of electrical outages, serious plumbing problems, and any situations that endanger the health and safety of residents. Facilities Management personnel respond to and complete all Emergency work orders on the day they occur. Emergency work orders comprise less than one percent of the total.

### 2) RESIDENT SERVICE WORK ORDERS

Facilities Management recorded 12,909 Resident Service (resident requested) work orders in FY 1999, a **decrease** of 410 (two percent) from the previous year. Response time to Tenant Service work orders averaged slightly over one day, considerably less than the three-day industry standard. Resident Service work or-

ders comprised approximately one-quarter (22 percent) of all work produced in FY 1999.

TABLE VI

Resident Service Work Orders FY 1999

Resident Service Work Orders FY 1999			
Development	Total Units	Resident Service W/O	Ratio
Chad/Ad/Sun	375	2,134	6:1
Roger Williams	40	274	7:1
Codding Court	119	528	4:1
Hartford Park	540	2,593	5:1
Manton Heights	330	1,342	4:1
Scattered Site	247	1,586	6:1
Dexter Manor I & II	291	1,162	4:1
Dominica Manor	204	793	4:1
Carroll Tower	194	948	5:1
Kilmartin Plaza	106	512	5:1
Parenti Villa	194	1,037	5:1
<b>Total</b>	<b>2,640</b>	<b>12,909</b>	<b>5:1</b>

**3) UNIT TURNAROUND WORK ORDERS**

Facilities Management staff completed 5,479 Unit Turnaround work orders, an *increase* of 1,564, or forty percent since FY 1998. This increase in work orders is the result of various types of work orders used on the same unit. There were 560 dwelling units "turned-around" in FY 1999. This means that 560 units of varying bedroom sizes were repaired, cleaned, painted, and prepared by the Facilities Management Department for leasing. This is an *increase* of 165 units (41 percent) from the previous fiscal year.

TABLE VII

Resident Service Work Orders FY 1995 - 1999

Resident Service Work Orders FY 1995 - 1999		
Fiscal Year	No. R/S Work Orders	Pct. Of Total W/O
1999	12,909	22%
1998	13,319	24%
1997	12,412	23%
1996	13,520	25%
1995	13,286	25%

**4) PREVENTIVE MAINTENANCE WORK ORDERS (PLANNED/SCHEDULED)**

Preventive Maintenance work orders include activities like lawn mowing, hedge trimming, lobby cleaning, litter pickup, and regular vehicle maintenance. There were 33,966 Planned/Preventive Maintenance work orders in FY 1999, an *increase* of 495 (one percent) from FY 1998. Preventive maintenance comprises 59 percent of all work orders at the PHA.

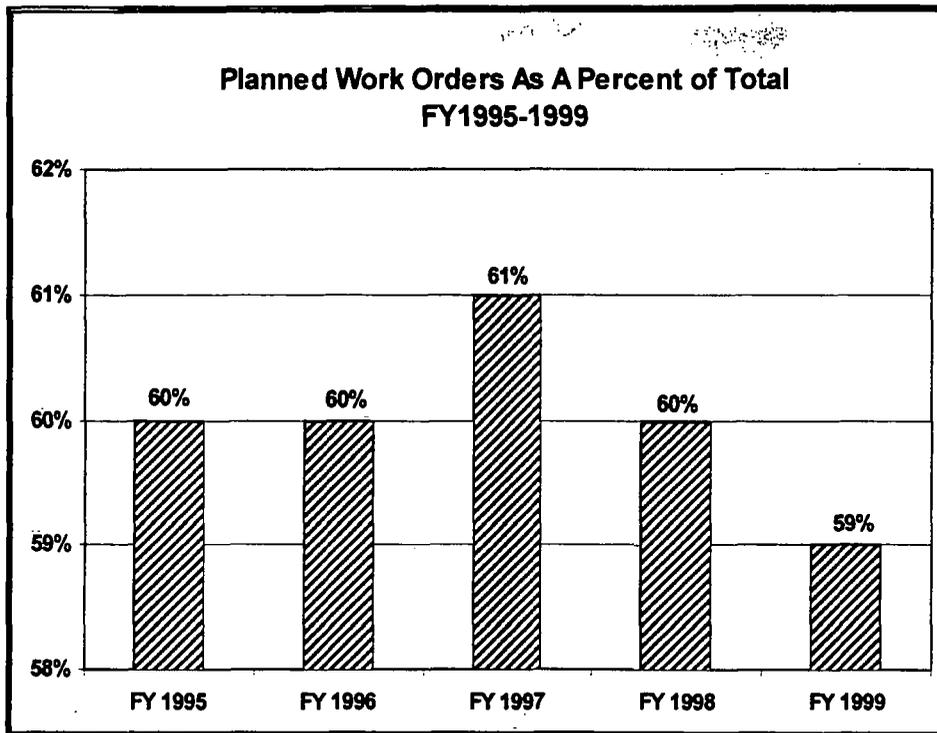


FIGURE V

*Planned Work  
Orders  
FY 1995-1999*

### 5) VANDALISM WORK ORDERS

In FY 1999, the PHA completed 221 Vandalism work orders, a *decrease* of six percent from the previous fiscal year. Vandalism work orders primarily consist of graffiti removal and repair of damaged or destroyed exterior and hallway lights. Vandalism work orders comprise less than one percent of all work orders.

### 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 of its units annually. The Unit Preventive Maintenance (UPM) Inspection program consists of a 24-item inspection of each unit, which identifies and corrects actual or potential problems. There were 3,626 UPM Inspections in FY 1999. This marks a thirty percent *increase*, or an additional 829 work orders from the previous year. UPM Inspections comprised six percent 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 UPM Inspection. Any problem identified during the UPM Inspection that cannot be remedied by the inspection team immediately results in a work order. In FY 1999, 1,048 work orders were generated as a result of the unit inspections. This is a twenty seven percent *decrease* from FY 1998's total. UPM work orders made up only two percent of the total number of work orders recorded in FY 1999.

### 8) CYCLICAL PAINT WORK ORDERS

Facilities Management painted 147 units during FY 1999. This is a 30 percent *decrease* in painting work orders since FY 1998. Cyclical Paint work orders involve the re-painting of occupied units. It is a goal of the Facilities Management Department to re-paint each family unit every fifth year and each elderly/disabled unit every seventh year. The staff painters also completed 909 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 (see the Manpower Utilization Schedule for non-unit painting details).

**TABLE VIII**

*Manpower Utilization Schedule for Non-Unit Painting FY 1999*

<b>Manpower Utilization Schedule</b>		
<b>Development</b>	<b>No. Hours</b>	<b>Pct. Of Total</b>
<b>Chad/Ad/Sun</b>	83.5	9%
<b>Roger Williams</b>	0	0%
<b>Codding Court</b>	3.25	<1%
<b>Hartford Park</b>	116.5	13%
<b>Manton Heights</b>	77.5	9%
<b>Dexter Manor I &amp; II</b>	358.0	39%
<b>Dominica Manor</b>	59.5	7%
<b>Kilmartin Plaza</b>	70.5	8%
<b>Carroll Tower</b>	106.75	12%
<b>Parenti Villa</b>	33.5	3%
<b>Scattered Site</b>	0	0%
<b>Total</b>	<b>909</b>	<b>100%</b>

Starting in August 1995, Facilities Management contracted out to private painting companies to paint apartments. During the past fiscal year, the contractors painted 156 units.

**TABLE IX**

*Private Painting Companies at High-rises FY 1999*

<b>Private Painting Companies FY 1999</b>	
<b>Bedroom Size</b>	<b>Number Painted</b>
Studio	5
1 BR	19
2 BR	46
3 BR	62
4 BR	19
5 BR	5
<b>Total</b>	<b>156</b>

### **Work Order Breakdown by Development**

Overall, the family developments account for a little over one-half (58 percent) of the total work orders performed by the Providence Housing Authority. Almost all (84 percent) of Unit Preventive Maintenance work orders occur at family developments as do the vast majority of Vandalism (87 percent) and Unit Turnaround (70 percent) work orders. Just under one-half (48 percent) of planned/preventive work orders occur at the elderly/disabled high-rises (see the following table for figures).

**Work Order Breakdown by Category and Development Type FY 1999**

Work Order Type	Family		Elderly/Disabled		Total
	No.	Pct.	No.	Pct.	
Emergency	90	82%	20	18%	110
Resident Service	8,457	66%	4,452	34%	12,909
Unit Turnaround	3,832	70%	1,647	30%	5,479
Planned/Preventive	17,619	52%	16,347	48%	33,966
Vandalism	192	87%	29	13%	221
Unit P/M Inspection	2,218	61%	1,408	39%	3,626
Unit P/M Work Order	882	84%	166	16%	1,048
Cyclical Paint	85	58%	62	42%	147
<b>Total</b>	<b>33,375</b>	<b>58%</b>	<b>24,131</b>	<b>42%</b>	<b>57,506</b>

TABLE X

**Work Order  
Breakdown by  
Category and  
Development  
Type  
FY 1999**

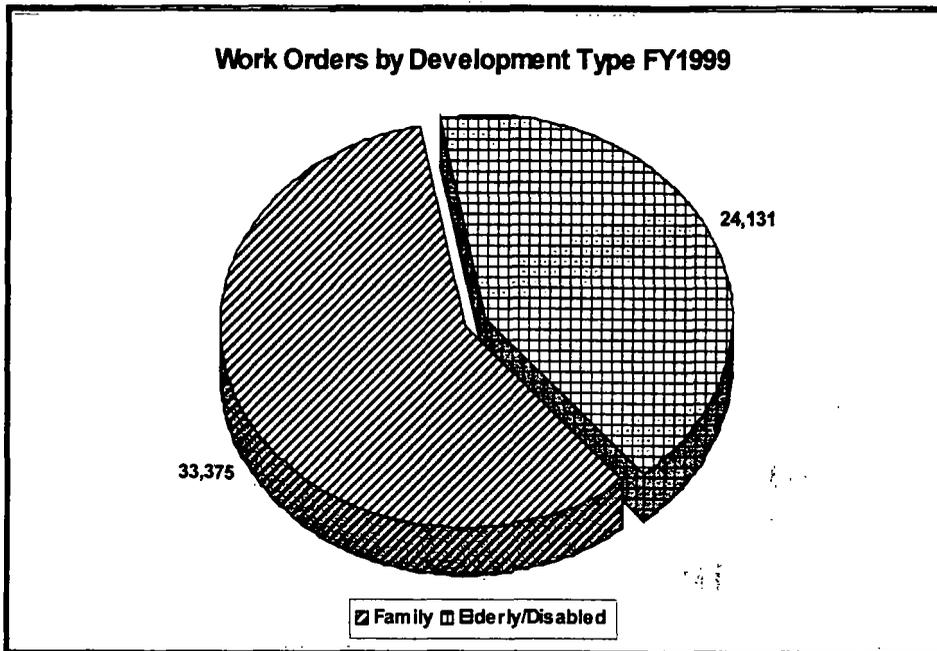
For the past five years, work orders have increased and decreased randomly. During FY 1995, there were a total of 52,820 work orders; FY 1996, had 54,538 work orders; FY 1997, had a total of 54,288 work orders; FY 1998, had a total of 52,894 work orders; and this fiscal year there was a total of 57,506 work orders (see the following table XI for figures).

**TABLE XI: Work Order Breakdown by Category and Development Type FY 1995-1999**

Work Order Type	FY 1995		FY 1996		FY 1997		FY 1998		FY 1999		Total
	Family	Elderly Disabled									
Emergency	56	16	88	47	89	59	88	33	90	20	586
Resident Service	8,308	4,964	8,549	4,971	8,129	4,283	8,519	4,800	8,457	4,452	65,432
Unit Turnaround	2,190	1,434	2,360	1,470	2,759	1,334	2,536	1,379	3,832	1,647	20,941
Planned/ Preventive	15,093	16,418	16,836	15,716	17,383	15,750	14,695	16,287	17,619	16,347	162,144
Vandalism	183	43	215	53	193	41	186	49	192	29	1,184
UPM Inspection	1,455	1,020	1,615	1,170	1,625	1,059	1,697	1,100	2,218	1,408	14,367
UPM Work Order	1,439	72	1,269	81	1,375	69	1,232	102	882	166	6,687
Cyclical Paint	80	49	45	53	84	56	142	49	85	62	705
<b>Total</b>	<b>28,804</b>	<b>24,016</b>	<b>30,977</b>	<b>23,561</b>	<b>31,637</b>	<b>22,651</b>	<b>29,095</b>	<b>23,799</b>	<b>33,375</b>	<b>24,131</b>	<b>272,046</b>
<b>Combined Total</b>	<b>52,820</b>		<b>54,538</b>		<b>54,288</b>		<b>52,894</b>		<b>57,506</b>		

**Work Order Status by Development Type**

Hartford Park experienced the greatest number of work orders in the categories of Resident Service (2,593 or 20 percent), Planned Maintenance (6,334 or 19 percent), and Unit Preventive Maintenance Inspections (671 or 19 percent). Chad Brown/Admiral Terrace/Sunset Village generated the most Emergency work orders (26 or 24 percent), Unit Turnaround (1,221 or 22 percent), Vandalism (78 or 35 percent), and Unit Preventative Maintenance (310 or 30 percent). Manton Heights generated the greatest number of Cyclical Paint work orders (38 or 26 percent).



**FIGURE VI**

**Work Orders by Type of Development FY 1999**

TABLE XII: Work Order Status By Type and Development FY 1999

Development	Emergency	Resident Service	Unit Turnaround	Planned Maintenance	Vandalism	Unit P/M Insp.	Unit P/M W/O	Cyclical Paint	Total	Pct.
<b>Chad/Ad/Sun</b>	26	2,134	1,221	3,013	78	418	310	16	7,216	13
<b>Roger Williams</b>	8	274	228	1,242	8	71	61	3	1,895	3
<b>Codding Court</b>	6	528	87	1,197	5	141	12	3	1,979	3
<b>Hartford Park</b>	25	2,593	1,197	6,334	56	671	281	17	11,174	19
<b>Manton Heights</b>	15	1,342	689	2,585	11	369	83	38	5,132	9
<b>Scattered Sites</b>	10	1,586	410	711	34	548	135	8	3,442	6
<b>Facilities Mgmt.</b>	0	0	0	2,537	0	0	0	0	2,537	4
<b>Subtotal</b>	<b>90</b>	<b>8,457</b>	<b>3,832</b>	<b>17,619</b>	<b>192</b>	<b>2,218</b>	<b>882</b>	<b>85</b>	<b>33,375</b>	<b>58%</b>
<b>Percent</b>	<b>82%</b>	<b>66%</b>	<b>70%</b>	<b>52%</b>	<b>87%</b>	<b>61%</b>	<b>84%</b>	<b>58%</b>	<b>58%</b>	
<b>Dexter Manor I&amp;II</b>	6	1,162	790	4,612	9	397	87	20	7,083	12%
<b>Dominica Manor</b>	4	793	177	3,524	1	305	11	19	4,834	8%
<b>Carroll Tower</b>	6	948	262	2,696	11	285	20	11	4,239	7%
<b>Kilmartin Plaza</b>	2	512	122	2,798	3	143	8	3	3,591	6%
<b>Parenti Villa</b>	2	1,037	296	2,717	5	278	40	9	4,384	8%
<b>Subtotal</b>	<b>20</b>	<b>4,452</b>	<b>1,647</b>	<b>16,347</b>	<b>29</b>	<b>1,408</b>	<b>166</b>	<b>62</b>	<b>24,131</b>	<b>42%</b>
<b>Percent</b>	<b>18%</b>	<b>34%</b>	<b>30%</b>	<b>48%</b>	<b>13%</b>	<b>39%</b>	<b>16%</b>	<b>42%</b>	<b>42%</b>	
<b>Grand Total</b>	<b>110</b>	<b>12,909</b>	<b>5,479</b>	<b>33,966</b>	<b>221</b>	<b>3,626</b>	<b>1,048</b>	<b>147</b>	<b>57,506</b>	<b>100%</b>
<b>Percent</b>	<b>&lt;1%</b>	<b>22%</b>	<b>10%</b>	<b>59%</b>	<b>1%</b>	<b>6%</b>	<b>2%</b>	<b>0%</b>	<b>100%</b>	

## Unit Turnover FY 1999

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

TABLE XIII: 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
Chad/Ad/Sun	3	9	32	36	6	0	0	0	86	15%
Roger Williams	0	0	2	1	1	0	0	0	4	1%
Codding Court	0	4	7	2	1	0	0	0	14	3%
Hartford Park	0	31	40	26	16	9	2	1	125	22%
Manton Heights	0	11	35	27	1	2	0	0	76	14%
Scattered Site	0	0	0	34	9	1	0	0	44	8%
Dexter Manor I&II	46	30	9	0	0	0	0	0	85	15%
Dominica Manor	15	7	1	0	0	0	0	0	23	4%
Carroll Tower	23	10	2	0	0	0	0	0	35	6%
Kilmartin Plaza	14	8	0	0	0	0	0	0	22	4%
Parenti Villa	27	15	4	0	0	0	0	0	46	8%
<b>Total</b>	<b>128</b>	<b>125</b>	<b>132</b>	<b>126</b>	<b>34</b>	<b>12</b>	<b>2</b>	<b>1</b>	<b>560</b>	
<b>Percent</b>	<b>22%</b>	<b>23%</b>	<b>24%</b>	<b>23%</b>	<b>6%</b>	<b>2%</b>	<b>&lt;0%</b>	<b>&lt;0%</b>	<b>100%</b>	<b>100%</b>

Thirty-eight percent (211) of all unit turnovers occurred at the elderly/disabled developments. The highest number of turnover among the elderly/disabled developments occurred at Dexter Manor, where 29 percent (85 units) of the development's total units were turned over for new leasing. There was also a high rate of turnover at Carroll Tower (35 units) and Parenti Villa (46 units). Hartford Park had the highest turnover among the family development with 125 units, followed by Chad Brown/Admiral Terrace (86 units) and at Manton Heights (76 units). Efficiency (0-BR) and one-bedroom units comprised 45 percent of all unit turnover; two and three bedroom units comprised 47 percent of all unit turnover.

# Unit Turnover Rate

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

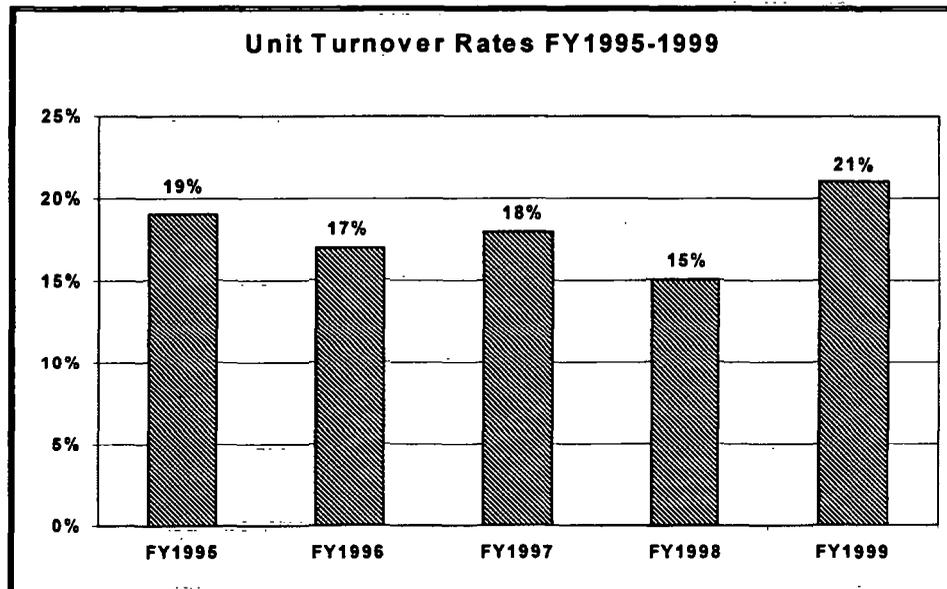
TABLE XIV

Unit Turnover by Development  
FY 1999

Unit Turnover by Development FY 1999			
Development	Total Units	Turnover	Rate
Chad/Ad/Sun	375	86	23%
Roger Williams	40	4	10%
Codding Court	119	14	12%
Hartford Park	540	125	23%
Manton Heights	330	76	23%
Scattered Sites	247	44	18%
Dexter Manor I & II	291	85	29%
Dominica Manor	204	23	11%
Parenti Villa	194	35	18%
Carroll Tower	194	22	11%
Kilmartin Plaza	106	46	43%
<b>Total</b>	<b>2,640</b>	<b>560</b>	<b>21%</b>

FIGURE VII

Unit Turnover Rates  
FY 1995-1999



Other elderly/disabled developments also had high turnover rates: 43 percent of units at Kilmartin Plaza and 18 percent of units at Parenti Villa. The Chad Brown/Admiral Terrace family developments, together with the contiguous Sunset Village, an elderly development, had a combined turnover rate of 23 percent. Overall, the PHA experienced a 21 percent turnover rate in FY 1999, with a 23 percent turnover rate for the elderly developments and a 22 percent for the family developments.

# 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 1999, more than \$127,000 was charged to residents for repairs to their units. The following table breaks down the charges by development. From FY 1995 to FY 1999, \$607,070.90 was charged to residents for the repairs of their units. Chad/Ad/Sun and Hartford Park together shows a percentage of about one-half of the total. Chad/Ad/Sun and Hartford Park together shows a percentage of about one-half of the total.

Resident Charges FY 1999		
Development	Total	Pct. Of Total
Chad/Ad/Sun	\$29,862.34	23%
Roger Williams	4,130.60	3%
Codding Court	2,059.91	2%
Hartford Park	31,036.11	24%
Manton Heights	21,325.79	17%
Dexter Manor I & II	10,907.78	9%
Dominica Manor	3,321.10	2%
Kilmartin Plaza	3,901.45	3%
Carroll Tower	3,886.87	3%
Parenti Villa	5,882.95	5%
Scattered Site	11,256.58	9%
<b>Total</b>	<b>\$127,571.48</b>	<b>100%</b>

TABLE XV

*Resident Charges  
FY 1999*

TABLE XVI: Resident Charges FY 1995-1999							
Development	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	Total	Pct. Of Total
Chad/Ad/Sun	\$15,560.91	\$34,299.14	\$36,130.79	\$33,407.05	\$29,862.34	\$149,260.23	25%
Roger Williams	1,024.98	2,938.21	3,867.90	4,565.80	4,130.60	16,527.49	3%
Codding Court	673.15	2,895.90	1,922.00	3,071.90	2,059.91	10,622.86	2%
Hartford Park	13,013.27	29,056.92	34,379.19	30,519.53	31,036.11	138,005.02	23%
Manton Heights	9,281.06	18,872.80	19,841.17	19,463.30	21,325.79	88,784.12	15%
Dexter Manor I & II	5,583.91	14,929.55	12,544.83	9,475.25	10,907.78	53,441.32	9%
Dominica Manor	3,499.73	6,181.51	4,811.37	4,394.50	3,321.10	22,208.21	4%
Kilmartin Plaza	2,062.55	5,370.81	3,791.07	2,343.20	3,901.45	17,469.08	3%
Carroll Tower	2,348.26	6,272.30	3,404.35	4,208.05	3,886.87	20,119.83	3%
Parenti Villa	2,356.89	4,919.10	3,963.99	4,857.30	5,882.95	21,980.23	4%
Scattered Sites	6,485.44	14,568.77	20,912.00	15,429.72	11,256.58	68,652.51	11%
<b>Total</b>	<b>\$61,890.15</b>	<b>\$140,305.01</b>	<b>\$145,568.66</b>	<b>\$131,735.60</b>	<b>\$127,571.48</b>	<b>\$607,070.90</b>	<b>100%</b>

## Work Order Completion Rate

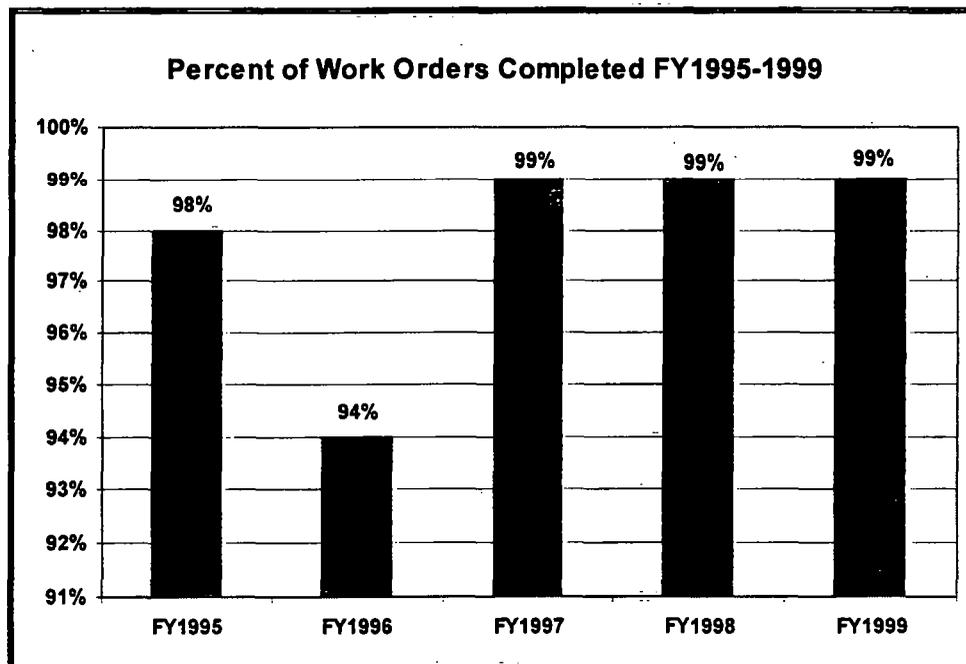
The work order completion rate status report table indicates the Department's success in completing work orders received during FY 1999. As the Table XVII shows, 99 percent of all work orders received in FY 1999 were completed by the close of the fiscal year. Only 261 work orders (five percent) were carried over to the following fiscal year. It should be noted that four to five percent is our daily carryover, which is normal. For the last three fiscal years, work order completion rates have maintained the 99 percent goal. During FY 1995, the work order completion rate were at 98%. FY 1996 had the lowest completion rate with 94% success. See figure 8 for more details.

TABLE XVII: Percent of Work Orders Completed FY 1999

Category	Previous Balance	New Requests	Total	Closed This Year	Balance
Emergency	0	110	110	110	0
Resident Service	29	12,880	12,909	12,842	67
Unit Turnaround	33	5,446	5,479	5,457	22
Planned/Preventive	84	33,882	33,966	33,834	132
Vandalism	2	219	221	221	0
Unit P/M Inspection	64	3,562	3,626	3,589	37
Unit P/M W/O's	8	1,040	1,048	1,045	3
Cyclical Paint	3	144	147	147	0
<b>Total</b>	<b>223</b>	<b>57,283</b>	<b>57,506</b>	<b>57,245</b>	<b>261</b>
<b>Percent</b>	<b>1%</b>	<b>99%</b>	<b>100%</b>	<b>99%</b>	<b>1%</b>

FIGURE VIII

Percent of Work Orders Completed FY 1995-1999



## Staff Training

During fiscal year 1998 and 1999 there were 39 sessions of training covering approximately 30 different subjects and with a total of 109 hours of training recorded.

<b>Facilities Management Staff Training FY 1998-1999</b>				
<b>Date</b>	<b>Subject</b>	<b># of Sessions</b>	<b># Attending</b>	<b>Length of Training</b>
7/7/98	Elevator Training	1	6	2.5 hours
7/8/98	Inventory Control	1	2	2.5 hours
7/21/98	Risk Control	1	2	2.0 hours
7/23/98	Outlook	1	3	0.5 hours
9/2/98	OSHA Regulations	1	2	4.0 hours
9/22/98	Plumbing 101	1	10	2.0 hours
9/23/98	Plumbing 102	1	10	2.5 hours
9/24/98	Grounds Care	1	10	2.0 hours
10/7/98	Sexual Harassment	1	80	1.5 hours
10/14/98	Landscaping	1	17	2.0 hours
11/4/98 – 3/24/99	PHA Mgt. Training	10	5	28.5 hours
12/8/98	Electrical - Fire Alarms	1	3	8.0 hours
12/17/98	Software Evaluation	1	1	3.0 hours
12/18/98	Software Evaluation	1	1	3.0 hours
1/13/99	Ethics	1	4	2.5 hours
2/8/99	HUD Briefing	1	1	2.0 hours
2/24/99	Public Housing Assessment	1	2	2.0 hours
3/18/99	AS 400 Printing	1	1	0.5 hours
3/30/99	Celebrating 65 – Session 1	1	13	1.25 hours
4/1/99	Mgt. Effectiveness Testing	1	1	2.0 hours
4/2/99	Mgmt, Effectiveness Testing	1	5	2.0 hours
4/19/99	Family Medical Leave	1	10	1.0 hours
4/21/99	Staff Development	1	5	6.0 hours
4/21/99 – 4/22/99	Effective Maintenance Planning	2	2	14.0 hours
4/23/99	Staff Development	1	3	6.0 hours
5/18/99	Respirator Care and Fit Testing	1	9	1.0 hours
5/18/99	Basic Carpentry	1	4	2.5 hours
5/27/99	Access	1	1	1.0 hours
6/17/99	Celebrating 65 – Session 2	1	11	1.25 hours

TABLE XVIII

**Facilities  
Management  
Staff Training  
FY 1998-1999**

# Director's Summary

The Modernization and Development Department is responsible for the renovation and rehabilitation of both existing dwelling units and the development of new ones. The department's objectives include:

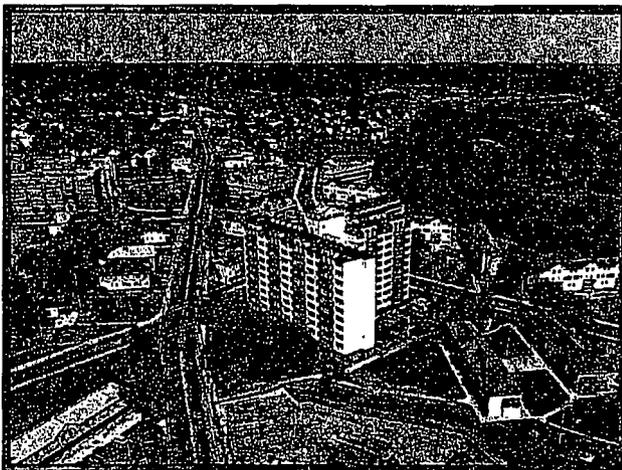
- Developing both long and short term work plans,
- Producing in-house architectural plans and specifications for small construction jobs;
- Overseeing the work of outside architects and engineers for larger contracts;
- Coordinating bid activities;
- Evaluating modernization and development contract proposals;
- Preparing final contracts; and supervises all construction work in progress.

Budgets administered by this department since its inception 15 years ago total over \$107 million. More than \$43 million has been directed towards modernization that has been funded from the Comprehensive Improvement Assessment Program (CIAP) and Comprehensive Grant budgets. Over \$64 million is directed towards development projects that has been funded from HUD's Major Reconstruction of Obsolete Projects budget (MROP) and new construction. Current non-obligated modernization budgets total \$2.5 million. Modernization activities will continue to be funded under the Comprehensive Grant Program (CGP) in FY99. A total of \$5.2 million will be available in the fall when HUD is expected to approve Budget 708.

## 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.



335 Hartford

The site was divided into three construction phases. The Phase I area included the rehabilitation of one high-rise building with 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 demolished

as part of this phase. Two hundred and forty new single family and duplex units were constructed throughout the city to replace the demolished units.

Phase II consisted of the modernization of 17 two-story wood row buildings. Phase III included 15 two-story wood walk-ups of which 11 have been completed and occupied. The remaining four buildings are vacant and cannot be demolished due to a court approved consent decree. The chart below includes 32 new units in five buildings that were constructed on the sites of the three demolished high-rise buildings. These units were completed in 1995. The resulting breakdown of units including wheelchair accessible units, for all three Phases, is listed below.

