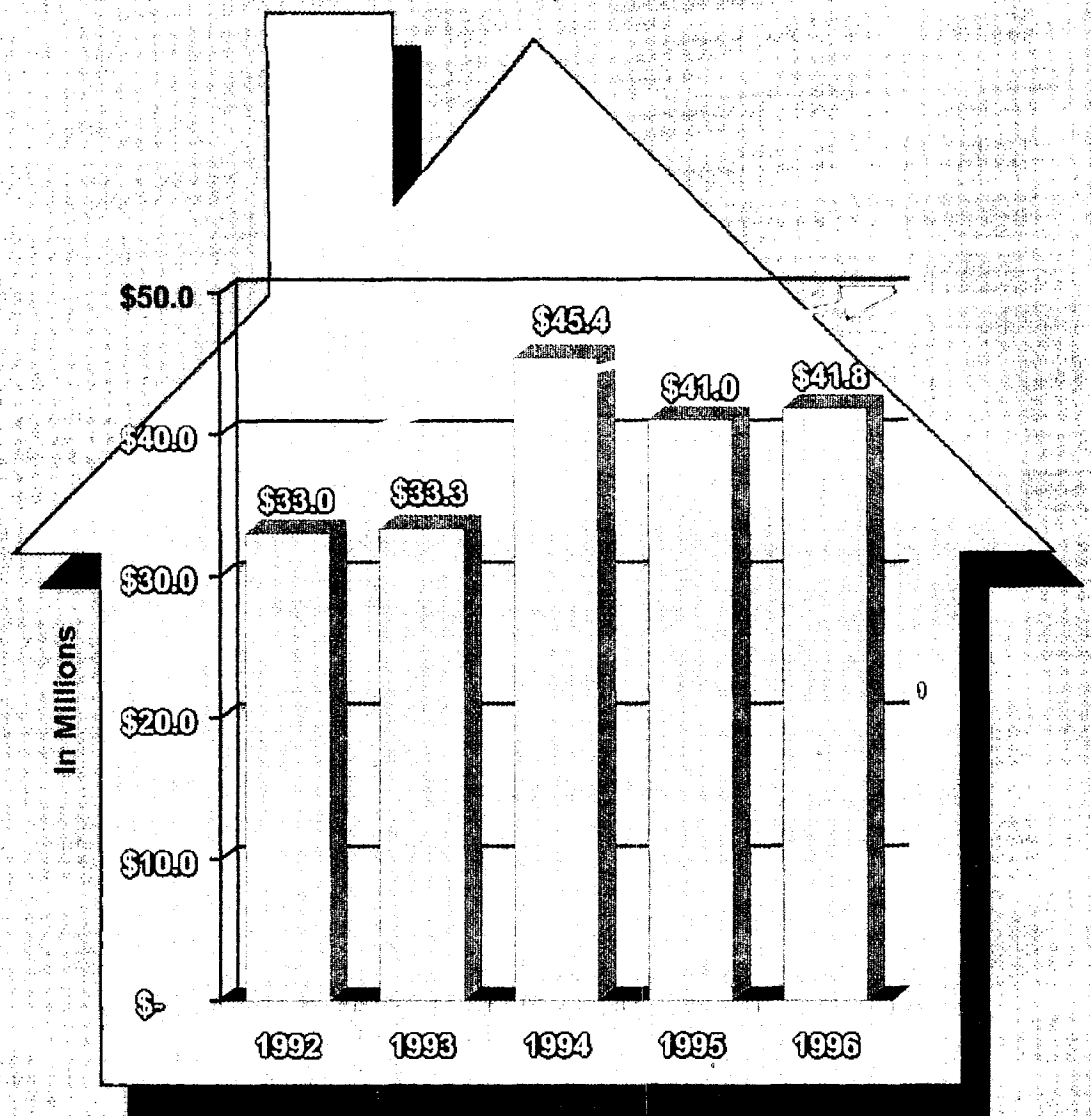


Annual Report on Operations



Fiscal Year 1996

TABLE OF CONTENTS

INTRODUCTION.....	i
-------------------	---

OFFICE OF THE EXECUTIVE DIRECTOR	1
--	---

<i>Introduction</i>	3
<i>Goals Management Plan</i>	3
<i>Performance Indicators</i>	3
<i>Personnel Administration</i>	4
Recruitment Selection & Appointment of Personnel.....	4
<i>Staffing FY 1996</i>	4
<i>Racial Composition of Staff FY 1996</i>	5
<i>Gender Composition of Staff FY 1996</i>	5
Labor Relations.....	6
<i>Union Representation FY 1996</i>	6
Wages and Benefits.....	7
<i>Annual Wage Increases FY 1991-1996</i>	7
<i>Health Benefit Costs FY 1992-1996</i>	8
<i>Pensions FY 1992-1995</i>	8
Workers Compensation and Insurance	9
Risk Management and Safety Program	10
Staff Training and Development	11
Employee Assistance Program	13
<i>Policy, Planning & Resource Development</i>	13
Strategic Plan 2000.....	13
Strategic Goals and Management Plan.....	14
Roger Williams Development Site.....	14
Rental Housing Staff/Work Flow Analysis.....	15
Social Service Needs Assessment	15
Health Care Study	15
Training Need Assessment.....	15
7-Year Pension Cost Study	16
Board of Commissioners Self-Evaluation.....	16
Revision of By-Laws	16
5-Year Workers Compensation Study	16