**TABLE I**  
**Hartford Park Unit**  
**Breakdown –**  
**Standard &**  
**Handicapped**

Phase	1-Bedroom	2-Bedroom	3-Bedroom	4-Bedroom	5-Bedroom	6-Bedroom	7-Bedroom	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 construction	0/0	0/0	0/8	6/0	13/0	4/0	1/0	24/8
<b>TOTAL</b>	<b>120/0</b>	<b>224/0</b>	<b>96/8</b>	<b>54/0</b>	<b>33/0</b>	<b>4/0</b>	<b>1/0</b>	<b>532/8</b>

The Phase I area, containing 174 two to four bedroom family units, was completed in November 1991, when all units were leased with the exception of 36 units in the area of the asbestos debris pile at 22 Whelan. With the removal of the debris in 1993, however, 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 1991, through the Department of Housing and Urban Development (HUD) Regional Office and the PHA received approval in 1993 for \$6,000,000 in amendment money. 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, consisting of 54 three-bedroom, 24 four-bedroom and 20 five-bedroom, were leased.

In FY96, 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. In September 1995, \$4 million in funding was approved. 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. Completion was projected by October 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 along Barry Road. The motion was heard the first week of April 1996, and was denied. The buildings were secured until funding for rehabilitation would be available in future Comprehensive Grant budgets. The architect's contract was amended to include the redesign of the site with no

**Current budgets total over \$21.2 million, \$4 million in current approved modernization funds, \$5.1 million planned and \$12.1 million in open development projects.**

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 was substantially completed 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 agreed to arbitrate this dispute with the contractor and the units were occupied in July and August of 1997. In September, the Authority was notified that the arbitrator had found in favor of the contractor. After discussions and negotiations, there was a reduction in the settlement and the PHA paid the contractor's claim. The landscape portion of the work began in May 1997 and was substantially complete by October 1997.

The retaining wall behind the Facilities Management garage was badly deteriorated and the bank was eroding. The Authority went out to bid to construct a new retaining wall as well as a new sidewalk and stairs on the hill behind the garage connecting Whelan Road to Hartford Avenue. This work was substantially complete by June 1998 with punch list items completed in late 1998. With the completion of the new wall, a separate design contract was awarded to reconstruct the parking lot adjacent to the garage. Work included the removal and replacement of the old pavement, installation of a new separate entrance and exit with sliding gates, and new fencing. This project was completed in November 1998. The seven vehicle doors on the garage were also replaced and two of the doors were equipped with automatic door openers.

◆ **HARTFORD PARK BUDGETS**

Since the start of comprehensive modernization of Hartford Park in 1987, the Authority has managed over \$37 million in funding for this project. The total budget amount was split among budgets 87-01-912, 89-01-020, and Comp Grants 705, 706, and 707. At the end of FY99, 98 percent of the total funding had been spent on modernization with the balance to be expended in FY2000 for work in common areas and replacement of building energy controls to allow for Y2K compliance. The 708 budget, when approved, will allow us to develop the recreational areas, enhance security, and institute initiatives such as energy conservation improvements.

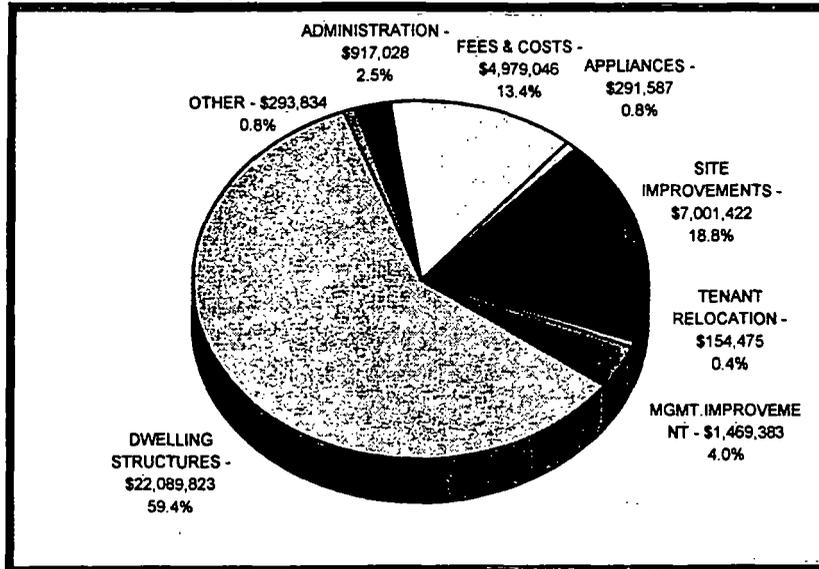
Budget	Approved	Obligated	Expended
87-01-912	\$16,700,000	\$16,700,000	\$16,700,000
89-01-020	\$19,252,950	\$19,252,950	\$19,252,950
705	\$374,192	\$374,192	\$374,192
706	\$139,866	\$139,866	\$138,536
707	\$729,590	\$106,137	\$81,223
<b>TOTAL</b>	<b>\$37,196,598</b>	<b>\$36,573,145</b>	<b>\$36,546,901</b>

**TABLE II**

**Hartford Park  
Budgets FY 1999**

The chart on the following page (see Figure 1) shows the allocation of funding for the Hartford Park modernization. Of the total \$37,196,598 budgeted for this project by the end of FY99, 78 percent of the funding will have been utilized for site work and dwelling structures (construction).

**FIGURE I**  
**Hartford Park**  
**Funding and**  
**Allocation**  
**FY 1999**



**Manton Heights**

Original construction of the Manton Heights family development was completed in 1954. It consisted of 21 buildings, 14 of which were three-story brick walk-up buildings and 7 of which were 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., of Boston (now doing business as Domenech, Hicks, & Krockmalnic, Inc.) in January 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. Phase I, 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 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 Phases I and II is contained below.

**TABLE III**  
**Manton Heights Unit**  
**Breakdown: Standard**  
**and Handicap**

Phase	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom	5 Bedroom	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
<b>TOTAL</b>	<b>50/1</b>	<b>145/10</b>	<b>91/5</b>	<b>22/0</b>	<b>6/0</b>	<b>314/16</b>

Incidents of water penetration after heavy rains into several third floor apartments in various PHA brick buildings continue to be a problem. During the past fiscal year, the two companies that manufactured the roofing system used in this development made repairs to the roofs under existing warranties. Results to date have been generally encouraging.



A Manton Heights unit on Manton Avenue

However, in major rainstorms, several buildings continue to leak intermittently depending on the direction and speed of the wind.

◆ **MANTON HEIGHTS COMMUNITY CENTER**

H. Carr & Sons, Inc. was awarded a contract to install a new suspended ceiling system throughout the community center. Work on the ceiling was completed in February 1999. New energy efficient lighting fixtures were installed throughout the center as part of the Narragansett Electric Energy Initiative Program.

◆ **MANTON HEIGHTS BUDGETS**

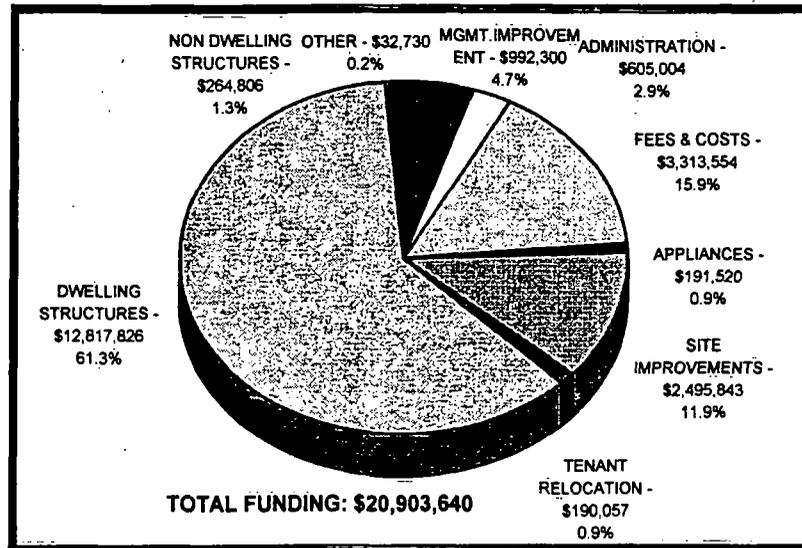
Budget	Approved	Obligated	Expended
87-01-911	\$1,500,000	\$1,500,000	\$1,500,000
88-01-913	\$8,345,950	\$8,345,950	\$8,345,950
89-01-914	\$2,080,000	\$2,080,000	\$2,080,000
90-01-915	\$120,000	\$120,000	\$120,000
91-01-916	\$7,250,000	\$7,250,000	\$7,250,000
701	\$1,006,390	\$1,006,390	\$1,006,390
702	\$13,000	\$13,000	\$13,000
703	\$21,070	\$21,070	\$21,070
704	\$317,556	\$317,556	\$317,556
705	\$84,412	\$84,412	\$84,412
706	\$34,462	\$34,462	\$34,462
707	\$130,800	\$25,612	\$17,282
<b>TOTAL</b>	<b>\$20,903,640</b>	<b>\$20,798,452</b>	<b>\$20,790,122</b>

**TABLE IV**  
**Manton Heights**  
**Budgets FY 1999**

By the end of FY99, the Modernization Department had managed \$21 million in funding for the renovations in this development. Since the beginning of the comprehensive modernization in 1989, funds have been expended from twelve different budgets. All CGP budgets have been closed out with the exception of 707 where 14% of funds budgeted for Manton Heights have been expended.

**FIGURE II**  
**Manton Heights**  
**Funding Allocation**  
**FY 1999**

The chart on the following page (See Figure II) shows the Manton Heights funding allocation. As with Hartford Park, the largest amount of funding expended on this project, 74 percent, was utilized for the two construction categories, dwelling structures and site improvements.



**By the end of FY 1995 the renovation of Phase I was virtually completed. Wood cabinets and countertops, ranges and refrigerators were installed in the redesigned kitchens, outdated lighting was replaced, and new electrical wiring, new baseboard heating and domestic hot water systems were installed in each building.**

**Codding Court**

Modernization of Codding Court, a five building development containing 119 units and a management office, 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 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 Vaughn/Salisbury. Collins Building Co. was low bidder for the modernization of Phase I. The Authority hired a Field Representative to monitor construction 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 were 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. Wood cabinets and countertops, ranges and refrigerators were installed in the redesigned kitchens, outdated lighting was replaced, and new electrical wiring, new baseboard heating and domestic hot water systems were installed in each building. Also included in the renovation were individual apartment thermostats,



The grounds at Coddling Court

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 FY96. However, with the Congressional recession of more than \$1 million from the FY96 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 FY96 and Phase IIB scheduled for FY97. The reduced funding from the Comprehensive Grant Program lengthened the total time to complete the project by more than 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 substantial completion was achieved by the end of December. Relocation of residents occurred 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 and a bid opening was held November 7, 1996. A contract was awarded to DePasquale Building and Realty and work began in early December. Substantial completion of this building occurred in October and the building was fully occupied by the end of December.

The Request for Bid for the final building (Phase III) was advertised in October 1997 and a bid opening was held November 4<sup>th</sup>. DePasquale Building and Realty was again low bidder and a contract was signed November 14, 1997. Prior to bidding the final building, contracts had been awarded for the Lead Based Paint Abatement and the Asbestos Abatement for this building. Both jobs were completed in November with the exception of the final roof abatement, which was completed in the spring. The contractor completed construction of the final building in August 1998. Occupancy began in September and the building was fully occupied in November 1998.

In preparation for the design of a new Administration /Community Services Building, discussions were held with tenant representatives and staff from 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 to provide guidance for final design. A solicitation for Technical Qualification Statements was sent to several Architectural and Engineering firms in June 1997. Four firms responded and The Salisbury Group was selected designer for this project. A contract was signed in September and staff from the Departments of Modernization, Community Services and Housing Management worked

**In preparation for the design of a new Administration /Community Services Building, discussions were held with tenant representatives and staff from Facilities Management, Housing Management, and Community Services, to determine the needs of the various groups who would use the facility.**

extensively with the architect during the year. The schematic design and the design development documents were approved in June 1998. Bid documents were submitted in August 1998 and bids for construction received in September 1998. The low bid for construction significantly exceeded the amount available in the CGP 707 budget and the project was postponed until the Authority received funding in Budget 708 for this work. Approximately \$8.6 million has been expended to date on this development, constructed in 1951.

## Comprehensive Grant Program (CGP)

**Notification was received from HUD on April 20<sup>th</sup> of the final formula amount for CGP 708 (FY99) of \$5,221,144. This is \$1,262,157 more than the amount received for CGP 707. This was due, in part, to an error found in the data used to compute the amount for CGP 707.**

Notification was received from HUD on April 20, 1999 of the final formula amount for CGP 708 (FFY99) of \$5,221,144. This is \$1,262,157 more than the amount received for CGP 707. This increase occurred as the result of two factors. 1) Congress increased FFY99 funding for the CGP by 20% over FFY98 levels. This resulted in an increase from \$3,958,987 in FFY98 to \$4,932,418 for FFY99. 2) The data that HUD used to compute the Providence Housing Authority share of the FFY98 CGP allocation was in error. The authority made a successful appeal of its initial award and a correction totaling \$283,556 was included in the CGP 708 funding in addition to the higher regular formula amount of \$4,932,418. In preparation for the FFY99 CGP submission, interdepartmental meetings were held at each development to review the physical and management improvements that are needed. Information gathered at these meetings was entered into the computer-database to track both the needs and work accomplished. Individual meetings were held with tenant representatives at the developments to present and discuss the Plan and to obtain resident feedback. An Authority-wide meeting on June 17, 1999 and a Public Hearing on June 22, 1999 were held to present the five-year Plan to residents and the general public. After approval by the Board of Commissioners, the Plan was submitted to HUD in July. Approval of the Plan is expected in September.

In addition to the work at Coddington Court, other major improvements made during FY99 under the Comprehensive Grant Program included work at the following developments:

### Chad/Ad/Sun

Major site improvements were completed at Sunset Village during the past year. Narragansett Improvement Co. was awarded a contract for site work in March 1999. Work included the following improvements:

- Removal and replacement of the existing bituminous pavement in the parking lot and Thomas Span Way,
- Installation of speed bumps,
- Rebuilding of storm drains,
- Replacement of all existing walkways with new concrete,
- Installation of new benches and landscaping,
- Construction of a new dumpster enclosure.



*New concrete paving construction at Sunset Village*

In February 1999, a contract was awarded to Advanced Research Technology to conduct a comprehensive examination of the existing Chad/Ad district heating system. This consisted of 14 weeks of intensive scientific testing and analysis to

determine the level of efficiency of the heating plant. This effort, combined with a large amount of statistical information provided by the PHA, was used to project future energy expenditures, the remaining useful life of equipment and piping and to evaluate the viability of various options available to the Authority. The report was received in June and will be used to evaluate alternatives and plan future modernization work of the heating plant at this development.

### ***Dominica Manor***



*The community room at Dominica Manor*

The major modernization this year at Dominica Manor involved refurbishing the community room. Work included the design and construction of a new ventilation and air conditioning system, which was completed in June. Application of new interior finishes for the community room began. Floor tiles were found to contain asbestos and a consultant was engaged to prepare an Asbestos Abatement Plan for submission to and approval by the RI Department of Health. Floor tile and mastic abatement was completed in June 1999. As the fiscal year concluded, bid packages were prepared for new plaster veneer walls, new floor tile, refinishing on the

wood floor (upon stage), repainting interior spaces (including the ceiling

beams), and purchasing new vertical blinds for all windows. River Point Construction was awarded a contract for site work including resetting curbing, repaving the parking lot, replacing sections of deteriorated concrete sidewalk, and re-striping. This work was completed in June 1999. New energy efficient lighting fixtures were installed in common spaces throughout the building under the Narragansett Electric Energy Initiative Program. The Authority paid for the labor and the rebate from Narragansett covered the cost of the fixtures. In order to determine the source of continued window leaking during storms with high wind and heavy rain, the engineering firm of Simpson, Gumpertz, and Heger, a firm that specializes in leak investigation, was hired by the Authority. Results of their study will be used to determine a course of action to repair the problem and why the problem occurred in the first place. An underground oil tank was removed in this development several years ago. DEM required that a ground water well be installed on site in the presence of a consultant to monitor it in order to insure that there was no underground movement of contaminants. Results of these quarterly basis ground water tests continued to be negative and DEM has now allowed the testing to be discontinued.

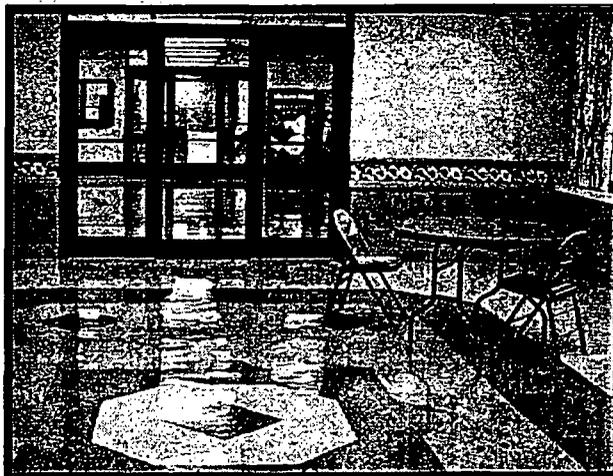
**Work included the design and construction of a new ventilation and air conditioning system, which was completed in June.**

**Improvements at Carroll Tower and Parenti Villa include glass doors that separate the entrance hallway from the dining and TV rooms, a new gas fired heat and air conditioning system for the first floor community rooms, new wall coverings, ceilings, lighting and new floor tile in the entrance hall.**

**Because of increasing problems with leaking around the windows at Kilmartin Plaza, a contract was signed with RI Structural Restoration to reseal all windows in the building. Since the completion of this work there has been no water penetration, even during heavy storms**

### ***Carroll Tower and Parenti Villa***

In order to improve the appearance and to make the first floor common areas more useable and attractive to residents and potential residents, a major redesign of these areas was undertaken. Glass doors now separate the entrance hallways from the dining and TV rooms. Work included new gas fired



*The community room at Parenti Villa*

heat and air conditioning systems, new suspended ceilings and energy efficient lighting, new wood moldings, vinyl wall coverings and the painting of wood trim, new service counters in the offices, and new colorful tile floors throughout the first floor. All work associated with Carroll Tower was completed in December. The work at Parenti Villa

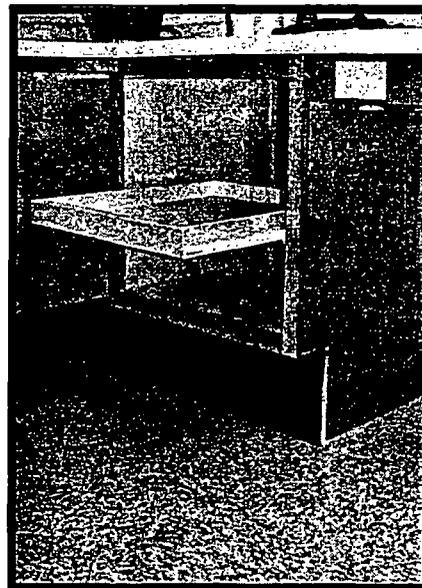
will be completed by August 1999. Exterior site

improvements were also undertaken at both Carroll and Parenti in the spring of 1999 including new concrete sidewalks, landscaping, and benches. New signs were also installed.

### ***Kilmartin Plaza and Dexter I / Dexter II***

Because of increasing problems with leaking around the windows at Kilmartin Plaza, a contract was signed with RI Structural Restoration to reseal all windows in the building. Since the completion of this work there has been no water penetration, even during heavy storms.

At Dexter I and Dexter II, the existing lighting fixtures have been replaced throughout the building with new energy efficient fixtures. Work continued this year to create state of the art fully accessible handicap units at Dexter II. A new handicapped unit was completed in October as a prototype for other units in the building. Work included the redesign and expansion of the existing kitchen with a new cook-top, wall oven, handicapped accessible cabinets, the widening of doors, and the addition of grab bars and some new bathroom fixtures. Four additional units were under renovation as the fiscal year came to an end.



*A handicapped accessible unit at Dexter Manor II*

### **Scattered Sites**

A contract was awarded to WM Painting to paint 6 duplexes, which was completed in October. A contract was awarded to Mike's Home Improvement to develop and install a vinyl siding package at 440-442 Chalkstone Avenue as a prototype for future scattered site improvements. The contractor, working with PHA staff, developed a design protocol, which will be used to develop bid documents for future vinyl siding work. In addition, porches on the prototype were rebuilt including the use of plastic lumber. These construction enhancements will be used for future porch and deck work in scattered site units.

### **Authority-Wide**

Mechanical Engineering firms were interviewed and selected to provide proposals on various energy related projects in FY99-FY2000. Design contracts were awarded for the new air conditioning systems at Dexter Manor I and Kilmatrin Plaza. In addition, interviews were conducted with engineering firms for the design of new domestic hot water systems for Dexter I & II and Manton Heights and a ventilation investigation of the upper floor hallways at Carroll Tower and Parenti Villa.

A blanket purchase order for one year's duration was awarded for the supply of severe use kitchen cabinets. These will be used throughout the Authority for unit turnarounds when cabinet replacement is required. Appliance contracts were awarded to General Electric, Sears, and Whirlpool beginning in June, for a period of one year. These vendors will be used when individual units require replacement of stoves and/or refrigerators.

A one year contract with RI Analytical was signed for consulting on asbestos related problems associated with unit turnovers. Another one year contract was signed with A.A. Asbestos Abatement Inc. for removal of asbestos floor tiles related to unit turnovers. As the result of a HUD handicap survey, the Authority has been retrofitting handicap units in most developments. Work in common areas as well as in dwelling units has been substantially completed. The individual items vary from fairly small items which involve the installation of a grab bar or the height adjustment of a mirror, to larger site projects involving regrading of sidewalks and ramps.

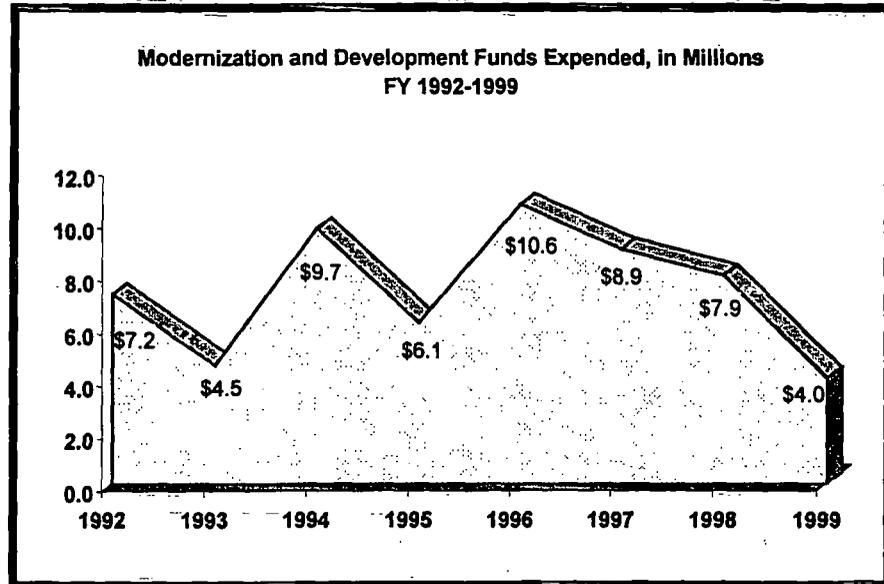
<b>Comprehensive Grant Program Budgets</b>			
<b>Budget</b>	<b>Approved</b>	<b>Obligated</b>	<b>Expended</b>
701	\$3,502,647	\$ 3,502,647	\$ 3,502,647
702	\$3,944,649	\$3,944,649	\$3,944,649
703	\$4,549,736	\$4,549,736	\$4,549,736
704	\$4,384,972	\$4,384,972	\$4,384,972
705	\$4,126,727	\$4,126,727	\$4,126,727
706	\$4,052,344	\$4,052,344	\$3,887,600
707	\$3,958,987	\$1,865,577	\$1,343,710
708 - pending	\$5,221,144	\$0	\$0
<b>TOTAL</b>	<b>\$33,741,206</b>	<b>\$26,426,652</b>	<b>\$25,740,041</b>

**TABLE V**  
**Comprehensive**  
**Grant Program**  
**Budgets**

**Modernization & Development Funds FY 1992 – 1999**

Over the past eight years, HUD has continued to award the Providence Housing Authority millions of dollars in Modernization funds. In FY 1999, Modernization (\$2,820,450) and Development (\$1,231,672) combined expended a total of \$4,042,072.

**FIGURE III**  
**Modernization and Development Funds Expended, in Millions FY1992-1999**



**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. 240 newly constructed scattered site units throughout the city replaced the units.**

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. The Authority then embarked on a program to replace demolished units with newly constructed single family and duplex scattered site structures throughout the city. The Authority publicly advertised for developers to construct



PHA Scattered Site units

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.

## Scattered Sites

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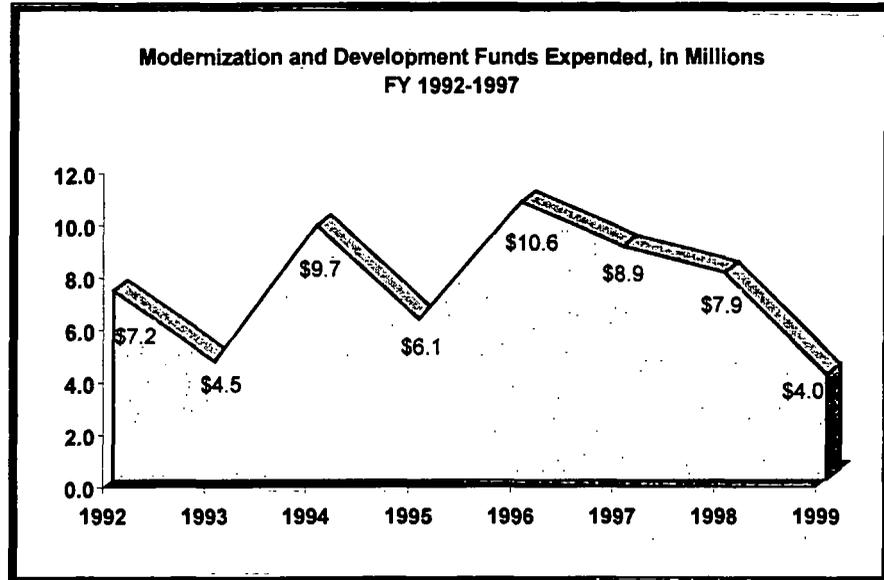
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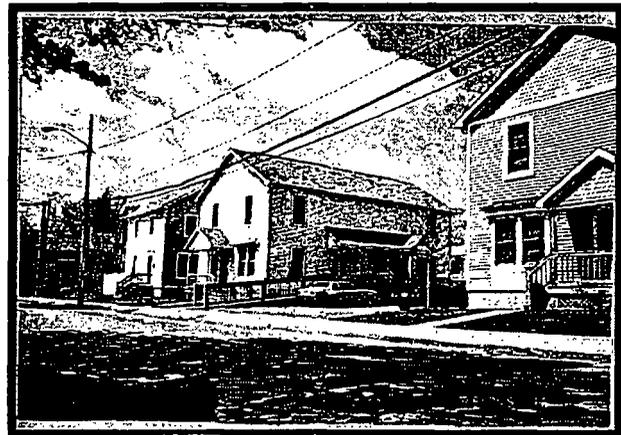
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PHA Scattered Site units

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Due to the scarcity of vacant land in the city, the Authority had to advertise for developers on six different occasions, October 1992, June 1993, January 1994, September 1994, March 1996, and March 1997. In December 1998, the Authority purchased the final two replacement units constructed under this program. 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 dispute with the U.S. Department of Labor (DOL) over prevailing wage issues 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. The Authority in accordance with the directive of the DOL established an escrow account, which held funds related to the wage dispute with several subcontractors employed by the Phoenix-Griffin Group. This case is still pending in court and during the past year, PHA staff testified at a DOL hearing in Boston concerning this case. The DOL has released approximately \$162,000 of the original \$500,000 escrow value.

### **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.

### **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.

### **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.

### **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 structures on Clarence and Whittier Streets were built. The PHA purchased these units in a closing held on December 28, 1995.

**The Authority in accordance with the directive of the United States Department of Labor established an escrow account. 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.**

***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 Caxton Street and were purchased on November 2, 1995.

***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, on Tell Street, April 22, 1996 on Stone St. and May 8, 1996 on Stone and Hebron Streets.

***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.

***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.

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

In July 1995 a contract was executed with Plantation Homes to construct ten scattered site units. This project consists of 6 three-bedroom and 4 four-bedroom duplex units. 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. This project is now closed.

***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 and the duplex on Laurel Hill Avenue on August 29, 1997. Because of some problems with the backers of this project, Plantation Homes experienced some delays in the production of the final six units. The Authority purchased four additional units, two on 187-189 Dorr Street, and two at 1201-1203 Chalkstone Avenue on September 23, 1998. The remaining duplex located at the corner of River Avenue and Berkeley Street was purchased on December 1, 1998. HUD has approved a DOFA date of December 31, 1998 for this project.

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

The PHA advertised for developers for this project in Request for Proposals #6. Armory Revival Company was selected as developer and a turnkey contract of

sale was executed on September 18, 1997. The authority purchased the units on December 30, 1997. This project is now closed.

### ***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, 1996. 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, 1996. The PHA purchased all four units on December 4, 1996.

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

A Turnkey Contract of Sale was executed on December 11, 1996 with Armory Revival Company for this 6-unit project. A closing of the first four units at Gesler and Grant Streets took place on April 9, 1997. The final closing of the last two units took place on June 18, 1997. This project is now closed.

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

A Turnkey Contract of Sale was executed on December 11, 1996 for this 10-unit project. The first six units on Ring, Almy and Opper Streets were purchased on April 29, 1997. A second closing of the final four units on Parnell and Bergen Streets took place on July 17, 1997. This project is now closed.

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

The PHA advertised for developers for this project in RFP #6. On July 1, 1997, HUD gave formal approval to JRE Development to construct six units on Power and Flora Streets. A turnkey contract of sale was executed on August 19, 1997. The Authority purchased the initial duplex on Power Street on January 9, 1998 and the remaining four units on Flora Street on February 26, 1998. This project is now closed.

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

After many months of delays, the selected Developer for this project withdrew and the development was included in RFP #6. New proposals were reviewed and the PHA preliminarily selected Armory Revival Company as developer. A proposal package was prepared for formal HUD project approval. HUD approval was received October 17, 1997. A contract of sale was executed on November 3, 1997. The PHA purchased the first six units located in three duplex structures on Tell Street on May 18, 1998. The 47-49 Ledge Street building was purchased on August 6, 1998. The final two units of this project located on 38-40 Boyd Street were purchased on August 18, 1998. A final punch-list and some warranty items are being addressed currently.

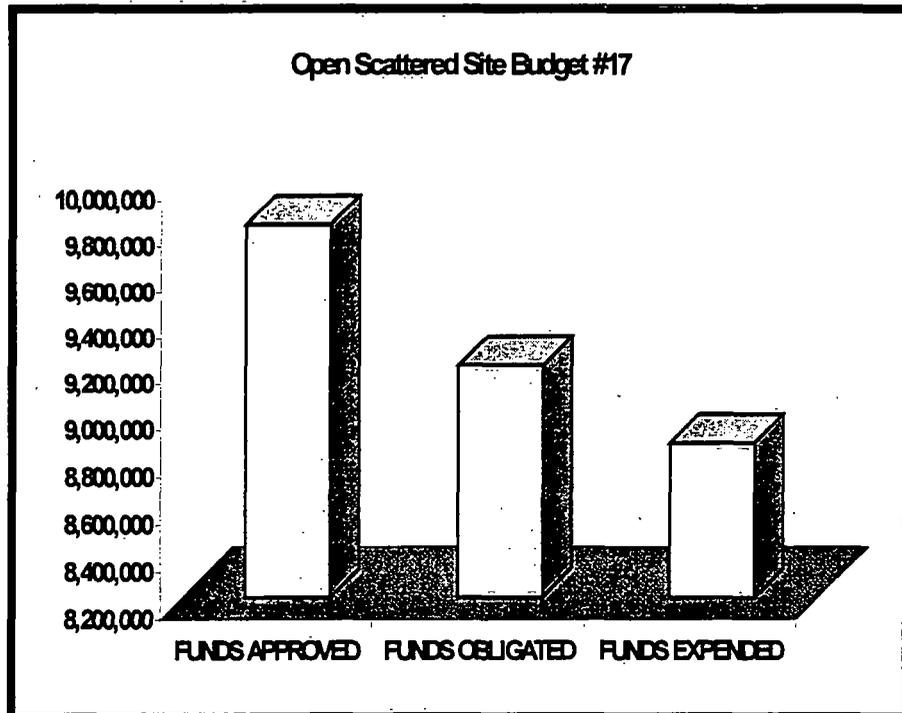
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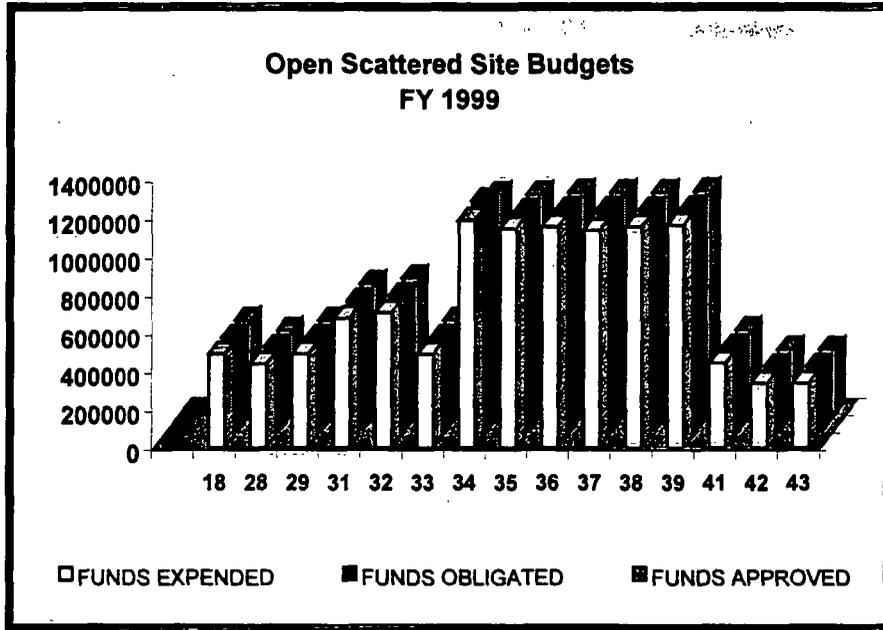
**TABLE VI**  
**Active Scattered Site Budgets**

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	\$488,600	100%	100%
28	\$435,200	\$435,200	\$435,200	100%	100%
29	\$488,600	\$488,600	\$488,600	100%	100%
31	\$678,100	\$678,100	\$678,100	100%	100%
32	\$708,000	\$708,000	\$707,351	100%	100%
33	\$488,600	\$488,600	\$488,600	100%	100%
34	\$1,143,290	\$1,201,343*	\$1,188,625	100%	100%
35	\$1,142,600	\$1,142,600	\$1,142,600	100%	100%
36	\$1,154,000	\$1,154,000	\$1,154,000	100%	100%
37	\$1,154,000	\$1,157,436*	\$1,134,538	100%	98%
38	\$1,154,000	\$1,154,000	\$1,153,443	100%	100%
39	\$1,162,700	\$1,162,700	\$1,162,700	100%	100%
41	\$442,200	\$442,200	\$442,178	100%	100%
42	\$337,050	\$337,050	\$337,050	100%	100%
43	\$337,050	\$337,050	\$337,050	100%	100%
<b>TOTAL</b>	<b>\$21,119,950</b>	<b>\$20,568,461</b>	<b>\$20,192,120</b>	<b>97%</b>	<b>96%</b>

Note: \*Includes \$61,489 in funds from the Comprehensive Grant Program used to complete these development projects.

**FIGURE IV**  
**Open Scattered Site Budget # 17**  
**FY 1999**



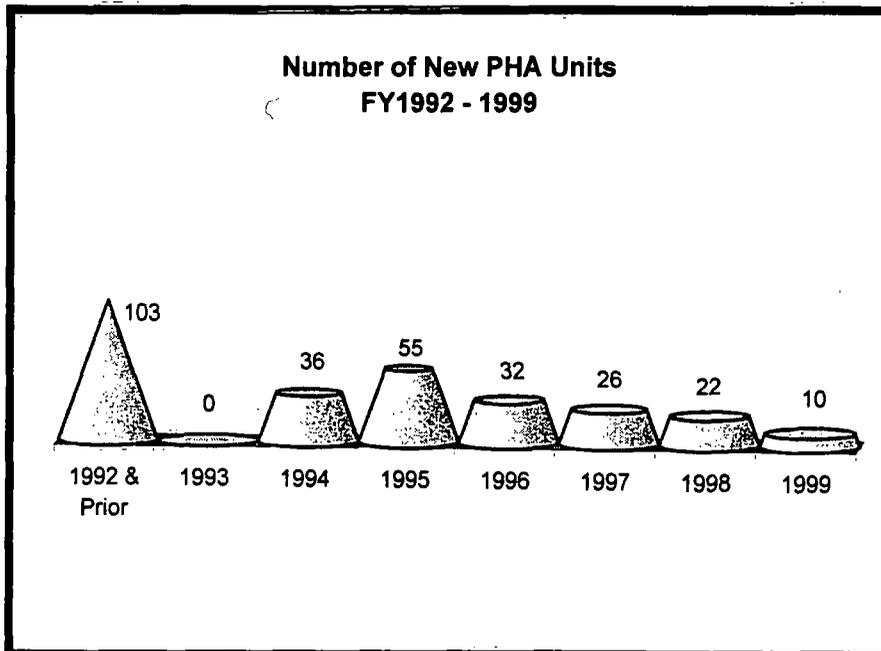


**FIGURE V**  
**Open Scattered Sites**  
**Budgets 18-43**  
**FY 1999**

### New Units

The Providence Housing Authority has completed an average of 36 new scattered site units per year. The figure below represents total new units completed through the Development program at the Authority. The PHA in FY99 purchased ten new units. All 252 of the units in the PHA's Scattered Site Development program have been constructed, 240 of these are replacement units for the demolition at Hartford Park.

**All 252 units in the PHA's Scattered Site Development program have been constructed. 240 units are replacement units for the demolition at Hartford Park.**



**FIGURE VI**  
**Number of New Units**  
**FY 1992-1999**

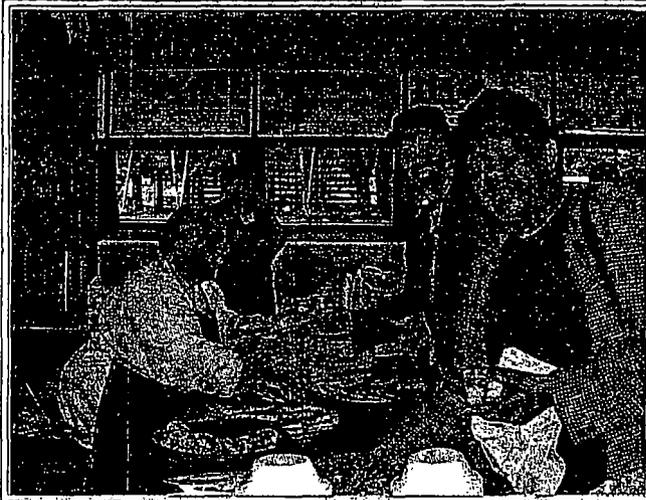
**TABLE VII**  
**Scattered Site Project**  
**Summary by Unit**  
**Type and Size**

Project Number	Units	3 Bedroom Duplex	4 Bedroom Duplex	5 Bedroom Duplex	3-Br Single	4-Br Single	5-Br Single	Status
1-15*	12	0	12	0	0	0	0	Completed
1-17	88	72	0	0	3	7	6	Completed
1-18	4	2	2	0	0	0	0	Completed
1-21	39	20	18	0	0	1	0	Completed
1-28	4	4	0	0	0	0	0	Completed
1-29	4	2	2	0	0	0	0	Completed
1-30	5	4	0	0	0	1	0	Completed
1-32	6	4	2	0	0	0	0	Completed
1-33	4	2	2	0	0	0	0	Completed
1-35	10	6	4	0	0	0	0	Completed
1-36	10	8	0	0	1	1	0	Completed (1 Sold)
1-38	10	8	2	0	0	0	0	Completed
1-39	10	6	2	0	2	0	0	Completed (2 Sold)
1-40	10	4	4	0	1	1	0	Completed (2 Sold)
1-42	3	2	0	0	1	0	0	Completed
1-43	3	2	0	0	1	0	0	Completed
1-37	10	7	3	0	0	0	0	Completed
1-31	6	4	2	0	0	0	0	Completed
1-41	4	4	0	0	0	0	0	Completed
1-34	10	6	3	1	0	0	0	Completed
<b>TOTAL</b>	<b>252</b>	<b>167</b>	<b>58</b>	<b>1</b>	<b>9</b>	<b>11</b>	<b>6</b>	

Note: \*Not part of the 240 Replacement Units

# Director's Summary

The Department of Community Services provides social, recreation, and education services and activities to the residents of both the family and elderly/disabled housing developments. Twelve full-time staff, one half-time clerk/typist and twenty-four part-time employees make up the department roster. Four staff members work out of the administrative offices; all others work on-site at the developments. Ten of the 12 full-time personnel have worked for the PHA for over five years. Two of the full-time staff members are



Residents at a holiday gathering at Dexter Manor

bi-lingual and three are minorities. One full-time employee and over 70 percent of the part-time staff members are residents of public housing.

Currently, a full-time employee is pursuing an advanced degree while five already have specialized certifications.

The Community Services staff has always been funded through grants, only the department director has been partially compensated through operating funds. Though the Department received a total of \$756,661 from various grant sources during FY 1999, renewal funding for the *Service Coordinators in Public Housing* grant did not materialize as promised. This resulted in the need for temporary funding of the Adult Unit (formerly the Elderly/ Disabled Unit) staff through the operating budget. *PHDEP 9* (\$680,160), the mainstay of the Family Unit staff and program was granted and the *PHDEP 10* application was submitted to HUD on June 16 for continued support. This is to be the last *PHDEP* competitive application. Beginning next year *PHDEP* funds will be distributed based on a funding formula. Although this will alleviate some of the work involved in compiling a competitive application, the allocation currently slated for the PHA appears to be less than previously received on a competitive basis.

This year has made the department realize it can no longer depend on *HUD* as its main reward provider. The Family Unit is embarking on a youth participant grade tracking and tutoring project that will entail a funding need well beyond *PHDEP*. Even with staff cutbacks, staff salaries now absorb over 84 percent of *PHDEP* funds. Family staff is also investigating ways to serve special needs children and older teens that dropped out of school and are unemployed. Any programs addressing these problems will have to be supported through outside sources. In the same manner, the Adult Unit (formerly the Elderly/Disabled Unit) staff is working with the University of Rhode Island in procuring funds to support expanding current services offered through the Health and Wellness Centers to the high-rise residents.

Twelve goals and 35 objectives were established for the Department of Community Services in the *1995 Strategic Plan*. Of the 35 objectives, 26 have been completed or are on going and on schedule, two are in progress but not

Department of Community Services

**HUD selected  
our PHDEP  
STEPS Program  
for a Best  
Practices  
Award.**

**The Family  
Services  
Manager  
accepted the  
award on behalf  
of the PHA at  
the Best  
Practices  
Conference in  
Kansas City, MO.**

completed, 4 are resolved and 3 are now obsolete. Everyone is looking forward to new goals and objectives for the upcoming five-year strategic plan to be developed this fall.

The Department of Community Services was the recipient of two awards during FY 1999. The AmeriCorps Partnership, providing housing for AmeriCorps participants in exchange for hours of service, received both a *1999 Regional NAHRO* award, and the *PHDEP STEPS Program* brought home one of the top 100 *HUD Best Practices* awards.

In the 1998 Annual Report, a lack of participation in activities in both the Family and Adult Units was discussed. Many programs that had been popular for years were discontinued for lack of interest. Staff first looked for ways of motivating residents through additional outreach and activity selection. Then we tried a different approach which entailed looking at the overall structure of programming. First the staff worked to determine the areas of greatest need, and clarified the essential elements we can provide with the limited resources available. With the help of resident discussions, needs assessments, and a daylong retreat, the beginnings of a new approach was developed that will better address the changing needs of all the PHA's populations. This process will continue as the PHA works on the *2000-2005 Strategic Plan*. We have already established the focus for the Family Unit programs--*life skills*--and for the Adult Unit programs--*health*. The Living Skills Unit will be included in this process in the upcoming year, as the new Living Skills Manager was occupied during her first year with modifying the curriculum and assessing the possibilities for new programs.

During the upcoming year, the physical condition of the community centers will be studied. Already the Modernization Department has completed an initial evaluation of the Hartford Park Community Center. The results of that study state that either extensive rehabilitation or new construction is needed. An additional feasibility study regarding both condition and resources for changes at the center, has not yet been scheduled. The other major project is the community center at Coddling Court slated for construction, if funding becomes available, through this year's *Comprehensive Grant Program*. Less extraordinary needs such as air conditioning and a kitchen upgrade at the Tavares Center at Chad Brown and basic renovations and furniture for Manton Heights are also in the *Comprehensive Grant* plan. Community Services staff is planning its own improvements to spruce up the community centers. By putting up signs and designating activity rooms and offices, areas of each building will be assigned to serve a particular function. Appropriate equipment, decoration and furniture will be placed in each area, thereby giving the buildings a greater sense of order and purpose.

# Living Skills Unit

## Introduction

In August 1998 the Department of Community Services hired a new Living Skills Manager. Fortunately, the new person previously worked with staff under a third-party contract, and therefore was somewhat acquainted with the PHA. During the year, the family Preparation for Community Living orientation curriculum was revised, the referral process for the Housekeeping Support Program was changed, the Elderly Living Skills program was developed along new lines, and a new program, and Living Skills For Children was explored.

## Preparation for Community Living - Families

The Preparation for Community Living (PCL) class is a mandatory seven-hour orientation that provides prospective residents with an introduction to the duties, rights and responsibilities of tenancy. Those unable to attend the regularly scheduled class due to a disability or serious family problem are accommodated through a one to one class. PHA rules and regulations are outlined and the importance of good tenant/management communication is emphasized. Important topics such as housekeeping techniques, preventive maintenance, emergency survival procedures, home security and safety, budgeting, healthy life-styles, parenting skills, PHA sponsored programming and community resources are covered. Each participant is expected to leave the orientation class with a better understanding of the PHA organization, its



*Residents receiving their living skills certificate.*

policies and procedures, and what PHA will expect of them as well as what they can expect from the PHA. The underlying message of the class is that "public housing is the first step, not the last stop" in their lives.

At the beginning of this fiscal year the list of applicants waiting to take the Preparation for Community Living class was exhausted. It was not until February that the new list of

available applicants for the PCL class was compiled. Since then, a total of 271 prospective tenants have completed the mandatory pre-residency requirement.

A great deal of effort by both the Living Skills Manager and the Executive Director went into the most recent update of the curriculum. New slides were designed and copies of the slides are included in the curriculum. PHA staff members were interviewed for the purpose of having the most up to date materials included as well as addressing problems that staff most often confronts. The finished PCL curriculum will be published in the fall.

## Housekeeping Support Program

Good housekeeping at PHA housing is defined as maintaining PHA property so that there is minimum wear and tear, that it does not adversely affect the well being of other tenants, and makes the apartment a safe and clean home. The Housekeeping Support Program works with residents who fail to maintain their apartments to the standard required by both the PHA and HUD.

Shortly after hiring the new Living Skills Manager, a new system was developed. Previously, Housing Management was responsible for making all

**The Living Skills Manager works closely with Resident Selection staff to notify applicants of this pre-occupancy program and disqualify applicants who do not attend mandatory sessions.**

**A new poor housekeeping referral form was developed, cutting referral time in half.**

**The new system allows any PHA staff member or third-party provider to directly access the Living Skills Manager.**

poor housekeeping referrals to the Housekeeping Support Program. Although new referrals might have originated at Facilities Management, Community Services, Modernization, or even third party agencies, they had to pass through the Manager or Management Aide. This extended the time taken before the problem was addressed. With the new approach, referrals coming from the above mentioned sources are made directly to the Living Skills Manager. The Living Skills Manager (LSM), upon receipt of the referral, contacts the resident and schedules an appointment for a housekeeping inspection.

The initial visit is relaxed and involves an assessment of the environment in which the tenant lives. The casualness of the visit allows the LSM to assess the tenant and her problems in a non-threatening manner. It also allows the LSM to determine if outside referrals are needed. The follow-up visits involve documenting improvements and checking on other issues. The final visit for those units Housing Management referred due to a failed Housing Quality Standards (HQS) inspection, involves an additional inspection by the manager. At the completion of the home visits, a report with the resolution of the case is issued to the original source of the complaint and to the development manager. This system affords both the tenant and the PHA a win-win situation since the tenant is given ample time to learn how to keep the apartment clean and work on other problems, and the



PHA gets a better-maintained unit.

*The Living Skills Manager instructs a resident on proper appliance care*

This year 68 referrals were received and 97 home visits were made. Housing Management referred 35, Facilities Management referred 30 and the Resident Services Coordinators referred three. The LSM continues to work with these clients around the issue of housekeeping while providing information regarding other resources in the community that would benefit them.

Many tenants, although defensive at the beginning of the program, not only cooperated in bringing their apartment up to PHA standards of cleanliness and safety, but they also began to express a desire to organize other areas of their lives. For example, one tenant expressed that she was considering going back to school, and another stated that she had begun to eat healthier in her plan to lose weight.

**TABLE I**  
**Poor Housekeeping Referrals**  
**FY96 - FY99**

Poor Housekeeping Referrals				
	FY1996	FY1997	FY1998	FY1999
Number of persons referred	20	0	108	52

### **Living Skills—Elderly/Disabled**

This year the residents of the elderly/disabled buildings were encouraged to participate in a series of fun Living Skills Activities. Because it is always difficult to get a significant number of elderly and disabled residents to participate in any activities, these were designed around food and a social setting. However, the topics discussed were very serious covering maintenance of their apartment, hygiene, and safety in the kitchen, health and nutrition.

For example, a holiday activity emphasizing good hygiene, nutrition and kitchen cleanliness was presented during the month of November. Volunteer chefs from Johnson & Wales University demonstrated cooking procedures and presented healthy lifestyle options. The *Document Company Xerox* provided funding to cover the cost of presenting the above Living Skills Activity in six buildings. The *Document Company Xerox's* donation also covered the provision of incentives such as snacks and cleaning and hygiene related door prizes for our residents. In addition to the above activities, the Living Skills Manager (a member of the *PHA Safety Committee*) coordinated with Antiliano Estrella from the *Division of Fire Prevention* in the *Providence Fire Department* to provide Fire Safety Activities at all the high-rises during the summer. Snacks and fire safety related door prizes were provided to the residents.

### **Living Skills - Youth**

This year the Living Skills Manager worked with the Family Services Manager and the Program Coordinators in preparation of offering Living Skills Activities to the children in the family developments. The trial presentation was a series of fire safety activities, which the Living Skills Manager coordinated with Antiliano Estrella from the *Division of Fire Prevention*. Together they presented a successful fire prevention activity to the children attending the after school programs at Chad Brown/Admiral Terrace, Hartford Park, and Manton Heights.

The Living Skills Manager also attended a *Living Skills for Children* training session with the *4H Cooperative Extension-Children, Youth & Families* that provided a detailed curriculum for children on nutrition, health, safety, community appreciation, social/family skills, and personal care among other living skill issues. This curriculum will be tested in a series of activities regarding health and safety at the Hartford Park Community Center this summer.

**35 youth between the ages of 6 and 9 participated in the initial class offered at the Hartford Park Community Center.**

**Their response has been positive and after minor program modifications we will implement the program at all sites beginning in the fall of 1999.**

## Family Unit

The Community Services Department's *Family Unit* remains dedicated to improving the quality of life for residents in the family developments and to assisting residents in achieving the PHA's mission of resident self-sufficiency. The *Family Services Manager* and on-site *Family Unit* staff spent quality time throughout the year assessing resident needs and responding with programs for both youths and adults that would engage and enlighten as well as promote the Department's objectives.

In addition to this ongoing assessment, this year the department's administrative staff met at a daylong retreat to identify the most critical needs of residents living in the family developments. With this information, staff endeavored to come up with new strategies and a new approach for providing the most useful programming with the limited resources available. Realizing that we can't address every issue, staff began to clarify where these limited resources should be applied. A list of "life skills" thought to be essential in developing a self-sufficient life style were listed. The tables below illustrate our initial efforts to outline a programmatic approach which we hope will be further developed during the *Strategic Planning* process next year.

**TABLE II**

**Service Plan**  
**Youth**

<b>YOUTH</b>		
<b>Desirable "life skills"</b>	<b>Program/Services in Place</b>	<b>Programs/Services Needed</b>
Autonomy/ self-reliance	Substance Abuse Prevention Program (SAPE) WISE-UP Career Exploration Living Skills for Kids (6-8)	Living Skills for all ages Job Preparation Job Training/Shadowing
Study skills	Homework Help Computer Resource Center Academic Progress Tracking	On-site tutoring program More computer equipment/classes Volunteers in Providence Schools (VIPS)
Respect	Substance Abuse Prevention Education (SAPE) Yogi Bear Big Brothers of RI/Scouts Conflict Management Violence Prevention	
Responsibility	Teen Club WISE-UP Peer Educators Community Service Projects	Youth Service Council
Teamwork	Organized Sports Teen Club COPA	
Good Health Practices	SAPE WISE-UP Family Service Counseling	On-site Health Clinics

PARENTS/FAMILIES		
Desirable "life skills"	Program/Services in Place	Programs/Services Needed
Autonomy/ Self-reliance	Parent Volunteer Program Computer Resource Center Family Advisory Council	
Personal Management	Women's Support Group Individual Counseling	
Family Management	Parenting Classes Cooking/Nutrition classes Family Counseling	Expand Family Services
Good Health Practices	Women's Support Group Family/Individual Counseling	On-site Health Clinics
Community Involvement	Family Advisory Council Parent Volunteer Program	

TABLE III

**Service Plan**  
**Parents/Families**

Every effort was made to extend program possibilities for 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** and **Brown University's Swearer Center for Public Service**. Social services are available to family residents through local health centers, **The Providence Center**, and **Family Services, Inc.** as well as through state-wide agencies such as the **Department of Human Services** and the **Department of Children, Youth, and Families**. All Community Services staff is knowledgeable about services and programs available to residents.

Staff made a concerted effort to keep residents informed regarding available programs, both on and off site. Staff continued their door-to-door outreach striving to meet every new resident within three months of occupancy. The **PHA Community News**, our monthly newsletter highlighting education opportunities, job training information and events calendars as well as successful youth programs, was published September through June and distributed to residents, authority-wide.

### **Youth Programs**

Organized youth programs were available for children of residents from all six family developments; actual programming was conducted in the community centers at three sites: Chad Brown, Hartford Park and Manton Heights. The department sponsored a successful, eight-week **Summer Youth Program** as well as **Youth Program 1998-99**, which operated concurrently with the academic year. Maximum capacity for program registration at each site was limited to 75 youth (225 authority-wide) due to a reduction in the number of Resident Assistant staff. Average weekly attendance for the year was 78% authority-wide.

TABLE IV

Youth Program  
Average Attendance  
FY 1999

Youth Program Average Attendance FY1999				
Month	Chad Brown	Hartford Park	Manton Heights	Authority-Wide
July 1998	71%	67%	85%	74%
August 1998	82%	75%	73%	76%
October 1998	88%	86%	90%	88%
November 1998	95%	89%	99%	94%
December 1998	87%	74%	92%	84%
January 1999	82%	62%	86%	77%
February 1999	99%	71%	99%	90%
March 1999	75%	61%	76%	71%
April 1999	63%	62%	73%	66%
May 1999	48%	60%	65%	58%

Note: (based on enrollment and SAPE attendance)

#### ◆ SUBSTANCE ABUSE PREVENTION EDUCATION (SAPE)

Participation in the prevention component of the youth program remained mandatory for all registered youth wishing to be included in extracurricular activities, special events or field trips. *Substance Abuse Prevention Education (SAPE)* for registered youth ages 6-8, was facilitated by the Program Coordinators and their on-site staff, and monitored by the *Family Services Manager*. Several award winning video series (i.e., *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 were 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 one facilitator to 10 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 youth in the 9-17 year old age groups attended weekly *WISE-UP* sessions (*Women and Infants Sex and Substance Abuse Education and Understanding Program*), funded through a grant to the PHA from the *Rhode Island Department of Health*. Though originally conceived of as a teen pregnancy prevention program, *WISE-UP* now includes a broader array of health issues of concern to youth. Trained health educators from *Women and Infants Hospital* and designated 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 the *WISE-UP* curriculum.

A pre-test and post-test to assess participants' factual knowledge of subjects covered by *WISE-UP* as well as attitude and behavior changes was administered in October and again in May. Data were analyzed for program evaluation. Over all, the percentage of program participants that correctly answered post test questions increased from last year, on an average by 12.34 percentage points. Participant's knowledge was strongest in the areas of puberty, personal safety and the impact of drugs and alcohol on one's decision-making ability. Areas needing more attention include birth control methods and sexually transmitted disease.

The *Career Exploration* component for *WISE-UP* teens continued on a monthly basis through the academic year for a total of eight sessions. A Project Coordinator was again engaged to schedule presenters, professionals from the minority community who discussed with teens their particular career, the educational path they took to arrive at their goal, and barriers they may have had to overcome.

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

Time was set aside at each community center three days a week for PHA on-site staff to provide academic assistance to elementary-level program participants enrolled in our *Youth Program*. While participation in these academic support sessions is still voluntary, all participants were strongly encouraged to put in a specified amount of time on academic studies or related tasks in order to take part in enrichment programs. Youth must also maintain a "C" Grade Point Average to be eligible for all organized sports teams.

This year, parents of resident youth enrolled in the *Youth Program* were required to sign a form giving the local school department permission to release each student's grades and attendance information to the PHA on a quarterly basis. This information is entered into a database to be accessed and analyzed in helping staff identify youth at risk for academic failure. Middle and high school students in need of assistance in specific subject areas are then provided with referral information concerning tutoring resources in their areas. Collaboration with a local institution of higher education to provide dedicated, *on-site* academic assistance continues to be a priority.

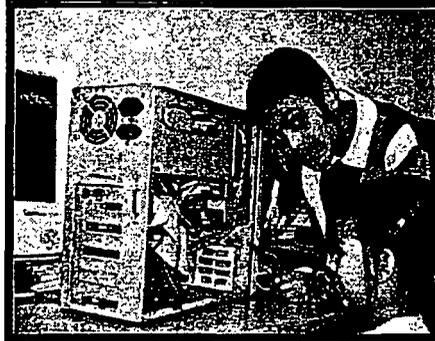
◆ **COMPUTER RESOURCE CENTER/COMPUTER CLUBS**

The *Computer Resource Centers (CRC)* established at all family developments, continued to operate programs during the summer and academic year. All participants were encouraged to utilize the CRC on a regular basis, during after-school and early evening hours. PHA on-site staff is being trained to supervise students during lab times. This year saw an increase in middle and high school students using the CRCs for homework assignments. The availability of the Internet as well as CD ROM reference software encouraged students.

**Attendance at  
SAPE averages  
78% in any  
given week.**

**All program participants were encouraged to utilize the Computer Resource Center on a regular basis, during after-school and early evening hours; PHA on-site staff was trained to supervise students during lab times.**

*Computer Club* continues to be one of the most popular electives offered through the *Youth Program*. As the goal of the computer program is to turn kids on to the power of technology, a high-quality, in-depth experience provided to a smaller number of interested students is preferable to a cursory, low-quality exposure experience provided to everyone. Interested *Youth Program* participants were



Members of the computer club at a PHA Computer Resource Center

encouraged to register for the Club, which met once a week at each site for two hours. Over forty Club members were engaged in a structured program designed to develop basic computer skills and an understanding of technology while

working on goal-oriented projects. A separate

Computer Club for fifth grade PHA resident youth enrolled in the *Rhode Island Crusade for Higher Education* was part of the *Summer Youth Program*. Utilizing funds from the Crusade, the Specialist worked with Crusaders on special T-shirt projects as a reward for learning.

#### ◆ ENRICHMENT ACTIVITIES

All public housing youth that registered in the *Youth Program* and participated in the prevention component were eligible to take part in a number of extra-curricular enrichment activities. These activities, along with our organized sports program, are the "carrots" that entice youth to the community center and provide us with an audience for our prevention message. The following activities were offered during Fiscal Year 1999:

#### Gymnastics

The PHA again contracted with a local gymnastics school, *The Providence Turners Society* to provide 20 weeks of gymnastic instruction to approximately 20 PHA girls, ages 9 to 12, authority-wide. This partnership resulted in one of our most popular activities to date, providing PHA girls with an opportunity to participate in a sport most often reserved for youth from middle and upper income homes.

#### Performing/Visual Arts

A dedicated group of student volunteers from *Brown University's Swearer Center for Public Service* returned this year to engage more than forty-five youths interested in the performing and visual arts in two 10-week series of on-site workshops. *Community Outreach through the Performing Arts (COPA)* classes included music, creative drama, Latin dance and hip hop, creative writing, various visual art mediums and a Step Team. The Step Team was particularly successful this year performing at community events throughout the city. All students' talents were showcased at a well-attended performance for family, staff and friends at Chad Brown Community Center in April.

Though PHDEP funding was no longer available, the PHA continued to work with *The Music School* to offer Kodaly, a musical literacy program especially designed for children six through nine. Weekly classes, taught by instructors certified in the Kodaly method, encouraged the youngest program participants to experiment

with rhythm, vocalization, and musical instruments. Kodaly students entertained at several of the elderly/disabled high-rise building during the Christmas vacation.

In addition to services provided by collaborative organizations, the PHA on-site staff was charged with developing and implementing bi-weekly arts and crafts lessons to provide program participants with outlets for their creativity. With a budget reduction in supplies, staff was challenged to be creative with found and recycled objects. The *RI Recycling Center* proved to be a great source of unique materials.

### Zoo Power

*Zoo Power* is an environmental education program offered through the *Education Department at Roger Williams Park Zoo*. Twelve 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 six weeks. Topics explored included wildlife habitats, endangered species and environmental responsibility.

### Modeling

The PHA transported interested youths from all sites to the Hartford Park Community Center for weekly modeling workshops. This popular activity was facilitated by the PHA Program Coordinator at Hartford Park, a former *Miss Rhode Island*. In addition to actual modeling techniques, topics covered included personal grooming, nutrition and weight control, public speaking, and personal goal setting. However, due to funding reductions, the club was unable to present their annual Fashion Show. Fundraising events will be held next year to cover the expense of this important culminating event.

### Kundalini Yoga for Teens

A professional yoga instructor continued to conduct weekly yoga workshops for teens and pre-teens at all sites. Designed to provide students with tools to manage stress, this program remains extremely popular with forty-five youths enrolled and participating on a regular basis. This year a field trip to a local Ashram was conducted.

### Organized Sports

In an effort to standardize and enhance sport activities authority-wide, a *Sports Coordinator (SC)* was hired in the fall to develop a comprehensive, organized sports program for PHA youth. With the assistance of on-site staff, the SC ran instructional basketball for both boys and girls at each site. Whenever possible, the SC arranged for PHA teams to participate in local leagues. The SC also supervised the successful *Inter-Housing Authority Basketball Travel League*, which included teams from five cities in Rhode Island. Other sports included softball, volleyball, judo and general recreation. All youth that registered in the *Youth Program* and attended their weekly prevention workshops were eligible to participate in the various organized sports offered. Year to date attendance for organized sports was well over 5,000 last year.

**The Inter-Housing Authority Basketball Travel League consisted of teams from 5 organizations.**

**Our youngest team, consisting of 6 to 9 years olds went undefeated this season.**

## **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 the monthly newsletter, kept the residents informed regarding opportunities for further education, job training and personal development programs.

### **◆ ON-SITE COUNSELING**

The PHA continued to contract with *Family Services, Inc.*, a non-profit, Providence-based human services agency, for the services of two bachelor-level social workers. Now called *Community Resource Workers*, their initial responsibility was to help residents navigate the recent welfare reform changes to ensure that residents fully understood how their families are affected. This year, it became apparent that an equally critical need existed for individual and family crisis intervention and counseling. The Social Workers were available at each site two days per week. Over 200 residents took advantage of this opportunity to help themselves.

### **◆ ADULT EDUCATION**

Due to funding reductions, on-site adult education services were suspended during FY 1999. Staff continued to refer residents interested in furthering their education to local adult education agencies such as *Dorcas Place*, the *Rhode Island Region Adult Learning Project* and *International Institute of Rhode Island*, as well as the PHA's own *Employment Support Center (ESC)*.