Employee Attitude/Satisfaction Survey.....	16
Personnel Manual.....	17
Office Policies and Procedures Manual	17
Wage and Salary Review	17
Employee Newsletter	17
<i>Management Information Systems</i>	<i>17</i>
Trouble Shooting	18
Training	18

DEPARTMENT OF SPECIAL PROJECTS	19
---	-----------

<i>Family Investment Center</i>	<i>21</i>
Identification of Site.....	21
Service Provision	21
Additional Funding.....	22
<i>Family Self-Sufficiency Program</i>	<i>22</i>
Public Housing FSS Program Summary	22
Section 8 FSS Program Summary	23
FSS Program Case Histories	24
Program Activity Summary	25
<i>Pathways to Independence Advisory Council</i>	<i>31</i>
<i>Rhode Island Human Resource Investment Council</i>	<i>31</i>
<i>Perry Middle School Assessment</i>	<i>32</i>
<i>Alternative Housing Program.....</i>	<i>33</i>
<i>Codding Court Resident Management Corp.....</i>	<i>33</i>
<i>Mayor's Council on Drug and Alcohol Abuse.....</i>	<i>34</i>
<i>NAHRO Awards.....</i>	<i>34</i>
Strategic Plan 2000.....	34
Codding Court Modernization.....	34
Wise-Up.....	34
Family Self-Sufficiency	34
<i>PHASE V</i>	<i>35</i>
<i>5(h) Homeownership Program</i>	<i>35</i>

DEPARTMENT OF FINANCE AND ACCOUNTING	37
---	-----------

<i>Introduction</i>	<i>39</i>
<i>Consolidated Budget.....</i>	<i>39</i>
<i>Consolidated Expenses.....</i>	<i>39</i>

<i>Annual Operating Budget</i>	41
Income From Operations and HUD Subsidy.....	41
Operating Receipts	41
Other Operating Income	41
Operating Expenses.....	41
Administrative Expenses.....	42
Utilities	43
Ordinary Maintenance and Operations	43
General Expenses.....	44
<i>Five-Year Budget Analysis FY 1992-96</i>	45
Annual Operating Budget	45
Operating Income	45
Operating Subsidy as Percent of Operating Budget FY 1992-96	45
Percent Change in Operating Receipts and Subsidy FY 1992-96	46
Operating Expenses.....	46
Operating Expenses by Program FY 1992-96	46
Percent Change in Operating Expenses FY 1992-96.....	46

DEPARTMENT OF HOUSING MANAGEMENT	49
---	-----------

<i>Introduction</i>	51
<i>Resident Selection Office</i>	52
New Applications.....	52
FY 1996.....	52
FY 1992-96	52
Waiting List	53
Applicant Interviews	53
Homevisits.....	54
Applicant Denials	55
Ineligibility Conferences/Grievance Hearings.....	55
Unit Offer/Rejection.....	56
Reasons for Unit Refusals	57
<i>Occupancy Data</i>	58
Lease Rate FY 1996.....	58
Lease Rates FY 1992-96	58
<i>Tenants' Accounts Receivable</i>	59
Rent Distribution	59
FY 1996.....	59
Average Rent FY 1992-96	59
Collections	60
Tenants' Accounts Receivable FY 1996	60
Average TAR's FY 1992-96	61

<i>Management Actions</i>	61
Rental Agreements	61
Eviction Actions.....	62
Physical Evictions	63
<i>Management Functions</i>	63
Management Conferences	63
Vehicles Tagged/Towed	64

DEPARTMENT OF FACILITIES MANAGEMENT.....	65
---	-----------

<i>Introduction</i>	67
<i>Total Workorders</i>	68
FY 1996.....	68
FY 1992-96	68
<i>Workorders by Development</i>	68
Number of Workorders to Unit Ratio	70
<i>Workorders by Type of Activity</i>	71
Previous Fiscal Years	71
Emergency	72
Resident Services	72
Unit Turnaround	73
Preventive Maintenance	73
Planned Workorders as Percent of Total	73
Vandalism.....	74
Unit Preventive Maintenance Inspections	74
Unit Preventive Maintenance	74
Cyclical Painting.....	74
<i>Accomplishments</i>	75
<i>Workorder Breakdown by Development</i>	76
<i>Unit Turnover</i>	78
<i>Resident Charges</i>	79
<i>Workorder Completion Rate</i>	80
Manpower Status.....	81
<i>Vehicle Inventory</i>	82