### **◆ COMPUTER RESOURCE CENTER/ COMPUTER LITERACY**

The department's full-time *Computer/Technical Resource Specialist* designed and implemented a standardized, structured, sequential *Computer Literacy* curriculum for adults during FY 1999. For many, the *Computer Literacy Program* serves as the first step in pursuing family self-sufficiency. Participants first become familiar with computers learning the basic keyboard skills, thereby overcoming the barrier "mystique" that surrounds the new technology. Students are introduced to word processing software and beginning desktop publishing. When sufficient progress has been made, students are referred to the PHA's *Employment Support Center* to continue their computer training with an emphasis on transitioning from welfare to work.

### **◆ WOMEN'S SUPPORT GROUPS**

The *Community Resource Workers* conducted, through a contract with *Family Service, Inc.*, monthly *Parent Education/Support Groups (PESG)* at each site. Now called *Women's Support Groups*, the residents who attend that month choose discussion topics. On average, 30 resident parents, authority-wide, participated monthly in these groups. Topics covered this year included domestic violence, stress management and parenting children with behavior problems.

### **◆ FAMILY ADVISORY COUNCIL**

The *Family Advisory Council (FAC)* met monthly during FY 1999 to discuss issues of resident concern and to advise the PHA on the planning and development of program activities. An official FAC brochure and application for membership was developed and distributed authority-wide to recruit new members and elicit fresh input. This year, FAC members discussed the need for more community building activities to generate pride in the developments. Several ideas for such events were discussed and a successful fundraising

**On average, 30 resident parents, authority-wide, participated monthly in the Women's Support Group.**

activity was conducted to establish an account, which might jump-start some of these ideas next year.

◆ **CONFLICT MANAGEMENT WORKSHOPS**

The department hired Pam Steager, an independent contractor with extensive experience, to conduct a conflict management workshop for residents at each of the three family developments. At several sites, a similar workshop was conducted for teenage residents, as well. PHA staff previously trained in conflict management techniques assisted the facilitator.

◆ **STAFF TRAINING/CONFERENCES**

Training workshops were provided for on-site staff. Approximately 40 staff members, including many residents, attended over twenty-five hours of workshop training.

**Summer Youth Program Staff Training Week**

Annual staff-training workshops in anticipation of the *Summer Youth Program* were held in June and the city-owned Camp Cronin facility in Narragansett. Program Coordinators, again, designed and implemented a two-day orientation, which covered job duties and responsibilities, PHA policies and procedures, and teambuilding. Two behavior specialists from *Bradley Hospital* joined the training on the second day to discuss *group management techniques* and methods for *effective discipline*. These workshops are designed to improve staff skills and increase their confidence in dealing with youth program participants. In addition, The American Red Cross Association also conducted a one-day training for all staff in CPR/Community Safety.

**PHDEP Regional Training Conference**

The *Family Services Manager* attended the HUD sponsored *PHDEP Regional Training Conference* held in Atlanta, Georgia, on June 1 through 3. This three-day conference included workshops on developing performance measures, gathering and analyzing crime statistics as well as instruction in using the new on-line *PHDEP Semi-Annual Performance Reporting System*.

**New Initiatives**

The Family Unit initiated a number of new programs, or strategies, during FY 1999. A description of each follows:

◆ **PARENT VOLUNTEER PROGRAM**

The Department of Community Services was the recipient of two awards during FY 1999. The AmeriCorps Partnership, providing housing for AmeriCorps participants in exchange for hours of service, received both a 1999 *Regional NAHRO* award, and the *PHDEP STEPS Program* brought home one of the top 100 *HUD Best Practices* awards. This year the PHA planned a contract with



*Parent volunteers and youth enrolled in PHA's Youth Program*

the *Volunteer Center of Rhode Island* to provide a part-time, twenty-hour-a-week, professional *Volunteer Coordinator* to design and implement a formal *Parent Volunteer Program* for parents of children registered in the PHA Youth

**Earlier this year, the FAC sponsored a school information night. Parents from all sites were invited to attend.**

**Representing the Providence School Department were an Assistant Superintendent, Director of Student Relations and a Home Visitor.**

**Middle and high school students in need of assistance in specific subject areas are then provided with referral information concerning tutoring resources in their areas.**

*Program.* Resident parents who wish to enroll their children in PHA sponsored programs are now asked to volunteer eight (8) hours of service a month in exchange for these services.

The *Volunteer Coordinator* was hired in November, and immediately started to design the elements necessary to recruit and place resident parents in appropriate volunteer assignments. In January, several *Parent Volunteer Program* orientation sessions were conducted at each site to inform resident parents of the new requirement. Each parent completed a *Parent Volunteer* form indicating his or her availability and area of interest or expertise. Schedules were developed for each site, and sign-in sheets were also posted. The Coordinator rotated among the sites to supervise and monitor volunteer progress. A recognition event was held in May for all parent volunteers working in the after-school program.

◆ **ACADEMIC ASSISTANCE**

The Department of Community Services is continually exploring ways to help public housing youths stay in school and achieve their educational goals. A dialogue begun last year with the *Providence School Department/Office of Student Relations* to coordinate resources to identify public housing youth at-risk for academic failure. The PHA Computer Resource/Technical Specialist worked with school department staff to develop a successful process for sharing student information without bridging confidentiality. After several meetings with school department administrators and MIS personnel, a system was established whereby the school department could share with PHA staff information concerning grades and attendance records of resident youths enrolled in our after-school *Youth Program*.

The PHA now requires a release form to be signed by parents of children enrolled in PHA sponsored programs authorizing the school department to give the requested information to the designated PHA staff. The form is then presented to the school department thereby authorizing the school department to release the individual grade and attendance data. This information is then entered into a database and can be accessed and analyzed to help staff identify youth at risk of academic failure. Middle and high school students in need of assistance in specific subject areas are then provided with referral information concerning tutoring resources in their areas. A much-needed collaboration with a local institution of higher education to provide dedicated, *on-site* academic assistance continues to be a priority.

***Program Revisions***

◆ **PARENT EDUCATION/SUPPORT GROUPS (PESG)**

The *Community Resource Workers* provided a contract with *Family Service, Inc.*, and assumed responsibility during FY 1999 for the *Parent Education/Support Groups (PESG)* established at each site. Attendance at the monthly *PESGs* had dropped significantly because the former facilitator was no longer available. The first item of business was to re-name the group to appeal to a broader consortium of residents. Now called *Women's Support Groups*, the residents who attend choose discussion topics. New flyers were created and distributed authority-wide.

◆ **ACADEMIC ASSISTANCE**

Last year, the PHA discussed the possibility of contracting with *Rhode Island College (RIC)* to research, develop, and implement a pilot *Academic Assistance Program* to serve public housing youths identified as at risk for academic failure. Progress on this front has been slow, as RIC has been unable to assign a staff member to begin the process. As a result, overtures have been made to both the *University of Rhode Island* and *Brown University* as collaborators to explore this important venture.

# 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. This year, due to a reduction in Resident Assistant staff, and in order to maintain a desirable ratio of participant to staff, the capacity of the *Youth Program* was reduced at all sites to 75 youth.

**TABLE V**  
**Youth Program Enrollment 1995-1999**

Youth Program Enrollment 1995-1999		
Dates	Enrollment	Comments
1995-1996	334	Codding Court/Roger Williams merge w/Chad/Ad
Summer 1996	365	Programs established at all sites
1996-1997	361	Codding Court/Roger Williams resumes on-site
Summer 1997	375	Codding Court/Roger Williams still on site
1997-1998	352	Codding Court/RW moves to John Hope
Summer 1998	316	Codding Court/RW transported to other PHA sites
1998-1999	233	Staff reductions necessitate limited enrollment

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 VI**  
**Family Service Units FY 1998 & 1999: Youths**

	FY 1998		FY 1999	
	Percent	Units	Percent	Units
Substance Abuse Prevention Education	15%	7,860	12%	6,026
Personal Development/Cultural Enrichment/Gen. Rec.	60%	31,449	61%	29,520
Educational Support/Academic Assistance	9%	4,651	13%	6,099
Sports	16%	8,175	14%	6,638
<b>TOTAL</b>	<b>100%</b>	<b>52,135</b>	<b>100%</b>	<b>48,283</b>

<b>Family Service Units FY 1998 &amp; 1999: Adults</b>				
	<b>FY 1998</b>		<b>FY 1999</b>	
	<b>Percent</b>	<b>Units</b>	<b>Percent</b>	<b>Units</b>
Educational Support	61%	877	17%	442
General Recreation/ Personal Development	39%	554	83%	2,114
<b>TOTAL</b>	<b>100%</b>	<b>1,431</b>		<b>2,556</b>

**TABLE VII**  
**Family Service Units**  
**FY98 and FY99**  
**Adults**

◆ **EXPLANATION OF STATISTICS**

Total service units for youth programs decreased 8% from 52,135 in FY 1998 to 48,283 in FY 1999. This is directly related to the reduced *Youth Program* enrollment capacity, as mentioned in the introduction to the statistics section. An analysis of the emphasis of service provided indicates, however, that greater weight was given to academic assistance and educational services than in previous years (up from 9% to 13%) which is in keeping with the department's objectives to improve educational opportunities for public housing youth. Less service emphasis was placed on sports, although this could be attributed to the loss of our *Sports Coordinator* later in the program year.

Adult program service units increased dramatically, nearly doubling from 1,431 in FY 1998 to 2,556 in FY 1999. This is directly attributable to the increased utilization of the *Family Service, Inc.* social workers (*Community Resource Workers*) who provide a variety of services on-site at the three family developments. Staff has also been successful in outreaching to residents and increasing involvement in tenant association meetings, *Family Advisory Council*, support groups and special community development events. Also included in the 83% of service units, is data from the adult basketball league successfully initiated during FY 1999. Since discontinuing on-site adult education services, the 17% of service that falls into the Educational Support category reflects, for the most part, resident participation in our on-site computer classes. Given the constraints of lab space/equipment, this is about right for yearly participation.

## **Adult Unit (FORMERLY ELDERLY/DISABLED UNIT)**

**The staff is working to rename and redesign the unit, including a more sophisticated performance monitoring and measurement system. This past year, we have found that the residents are focusing more and more on their own health so we too will place a programmatic focus on health and health care.**

The Adult Unit serves approximately 1,100 residents in seven high-rise developments. The population consists of very low income households with an average income of \$6,444, mostly derived from Social Security and SSI. Forty-nine percent classify themselves as members of an ethnic minority group and 53 percent are under 60 years old. Of the total population, fifty-one percent report either a physical or mental disability.

Serving this very diverse group of residents are four full-time Resident Services Coordinators (RSC), a full-time Supportive Services Manager, three part-time Meal Site Managers, one half-time Van Driver, and a part-time Health Program Facilitator. The RSC staff is distributed as follows: one is assigned to Carroll Tower and Dominica Manor, one RSC covers Parenti Villa and Kilmartin Plaza, another covers 335 Hartford Avenue and Sunset Village, and the last is at Dexter Manor I and II. PHA meal sites are located at Carroll Tower, Dexter Manor and Kilmartin Plaza. The Van Driver and the Health Program Facilitator work out of the PHA's main office.

The RSCs and Supportive Services Manager are certified by the *RI Department of Elderly Affairs* and receive a minimum of 30 hours of training annually on topics related to working with the elderly and disabled. The meal sites are affiliated with *Rhode Island Meals on Wheels* and they provide oversight of the sites, as well as regular training for the managers.

### **Funding**

This has been a tumultuous year for the *Adult Unit*. In August of 1998, we applied for an automatic one-year renewal of our *HUD Service Coordinator for Public Housing Grant*. We anticipated funds from the new grant would be available in December, approximately the same time the previous grant was terminated. Unfortunately, in December, we received notification from HUD that they had over-obligated funds and were forced to utilize a "lottery system." The PHA was not selected in the lottery so we were denied funding. At that time, fifty-one other housing authorities around the country were also denied funding. *The National Association of Housing and Redevelopment Officials (NAHRO)* protested HUD's action and requested that HUD allocate funds for these housing authorities. In April, we were notified by NAHRO that the Congress approved supplemental funding. However, as of June 30, almost one full year from the initial submission of our grant application, we are still awaiting word from HUD as to whether or not we will receive funding. In the meantime, we have cancelled all supplemental programs such as arts and crafts, and we have not moved forward on planned expansions of existing programs.

Fortunately, both the *RI Division of Substance Abuse* and HUD have allowed us to revise existing grant programs and budgets to be able to cover the staff salaries previously cut. However, even with these measures, we only anticipate our current funds to carry us through October 1999. A great deal of time has been spent searching out alternative funding sources. Staff has come to realize that non-governmental grant funds for the elderly are rare. Nevertheless, the search goes on.

On the positive side, we received a \$5,000 grant from the *RI Department of Elderly Affairs* for health promotion activities. The details on this program are included in a later section of this report, entitled "Health & Wellness Centers". In

addition, we received a \$1,000 Legislative Grant sponsored by Representative John McAuley, for the Health & Wellness Center at Carroll Tower.

### **PHA/RSC Services**

The RI Department of Elderly Affairs now certifies all RSCs and the Supportive Services Manager as Resident Services Coordinators. Each year, they must attend a minimum of 30 hours of training to renew their certifications. We are happy to report that all staff members achieved sufficient credits to retain their certification this year.



*A PHA Resident Service Coordinator and Management Aide*

The Resident Services Coordinators (RSC) are responsible for providing direct services for residents. They provide residents with crisis intervention, limited counseling, advocacy, and referral services on a daily basis. They are available for scheduled office visits or, as is most often the case, on a moment's notice when a resident is in need of immediate assistance. They devote a great deal of time helping residents with everyday tasks such as bill paying, coping with interpersonal relationships, and providing transportation to medical appointments. They often find themselves in the role of a surrogate family member. During this past year, it has become apparent that residents want fewer recreation and social activities, and more individual assistance and programs/services dealing with health. To that end, during this past year we have begun to focus our limited resources in these areas. Although social and recreation activities were downplayed this year, residents still had the opportunity to participate in many special events.

#### ◆ COFFEE HOURS

With the assistance of both the PHA Security Liaison Officer and the Living Skills Coordinator, the Providence Commissioner of Public Safety and a representative of the *Fire Prevention Bureau* toured the high-rises this year, giving presentations at coffee hours on personal and fire safety. Two sessions were offered at each building, one in English and one in Spanish. In an exchange of expertise, three RSCs, Arthur Sepe, Gerre Klien and Ann Costa, made presentations at sites other than their own on the topics of an American Thanksgiving, stress management, relaxation techniques, and alcohol awareness.

#### ◆ BUS TRIPS

Once a month, the *City of Providence Recreation Department-Senior Division* provides the PHA with a bus and driver free of charge for resident trips to destinations within a fifty-mile radius of Providence. Unfortunately, trip attendance is waning as many residents claim they cannot afford recreation activities and/or they are not physically capable of participating. Several trips were cancelled at the last minute due to poor attendance, including the much requested fall trip to Salem, MA. In response, this coming year we will only utilize the city bus every other month and instead, will offer the PHA vans to groups of ten to fifteen individuals who are truly motivated to travel to a

particular destination. Residents may make requests to their RSC and the trip can usually be scheduled with two weeks notice.

◆ **INTERGENERATIONAL ACTIVITIES**

Annually, youth program participants joined elderly/disabled residents for winter and holiday festivities at the high-rises. Activities include storytelling, caroling, decorating community rooms, and card and gift exchanges, all with refreshments served. This year's activities began around Thanksgiving and continued until Valentine's Day. These activities are very popular with the residents and always are well attended.

This is only a brief sampling of the variety of social/educational and recreational activities the staff offers to residents. During this fiscal year, approximately 3,400 duplicated participants took part in activities.



Program staff and participants from the Tavares Center visit Dexter Manor at Christmas

**Third-Party Providers and Their New Initiatives**

To supplement services offered by the department, the PHA is fortunate to have substantial assistance from committed contractors and third-party providers. Once again, third-party agencies provided an impressive array of services to the PHA elderly/disabled residents, ranging from bingo to podiatry. Below is a description of the most popular third-party services in FY 1999.

**Health & Wellness Centers**

- ◆ PHA
- ◆ RI Hospital Division Of Geriatrics
- ◆ RI Hospital Medical Foundation
- ◆ URI College of Pharmacy
- ◆ URI School of Nursing
- ◆ Private Practice Specialists
- ◆ LifeSpan Health Connection
- ◆ Various Health Service Organizations

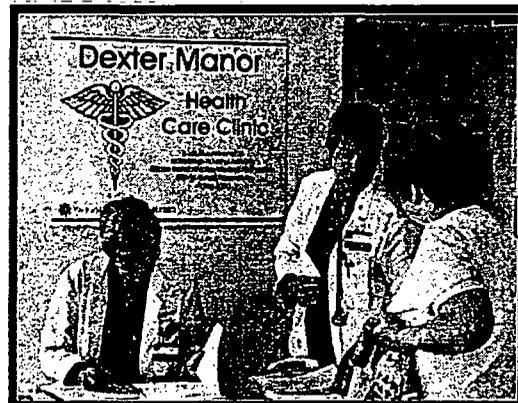
◆ **HEALTH & WELLNESS CENTERS at:**

**Carroll Tower, Dexter Manor, Dominica Manor,**  
(Formerly known as Dexter Manor Health Care Clinic)

In October of this year, Dr. Eli Wing retired. Unfortunately, at the time of his retirement, many patients left the clinic. Nevertheless, *the RI Hospital Medical Foundation* and the

*RI Hospital Division of Geriatrics* remained committed to the project and they continue to provide the Nurse Practitioner and the Secretary/Receptionist.

However, they did limit the scope of services to elderly residents.



Nurse Practitioners at the Dexter Manor Health and Wellness Center

**Funding**

We were also fortunate to receive a \$1,000 legislative Grant sponsored by Representative John McAuley. The funds were utilized to purchase equipment and supplies for the center at Carroll Tower. Items purchased included: chairs, tables, blood pressure cuffs, stethoscopes, miscellaneous office supplies and refreshments for special events throughout the year.

**Available Services**

The HPF has worked diligently this year to create an umbrella of health services which now incorporate the *URI* visiting pharmacists, a visiting podiatrist, nursing students from area colleges and schools, as well as agencies such as *Saving Sight*. All operate out of the on-site apartments when feasible, keeping the centers at Carroll Tower and Dominica Manor open at least one day per week. We are especially thankful for the return of Nancy Tortelani to the Pharmacy program as we once again have coverage at all of our sites. The HPF has also negotiated with several providers for reduced rate and free services for residents who do not have medical coverage.

**◆ HOUSING HELPS**

*Housing Helps* provides the PHA with the funds to contract with partner agencies to provide supportive health services for its frail adult high-rise residents.

**LifeSpan Diversified Service Inc., (LDS)**

Our primary partner *LDS*, the community outreach arm of *LifeSpan*, is comprised of four partner organizations: *Hospice Care of RI*, *VNA of RI*, *VNA Support Services* and *VNA Technicare*. *LDS* provides the PHA with registered nurse services 56 hours weekly, to function in the role of Care Coordinator for our frail residents. The Care Coordinator performs ADL assessments (Activity of Daily Living – bathing, grooming, dressing, housekeeping, eating, and transferring) on residents and admits them to the Housing Helps program if they are deficient in at least one ADL category. Once admitted to the program, the Care Coordinator develops a Care Plan that includes a regular schedule of visits. The Care Coordinator can arrange medical appointments, provide patient education and reassurance, perform blood pressure checks, review/monitor medication and oversee quality of post-hospitalization care all within the privacy of a tenant's apartment.

**RI Meals on Wheels**

The Care Coordinator(s) determines eligibility for frozen meal service. To date, meal distribution has been light, only 170 meals.

**American Association of Retired Persons (AARP)**

New to the program this year is the addition of housekeeping services. *AARP* provides a housekeeper twenty hours per week. There is no charge to the PHA or its residents for her services. Again, the Care Coordinator(s) determine eligibility for services. The Housekeeper currently has fifteen clients whom she visits on a weekly basis. She has had tremendous success, saving some clients from possible eviction due to the poor condition of their apartments. Because the Housekeeper is helpful and encouraging, many of her clients have shown an increase in social skills.

**Economy Cab, Inc.**

Too often, the Care Coordinator(s) have found that lack of transportation, or an inability to access public transportation, are barriers to adequate health care. Therefore, taxi service has been added as a program service. The PHA has

**Housing Helps**

- ◆ PHA
- ◆ LifeSpan Diversified Services, Inc. / VNA of RI
- ◆ RI Meals on Wheels
- ◆ Economy Cab, Inc.
- ◆ American Association of Retired Persons
- ◆ Organization for Enhanced Capability

contracted with this local taxi service to provide transportation for residents when the PHA medical van is not available and they require immediate (non-emergency) transportation. This year, *Economy Cab* has provided twenty rides to PHA residents.

**Organization for Enhanced Capability, Inc. (OEC)**

Also new to this year's program is the provision of personal monitoring devices. We estimate that there will be ten residents annually who will require the service. Personal monitoring services are reserved for our most mobility-impaired residents, who if they fall, are not likely to be able to reach the pull alarms installed on the walls of their apartments. The service also provides location temperature monitoring whereby if the temperature falls below 45 degrees Fahrenheit or above 100 degrees Fahrenheit the company places a call to the residents to check on their well being. Enrollment will begin in July of 1999.

**TABLE VIII**  
**Housing Helps**  
**Program Enrollment**  
**FY97-FY99**

<b>Housing Helps Program Enrollment FY 1997 – 1999</b>			
	<b>FY 1997</b>	<b>FY 1998</b>	<b>FY 1999</b>
<b>TOTAL</b>	<b>38</b>	<b>78</b>	<b>38</b>

Enrollment in the program is voluntary. To date, 144 tenants have participated in the program and 98 remain active participants.

The following table documents all withdrawals from the program to date.

**TABLE IX**  
**Withdrawals from**  
**Housing Helps**  
**Program FY97-FY99**

<b>Withdrawals from Housing Helps Program FY 1997 – 1999</b>	
<b>Reason</b>	<b>Number Withdrawing</b>
Left Housing for More Restrictive Environment	18
Deceased	7
Not Compliant with Care Plan	4
Met Goals	8
Self-Discharge	3
Placed on Skilled Home Care	1
Reason Not Documents	5
<b>TOTAL</b>	<b>46</b>

**PHA New Initiatives**

◆ **HEALTH PROGRAM FACILITATOR**

In an effort to boost enrollment and expand on-site health services for residents, the PHA received a \$5,000 grant from the *RI Department of Elderly Affairs* to hire a part-time Health Program Facilitator (HPF). After conducting a brief resident survey, the HPF first determined that the clinic might get a boost by simply changing its name. (Many of the tenants associated the title "clinic" with low quality care, long waiting lines and inconsistent providers.) Thus, the name was changed to, *Health & Wellness Center*. Secondly, it was determined that if the *Health & Wellness Center* was going to serve senior citizens, it should expand or be relocated to the PHA's two elderly only buildings, Carroll Tower and Dominica Manor. In consultation with the staff, the program was expanded to add centers at both Carroll Tower and Dominica Manor to supplement the services available at Dexter Manor. Beginning in January 1999, one efficiency

**In FY 1998**  
**nursing hours**  
**increased from**  
**40 hours weekly**  
**to 56.**

services available at Dexter Manor. Beginning in January 1999, one efficiency apartment at each building was equipped with a separate examination area and space for the secretary/receptionist, as well as supply and record storage.

#### ◆ STUDENT NURSES

The Health Program Facilitator was especially successful in establishing a relationship with the *University of Rhode Island College of Nursing*. Our thanks to Jeanne Leffers of *URI* for being receptive to the HPF's request. During the spring semester of this year she brought approximately twenty bachelor-level students weekly to Carroll Tower and Dominica Manor to perform basic assessments, home visits, and patient education. There is talk of a summer volunteer program and in the coming year, we hope to expand our relationship with the *College of Nursing* and bring students from all levels, bachelors to Ph.D., on-site to provide services to residents, especially those without health insurance.

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

Once again, at Dexter Manor, *P.I.C.A.* continues to be the leading provider of social, spiritual and recreational programming. They continue to provide a Resident Advocate to work with residents during the evening hours and provide counseling and referral. The advocate also coordinates food and clothing donations. Her presence is extremely important as the building takes on a different aura each evening after the PHA offices close. In addition, they continue to provide a Program Director to coordinate a myriad of social, recreational, and spiritual activities for residents during the day, including: twice weekly bingo, monthly birthday parties, weekly food donations and a monthly religious



*The senior orchestra visits Dexter Manor*

service. *P.I.C.A.* also provides a monthly birthday party at Dominica Manor. The PHA greatly appreciates *P.I.C.A.*'s great concern for the well being of its residents.

#### ◆ VISITING NURSES ASSOCIATION OF RI (VNA)

This has been a difficult year for the *VNA*, now affiliated with *LifeSpan Diversified Services Inc.* and a member of the larger *LifeSpan* organization. Due to changes in *Medicare* regulations the agency first withdrew free services at all high-rises during the fall of 1998. This included monthly blood pressure checks and quarterly health education workshops. They also rescinded their annual flu shot clinics, but reinstated them several months later as this service proved to be directly billable to *Medicare*. During the winter of 1999, the *VNA* underwent a major re-organization and much of the Senior Outreach Services Department was laid off. However, in early summer 1999 we were notified that the *VNA* would once again provide flu shot clinics at our high-rises during the fall/winter flu season.

◆ RHODE ISLAND MEALS ON WHEELS CONGREGATE DINING PROGRAM (Formerly Project H.O.P.E./Meal Sites)



A meal site manager preparing to serve meals at Kilmartin Plaza

***Rhode Island Meals on Wheels Congregate Dining Program*** has meal sites 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 these hot meals in the high-rise community rooms. In addition, both a Southeast Asian and a Spanish meal site have been added, and any resident may take advantage of this variety. In conjunction with ***RI Meals on Wheels***, meals are also home delivered to shut-ins. This year, approximately 27,000 meals were served to PHA residents.

**TABLE X**  
Meals Served by RI Meals on Wheels Congregate Dining Room FY 1999

<b>Meals Served by RI Meals on Wheels Congregate Dining Room</b>			
<b>FY 1999</b>			
<b>Dexter Manor</b>	<b>Carroll Tower</b>	<b>Kilmartin Plaza</b>	<b>335 Hartford</b>
<b>10,400</b>	<b>6,500</b>	<b>4,940</b>	<b>5,200</b>

◆ **THIRD-PARTY SERVICES**

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.

**Table XI: Third-Party Services**

Provider / Activity	Standard / Frequency	335 Hartford	Carroll Tower	Dexter Manor	Dominica Manor	Kilmartin Plaza	Parenti Villa	Sunset Village
RI Meals on Wheels (RIMOW) Meal Sites	5 x week/Mon-Fri	✓	✓	✓	nearby	✓	no	no
RI MOW / RI Food Bank Bread Distribution	1/month	✓	no	✓	no	✓	✓	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	1/month	✓	✓	✓	✓	✓	✓	✓
Health & Wellness Centers – RI Hospital	1/month	At centers	✓	✓	✓	At centers	At centers	At centers
Health & Wellness Centers –URI Nursing Students	1 semester/year	At centers	✓	✓	✓	At centers	At centers	At centers
Health Fair – Dexter Manor Health & Wellness Ctr	1/year	At center	At center	✓	At center	At center	At center	At center
Podiatrist	1/quarter	At centers	At centers	✓	✓	✓	✓	At centers
St. Joseph's Nursing Students	1 semester/year	no	no	no	no	no	✓	no
Housing Helps – Registered Nurses	As needed for the frail	✓	✓	✓	✓	✓	✓	✓
Providence Recreation Department Bus Trips	1/month	✓	✓	✓	✓	✓	✓	no
Providence Recreation Department Parties	1/month	1/quarter	✓	✓	no	✓	✓	no
Camp Cronin & Mayor's Day in the Park	1 each/year	✓	✓	✓	✓	✓	✓	✓
Supermarket Shopping Van	1/month	no	✓	no	✓	no	✓	no
Bakery or other Food Donations	1/week	no	no	no	✓	✓	no	no
Safety Presentations – RI Attorney Generals Office	1/annually	✓	✓	✓	✓	✓	✓	✓
Spiritual	1/bi-weekly	no	✓	no	no	no	✓	✓

\*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. For those residents at a high-rise without a Health & Wellness Center, the PHA provides transportation at not cost to the center of the residents' choice.

**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 of PHA-supported programming for FY 1998 and 1999.

**TABLE XII**  
*Elderly/Disabled Service Units*

<i>Elderly/Disabled Service Units FY 1998 &amp; 1999</i>				
	FY 1998		FY 1999	
	Percent	Units	Percent	Units
Crisis Intervention, Counseling, Advocacy, Info. and Referral	71%	14,742	82%	16,124
PHA Sponsored Activities	29%	6,015	18%	3,434
<b>TOTAL</b>		<b>20,757</b>		<b>19,558</b>

As noted in an earlier section of this report, resident participation in activities and programs has dropped. However, we can see a corresponding increase in individual services.

**TABLE XIII**  
*Elderly/Disabled Individuals Served*

<i>Elderly/Disabled Individuals Served FY 1998 &amp; 1999</i>				
	FY 1998		FY 1999	
	Number	% of Total # of Residents	Number	% of Total # of Residents
<b>TOTAL</b>	<b>891</b>	<b>81%</b>	<b>540</b>	<b>49%</b>

The number of different individuals served was tracked for the first time in 1998 so it is too soon to tell why the large variance from this year's number. It may be that the 1998 figures are incorrect because it was the first year that staff tracked such a number. Or, it may be that staff is spending a greater portion of their time with fewer, more problematic residents. We will have to wait for next year's numbers before we can provide an educated guess.

New for this year, the RSCs tracked the amount of time they spent in direct contact with resident clients. The staff estimates that they spent over 3,300 hours in direct contact with resident clients this year. As with the above figures for the number of individuals served, we will have to watch this number over the next two years before we can provide any meaningful evaluation.

**TABLE XIV**  
*PHA Medical Van Utilization FY 1999*

<i>PHA Medical Van Utilization FY 1999</i>		
	Number of Rides Given	Miles Traveled
<b>TOTAL</b>	<b>1,484</b>	<b>12,778</b>

The PHA medical van operates Monday through Friday and is available to transport adult residents to medical appointments. Unfortunately this year, we were reduced to one driver covering the morning shift. However, this did not have an impact on the overall number of rides given as residents scheduled all rides in the morning rather than throughout the day.

# Grants Received

The following table lists each of the grants awarded to the Providence Housing Authority and administered by the Department of Community Services to fund various social service programs for the Family and Adult Units.

Year	Amount	Source	Description
1995	\$635,000	HUD	PHDEP VI
1995	\$125,000	HUD	Youth Sports Program
1995	\$40,000	RI Department of Health	Teen Pregnancy Prevention
1995	\$47,461	Governor's Office of Substance Abuse	Substance Abuse Counselors
1995	\$668,420	HUD	Elderly Service Coordinators Grant
<b>1995</b>	<b>\$1,515,881</b>		
1996	\$47,461	Governor's Office of Substance Abuse	Substance Abuse Counselors
1996	\$639,500	HUD	Public Housing Drug Elimination
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)
<b>1996</b>	<b>\$744,646</b>		
1997	\$15,000	RI Department of Health	Pregnancy Prevention Program (WISE-UP)
1997	\$500,000	HUD	Supportive Services for Elderly/Disabled
1997	\$47,461	Governor's Office of Substance Abuse	Resident Services Coordinator
1997	\$671,000	HUD	PHDEP VIII
1997	\$5,000	RI Children's Crusade	Computer Club Equipment
1997	\$500	Public Ed. Fund/Health Connection	Science Classes
<b>1997</b>	<b>\$1,238,961</b>		
1998	\$680,160	HUD	PHDEP IX
1998	\$6,540	RI Children's Crusade	Computer Labs
1998	\$47,461	RI MHRH - DSA	RSC - Substance Abuse
1998	\$14,000	RI Department of Health	Wise-Up / Minority Health
<b>1998</b>	<b>\$748,161</b>		
1999	\$5,000	RI DEA	Health Program Facilitator
1999	\$47,461	RI MHRH - DSA	RSC - Substance Abuse
1999	\$17,500	RI Department of Health	Wise-Up / Minority Health
<b>1999</b>	<b>\$69,961</b>		
<b>TOTAL</b>	<b>\$4,317,610</b>		

**TABLE XV**  
**Grants Awarded FY**  
**1995- 1999**

# Director's Summary

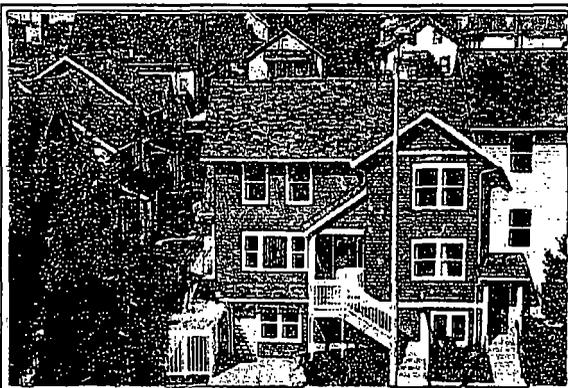
The Rental Housing Department is responsible for the administration of the PHA's Section 8 Rental Housing Programs. The department has increased in size and now consists of a staff of sixteen; two of whom are presently temporary employees. The department is supervised by the Director of Rental Housing who is assisted by the Senior Program



Representative, three Program Representatives II, four Program Representatives, three Housing Inspectors (one of whom works part-time), one Computer Operator, two Clerk Typists and a part-time Fraud Investigator. Although six members of the staff (37 percent) have joined the department within the past two years, they reflect an average of 9.5 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, and state and social service agencies.