DEPARTMENT OF MODERNIZATION AND DEVELOPMENT	83
--	-----------

<i>Introduction</i>	85
<i>Modernization Projects</i>	85
Hartford Park	85

Unit Breakdown	86
Budgets.....	86
Funding Allocation.....	87
Manton Heights.....	87
Unit Breakdown	88
Budgets.....	88
Funding Allocation.....	88
Codding Court.....	89
Comprehensive Grant Program.....	90
Energy Conservation.....	90
Roofing	91
Elevators	91
Window Replacement	91
Comp. Grant Budgets	91
Modernization and Development Funds.....	91
Conventional Development Projects	92
Hartford Park	92
Scattered Site Replacement Development Projects	93
Active Scattered Site Budgets	96
Total Development Funds	97
New Units.....	97
Development Project Summary	98

DEPARTMENT OF COMMUNITY SERVICES	99
---	-----------

Introduction.....	101
FAMILY UNIT	102
Description of Programs.....	102
Youth Programs.....	102
SAPE	102
Academic Assistance	103
Homework Help/Tutoring	103
Computer Resource Centers.....	103
Enrichment Activities	104
Dance	104
Music	104
Arts and Crafts.....	104
Drama	104
Zoo Power.....	104
Sports	104
Adult Programs	105
GED.....	105
ESL	105

Computer Resource Center	105
Resident Assistance Staff Training	105
New Initiatives	106
Program Revisions	107
Service Units	108
Preparation for Community Living	110
ELDERLY/DISABLED UNIT	112
Introduction	112
Third Party Services	112
PHA Direct Services	113
New Initiatives	114
Program Revisions	115
Service Units	116
Grants Received	118
SOCIO-ECONOMIC CHARACTERISTICS	119
Existing Residents	119
Population	119
Residents as Percent of City Residents	120
Number of Families	120
Household Size	121
Age	122
Race	125
Income	126
Gender of Head of Household	127
Single Parent Households	129
Disabilities	130
Trends of Socio-Economic Change FY 1994-96	131
Population	131
Number of Families	132
Household Size	133
Age	134
Race	135
Income	136
Gender of Head of Household	137
Single Parent Households	138
Disabilities	139
Profile of Prospective Residents	140
Neighborhoods	140
Race	141
Gender	141

Female Headed Households.....	142
<i>Description of Developments and Neighborhoods</i>	142
Smith Hill	142
Chad Brown	142
Admiral Terrace	142
Sunset Village	142
Carroll Tower	143
Lower South Providence	143
Roger Williams	143
West End	143
Coddington Court	143
Kilmartin Plaza	143
Hartford.....	144
Hartford Park.....	144
Olneyville	144
Manton Heights	144
Downtown.....	145
Dexter Manor I	145
Dexter Manor II	145
Federal Hill.....	145
Parenti Villa.....	145
Dominica Manor	145

DEPARTMENT OF RENTAL HOUSING	147
---	------------

<i>Introduction</i>	149
<i>Rental Survey</i>	149
<i>Portability</i>	150
<i>Single Room Occupancy</i>	150
<i>Project Based Assistance</i>	150
<i>Annual Inspections</i>	150
<i>Certificate/Voucher Turnover Rate</i>	151
<i>Leases Executed</i>	152
<i>Re-Certifications</i>	152
<i>Fee Distribution</i>	153
<i>Housing Assistance Payments</i>	154
<i>Certificate/Voucher Turnover</i>	155
<i>Lease Rate</i>	155
<i>Interviews Conducted</i>	156

<i>Waiting List by Bedroom Size</i>	<i>157</i>
<i>Current Inventory of Section 8 Units</i>	<i>157</i>
<i>Adjustments</i>	<i>158</i>

SECURITY REPORT.....	159
-----------------------------	------------

<i>Introduction</i>	<i>161</i>
<i>Executive Summary.....</i>	<i>161</i>
Security Personnel	162
Public Housing Unit	162
Providence Police Reserves	163
PHA High-Rise Security Officers	163
Resident Crime Watches.....	164
<i>Security/Crime Reporting System</i>	<i>164</i>
PHA Activity Reports.....	164
Security Workorder System.....	165
Data Tables	165
<i>Security/Crime Data.....</i>	<i>166</i>
Total Police Responses.....	166
Total Arrests	166
Narcotics Arrests	167
Felony Arrests.....	168
Total Police Responses FY 1996	169
Police Response Analysis FY 1996	170
Police Responses Distribution by Development FY 1996.....	171
Total Arrests FY 1996.....	172
Total Arrests Analysis FY 1996.....	173
Total Arrests Distribution by Development FY 1996.....	174
<i>Summary of Security/Crime Data FY 1996.....</i>	<i>175</i>
Total Police Responses.....	175
Total Arrests	176
Narcotics Arrests	176
Felony Arrests.....	177
Total Security Workorders	177
Code #3 Criminal Workorders	178

I N T R O D U C T I O N

This is the seventh consecutive *Annual Report on Operations* prepared by the staff of the Providence Housing Authority. This report records the achievements of the PHA for FY 1996, which ran from 1 July 1995 to 30 June 1996.