The Rental Housing Department assists 2,583 participating families, 215 transfers from other cities, 455 families on the waiting list and 2,718 on the pre-application list. The Section 8 program, which provides rental assistance to low-income and very-low-income families, consists of four smaller programs:

- Existing Certificates (1,170 units)
- Vouchers (694 units)
- Moderate Rehabilitation (339 units)
- 11-B Developments (380 units)



Certificates and vouchers are issued to eligible families from the waiting list. This type of assistance travels with the family if they wish to move to another location. The rental assistance in the Moderate Rehabilitation and 11-B programs are both site-based; i.e., families are assisted only while living in a particular unit with the subsidy.

Family Self-Sufficiency (FSS), Project Based Assistance (PBA), and Single Room Occupancy (SRO) are three special programs funded through the Certificate and Moderate Rehabilitation Programs. FSS combines rental assistance with job training to encourage economic self-sufficiency among residents. Twenty-eight certificates are designated for participants in this program. Most of the original participants completed the five-year program

DEPARTMENT OF RENTAL HOUSING

during the last fiscal year; therefore, the staff of both the Rental Housing and Special Projects Departments have been making various attempts to outreach to new families during orientation sessions, leasing, and recertification appointments. These efforts have resulted in 14 new families enrolled in the program. PBA units are site specific and intended to create additional rental units; the subsidy remains with the unit. SRO units are low-service one-room apartments designed as transitory residences for low-income individuals. The PHA increased the number of units in the Project-Based Program due to the completion of 2 units at Good News/Pioneer Housing.

**TABLE I**

**Special Programs funded by Certificates and Moderate Rehabilitation Programs FY 1999**

Program	Contracted	Leased	Funding Source
Family Self-Sufficiency	28	18	Certificates
Project-Based Assistance	51	45	Certificates
Single Room Occupancy (SRO)	181	173	Mod. Rehabilitation

**Rental Survey**

The department conducts an 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**

As of October 2, 1995, federal regulations allow both Section 8 certificate and voucher holders to move to other cities, states, and U.S. territories. This change has added administrative burdens for the program such as monthly billing, absorbing and coordinating lease/vacate dates with other housing authorities. The portability requirement had begun to impact the program resulting in a net loss of 30 and 28 certificates/vouchers during fiscal years 1997 and 1998 respectively. If this trend continued, a serious erosion of our administrative fee income was a concern. This year, however, there is a net increase of 30. This is attributed to the increased practice by other housing authorities of absorbing families moving into their jurisdiction as opposed to leasing from their waiting list. The effects of absorbing are positive concerning increased fees; however, it is also a burden due to the constant turnover of subsidies that must be re-leased. Of those applicants who received a certificate this fiscal year, only 8 families (4 percent) moved to another city (4 from each program) as opposed to 11 percent during fiscal year 1998.

**TABLE II**

**Voucher and Certificates Portability FY 1999**

Voucher and Certificate Portability FY 1999			
Program	Incoming	Outgoing	Net Effect
Certificates	164	86	+78
Vouchers	51	99	-48
<b>TOTAL</b>	<b>215</b>	<b>185</b>	<b>+30</b>

Voucher and Certificate Portability FY 1995-1999					
Program	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999
<b>Incoming Portability</b>					
Certificate	115	157	178	194	164
Voucher	62	73	72	56	51
<b>Outgoing Portability</b>					
Certificate	98	120	152	147	86
Voucher	118	122	128	131	99
<b>Net Effect</b>	<b>-56</b>	<b>-12</b>	<b>-30</b>	<b>-29</b>	<b>+30</b>

TABLE III

*Voucher  
and  
Certificate  
Portability  
FY 1995-1999*

### **Single Room Occupancy (SRO)**

Two developments have been operational for more than five years: the YMCA Tower located on Broad Street and Advent House located in the West End neighborhood. On June 1, 1998, residents began leasing units at the Advent-Gemini Apartments which is located in the Federal Hill neighborhood.

SRO Projects		
Development	No. Units	Status
YMCA Tower	90	Completed/Operational
Advent House	34	Completed/Operational
Advent-Gemini Apartments	57	Completed/Operational
<b>Total</b>	<b>181</b>	

TABLE IV

*SRO Projects*

### **Project Based Assistance**

Federal regulations allow housing authorities to set up to 15% of its Section 8 Existing Certificates as a Project Based Assistance Program. The PHA currently supports several small projects with Project Based Section 8 for a total of 51 units. Two of the units at Good News Housing were not completed until this fiscal year.

PBA Projects		
Development	No. Units	Status
University Heights	21	Completed/Operational
Niagara Place	18	Completed/Operational
Historic West End II	7	Completed/Operational
Good News Housing	5	Completed/Not yet leased
<b>Total</b>	<b>51</b>	

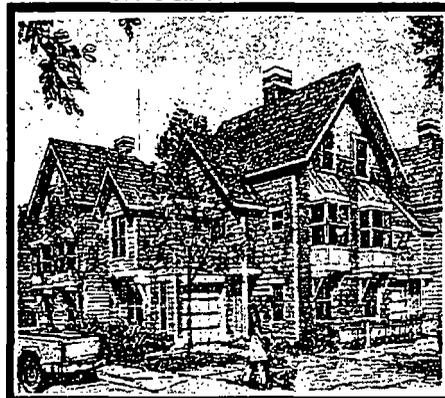
TABLE V

*PBA Projects*

### Waiting List

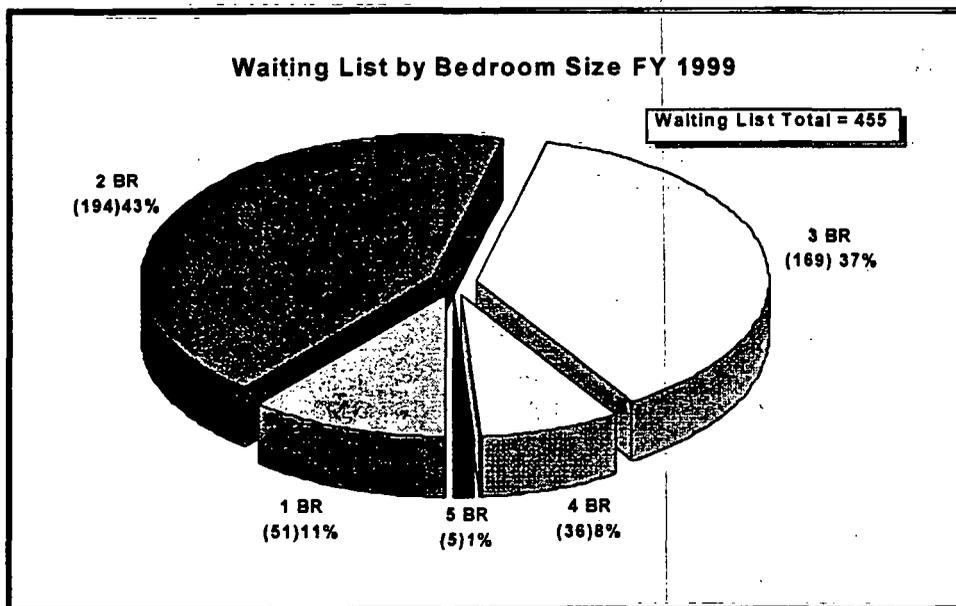
Fiscal Year 1999 began with 181 applicants on the waiting list, all of whom applied the last day that the list was open in February 1992. Since the ratio of anticipated turnovers of certificates /vouchers to applicants was so low, a public notice was published in various newspapers for the distribution of pre-applications at the Roger Williams Park Casino for one day only - October 1, 1998. Although approximately 4,000 pre-applications were taken and 3,345 pre-applications were completed and returned by mail within the two-week deadline. Rank was determined at random. A waiting list of 500 applicants is manageable; so, as the list required additional names, the families on the pre-application list were contacted to come into the office to file a more extensive application.

These families were then moved to the bottom of the waiting list retaining their original order. At this time every applicant from 1992 has been processed as well as 627 of those from October 1998. The greatest demand in descending order of need are: 194 two-bedroom units, 169 three-bedroom units, 51 one-bedroom units, 36 four-bedroom units and 5 five-bedroom units. As indicated in the chart below, two- and three-bedroom units are in the highest demand; families waiting for two-bedroom units comprise 43 percent of the waiting list while the three-bedroom units comprise 37 percent.



**FIGURE I**

**Waiting List by Bedroom Size FY 1999**



### Interviews Conducted

During the interview process, program representatives verify family composition, household income, and qualifications for any deductions. During this fiscal year, 245 families were interviewed.

**Screening**

The Rental Housing staff processed 403 applications to verify eligibility this fiscal year. Of those families, 175 (43 percent) successfully completed the process and were issued a certificate or voucher. The average times for both certificate and voucher holders to find a suitable unit was 72 days (2.5 months). This average has remained the same since fiscal year 1997, however, at times, the rate has risen as high as three months. While the time for certificate holders remained steady, voucher holders who previously averaged only 1.5 months are now averaging 2.5 months. The tightening of the rental market, families who do not want to remain in their current unit after receiving a certificate/voucher, and emphasis during briefings on what to look for in a unit have all impacted the time spent searching for an appropriate unit.

During the screening process 31 families (8 percent) were classified as ineligible. Nine families (29 percent) had an annual income in excess of the HUD-approved limits and 22 (71 percent) had recent criminal activity. These percentages are reversed from last fiscal year during which only 30 percent had criminal activity. Each family denied for cause has the right to request a hearing. More families (81 percent vs. 30 percent during FY 1998) took advantage of this opportunity and after the informal hearing with the Department Director, six (24 percent) decisions were reversed upon receipt of additional documentation.

An additional 127 applicants (32 percent) were removed from the list because they either received a letter and failed to respond or moved without a forwarding address. The percentage of withdrawals has decreased from 44 percent during the previous year. This can be attributed to the fact that families applied in October and the information was much more current.

**During the screening process 31 families (8%) were classified as ineligible: 9 families (29%) had an annual income in excess of the HUD approved limits and 22 (71%) had recent criminal activity.**

Applicant Screening in FY 1999	
Total Applications Processed	403
Total Certificates/Vouchers Issued	175
Ineligible Applicants	31

**TABLE VI**  
Applicant Screening in FY 1999

**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.

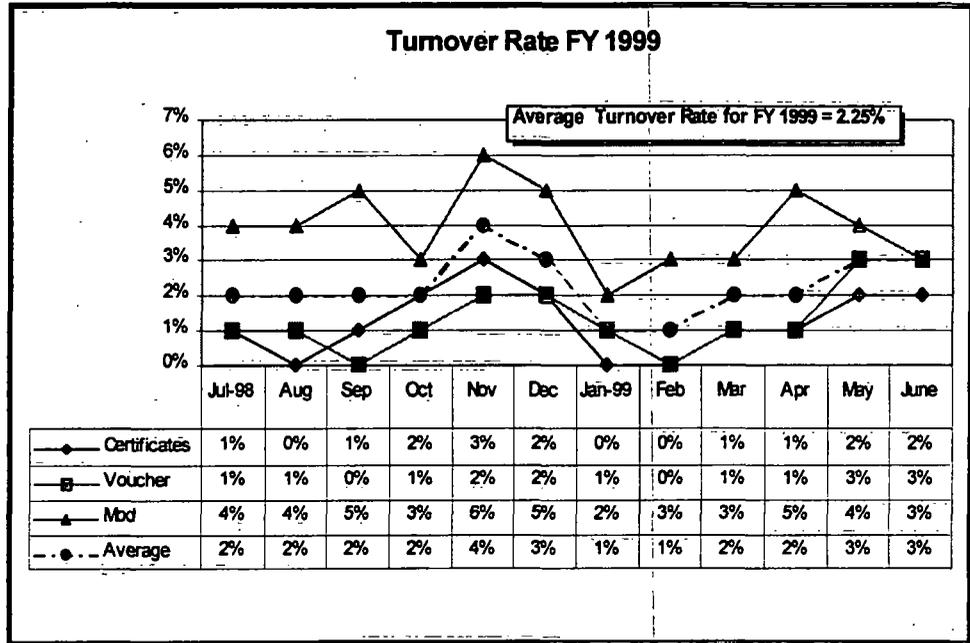
Until January 1999, federal regulations mandated a 90 day holding period prior to re-issuance. This holding period impacted the department's lease rate as well as the potential to earn administrative fees. Each month an average of 31 subsidies (45 certificates and 16 vouchers) were on hold. As a result, if all other certificates and vouchers were leased, the lease rate could never be higher than 96 percent for certificates and 97.5 percent for the vouchers.

As anticipated, the turnover rate continued to increase due to stricter enforcement of family obligations, more participants returning to work, and more housing authorities absorbing transfers. In FY 1998, the average monthly turnover rate (total turnovers/total units allocated) was one percent overall. During FY 1999, the overall rate increased to 2.25 percent. The annual rates by program were 15.2 percent for certificates, 14.1 percent for vouchers and 49

percent for Mod. Rehab. This represents an increase of 6.5 percent, 5.9 percent and 3 percent respectively from FY 1998.

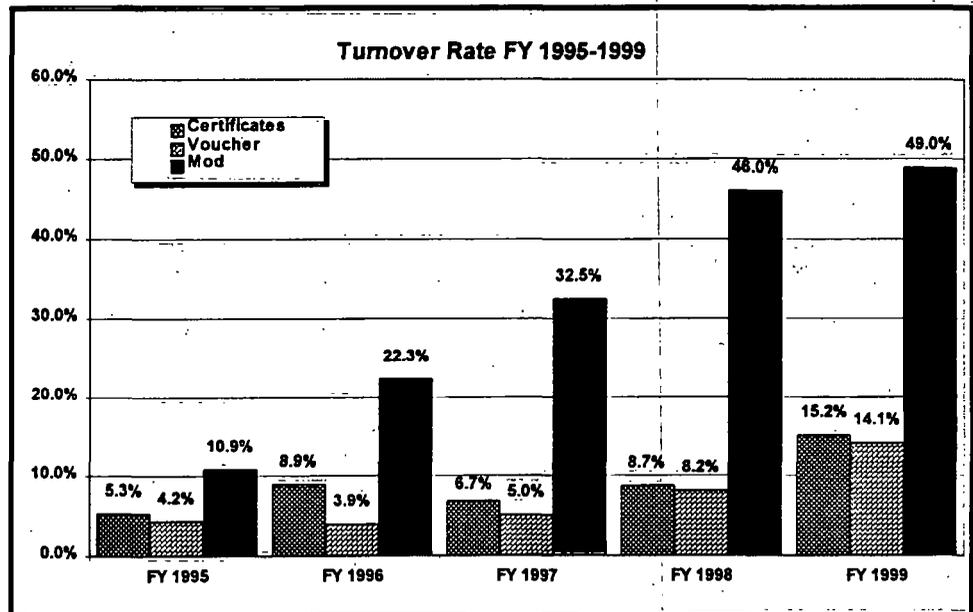
**FIGURE II**

**Turnover Rate  
FY 1999**



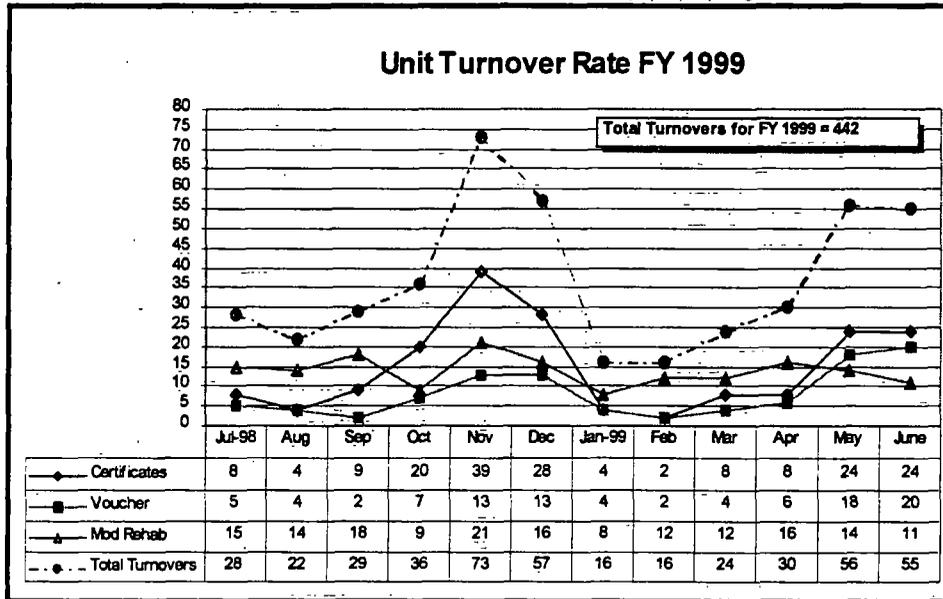
**FIGURE III**

**Turnover Rate  
FY 1995-1999**



Over the past five fiscal years, the PHA has witnessed a fluctuation in turnover rates. Moderate and Rehabilitation have had perhaps the greatest impact on the overall turnover activity. Between FY 1995-1999, Moderate and Rehabilitation have increased from 10.9 percent to 49.0 percent. During the FY 1995-1998, Certificates have maintained a slight increase of 3.6 percent, a slight decrease of -2.2 percent, an increase of 2.0 percent and an increase of 6.5 percent respectively, whereas in FY 1998 and 1999, there was an increase of 7.5 percent. Likewise, Vouchers have also had a slight increase of 2.1 percent and 3.2 percent respectively during the FY 1995-1998. Between FY 1998 and this fiscal year, there was a 6.1 percent increase. The rate for the Moderate

Rehabilitation program is substantially higher than the others, but this is attributed to the SRO units, which seem to attract more transitory people.



**FIGURE IV**

Units Turned Over  
FY 1999

### Reasons for Turnover

During FY 1999, 276 families were terminated from participation in the program. Some (6 percent) voluntarily relinquished the certificate/voucher. Other families no longer needed the program. Of these 6 bought property (2 percent), 10 became over income (4 percent), 23 now reside in a nursing home or are deceased (8 percent), and 21 for various other reasons (8 percent). Others (17 percent) lost the rental assistance for failure to abide by program rules, a sharp decrease from 42 percent during FY 1998. The reasons were 26 vacated without notice (9 percent), 10 failed to recertify (4 percent), 8 failed to repay damage claims (3 percent), 4 committed fraud (1 percent). One hundred and fifty-one families (55 percent) actually did not lose their rental assistance. They were removed, however, from the PHA's program due to absorption by another housing authority. The number of families absorbed increased 360 percent from last fiscal year.

### Leases Executed

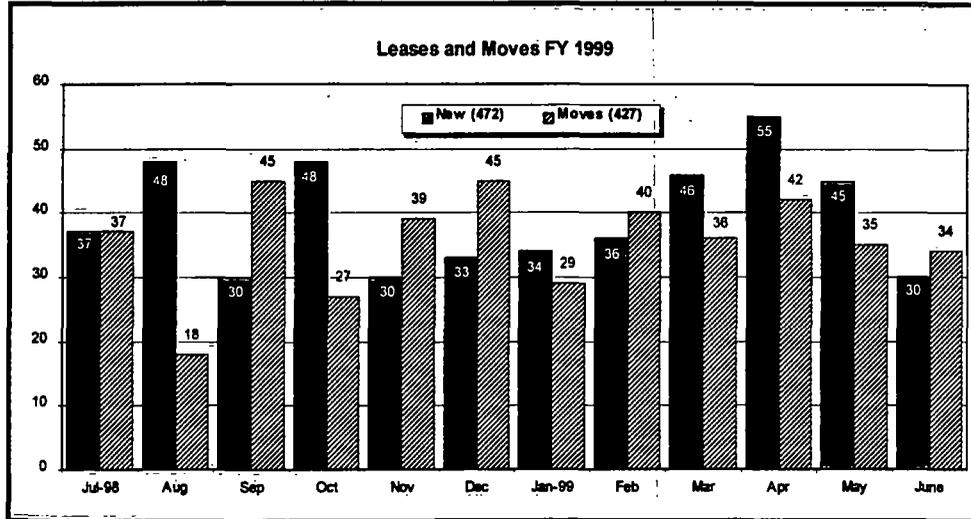
During FY 1999, the Rental Housing Department executed 899 leases. New leases (472) are generated from turnovers of vouchers or certificates, new allocations from HUD, or the leasing of a Moderate Rehabilitation unit.

The 427 leases considered "moves" 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 1998, 406 participants moved. The 22 percent move rate has remained stable since last year but it is a 14 percent drop since FY 1997. This decrease was a positive effect on the program since it demonstrates that families have become more stable and satisfied with their apartments. The following chart divides all executed leases into 472 new leases and 427 moves.

**During FY 1999, 276 families were terminated from participation in the program. Some voluntarily relinquished the certificate/voucher. Others lost the rental assistance for failure to abide by program rules.**

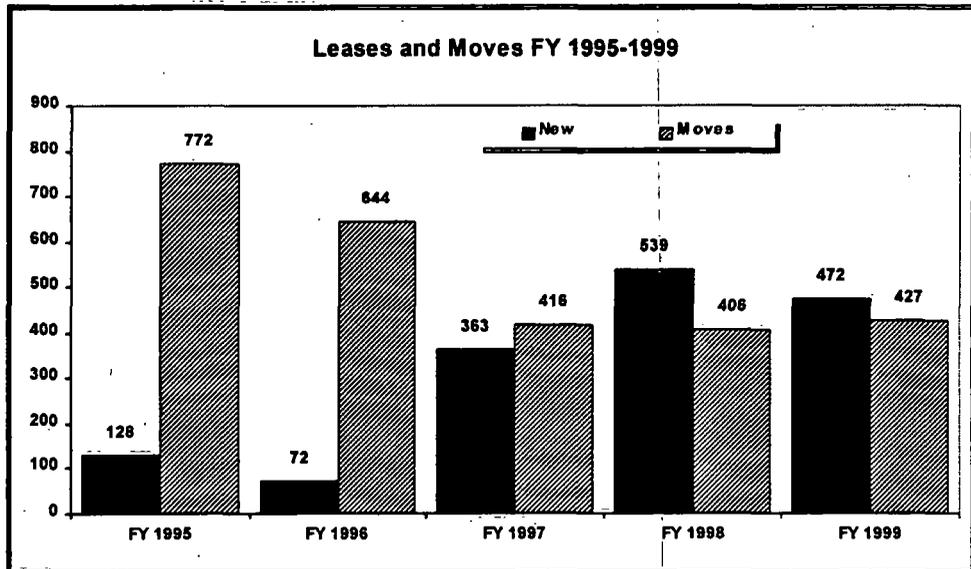
**FIGURE V**

**Leases Executed FY 1999**



**FIGURE VI**

**Leases Executed FY 1995-1999**



**Lease Rate (Adjusted)**

In FY 1999, the Department of Rental Housing met the 96 percent lease rate standard for three programs. Vouchers and the 11-B developments had the highest average rate (99 percent), followed closely by Certificates (97 percent). The Mod/Rehab units (over which the PHA has no direct managerial control) increased to 96 percent from 90 percent during FY 1998.



Until January 1999, the standard lease rate for the housing industry was 90 percent due to the subsidies on hold. After the mandate was lifted, the standard returned to 96 percent. The overall average adjusted lease rate (97 percent) has again surpassed the revised industry standard during FY 1999. As Figure 6 illustrates, the lease rate has exceeded this standard for the past five years thus

earning the maximum income in administrative fees. Prior to FY 1996, units were leased as soon as they turned over (see unit turnover). The lease rate would only fall if new subsidies were awarded by HUD, creating a paperwork lag-time between the initial award and final leasing. This was part of the reason for the decrease in FY 1997. Another contributing factor to the decrease is the 90-day hold prior to re-issuance of certificates/vouchers. The third factor is the tightening of the rental market.

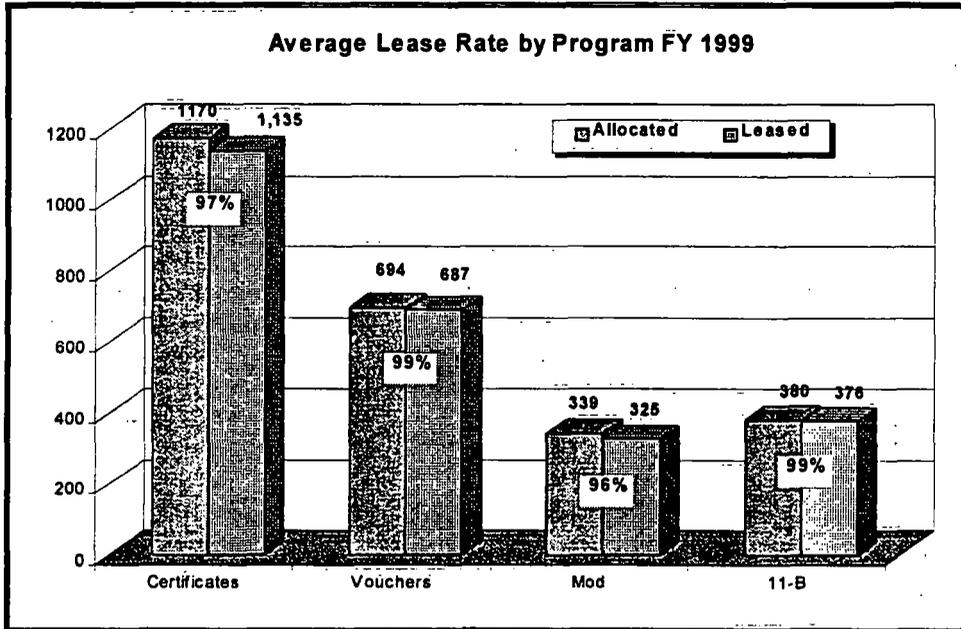


FIGURE VII

Average Lease Rate by Program FY 1999

Once the 90 day hold mandate was lifted, the department found itself with 87 certificates and 33 vouchers to be issued and leased as soon as possible. Although briefings were scheduled three to four times each month, the average family did not lease until 2.5 months later. During this same period of time, housing authorities increased the numbers of families absorbed which left the department with even more subsidies to re-lease. Regaining a high lease rate, therefore, has been an ongoing task and priority for the department.

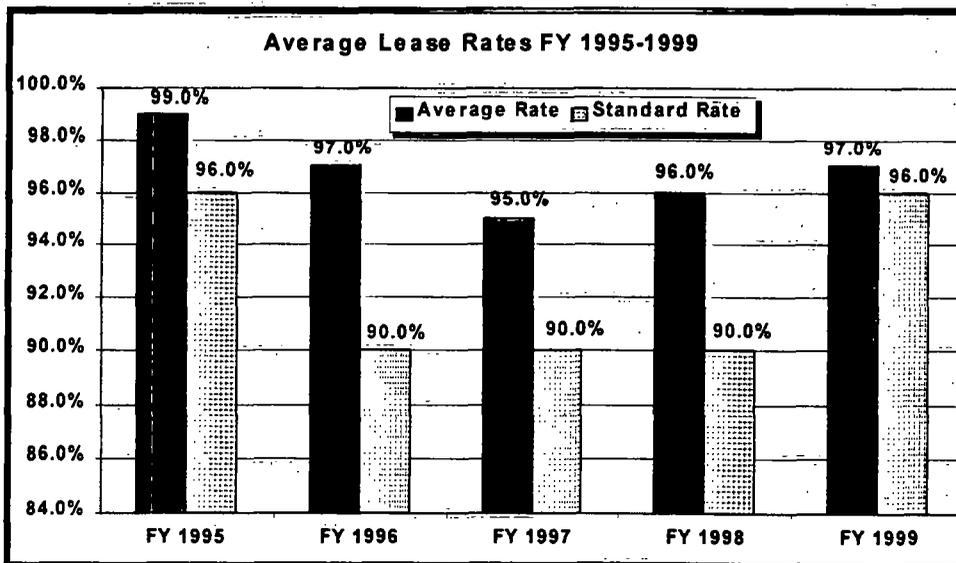


FIGURE VIII

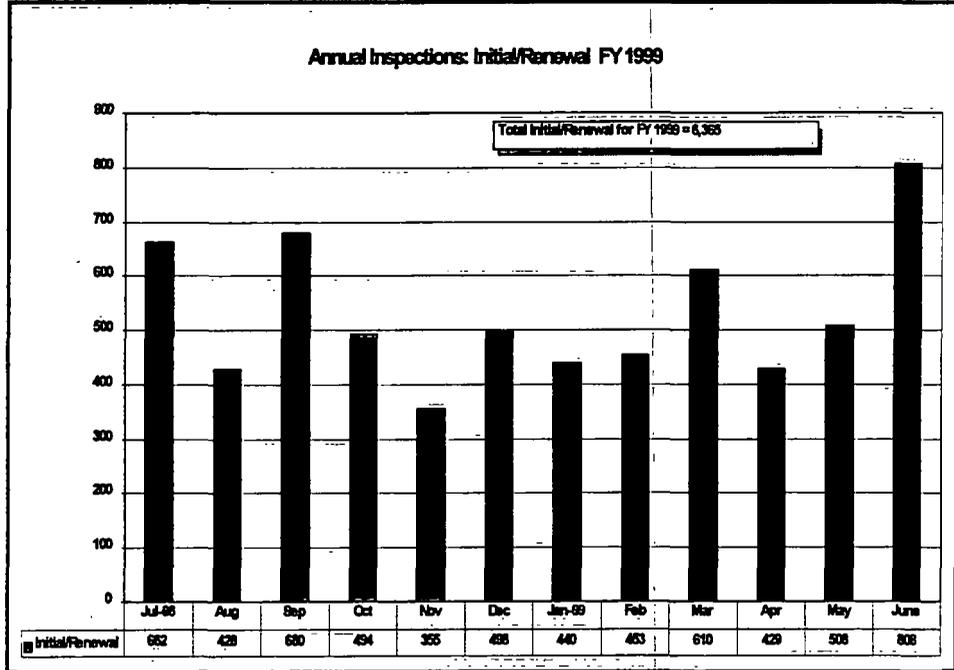
Average Lease Rates FY 1995 - 1999

### 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.

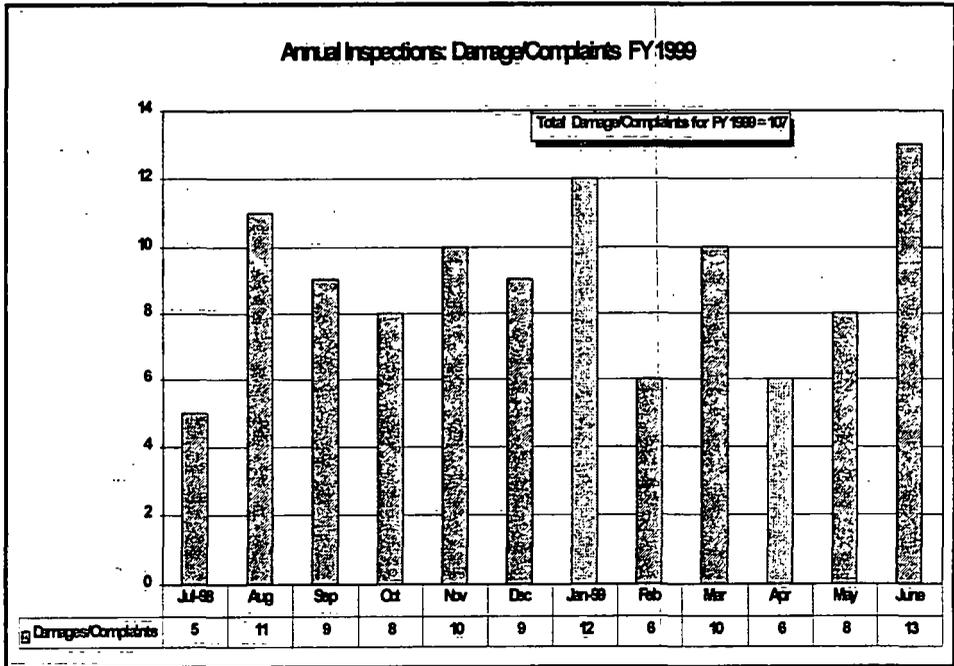
**FIGURE IX**

**Annual Inspections:  
Initial / Renewal  
FY 1999**



**FIGURE X**

**Annual Inspections:  
Damage /  
Complaints  
FY 1999**



Inspections are mandatory for all units in all programs including the SRO units and 11-B developments. The Inspectors or sometimes the Program Representatives 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, usually 30 days. 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.