This year, PHA administrators and staff developed the first agency-wide Strategic Goals and Management Plan which addresses the problems and opportunities arising from federal deregulation. Planning teams from each department worked together to develop monitorable and measurable strategies that will enable us to resolve many public housing issues. The result was a list of 103 goals and 250 objectives that provide the agency with a more focused agenda. A quarterly review of each department's progress is conducted to ensure that these goals and objectives are being carried out in a proper and timely fashion.

NAHRO Awards

The Providence Housing Authority continued to uphold its tradition in excellence during the 1996 fiscal year. Once again, this agency's programs and initiatives were recognized by the public housing industry through the National Association of Housing and Redevelopment Officials (NAHRO) annual presentation of awards. The PHA was awarded for its commitment to effective use of resources and strategic planning with its Strategic Plan 2000, its comprehensive physical improvement program in the modernization of the Coddington Court family development, its aggressive stance against teenage parenthood through the Wise-Up program and its expansion of the Family Self-Sufficiency Program that enables residents to achieve economic independence through employment.

Special Projects

Over the past five years, the PHA has become increasingly proficient at identifying and securing grant funding in support of programs to address the non-housing needs of our residents. In FY 1996, the administration of the Providence Housing Authority created the Department of Special Projects to manage many of these projects as they frequently fall beyond the purview of routine operations. This department primarily deals with the operations of the Family Self-Sufficiency program. This year, the Authority began administering its \$997,500 United States Department of Housing and Urban Development Family Investment Center grant. The FIC site has been identified and preparation for the rehabilitation of this building is underway. This center will be devoted exclusively to assisting our clientele to leave public assistance for gainful employment. It is both a service necessity as well as an important institutional endorsement of the participant's goals.

Housing Management

In November of 1995, the Housing Management Department opened its waiting list for four and five bedroom categories and received over 200 applications in a one month period. Aside from this one month duration, the waiting list has only been open for efficiency, one- and two-bedroom apartments in the elderly/disabled high-rises. This year, new applications totaled 948 and the greatest demand continues to be for two-bedroom (246 applicants) and three-bedroom (240 applicants) apartments. In FY 1996, waiting list applicants lost their federal preferences which previously gave a more favorable place on the waiting list to those individuals who are involuntarily displaced, living in substandard housing or paying more than 50% of their income in rent.

The department maintains a lease rate of 97% (adjusted for modernization) and a rent collection rate of 91%. While the collection rate is lower than previous years, it remains 1% above the industry standard.

The Resident Selection Office denied 252 families admission to public housing in FY 1996. The primary grounds (90%) were previous criminal records, although some denials resulted from unsatisfactory references or evidence of poor house-keeping habits. We continue to provide housing to those most likely to meet the obligations of tenancy.

This year, Congress implemented the "One Strike and You're Out" policy for drug-related offenses in public housing. Residents are now required to sign a lease amendment which certifies that they comprehend the consequences (eviction) of any involvement in a drug-related crime. Physical evictions totaled 33 in FY 1996, a decrease of 30% from the previous year.

At the close of the 1995 fiscal year, thirteen percent of our resident families were living "rent free", that is, they were paying at zero rent. Since then, the Department of Housing and Urban Development has worked to resolve this financial dilemma by mandating that all public housing residents pay a minimum monthly rent of \$25.00. In FY 1996, tenant rents began to rise after having been on the decline over the previous years. The average monthly rent stands at \$160 for the year.

Facilities Management

The Facilities Management Department completed 95% of the 54,538 work orders received in FY 1996. The work order-to-unit ratio (total workorders ÷ total units) decreased by one from 22 to 21. Although total workorders increased by 3.4% since last year, the 4.3% increase of units on-line from 2,450 to 2,555 can account for this change in the ratio. The percent of work orders requested by residents remained at 25% of the total number of work orders and once again 60% of all work orders are PHA-generated.

Unit turnovers in FY 1996 totaled 446, 18% of the total number of units in our inventory. This high turnover rate is partially attributable to moves due to modernization, relocation for Family Self-Sufficiency, and the high mobility rates of young disabled residents living in the high-rise developments.