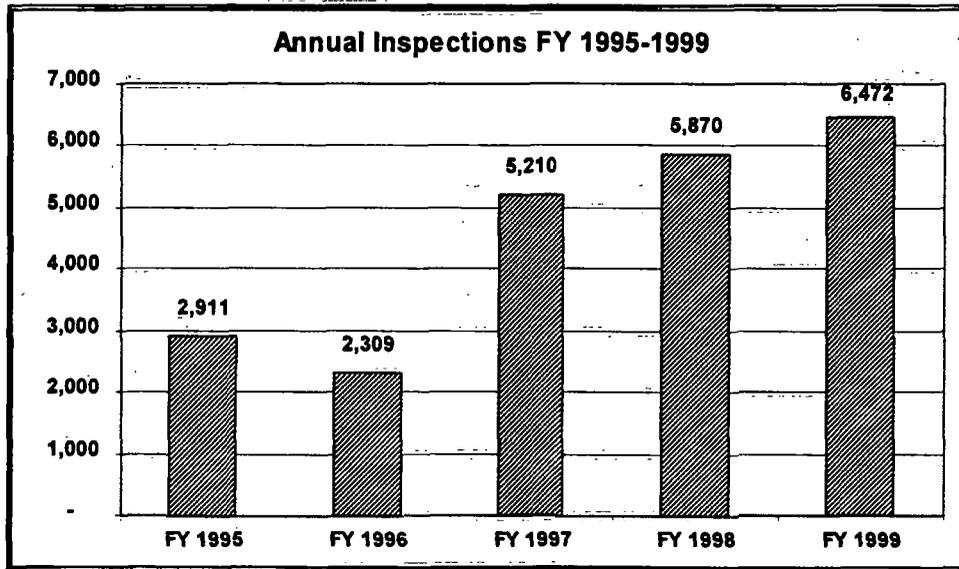


FIGURE XI

Annual Inspections:  
Initial/  
Renewal,  
Damage /  
Complaints  
FY 1995-1999

During FY 1999, the Rental Housing staff performed 6,472 inspections, of which 107 were for damages or tenant complaints and 5 percent were quality control inspections conducted by a supervisor. The total number of inspections conducted represents an increase of 10 percent from FY 1998 and a 122 percent increase from FY 1996.

### 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 1999, the staff made 1,313 adjustments. Many of these adjustments may be attributed to the changes in welfare reform since more families are returning to work.

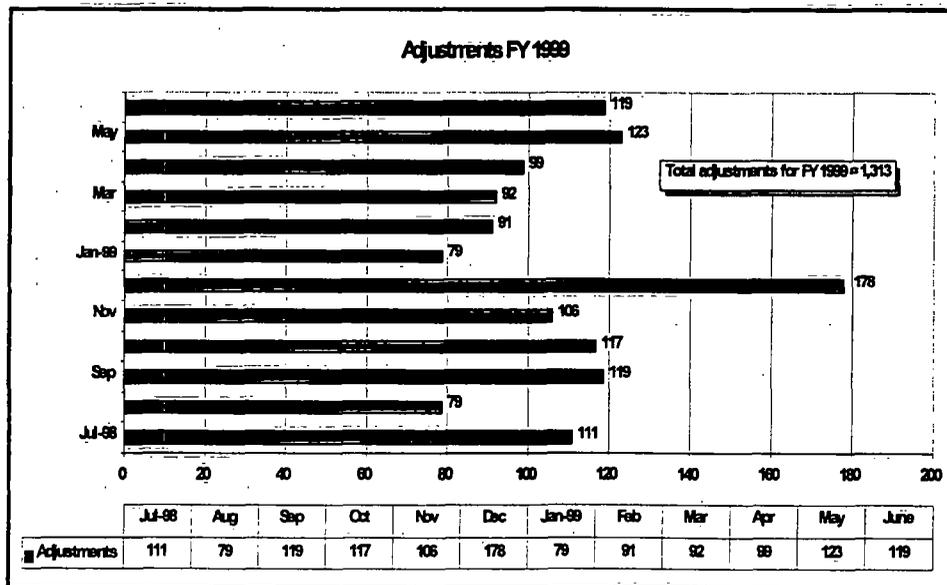
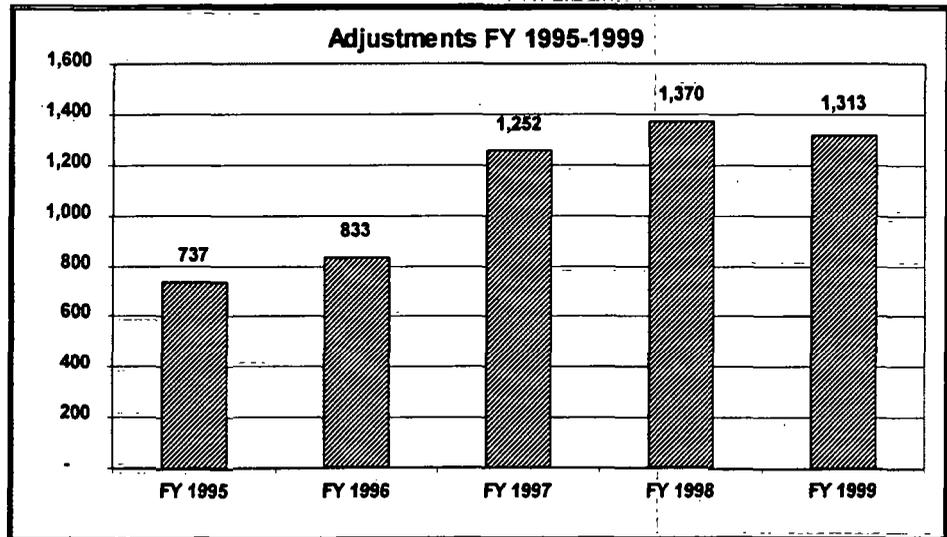


FIGURE XII

Adjustments  
FY 1999

**FIGURE XIII**

**Adjustments  
FY 1995-1999**

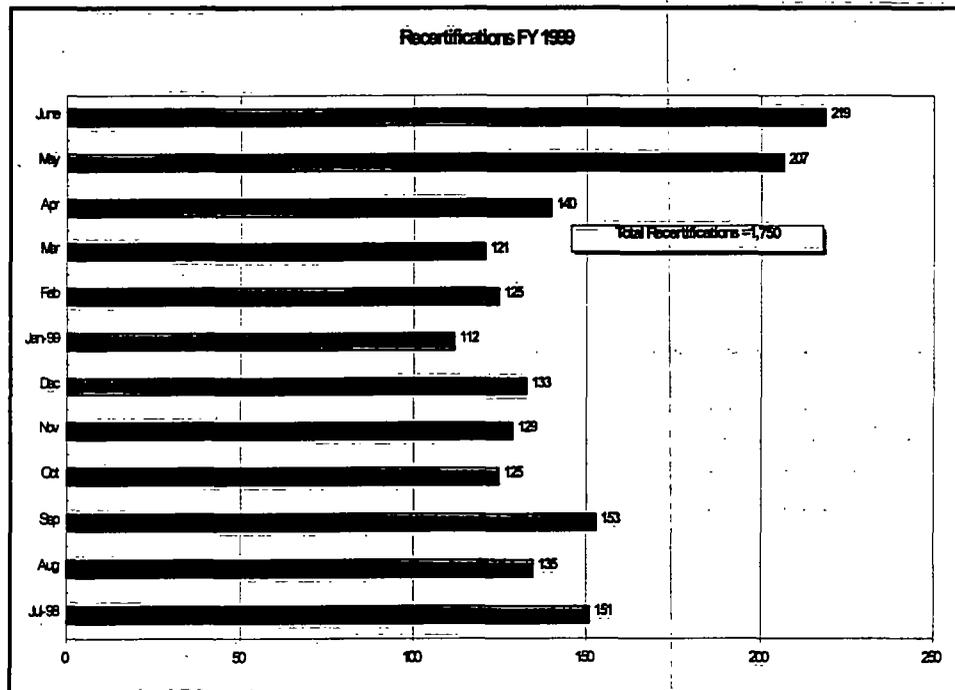


**Recertifications**

As required by Federal regulations, every program participant's family composition, income, and eligibility for deductions must be reverified to ensure continued eligibility each year. The staff completed a total of 1,750 recertifications for those who decided to remain in the same units. The 427 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, however, must review the verifications and calculations.

**FIGURE XIV**

**Recertifications  
FY 1999**



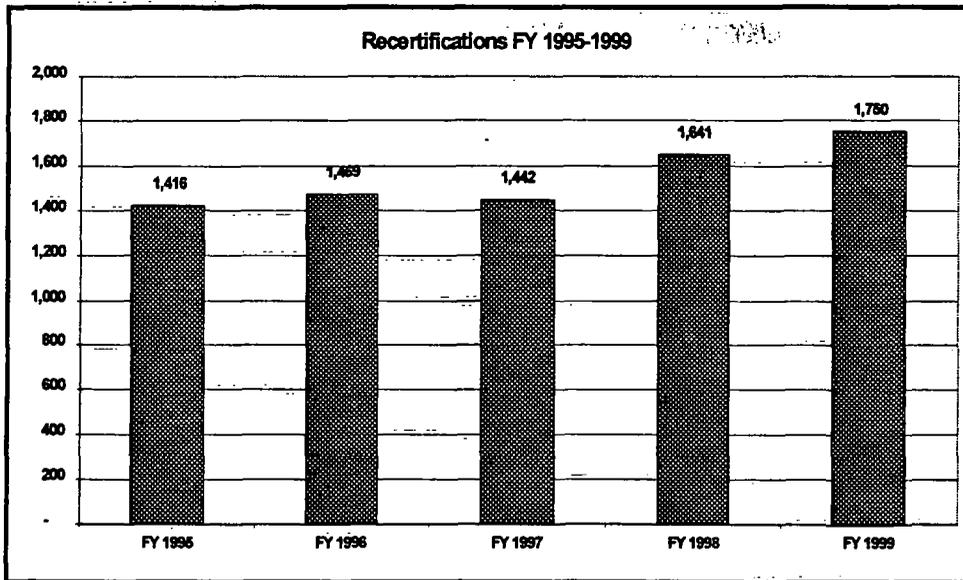


FIGURE XV

Recertifications  
FY 1995-1999

### Repayments

During FY 1999, the PHA reimbursed landlords \$1,925.00 for vacancy claims (rent owed by tenants for failure to give 30-day notice) and \$8,336.00 for damages caused by tenants. This is a 64% decrease since FY 1998. 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 1999, the department collected \$24,824.18 in accordance with these repayment agreements. Eight 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 \$2,126.69 from waiting list applicants who owed the PHA back rent as a result of a previous tenancy in public housing. Eighteen families were contacted because they owed money. Nine families (50 percent) paid in full and were issued a certificate, eight (44 percent) are paying in monthly installments (total balance due is \$1,689.66) and 1 (6 percent) was removed from the waiting list.

The department has referred two cases to the attorney for settlement of monies owed due to fraud. Both cases involved owners who obtained housing assistance payments fraudulently. Anticipated reimbursement is \$9,062.00.

This year, 38 cases were referred to the Fraud Investigator either because of tips from anonymous callers or discrepancies noticed by staff. Seven of these cases were investigated in conjunction with the RI Attorney General's Office.

Fiscal Year	Repayments from Participants	Repayments from Applicants
95	N/A	N/A
96	N/A	N/A
97	\$17,792.74	\$1,855.00
98	\$22,530.18	\$869.00
99	\$24,824.18	\$2,126.69

TABLE VII

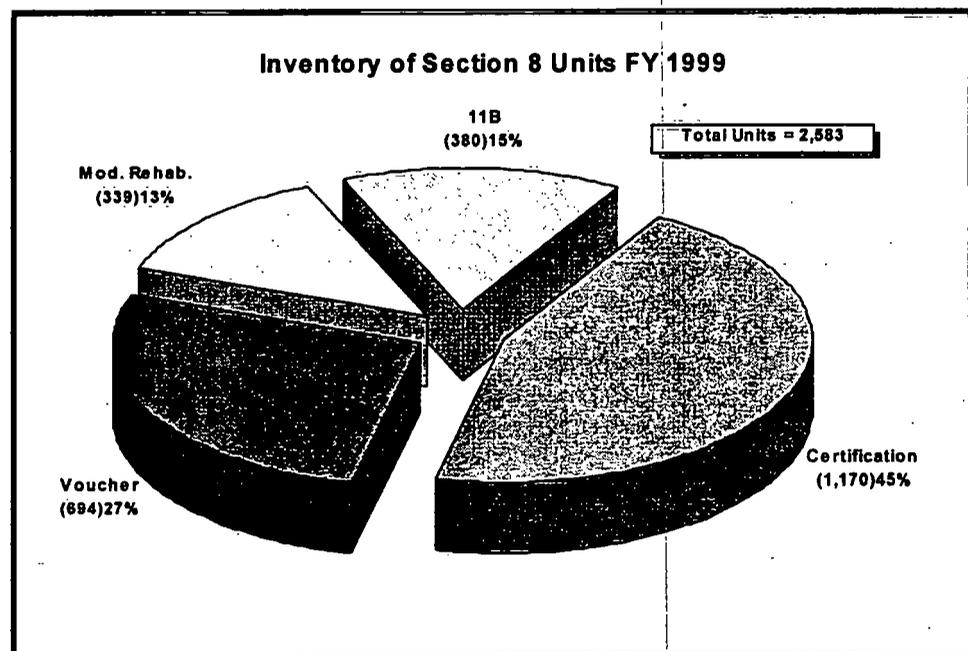
Repayments  
FY 1995-1999

### **Current Inventory of Section 8 Units**

During FY 1999, the PHA administered 2,583 units of Section 8 housing throughout the City of Providence. The chart below illustrates the breakdown of the four classifications of Section 8 Rental Assistance administered by the Rental Housing Department. Moderate Rehabilitation includes the SRO Units at the YMCA, Advent House and Advent-Gemini Apartments 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 (45 percent) comprise the majority of allocations, followed by Vouchers (27 percent), 11-B Projects (15 percent), and Moderate Rehabilitation (13 percent). These percentages are the same as FY 1998 since we have received no new allocations.

**FIGURE XVI**

*Inventory of  
Section 8 Units  
FY 1999*



### **Fee Distribution by Program**

During FY 1999, the Rental Housing Department earned \$1,504,494.00 from HUD for administering the Section 8 Program. This is a \$96,694.23 (7 percent) increase from last year and the highest amount of fees earned since the inception of the Section 8 Program. The Rental Housing Department uses these fees to operate the Section 8 Program and defer other costs incurred by the PHA.

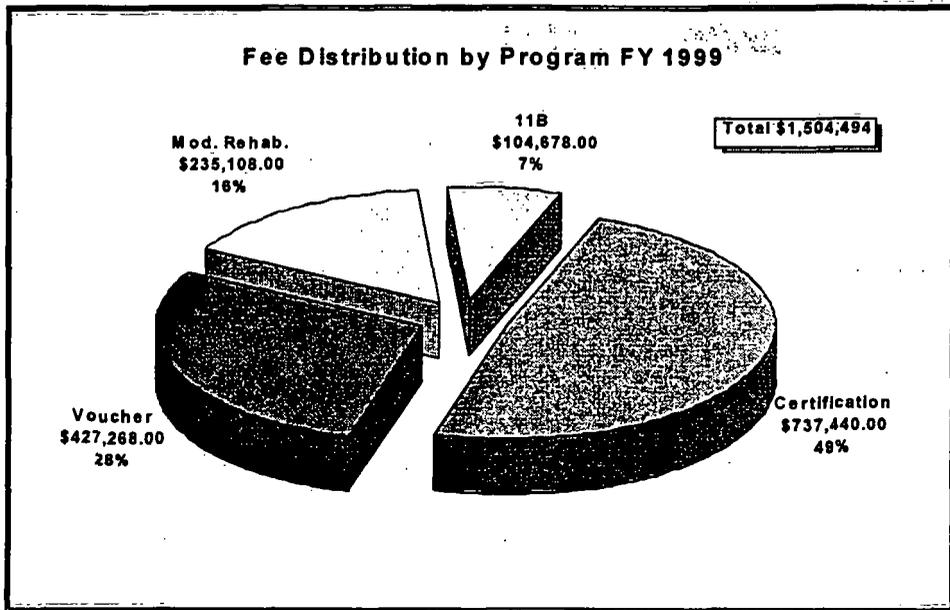


FIGURE XVII

Fee Distribution by Program FY 1999

Certificates account for the greatest revenue (49 percent) generated from administering the Section 8 program. Fees earned from administering vouchers comprise over one quarter (28 percent) of total fees earned. The percentage earned per Section 8 assistance classification is as follows: seven percent for 11-B Projects, 16 percent for Moderate Rehabilitation, 28 percent for vouchers, and 49 percent for certificates.

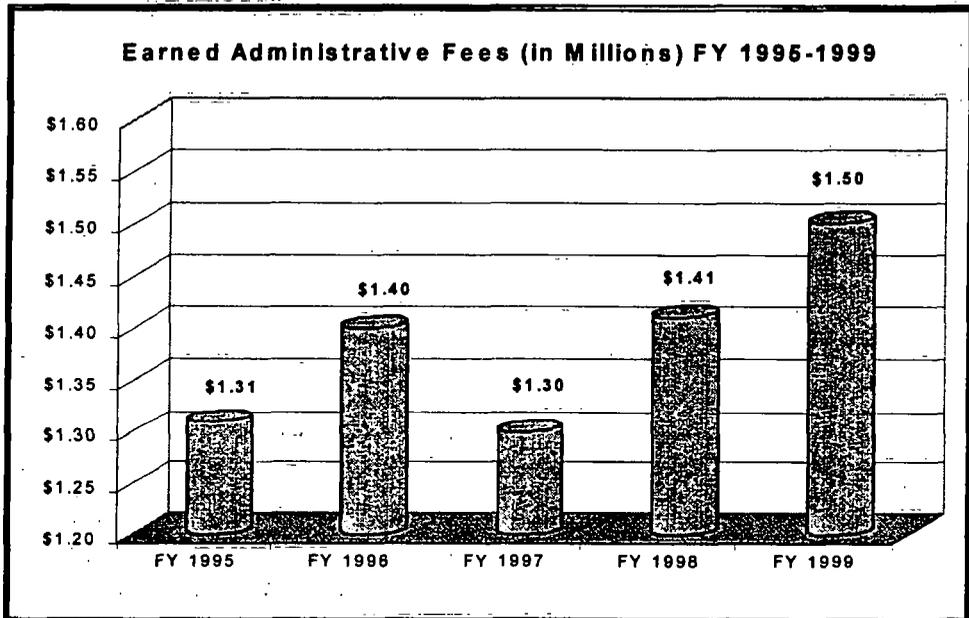


FIGURE XVIII

Earned Administrative Fees (in Millions) FY 1995-1999

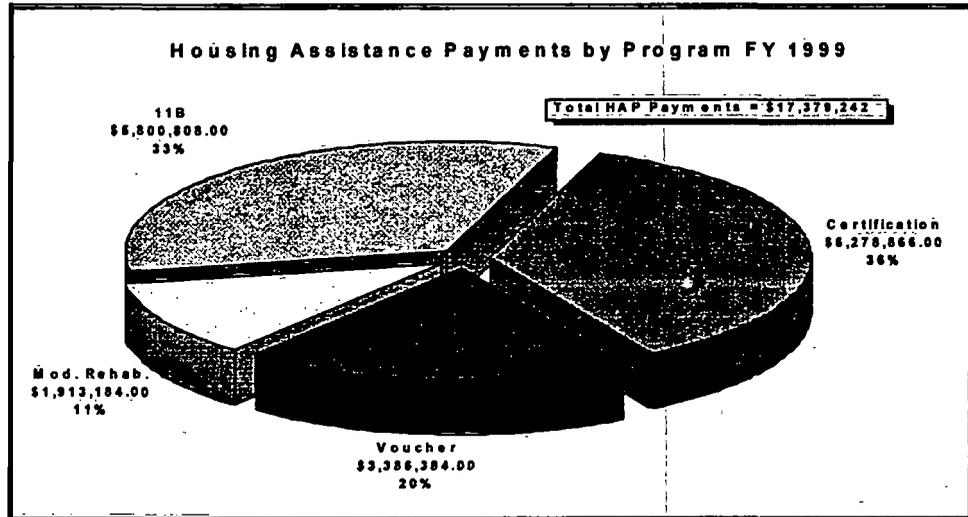
Over the past five years, administrative fees have varied. During FY 1997, the Rental Housing Department earned \$1,289,929.77 from HUD for administering the Section 8 Program. This was the lowest amount of fees earned in the past five fiscal years. The highest was this fiscal year with \$1,504,494.00

### Total Housing Assistance Payments

During FY 1999, the Rental Housing Department distributed Housing Assistance Payments totaling \$ 17,379,242.00 to private property owners who provided housing for 2,583 Section 8 Program participant families. This is a 1.5 percent decrease from last year. This amount is \$322,172.00 lower than what was paid in FY 1996 prior to establishing rent reasonableness standards and with 60 additional units on line.

**FIGURE XIX**

**Housing Assistance Payments FY 1999**



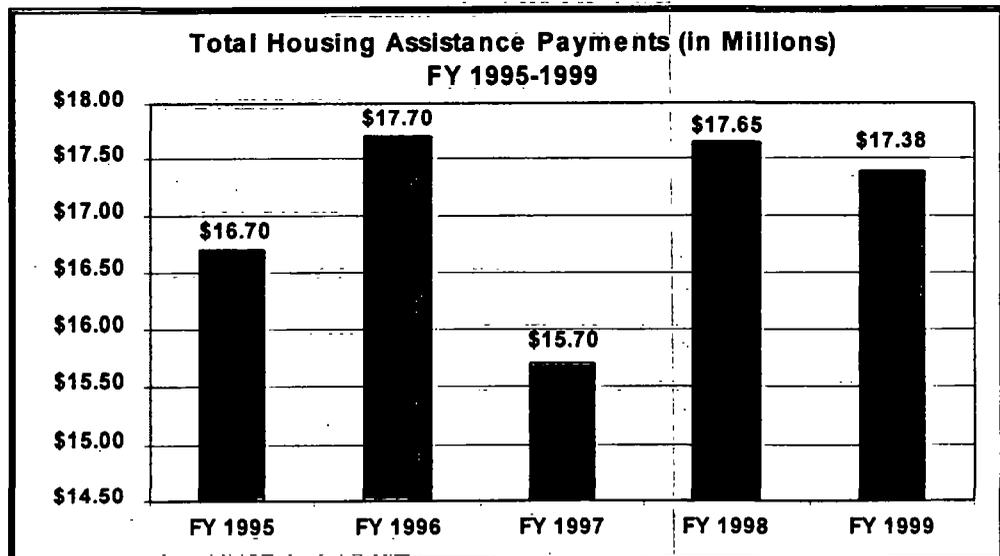
**TABLE VII**

**Housing Assistance Payments by Program FY 1995-1999**

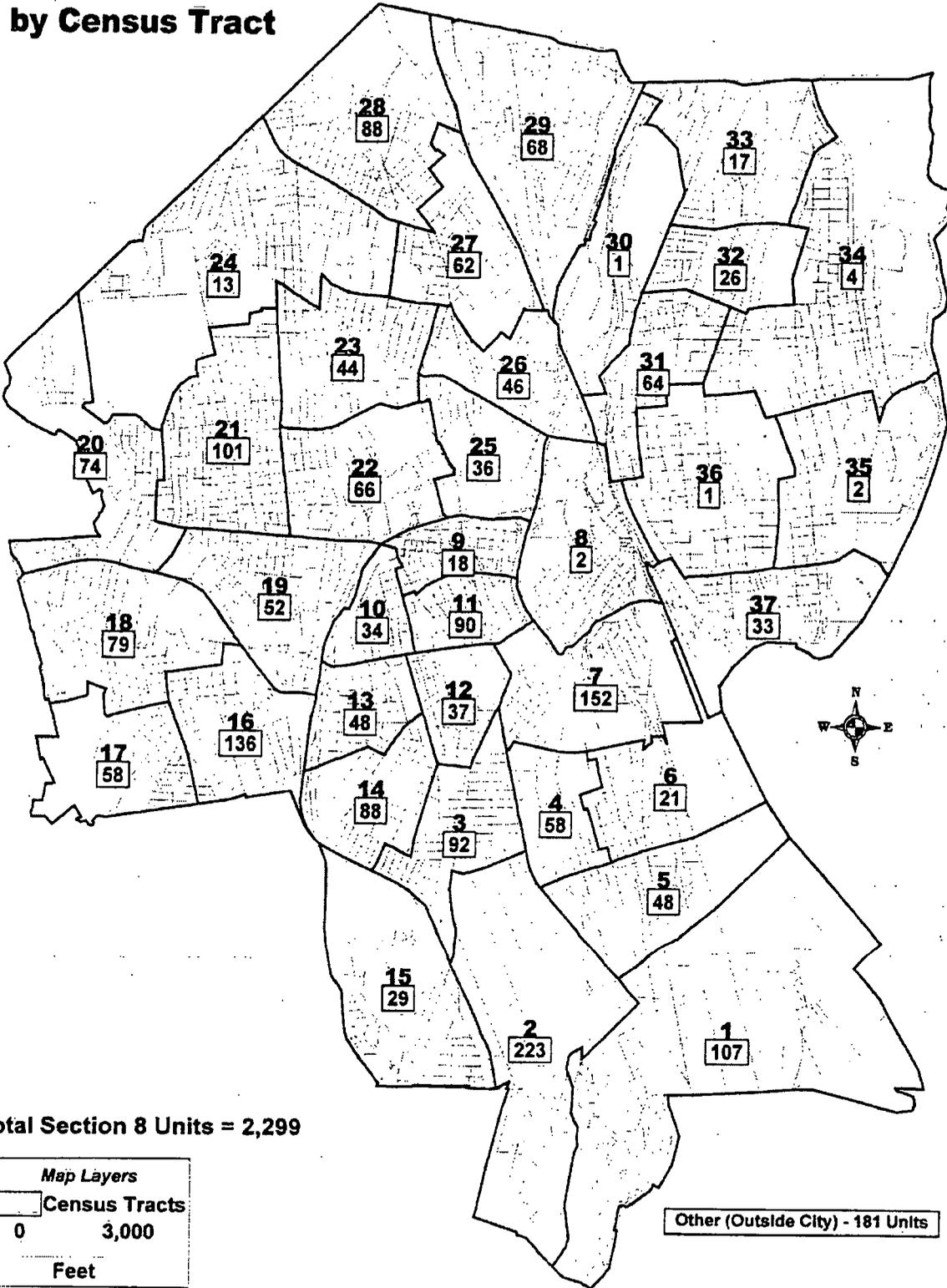
	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999
<b>Cert.</b>	\$6,632,758	\$6,445,483	\$6,059,557	\$6,065,077	\$6,278,866
<b>Voucher</b>	\$3,173,223	\$3,257,299	\$3,041,111	\$3,506,370	\$3,386,384
<b>Mod.</b>	\$2,046,613	\$2,036,055	\$1,901,438	\$1,801,855	\$1,913,184
<b>11B</b>	\$4,836,526	\$5,962,037	\$4,769,017	\$6,276,509	\$5,800,808

**FIGURE XX**

**Housing Assistance Payments FY 1995 - 1999**



### Number of Section 8 Units by Census Tract

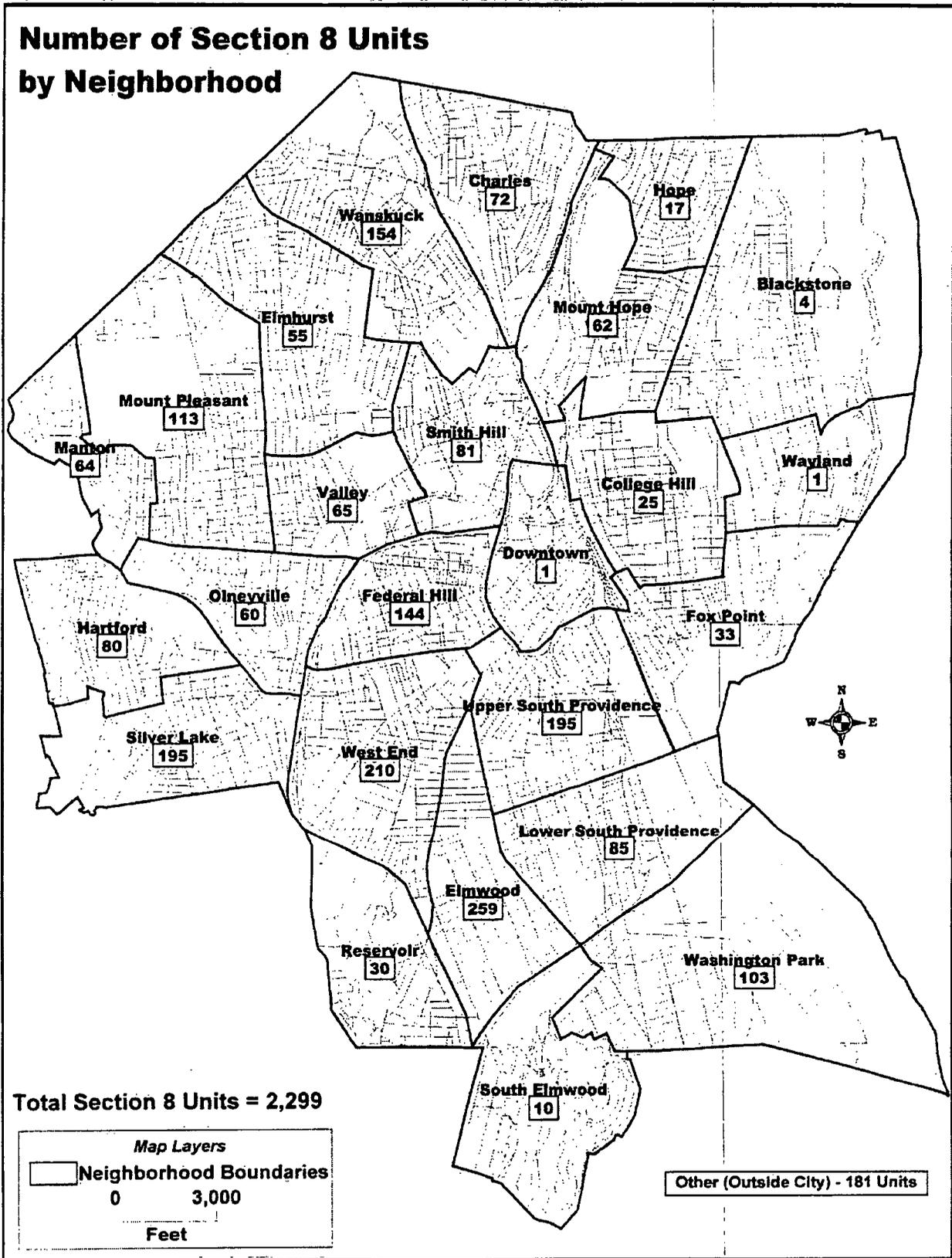


providence housing authority

PROLIS

providence local information system

## Number of Section 8 Units by Neighborhood



# Security Liason Officer's Summary

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 (PHU) and the PHA's own security force comprise the PHA's Security Program. Together they work to fulfill the safety component of our agency's mission. This program services the six family developments and the seven elderly/disabled high-rise developments managed by the PHA.

In 1992, the National Association of Housing and Redevelopment Officials (NAHRO) awarded our program with the **National Award of Merit in Program Innovation - Client and Resident Services for the Security Program**. Also that year, the PHU merited the **Public Safety Commissioner's Award** for best overall performance in the Providence Police Department (PPD). The PHU was featured in a nationally televised HUD video introducing the "One strike, you're out" policy. This recognition is a testament to the PHA's commitment to ensuring a safe and orderly environment for its residents. The PHA's Security System has two main components: security personnel and security/crime data. Together these components ensure the quality and effectiveness of the Security Program.

## Executive Summary

In FY 1999 there was a total of 1,304 police responses, a 30% decrease from last year's annual total of 1,872. Of these calls, 22% were from elderly/disabled developments and the other 78% were from the family developments with Hartford Park yielding the greatest (29% of all PHA developments) number of calls over the twelve-month period. Dexter Manor I/II experienced the most police responses (8% of all PHA developments) among the developments for the elderly and disabled.

The total number of narcotics arrests dropped from 90 in FY 1998 to 81 in FY 1999, a decrease of 10%. An overwhelming 98% of this annual total is attributable to the family developments. 49% occurred at Hartford Park, while 33% occurred at Chad/Ad/Sun and 10% occurred at Manton Heights. 2% of the narcotics arrests occurred at elderly developments.



Public Housing Unit vehicles stationed at Hartford Park

There was a total of 20 Part I Arrests at PHA developments during FY 1999. Part I arrests include major felony arrests such as rape, murder, robbery, assault, B&E, larceny, and grand auto theft. The Providence Police Department uses the Federal Bureau of Investigation's Uniform Crime Reporting System, which tracks Part I and II Crimes. 17 of the 20 Part I arrests

Security Report

**The PHU attends weekly PHA 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.**

(85%) occurred at the family developments and three Part I arrests (15%) occurred at the elderly developments. The majority of Part I arrests occurred at Hartford Park (60%). Dexter Manor, Parenti Villa and Kilmartin Plaza experienced one arrest each.

There was a total of 401 Part II Arrests with 333 (83%) occurring at the family developments and 68 (17%) occurring at the elderly developments. Part II crimes are not as life threatening as Part I crimes. Although serious, they are categorized as Part II because they do not directly cause life-threatening harm to a victim. They consist of crimes such as assault, stolen property, malicious mischief, weapons offenses, prostitution/vice, other sex offenses, narcotics, gambling, family and children arrests, driving under the influence, any liquor violation, and disorderly conduct. The majority of the Family Development Part II arrests occurred at Hartford Park (37% of all PHA developments) while the majority of Elderly/Disabled Developments Part II arrests occurred at Dexter Manor I/II (10% of all PHA developments).

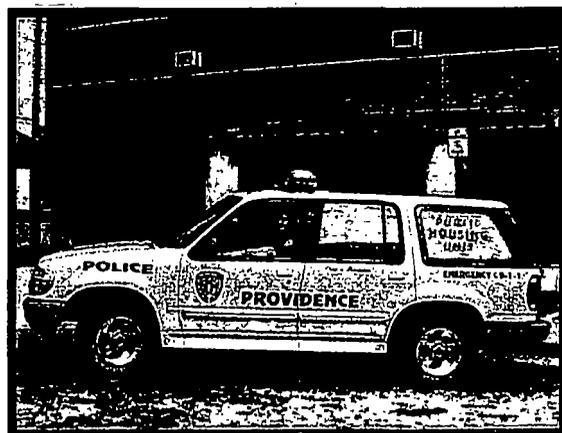
Security work orders totaled 1,948 in FY 1999, a 36% decrease from the previous fiscal year's 3055 work orders. For FY 1999, 84% were Code #3 Criminal work orders, 0.5% were Code #2 Building work orders, 12% were Code #1 Fire/Rescue work orders and 3.5% were Code #4 Civil work orders. Hartford Park generated the most security work orders overall (30%), followed by Chad/Ad/Sun (22%), then Manton Heights (13%), and Dexter Manor (13%). Family developments generated the majority of the Code #3 work orders, while the elderly/disabled developments generated more Code #1 work orders.

Dispersals totaled 345 in FY 1999. Of these, 290 dispersals occurred at the family developments with the majority occurring at Hartford Park (32% of all PHA developments). Fifty-five dispersals occurred at the elderly developments with the majority (7% of all PHA developments) occurring at Dexter Manor I/II.

## Security Personnel

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

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



A PHU officer at Dexter Manor

### 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 1999 fiscal year, there are a total of eight officers operating in the unit, one of who is an undercover narcotics special investigator.



*The Public Housing Unit at Hartford Park*

The PHU was originally responsible for patrolling the Providence Housing Authority's six family housing developments in the City of Providence, however the responsibilities have now expanded to serve a number of other security functions including security in the elderly/disabled developments. In terms of the growing responsibility at the elderly/disabled developments, the PHU has been recruiting, training, and supervising all of the security officers stationed at these developments. This also entails monitoring these officers during their nightly patrols. The housing unit has established, trained, and equipped the volunteer resident crime watches in two of the six elderly/disabled high-rises. Moreover, the PHU makes the effort to regularly conduct security

seminars at all the PHA developments. Yet another responsibility as of May 1991, is the job of patrolling the privately-owned Wiggan Village development as requested by both the management company and the Department of Housing and Urban Development (HUD) due to the development's problematic history and proximity to the PHA's Codding Court

The PHU produces daily activity logs that 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, the PHA Safety Liaison Officer, 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 reservists' 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 50 reservists that the PPD uses in public housing for their on-the-job training. This additional manpower has enabled the PHU to increase the police presence in all PHA developments with such effective enforcement as foot patrols.

The Providence Police Reserves must attend a twelve week abbreviated Police Academy in which they are trained in such areas as constitutional law and fire-arms. In turn, they do carry fire-arms while on duty. Additionally, the Providence Police Reserves are not compensated by the city for their duties, for it is strictly volunteered time devoted to serving crime issues in the city.

**During non-business hours, all six public housing high-rise developments are provided with security officers. Each high-rise has a PHA security officer on duty various hours, seven days a week, 365 days a year. These officers, men and women 18 years or older, are recruited, trained, and supervised by the PHU.**

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

Through implementation of the Security Plan, the 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 are provided with security officers. Each high-rise has a PHA security officer on duty from various hours, seven days a week, 365 days a year. These officers, men and women 18 years or older, are recruited, trained, and supervised by the PHU. They have passed all the mandatory exams, undergone 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 via a two-way radio whose frequency is also monitored by the PHU. In some cases, police assistance is required because 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 occur more frequently in the high-rises between elderly residents and usually younger, disabled residents. Differences in lifestyle (i.e.: the younger residents tend 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 regardless of age. The PHA security officers are paid through grants from the DEA (75%) and the City of Providence (25%).

The PHU activity reports record criminal activity on PHA property. There are two reports: one tallies only the arrests and responses involving PHU officers and the other combines the total number of responses and arrests made by all Divisions and Bureaus of the Providence Police Department, including the PHU.

### ***Resident Crime Watches***

Resident Crime Watches are in operation at two of the six PHA elderly/disabled high-rise developments: Dominica Manor and Parenti Villa. The crime watches are manned by volunteer residents, stationed at the main entrance of their buildings 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 Parenti Villa 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 would be on duty.

**The crime watches are manned by volunteer residents stationed at the main entrance of their buildings 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.**

## Security/Crime Data

The PHA monitors the security and crime data that are gathered by the PHU and PHA security officers. The statistics are recorded by development for criminal and security-related activity taking place on PHA property. These data are 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. They are 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. Data that combine 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 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, narcotics arrests, Part I arrests, Part II arrests, and total dispersals which are all tracked in these reports.<sup>1</sup>

### 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 Hartford Park. 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:

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

<sup>1</sup> This report differs from previous security reports in that the total arrests that were represented in the previous versions of this report can be calculated by combining the Part I and Part II offenses, and the Felony Arrests that were also represented in previous security reports can be calculated by combining Part I arrests and weapons offenses. This new method of recording the criminal data has proven to be more useful as an analysis tool and is uniform with the F.B.I and the Providence Police Department's methods.

**The term Police Responses refers to the phone calls made by PHA residents to the 911 system, the Providence Police Dispatcher, or the PHA maintenance/security dispatcher.**

## Data Tables

Part I of this security report details the four activities recorded by the PHU in their activity logs:

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

Part II details the data 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.

Following each table, analysis is provided that compares the given statistics with the number of units in the development (development size). Pie charts are also provided to illustrate the selected data. All of the data tables are organized by specific development and development type.

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 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. The following is a list of the names of the individual developments and their type:

### Family Developments

Chad Brown/Admiral Terrace  
Roger Williams  
Coddington Court  
Hartford Park  
Manton Heights  
Scattered Sites

### Elderly/Disabled Developments

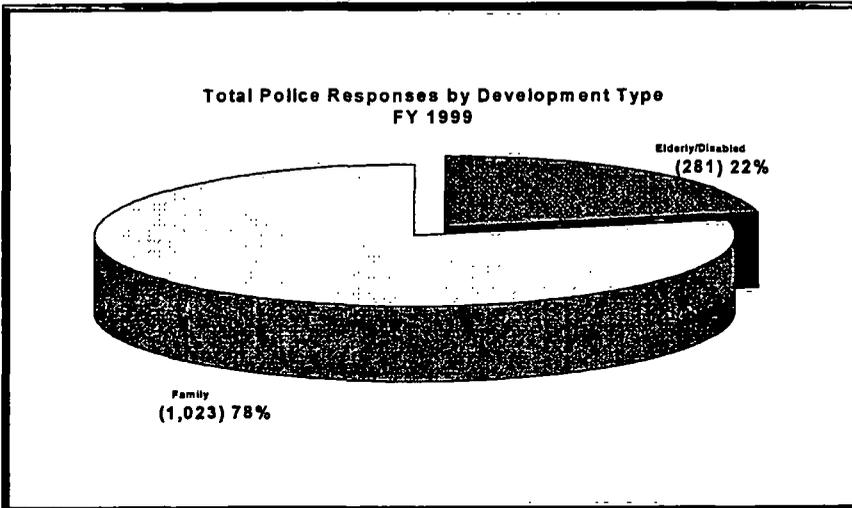
Sunset Village  
Dexter Manor I/II  
Dominica Manor  
Carroll Tower  
Kilmartin Plaza  
Parenti Villa  
335 Hartford (Hartford Park)

## Total Police Responses

These responses are the result of phone calls made by PHA residents either to the 911 system, the Providence Police Dispatcher, or the PHA maintenance/security dispatcher. Residents are instructed to call both the Providence Police Dispatcher and the PHA's own dispatcher because the PHU can respond faster to calls entered as "low priority" in the PPD's intake computer.

**In FY 1999  
there were  
1,304 police  
responses to  
PHA  
developments as  
compared to the  
1,872 total  
responses in FY  
1998, a 30  
percent  
decrease.**

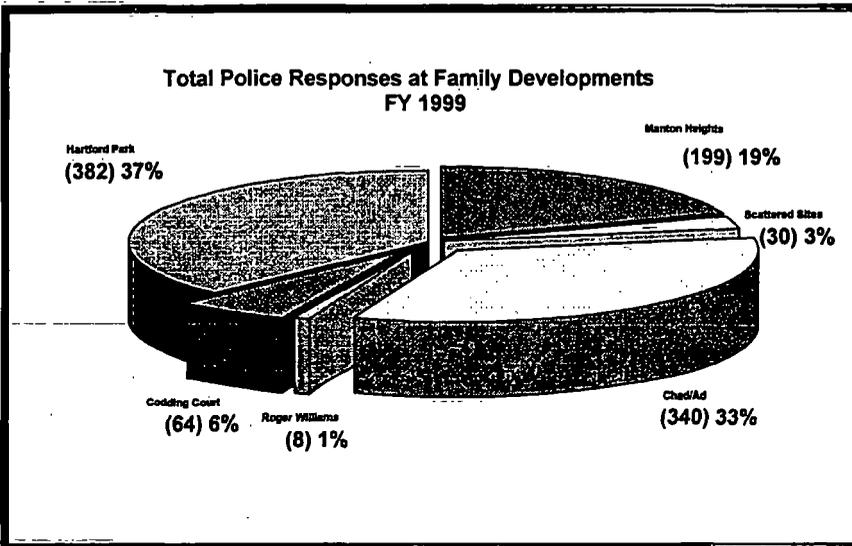
In FY 1999 there were 1,304 police responses to PHA developments as compared to the 1,872 total responses in FY 1998, a 30% decrease. In FY 1999, 78% (1,023) of all police responses were made to the family developments and the remaining 22% (281) were made to the elderly/disabled developments. [See Figure I]



**FIGURE I**  
Total Police Responses by Development Type FY 1999

**Total: Responses 1,304**

In the 1998 fiscal year, the family developments generated 77% (1,450) of the total calls and, 23% (422) were from the elderly/disabled high-rises. Annually, family developments elicit the overwhelming majority of police responses even though PHA occupancy is divided 62% (family developments) to 38% (elderly/disabled).

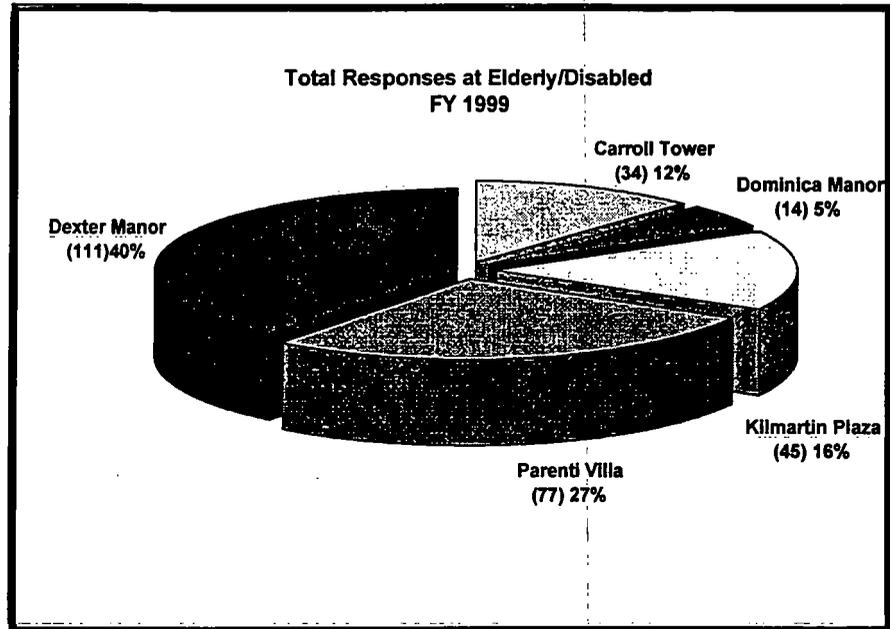


**FIGURE II**  
Total Police Responses at Family Developments FY 1999

**Total Family Responses: 1,023**

Of the 1,023 police responses to family developments in FY 1999, 37% (382) occurred at Hartford Park, 19% (198) at Manton Heights, 33% (340) at Chad Brown/Admiral Terrace, 6% (64) at Codding Court, 1% (8) at Roger Williams, and 3% (30) at the scattered sites developments [see Figure II]. Of the 1,450 police responses that occurred at family developments in FY 1998, 47% (677) took place at Hartford Park, 26% (380) at Chad Brown/Admiral Terrace, 20% (284) at Manton Heights, 4% at Codding Court (60) and 1% (18) at Roger Williams and 2% at scattered sites (31). [See Figure II]

**FIGURE III**  
**Total Responses at Elderly/Disabled Developments FY 1999**



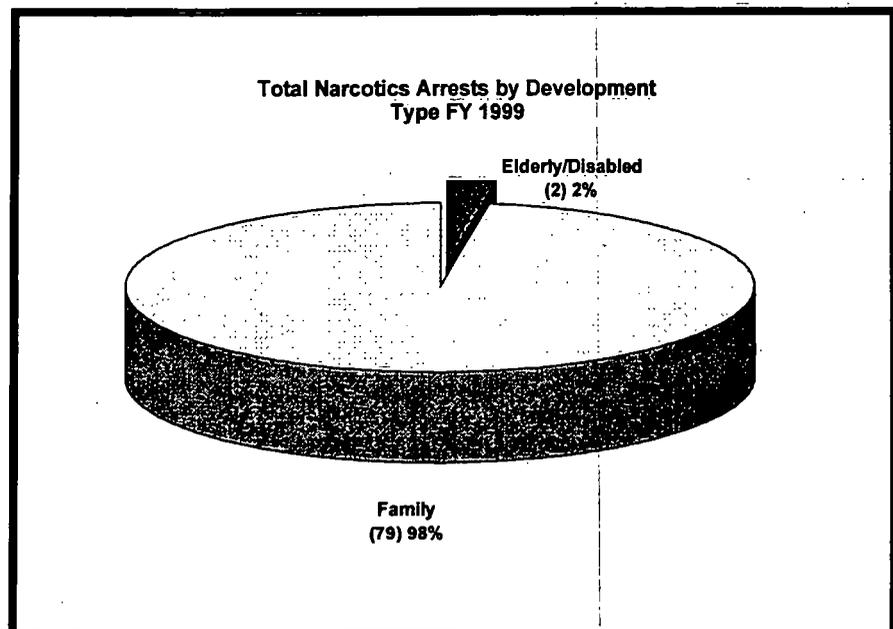
**Total Elderly Responses: 281**

Fiscal year 1999's total of 281 police responses to *elderly/disabled developments* represents a 33% decrease from FY 1998's 422 responses. Of the total 281 police responses that have occurred at elderly developments, 40% (111) took place at Dexter Manor I/II; 27% (77) at Parenti Villa; 12% (34) at Carroll Tower; 16% (45) at Kilmartin Plaza; and 5% (14) at Dominica Manor [See Figure III].

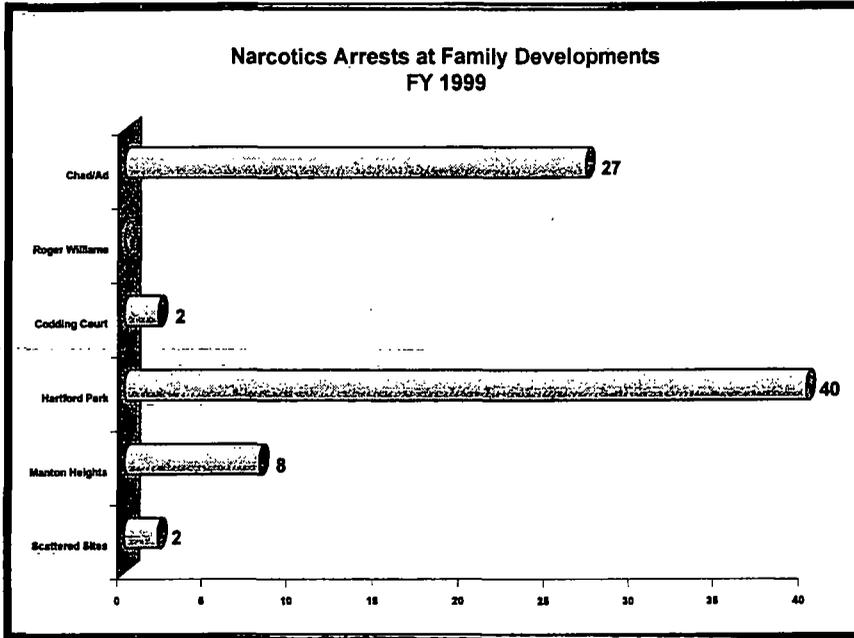
**Narcotic Arrests**

The total number of narcotics arrests (81) that occurred on PHA property in FY 1999 marks a 10% decrease from last year's 90 total narcotic arrests. In FY 1998 and FY 1999, 98% of narcotic arrests occurred at family developments and 2% occurred at elderly/disabled developments. [See Figure IV].

**Figure IV**  
**Total Narcotics Arrests by Development Type FY 1999**



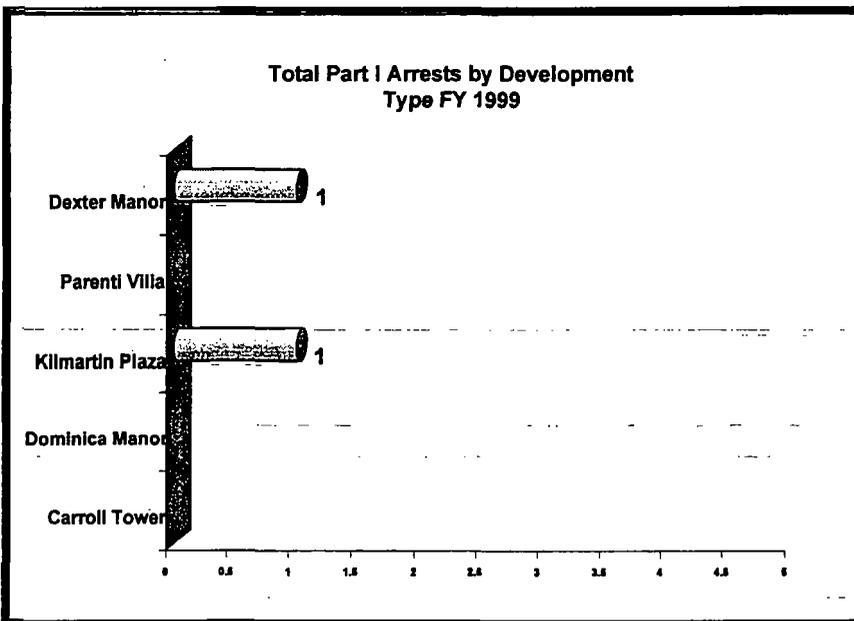
**Total Narcotics Arrest: 81**



**FIGURE V**  
**Total Narcotics Arrests at Family Developments FY 1999**

**Total Narcotics Arrests - Family: 79**

In FY 1999, Hartford Park experienced the greatest number of narcotic arrests (40), accounting for 49% of the PHA total [see Figure V]. Chad Brown/Admiral Terrace had 33% (27) of all narcotic arrests that took place, 2% (2) at Codding Court, 10% (8) at Manton Heights, 2% (2) at the scattered sites developments, while no narcotics arrests took place at Roger Williams.



**FIGURE VI**  
**Total Narcotics Arrests at Elderly/Disabled Developments FY 1999**

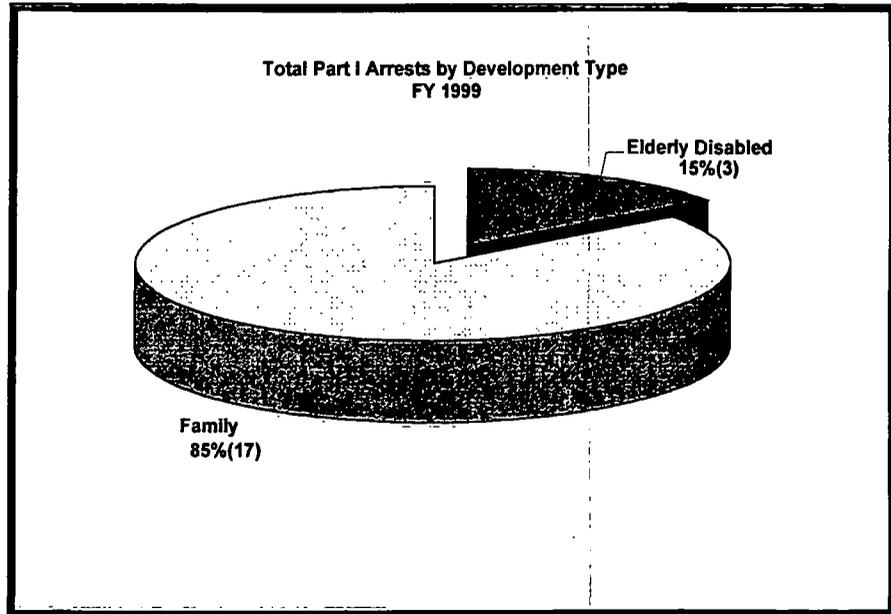
**Total Narcotics Arrests Elderly: 2**

Dexter Manor I/II, which has the highest percentage of occupied units (11% of all elderly/disabled units), experienced 1%(1) of narcotics arrests. Another 1%(1) of all narcotic arrests occurred at Kilmartin Plaza. [See Figure VI].

### Part I Arrests

FY 1998 was the first full year that the PHU recorded arrests in terms of Part I and Part II crimes.

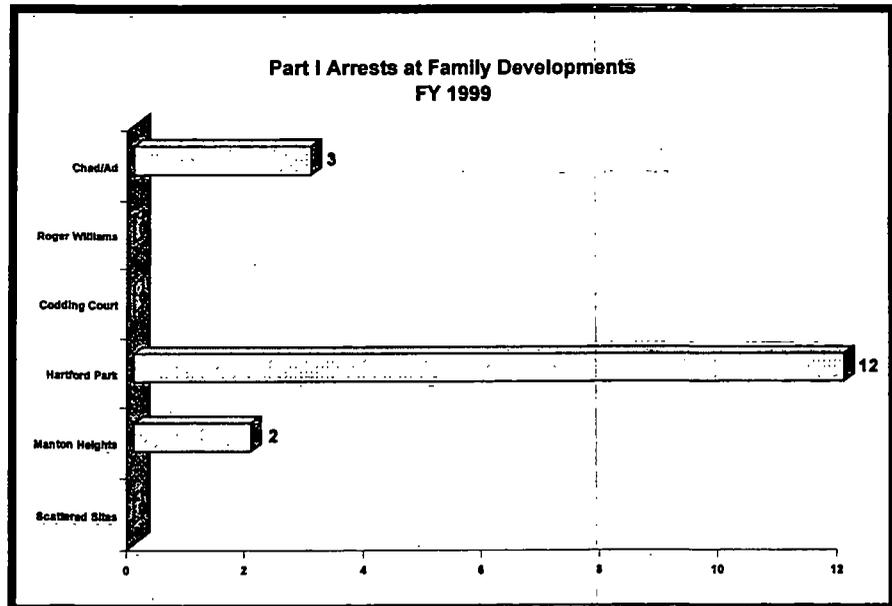
**FIGURE VII**  
**Total Part I Arrests by**  
**Development Type**  
**FY 1999**



**Total Part I**  
**Arrests: 20**

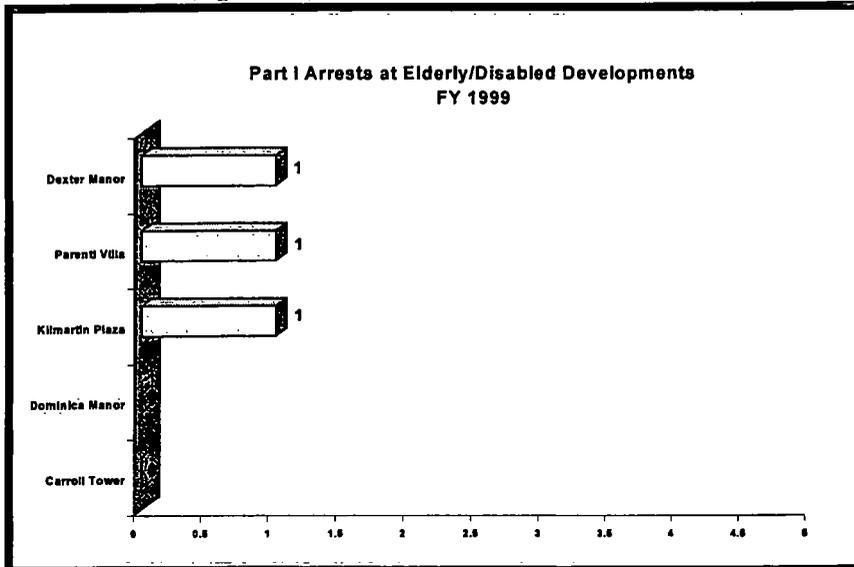
Part I arrests include major felony arrests such as rape, murder, robbery, assault, B&E, larceny, and grand auto theft. In FY 1999 there was a total of 20 Part I Arrests. There were three (15%) arrests at the elderly developments and 17 (85%) at the family developments [see Figure VII].

**FIGURE VIII**  
**Part I Arrests at**  
**Family Developments**  
**FY 1999**



**Total Part I**  
**Arrests Family:**  
**17**

The majority of the arrests took place at Hartford Park (60% of all PHA developments). Chad Brown (15% of all PHA developments) and Manton Heights (10% of all PHA developments) also had a considerable amount of arrests. There were no Part I arrests at Coddling Court, Roger Williams or the Scattered Sites [see Figure VIII].



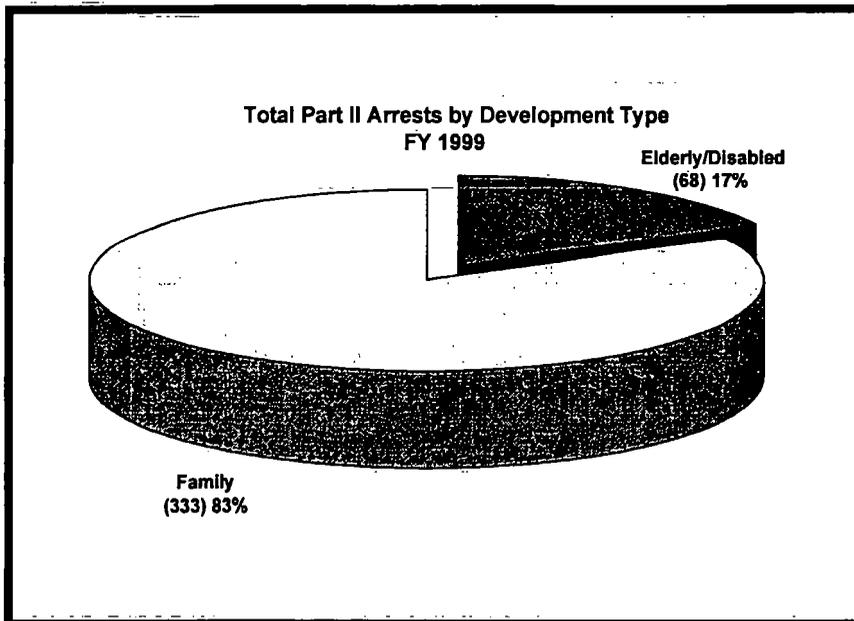
**FIGURE IX**  
Part I Arrests at Elderly/Disabled Developments FY 1999

**Total Part I Arrests Elderly:**  
**3**

Of the three arrests that occurred at the *elderly developments*, one occurred at Dexter Manor I/II, one occurred at Parenti Villa and one at Kilmartin. [See Figure IX].

**Part II Arrests**

Part II crimes are not as life threatening as Part I crimes. Although they are serious, they are categorized as Part II because they do not directly cause life-threatening harm to a victim. They include crimes such as simple assault, stolen property, malicious mischief, weapons offenses, prostitution/vice, other sex offenses, narcotics, gambling, family & children arrests, driving under the influence, any liquor violation, and disorderly conduct.



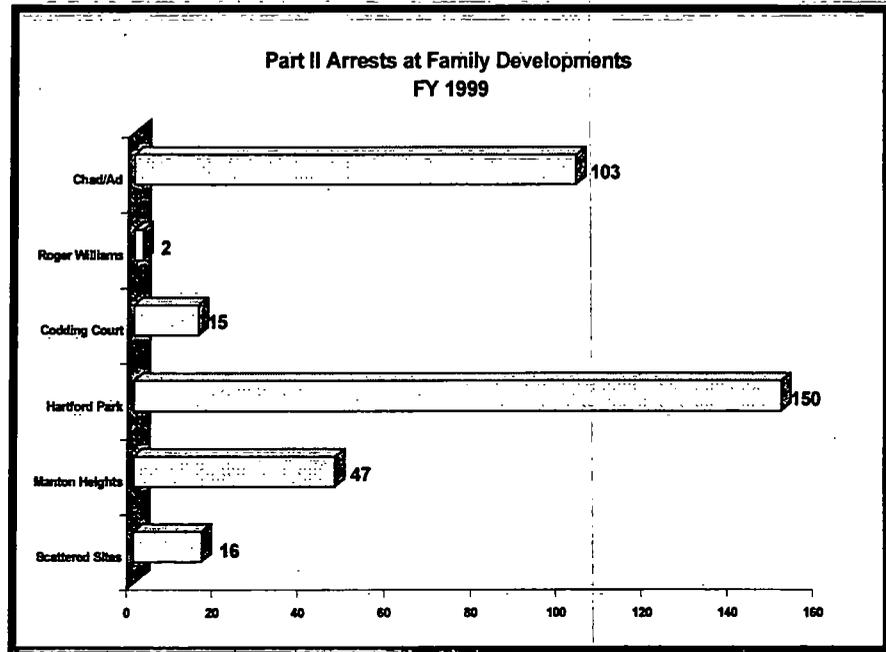
**FIGURE X**  
Total Part II Arrests by Development Type FY 1999

**Total Part II Arrests:**  
**401**

In FY 1999 there was a total of 401 Part II arrests at the PHA, an increase of 15% from FY 1998. There were 68 (17%) Part II Arrests at the elderly developments and 333 (83%) at the family developments [see Figure X].