Modernization and Development

Modernization and Development continued at a steady pace. In October 1995, the department received the last of the amendment funds (\$4.0 million) for Hartford Park Phase III. The Authority has managed a total of \$37 million in funding for the modernization of Hartford Park. Phase II (98 units) of the modernization of Hartford Park was completed in FY 1995 and in FY 1996 the department proceeded with Phase III. With work underway, completion of Phase III is scheduled for October 1996.

A reduction in funding from the Comprehensive Grant Program (CGP) led to the decision to divide Phase II of Codding Court modernization into two phases of one building each. Phase IIA is scheduled for FY 1996 and Phase IIB is scheduled for FY 1997. Work on Phase IIA began in February 1996 and completion is anticipated in October 1996. Approximately \$4.2 million has been expended to date on this development.

An elevator overhaul project was undertaken at Dexter Manor I & II, Kilmartin Plaza and Dominica Manor in FY 1996. The original hydraulic cylinders which lift the elevator cars at Kilmartin Plaza were replaced and work was substantially completed on all seven elevators in April 1996.

The scattered site development program continued its productive pace with 32 new single and duplex units coming on-line in FY 1996. The new units are beautifully designed and blend nicely into the neighborhoods. The problems experienced in other communities, such as neighborhood opposition, have not been experienced with our program.

Community Services

The Department of Community Services expanded their outreach effort and developed new programs to meet the needs of residents. Staff turned much of their focus toward the *Social Services Needs Assessment 1995* as a source of program planning information. Successful programs were expanded and unsuccessful programs were modified or terminated. The department continued its collaboration with third parties to provide more and better services to our residents.

During FY 1996, a process of redesigning the Preparation for Community Living Unit programs was undertaken to meet the growing concern for the lack of community interest and responsibility among public housing residents. The pre-occupancy class for housing applicants is being expanded, and the initial home visit to new residents will

include segments by Community Services, Housing Management and Facilities Management staff. An interdepartmental committee is developing a more appropriate community living continuum of services.

Due to budget constraints and the high cost of third-party contractual providers, fewer enrichment programs for youth were offered this year. Also, lower levels of staffing and a continued effort to maintain the state recommended ratio of supervisor to participant (1:12), resulted in the shortening of hours of operation at community centers. Consequently, service units for youth programs declined from 59,001 in FY 1995 to 40,934 in FY 1996. For adult programs there was a decline from 6,018 in FY 1995 to 2,489 in FY 1996.

In the Elderly/Disabled Unit there was a 5% decrease in service units from FY 1995 to FY 1996. This decrease may be attributed to the Services Coordinators changing buildings. Because they were new to the buildings, they had to devote time to getting acquainted with the residents, PHA staff members and neighborhood services.

Rental Housing

The Rental Housing Department continues to maintain high lease rates (97%) for our Section 8 Program. In FY 1996 the department administered 2,400. the program was responsible for funneling close to \$17.7 million to private property owners in the city. The program earned the PHA \$1.4 million in administrative fees, which paid for the entire Section 8 administrative staff and created a surplus which supported the public housing program.

OFFICE OF THE *E* X E C U T I V E

D I R E C T O R

Introduction

Goals Management Plan

Performance Indicators

Personnel Administration

Selection & Appointment of Personnel

Labor Relations

Wages and Benefits

Workers Compensation and Insurance

Risk Management and Safety

Staff Training and Development

Employee Assistance Program

Policy, Planning & Resource Development

Strategic Plan 2000

Strategic Goals and Management Plan

Roger Williams Development Site

Rental Housing Staff/Work Flow Analysis

Social Service Needs Assessment

Health Care Study

Training Need Assessment

7-Year Pension Cost Study

Board of Commissioners Self-Evaluation

Revision of By-Laws

5-Year Workers Compensation Study

Employee Attitude/Satisfaction Survey

Personnel Manual

Office Policies and Procedures Manual

Wage and Salary Review

Employee Newsletter

Management Information Systems

Trouble Shooting

Training

EXECUTIVE DIRECTOR

Introduction: Executive Office/Administration

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

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

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

Goals Management Plan

The PHA completed 96% of the goals and objectives in our previous three-year Goals Management Plan ending December 30, 1995.

Our current Goals Management Report consists of 103 goals 247 objectives and more than 1,000 tasks. This is a slight increase over the former three-year Goals Management Plan and it addresses our needs for the Nineties.

Performance Indicators

The PHA scored an 82 on its FY 1996 PHMAP (Public Housing Management Assessment Program). This is slightly higher than the previous year's score, but still not at high performer level (90 points). As in the past, we don't score higher due to our low financial reserve level. Had we been funded at 100% of our eligible subsidy this year, instead of at 89%, we would have improved our reserve position dramatically. Department to provide services at less than the cost for contracting out to a private vendor.

The primary responsibility of the Office of the Executive Director is to provide leadership and oversight of operations. This is accomplished through a myriad of reporting systems including a Monthly Management Report, a quarterly Goals Management Report, and a quarterly Performance Indicators Report.

PERSONNEL ADMINISTRATION

Most of the part-time personnel are employed as Resident Assistants or Youth Sports Coordinators for the Community Services Department or as Security Guards at the Elderly/Disabled developments.

Personnel administration is the totality of concern with the human resources of an organization. The functions of human resources include:

1. Recruitment, Selection and Appointment of Personnel/Resident Employment
2. Labor Relations
3. Wages and Benefit Classification
4. Worker's Compensation and General Liability Insurance
5. Risk Management and the Safety Program
6. Training and Staff Development
7. Employee Assistance Programs

1) Recruitment Selection and Appointment of Personnel

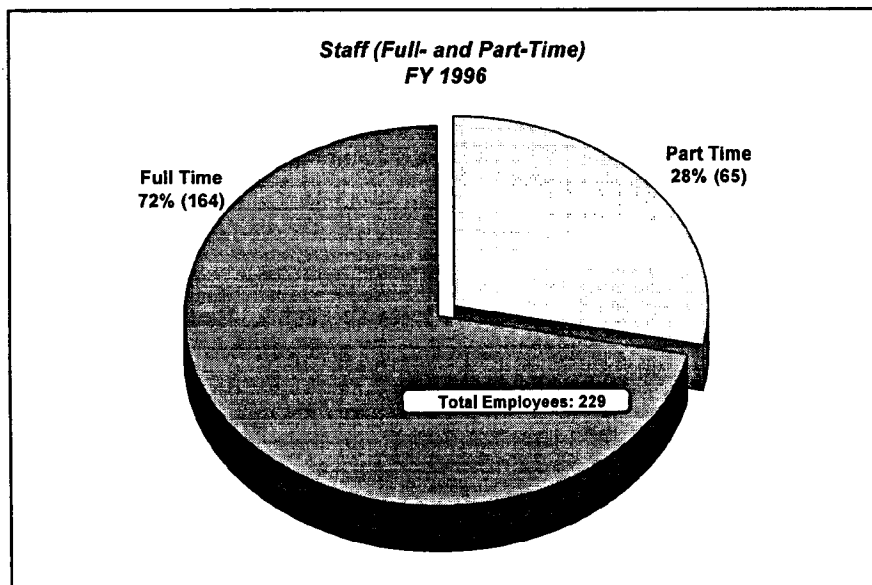
It is important that an organization recruit and hire the most qualified individuals available for positions within the salary range allowed. Recruitment of personnel at the Providence Housing Authority is accomplished through in-house posting of positions, public advertising, and direct recruiting of individuals with special skills. The PHA's hiring policy is to promote from within, provided the individual meets the minimum qualifications for the position. The Deputy Director and the department director test and interview applicants. At times, staff members from the department also participate. Each applicant is rated on his or her interview/test performance and three names are submitted to the Executive Director for approval. Qualifications and experience are the primary criteria for selection. Skilled recruits require less time to adapt, tend to be more efficient and are more accepted by their peers. The PHA policy of hiring in-house personnel provides incentives for existing staff to excel on their jobs and meets the structured career ladder established by the Authority.

STAFFING

There were 164 full-time and 65 part-time staff members employed by the PHA in FY 1996. Most of the part-time personnel are employed as Resident Assistants or Youth Sports Coordinators for the Community Services Department or as Security Guards at the Elderly/Disabled developments.