**FIGURE XI**  
**Part II Arrests at Family Developments FY 1999**

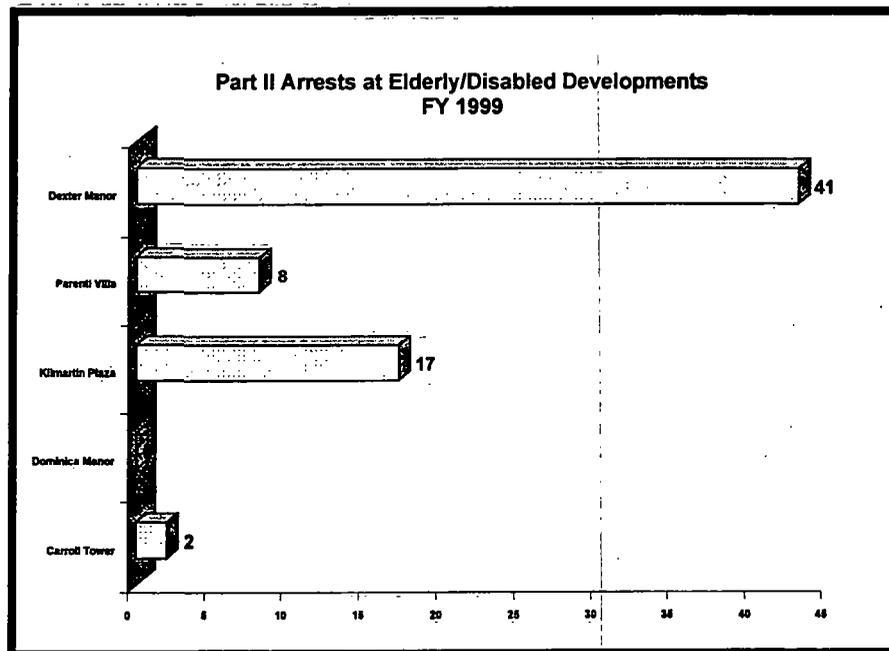
**Total Part II Arrests Family: 333**



333 of the 401 Part II crimes took place at family developments. Of all Part II arrests, 37% occurred at Hartford Park, 26% occurred at Chad/Ad/Sun, 12% occurred at Manton Heights, 4% occurred at Codding Court, <1% occurred at Roger Williams, and 4% occurred at Scattered Sites [see Figure XI].

**FIGURE XII**  
**Part II Arrests at Elderly/Disabled Developments FY 1999**

**Total Part II Arrests Elderly: 68**



Of the 401 Part II crimes, 68 took place at the elderly/disabled developments. Of all part II arrests, 10% occurred at Dexter Manor I/II, 4% at Kilmartin, 2% occurred at Parenti Villa and <1% at Carroll Tower [see Figure XII].

Table I: Total Police Responses FY 1999

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total	Percent
Chad/Ad/Sun	46	36	35	37	27	19	22	17	25	25	27	24	340	26%
Roger Williams	1			3		2					1	1	8	<1%
Codding Court	4	6	6	3	6	3	3	5	9	7	2	10	64	6%
Hartford Park	40	38	40	36	27	36	21	14	34	36	22	38	382	29%
Manton Heights	13	25	28	17	13	10	17	19	19	21	6	11	199	15%
Scattered Sites	3	7		1	3		4	3	2	2	1	4	30	2%
<b>Subtotal</b>	<b>107</b>	<b>112</b>	<b>109</b>	<b>97</b>	<b>76</b>	<b>70</b>	<b>67</b>	<b>58</b>	<b>89</b>	<b>91</b>	<b>59</b>	<b>88</b>	<b>1023</b>	<b>78%</b>
Dexter Manor I/II	14	6	11	13	9	10	7	9	5	7	9	11	111	9%
Parenti Villa	5	9	7	2	3	8	5	9	8	5	9	7	77	6%
Kilmartin Plaza	2	4	5	1	4	2	8	6	5	3	3	2	45	3%
Dominica Manor	2	1		2	2			2	2	2		1	14	1%
Carroll Tower	2	11	1		3	3	3	3		1	2	5	34	3%
<b>Subtotal</b>	<b>25</b>	<b>31</b>	<b>24</b>	<b>18</b>	<b>21</b>	<b>23</b>	<b>23</b>	<b>29</b>	<b>20</b>	<b>18</b>	<b>23</b>	<b>26</b>	<b>281</b>	<b>22%</b>
<b>TOTAL</b>	<b>132</b>	<b>143</b>	<b>133</b>	<b>115</b>	<b>97</b>	<b>93</b>	<b>90</b>	<b>87</b>	<b>109</b>	<b>109</b>	<b>82</b>	<b>114</b>	<b>1304</b>	<b>100%</b>
<b>PERCENT</b>	<b>10%</b>	<b>11%</b>	<b>10%</b>	<b>9%</b>	<b>8%</b>	<b>7%</b>	<b>7%</b>	<b>7%</b>	<b>8%</b>	<b>8%</b>	<b>6%</b>	<b>9%</b>	<b>100%</b>	

Source: PPD/Public Housing Unit and the PHA Monthly Management Report July 1998 - June 1999.

**Table II: Total Police Responses Analysis by Development FY 1999**

	# of Occupied Units	Percent of Total Occupied Units	Police Responses			Percent of Total Police Responses FY99
			FY98	FY99	% change from FY98 to FY99	
Chad/Ad/Sun	360	14%	380	340	-10%	26%
Roger Williams	35	1%	18	8	-55%	<1%
Codding Court	95	4%	60	64	+7%	6%
Hartford Park	487	20%	677	382	-44%	29%
Manton Heights	308	13%	284	199	-30%	15%
Scattered Sites	222	10%	31	30	-3%	2%
<b>Subtotal</b>	<b>1,507</b>	<b>62%</b>	<b>1,450</b>	<b>1,023</b>	<b>-29%</b>	<b>78%</b>
Dexter Manor I/II	249	11%	237	111	-53%	9%
Parenti Villa	189	8%	76	77	+1%	6%
Kilmartin Plaza	171	7%	37	45	+22%	3%
Dominica Manor	101	4%	28	14	-50%	1%
Carroll Tower	182	7%	44	34	-23%	3%
<b>Subtotal</b>	<b>892</b>	<b>38%</b>	<b>422</b>	<b>281</b>	<b>-33%</b>	<b>22%</b>
<b>TOTAL</b>	<b>2,399</b>	<b>100%</b>	<b>1,872</b>	<b>1304</b>	<b>-30%</b>	<b>100%</b>

Occupancy Data Source: PHA Monthly Management Report June 1999

Table III: Narcotics Arrests FY 1999

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total	Percent
Chad/Ad/Sun	1		1		2	5	3	8	2	2		3	27	33%
Roger Williams														
Codding Court												2	2	3%
Hartford Park	1	4	7	3		4	14		7				40	49%
Manton Heights						1			6	1			8	10%
Scattered Sites						2							2	3%
<b>Subtotal</b>	<b>2</b>	<b>4</b>	<b>8</b>	<b>3</b>	<b>2</b>	<b>12</b>	<b>17</b>	<b>8</b>	<b>15</b>	<b>3</b>		<b>5</b>	<b>79</b>	<b>98%</b>
Dexter Manor I/II			1										1	1%
Parenti Villa														
Kilmartin Plaza								1					1	1%
Dominica Manor														
Carroll Tower														
<b>Subtotal</b>			<b>1</b>					<b>1</b>					<b>2</b>	<b>2%</b>
<b>TOTAL</b>	<b>2</b>	<b>4</b>	<b>9</b>	<b>3</b>	<b>2</b>	<b>12</b>	<b>17</b>	<b>9</b>	<b>15</b>	<b>3</b>		<b>5</b>	<b>81</b>	<b>100%</b>
<b>PERCENT</b>	<b>2%</b>	<b>5%</b>	<b>11%</b>	<b>4%</b>	<b>2%</b>	<b>15%</b>	<b>21%</b>	<b>11%</b>	<b>19%</b>	<b>4%</b>		<b>6%</b>	<b>100%</b>	

Source: PPD/Public Housing Unit and the PHA Monthly Management Report July 1998 - June 1999.

**Table IV: Narcotics Arrests Analysis FY 1999**

	# of Occupied Units	Percent of Total Occupied Units	Narcotics Arrests			Percent of Total Narcotics Arrests FY99
			FY98	FY99	% change from FY98 to FY99	
Chad/Ad/Sun	360	14%	42	27	-36%	33%
Roger Williams	35	1%	6	0	-100%	
Codding Court	95	4%	9	2	-78%	3%
Hartford Park	487	20%	19	40	+110%	49%
Manton Heights	308	13%	12	8	-33%	10%
Scattered Sites	222	10%	0	2	NA	3%
<b>Subtotal</b>	<b>1,507</b>	<b>62%</b>	<b>88</b>	<b>79</b>	<b>-10%</b>	<b>98%</b>
Dexter Manor I/II	249	11%	2	1	-50%	1%
Parenti Villa	189	8%				
Kilmartin Plaza	171	7%	0	1	+100%	1%
Dominica Manor	101	4%				
Carroll Tower	182	7%				
<b>Subtotal</b>	<b>892</b>	<b>38%</b>	<b>2</b>	<b>2</b>	<b>0%</b>	<b>2%</b>
<b>TOTAL</b>	<b>2,399</b>	<b>100%</b>	<b>90</b>	<b>81</b>	<b>-10%</b>	<b>100%</b>

Occupancy Data Source: PHA Monthly Management Report June 1999

Table V: Part I Arrests FY 1999

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total	Percent
Chad/Ad/Sun				1				1			1		3	15%
Roger Williams														
Codding Court														
Hartford Park		1	2	1			6	1		1			12	60%
Manton Heights						1					1		2	10%
Scattered Sites														
<b>Subtotal</b>		<b>1</b>	<b>2</b>	<b>2</b>		<b>1</b>	<b>6</b>	<b>2</b>		<b>1</b>	<b>2</b>		<b>17</b>	<b>85%</b>
Dexter Manor I/II		1											1	5%
Parenti Villa	1												1	5%
Kilmartin Plaza												1	1	5%
Dominica Manor														
Carroll Tower														
<b>Subtotal</b>	<b>1</b>	<b>1</b>										<b>1</b>	<b>3</b>	<b>15%</b>
<b>TOTAL</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>		<b>1</b>	<b>6</b>	<b>2</b>		<b>1</b>	<b>2</b>	<b>1</b>	<b>20</b>	<b>100%</b>
<b>PERCENT</b>	<b>5%</b>	<b>10%</b>	<b>10%</b>	<b>10%</b>		<b>5%</b>	<b>30%</b>	<b>10%</b>		<b>5%</b>	<b>10%</b>	<b>5%</b>	<b>100%</b>	

Source: PPD/Public Housing Unit and the PHA Monthly Management Report July 1998 - June 1999.

**Table VI: Part I Arrests Analysis FY 1999**

	# of Occupied Units	Percent of Total Occupied Units	Part I Arrests			Percent of Total Part I Arrests
			FY98	FY99	% change from FY98to FY99	
Chad/Ad/Sun	360	14%	3	3	0%	15%
Roger Williams	35	1%	1	0	-100%	
Codding Court	95	4%				
Hartford Park	487	20%	6	12	+100%	60%
Manton Heights	308	13%	4	2	-50%	10%
Scattered Sites	222	10%				
<b>Subtotal</b>	<b>1,507</b>	<b>62%</b>	<b>14</b>	<b>17</b>	<b>+21%</b>	<b>85%</b>
Dexter Manor I/II	249	11%	1	1	0%	5%
Parenti Villa	189	8%	1	1	0%	5%
Kilmartin Plaza	171	7%	0	1	NA	5%
Dominica Manor	101	4%				
Carroll Tower	182	7%				
<b>Subtotal</b>	<b>892</b>	<b>38%</b>	<b>2</b>	<b>3</b>	<b>+50%</b>	<b>15%</b>
<b>TOTAL</b>	<b>2,399</b>	<b>100%</b>	<b>16</b>	<b>20</b>	<b>+25%</b>	<b>100%</b>

Occupancy Data Source: PHA Monthly Management Report June 1999

Table VII: Part II Arrests FY 1999

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total	Percent
Chad/Ad/Sun	3	8	3	1	5	15	7	19	11	5	3	23	103	26%
Roger Williams											2		2	<1%
Codding Court	2								4		6	3	15	4%
Hartford Park	7	16	17	11	5	7	27	7	32	7	5	9	150	37%
Manton Heights	8	3	2	1	4	7		7	7	6	2		47	12%
Scattered Sites	7					3				2		4	16	4%
<b>Subtotal</b>	<b>27</b>	<b>27</b>	<b>22</b>	<b>13</b>	<b>14</b>	<b>32</b>	<b>34</b>	<b>33</b>	<b>54</b>	<b>20</b>	<b>18</b>	<b>39</b>	<b>333</b>	<b>83%</b>
Dexter Manor I/II	5	1	2	1	3	6		4	10	2	5	2	41	10%
Parenti Villa	3		1	1				1			1	1	8	2%
Kilmartin Plaza	1	1		1	2		1	5	1	2		3	17	4%
Dominica Manor														
Carroll Tower		1								1			2	<1%
<b>Subtotal</b>	<b>9</b>	<b>3</b>	<b>5</b>	<b>3</b>	<b>5</b>	<b>6</b>	<b>1</b>	<b>10</b>	<b>11</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>68</b>	<b>17%</b>
<b>TOTAL</b>	<b>36</b>	<b>30</b>	<b>25</b>	<b>16</b>	<b>19</b>	<b>38</b>	<b>35</b>	<b>43</b>	<b>65</b>	<b>25</b>	<b>24</b>	<b>45</b>	<b>401</b>	<b>100%</b>
<b>PERCENT</b>	<b>9%</b>	<b>7.5%</b>	<b>6%</b>	<b>4%</b>	<b>5%</b>	<b>9.5%</b>	<b>9%</b>	<b>11%</b>	<b>16%</b>	<b>6%</b>	<b>6%</b>	<b>11%</b>	<b>100%</b>	

**Table VIII: Part II Arrests Analysis FY 1999**

Development	# of Occupied Units	Percent of Total Occupied Units	Part II Arrests			Percent of Total Part II Arrests
			FY98	FY99	% change from FY98 to FY99	
Chad/Ad/Sun	360	14%	86	103	+20%	26%
Roger Williams	35	1%	15	2	-87%	<1%
Codding Court	95	4%	18	15	-17%	4%
Hartford Park	487	20%	116	150	+29%	37%
Manton Heights	308	13%	40	47	+18%	12%
Scattered Sites	222	10%	2	16	+700%	4%
<b>Subtotal</b>	<b>1,507</b>	<b>62%</b>	<b>277</b>	<b>333</b>	<b>+20%</b>	<b>83%</b>
Dexter Manor I/II	249	11%	67	41	-39%	10%
Parenti Villa	189	8%	4	8	+100%	2%
Kilmartin Plaza	171	7%	1	17	+1,600%	4%
Dominica Manor	101	4%				
Carroll Tower	182	7%	1	2	+100%	<1%
<b>Subtotal</b>	<b>892</b>	<b>38%</b>	<b>73</b>	<b>68</b>	<b>-7%</b>	<b>17%</b>
<b>TOTAL</b>	<b>2,399</b>	<b>100%</b>	<b>350</b>	<b>401</b>	<b>+15%</b>	<b>100%</b>

Table IX: Part I and Part II Crimes by Development and Arrest Type FY 1999

	Hartford	Manton	Chad	R.Williams	Codding	Dexter	Parenti	Kilmartin	Dominica	Carroll	S.Sites	Total	
Part I Crimes	Murder					1						1	
	Rape												
	Robbery	3										3	
	Assault	4	2	1								7	
	B&E												
	Larceny	2						1				3	
	Motor Veh. Theft	3		2					1			6	
<b>Subtotal</b>	<b>12</b>	<b>2</b>	<b>3</b>			<b>1</b>	<b>1</b>	<b>1</b>				<b>20</b>	
Part II Crimes	Simple Assault	18	8	4		3	1	1	3		2	1	41
	Stolen Property		1	1									2
	Malicious Mischief	10	2	5									17
	Weapons Offenses	5	2				1						8
	Prostitution/Vice												
	Other Sex Offenses			2									2
	Narcotics	40	8	27		2	1		1			2	81
	Gambling												
	Family & Children			1									1
	DUI			1									1
	Liquor Violations	1											1
	Disorderly Conduct	4	2	1		1	1	1				1	11
	All Other Offenses	72	24	61	2	9	37	6	13			12	236
<b>Subtotal</b>	<b>150</b>	<b>47</b>	<b>103</b>	<b>2</b>	<b>15</b>	<b>41</b>	<b>8</b>	<b>17</b>		<b>2</b>	<b>16</b>	<b>401</b>	
<b>TOTAL</b>	<b>162</b>	<b>49</b>	<b>106</b>	<b>2</b>	<b>15</b>	<b>42</b>	<b>9</b>	<b>18</b>		<b>2</b>	<b>16</b>	<b>421</b>	
Responses / Dispersals	Radio Calls PPD	306	166	308	7	56	55	56	20	9	17	20	1020
	Radio Calls PHA	76	32	32	1	7	56	21	25	5	17	10	282
	Dispersals	111	53	106	2	15	26	11	15	1	2	3	345
<b>Subtotal</b>	<b>493</b>	<b>251</b>	<b>446</b>	<b>10</b>	<b>78</b>	<b>137</b>	<b>88</b>	<b>60</b>	<b>15</b>	<b>36</b>	<b>33</b>	<b>1647</b>	
<b>TOTAL</b>	<b>656</b>	<b>300</b>	<b>552</b>	<b>12</b>	<b>93</b>	<b>181</b>	<b>97</b>	<b>78</b>	<b>15</b>	<b>38</b>	<b>49</b>	<b>2071</b>	

## Summary of Crime and Security Data FY 1994 - 1999

The table below is a summary of criminal/security activity for all PHA developments combined for the fiscal years 1994 through 1999. The statistics indicate that most of the activities experienced an increase over the period. Felony arrest dropped along with Police responses. Criminal #3 work orders underwent the greatest increase of 154%. Felony arrests dropped significantly (54%) while Narcotics arrests rose (27%). Total arrests increased by 68% and total security work orders increased 14%. Police responses dropped by 16% since FY 1994, from 1,557 to 1,304. The charts in this part of the report detail the six individual activities listed below for fiscal years 1994 through 1999.

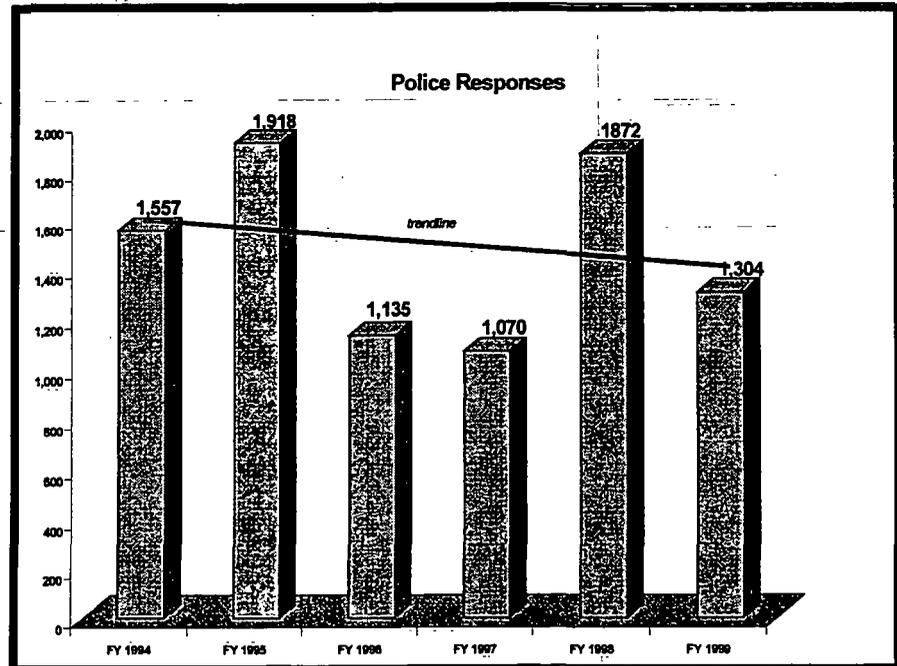
**TABLE X**  
**Summary of Criminal Activity at the PHA FY 1994 - FY 1999**

Activity	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	% Change from	
							94-99	98-99
Police Responses	1,557	1,918	1,135	1,070	1,872	1,304	-16%	-30%
Total Arrests	252	496	420	481	366	421	+67%	+15%
Narcotic Arrests	64	94	49	125	90	81	+27%	-10%
Felony Arrests	26	30	14	29	24	12	-54%	-50%
Total Security Work Orders	1,715	2,381	2,970	2,523	3,055	1,948	+14%	-36%
Criminal # 3 Work Orders	647	1,390	1,855	1,395	1,355	1,642	+154%	+21%

### Police Responses

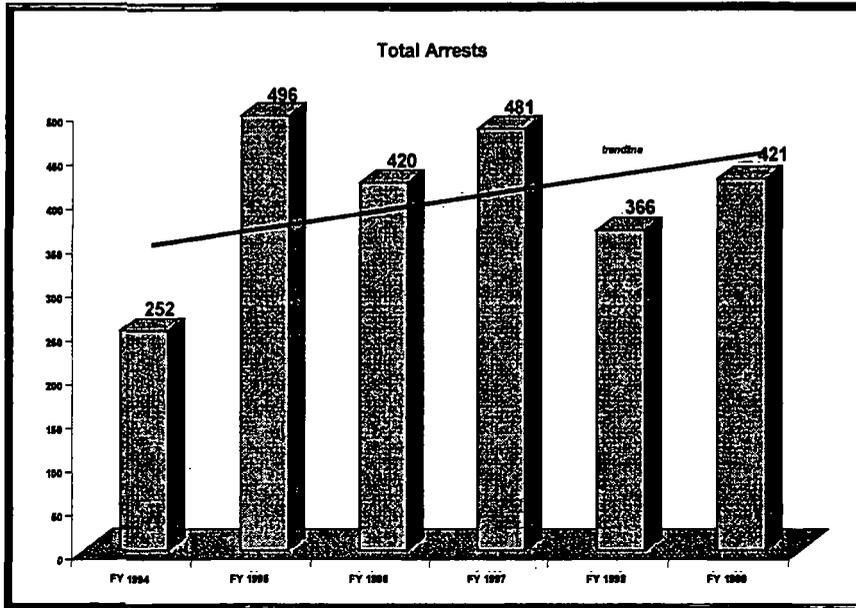
The charted data for police responses reveal a slightly decreasing linear trend over the six-year span. The annual totals of police responses produce a mean of 1,533. The year of lowest activity was FY 1997 with 1,070 responses and the greatest amount occurred in FY 1995 with a total of 1,918 responses.

**FIGURE XIII**  
**Police Responses FY 1994 - FY 1999**



### Total Arrests

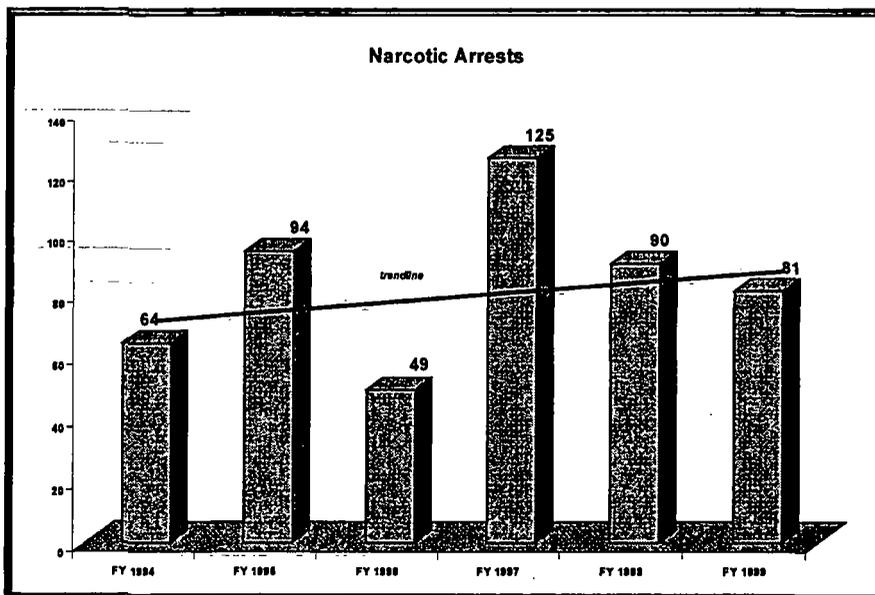
The linear trend for total arrests indicates a significant increase in activity over the period (67%). Arrest totals at the PHA show fluctuations from year to year. The year with the fewest number of arrests was FY 1994 with 252 arrests and the greatest number of arrests took place in FY 1995 with 496 arrests. The annual average produced by these data is 406 total arrests per year.



**FIGURE XIV**  
Total Arrests  
FY 1994 – FY 1999

### Narcotics Arrests

Being that this criminal activity type experienced an increase of 27%, it is no surprise that the linear trend for the annual totals of narcotic arrests rises across the chart. The fewest number of arrests (49) took place in FY 1996 and the greatest number (125) took place in FY 1997. On average, there are 84 narcotics arrests at PHA developments each year.

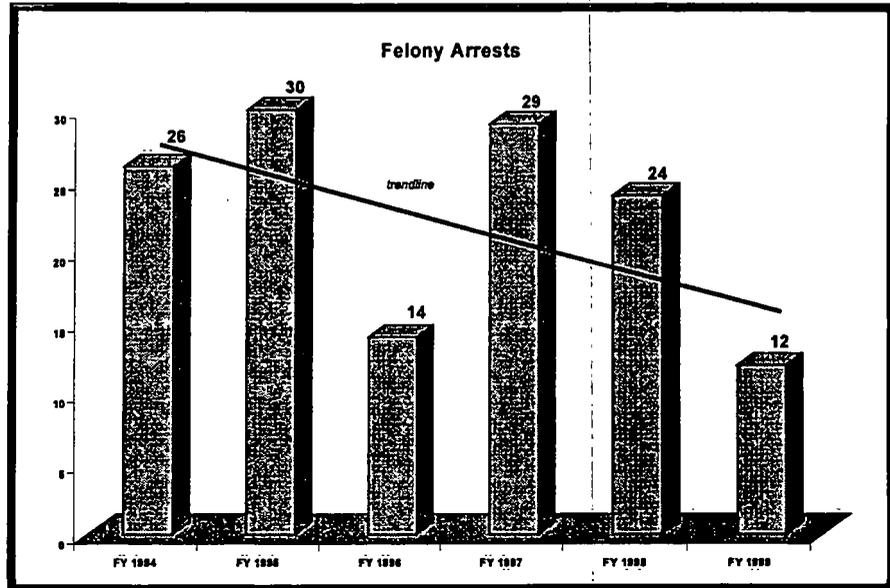


**FIGURE XV**  
Narcotic Arrests  
FY 1994 – FY 1999

### Felony Arrests

The annual average for felony arrests over the five-year period is 23. Over the past six fiscal years, annual totals have fluctuated ranging from 12 most recently in FY 1999 to 30 in FY 1995. The trend line illustrates that felony arrests have undergone a downward trend. Totals in this category have dropped 54% since FY 1994.

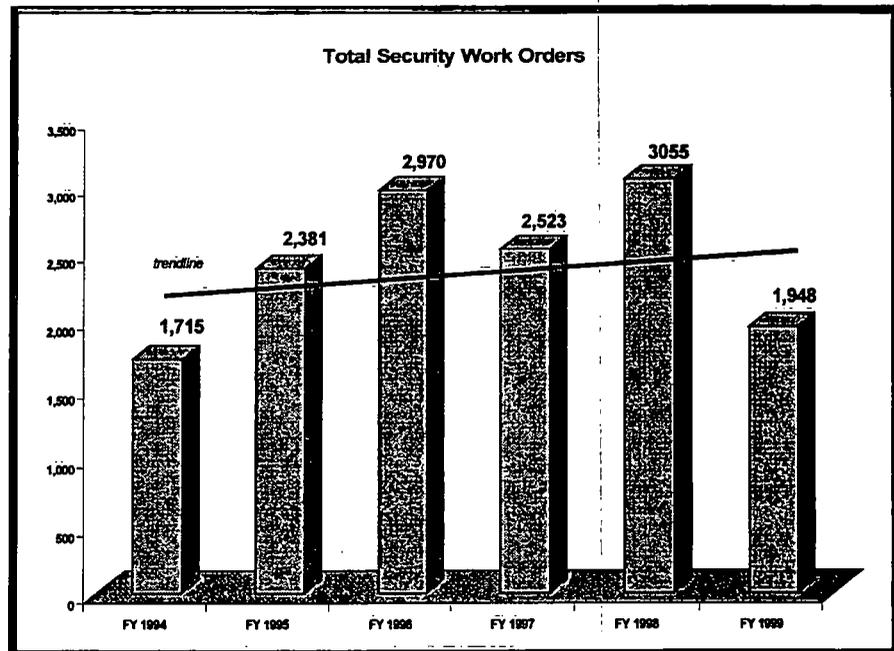
**FIGURE XVI**  
**Felony Arrests**  
 FY 1994 – FY 1999



### Total Security Work Orders

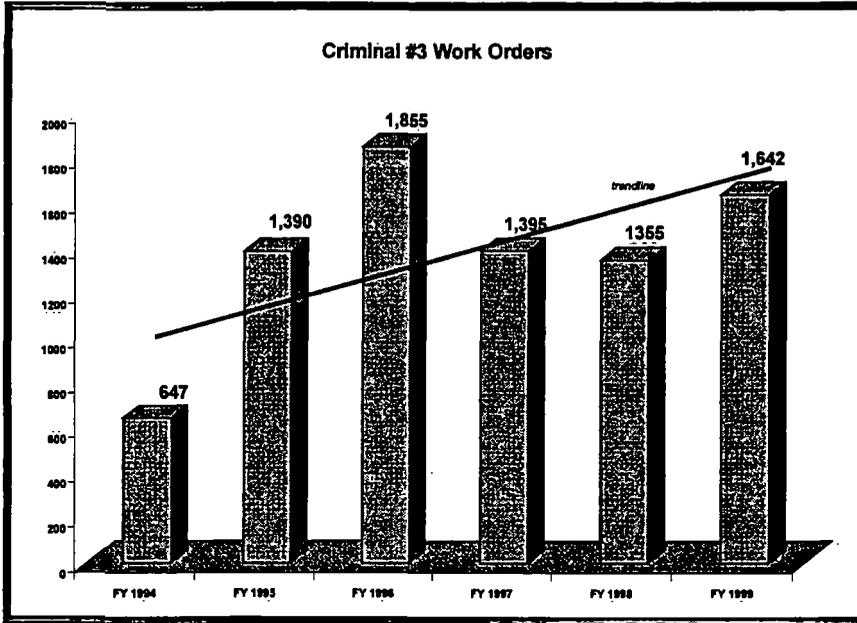
The chart for the total number of security work orders shows an inclined linear trend, reflecting the 14% increase from FY 1994 to FY 1999. The average number of security work orders for the six year period was 2,432. FY 1998 had the greatest number of work orders (3,055) and FY 1994 had the fewest (1,715).

**FIGURE XVII**  
**Total Security Work Orders**  
 FY 1994 – FY 1999



**Criminal Code #3 Work Orders**

Since criminal work orders have experienced the greatest increase among security work orders (154%) over the period, it is no surprise that the linear trend for the annual totals of criminal #3 work orders 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 the six-year duration. Increases for all activities may be attributable to greater enforcement capability, as a result of the increased manpower (e.g., Providence Police Reserves) patrolling PHA developments each year.



**FIGURE XVIII**  
**Criminal #3 Work Orders**  
 FY 1994 – FY 1999