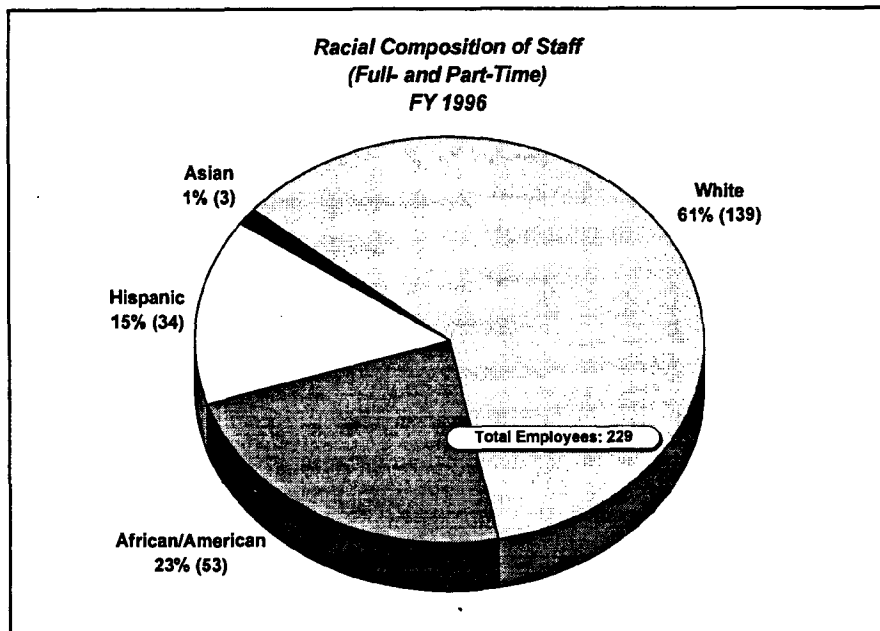
FIGURE 1

*Staff: Full- and Part-Time
FY 1996*



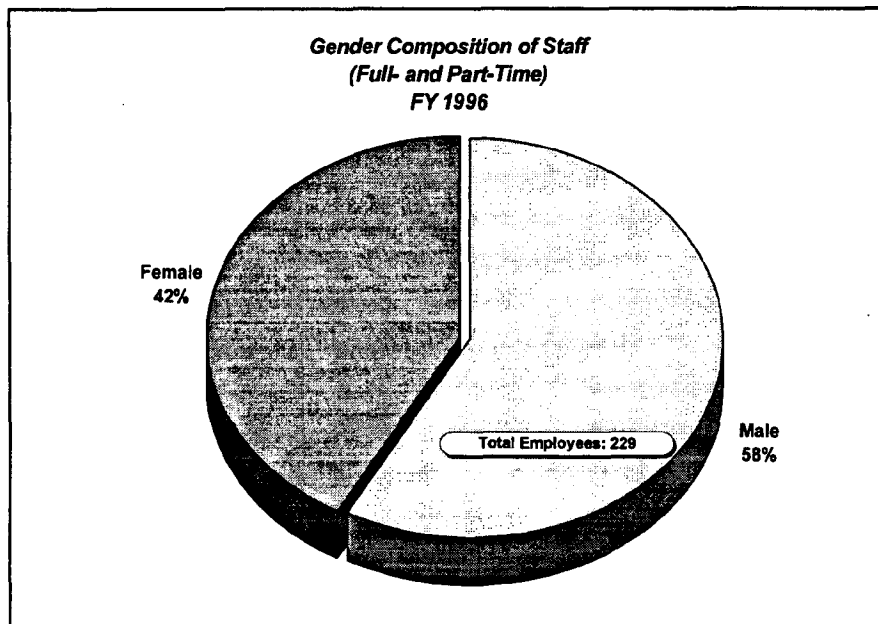
RACIAL COMPOSITION OF STAFF

The staff of the PHA is diverse and represents the racial and ethnic diversity of the Providence community. The racial breakdown of the staff is: White 139 (61%), African-American 53 (23%), Hispanic 34 (15%), and Asian 3 (1%).

**FIGURE 2**

*Racial
Composition of
Staff: Full- and
Part-Time
FY 1996*

The gender distribution of the staff is: 133 males (58%) and 96 females (42%). The part-time staff is approximately 50% minority and 50% female.

**FIGURE 3**

*Gender
Composition of
Staff Full- and
Part-Time
FY 1996*

NEW HIRES AND PROMOTIONS

In FY 1996, 25 positions were filled: 18 in the Laborers Union and 7 in the Teamsters Union. Three of the positions were filled from outside the Authority's staff and twenty-two employees were promoted from within the Authority. Five of the employees promoted began their employment with the PHA through the Resident Recruitment and Training Program.

The largest union representing PHA employees is the Laborers with a membership of 92. The next largest union is the Teamsters representing 57 staff members. The Painters union represents 8 employees and the Carpenters union has 7 members.

RESIDENT RECRUITMENT AND EMPLOYMENT

The PHA initiated a *Resident Recruitment and Employment Program* in FY 1993. While the PHA always hired some residents as employees, this is the first time an actual policy was adopted and a plan initiated to encourage resident employment.

Residents hired for the program are not assessed an increase in their rents during the 6 month training period. After the training period is completed, rents are adjusted to take into consideration the additional income earned by the employee. The training program, which consists primarily of on-the-job training and some classroom work, provides positive incentives for residents to seek employment, better their lives and become productive members of the community. Residents are employed in positions such as resident assistants, clerical, maintenance, and lower and middle management positions. The PHA currently employs 60 residents: 35 full-time and 25 part-time. This represents 21% of the PHA's full-time work force and a 2% increase from last year.

Through this program, the PHA establishes opportunities for residents to:

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

2) Labor Relations

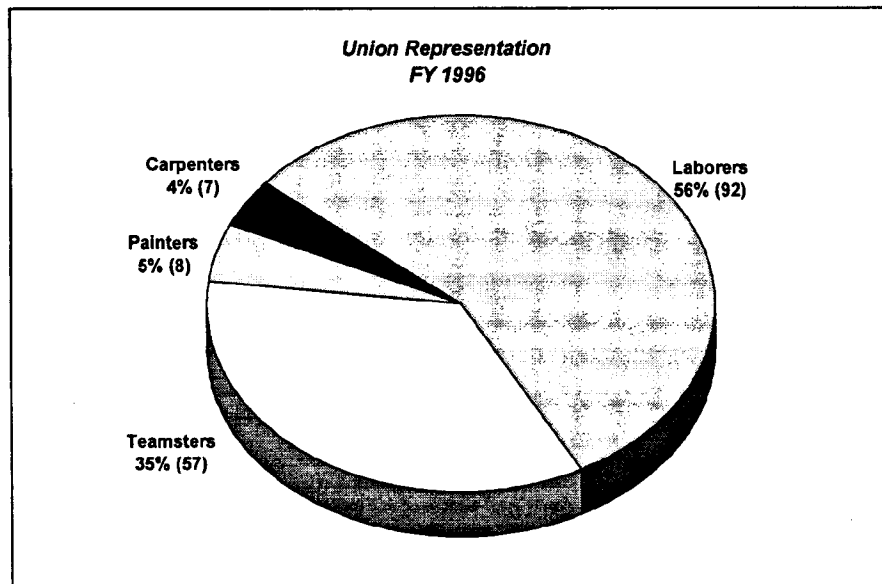
BARGAINING UNITS:

The Providence Housing Authority has bargaining agreements with four unions:

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

FIGURE 4

Union
Representation
FY 1996



All employees, with the exception of the Executive Director, Deputy Director, and part-time personnel, are covered by one of the four bargaining agreements cited above. Relations are cordial and professional.

The largest union representing PHA employees is the *Laborers* with a membership of 92. The next largest union is the *Teamsters* representing 57 staff members. The *Painters* union represents 8 employees and the *Carpenters* union has 7 members.

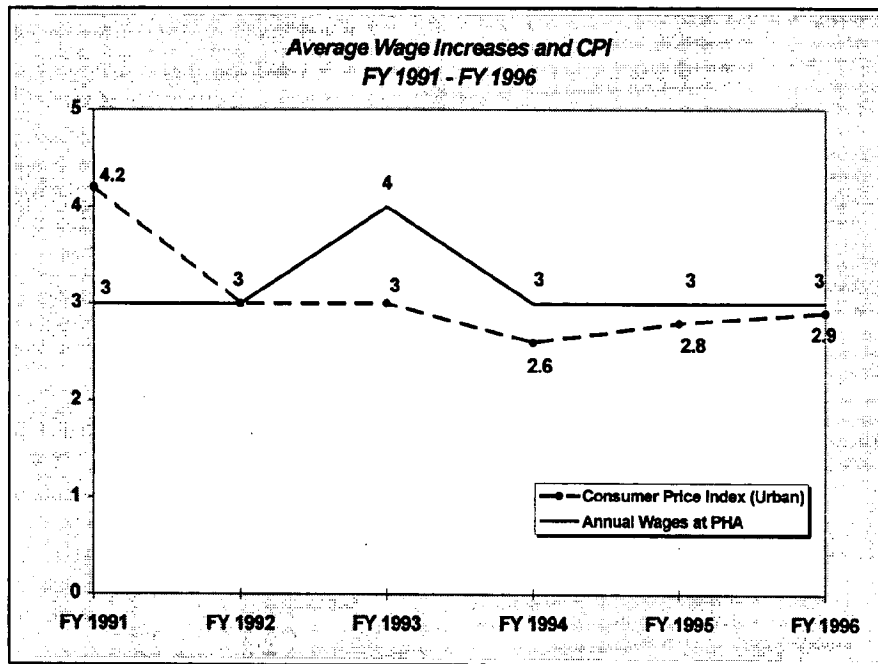
GRIEVANCES AND ARBITRATIONS

In FY 1996, eight grievance sessions were held with the unions to discuss disciplinary action taken by management against an employee. There were also three arbitration sessions.

3) Wages and Benefits

WAGES

At the beginning of each fiscal year, all unionized employees at the PHA are provided a wage increase. This increase is the result of a contract negotiated between the Authority and the unions. As shown in the figure above, these increases correspond with the United States inflation factor represented by the Consumer Price Index. In addition to these negotiated annual increases, PHA employees are also given annual step increases. There are 5 salary steps. After one full year of employment with the agency, entry level employees are allowed to move to the second step, after the second year, he/she may pass to the third step, and so on until they have reached the fifth and final step. With each step, an employees receive a percentage increase in their pay.



Wages have remained competitive at the PHA even though the Department of Housing and Urban Development's "inflation factor" (the percentage increase in our annual budget determined by HUD) has been insignificant. The PHA's negotiated wage increases have been keeping pace with the price index (see chart below). Over the last six years the Consumer Price Index (CPI) has risen 18.5%. Correspondingly, wages at the Providence Housing Authority have increased by 19% (not including employee step increases) since the 1991 fiscal year. So, on average, both the CPI and employee wages at the PHA rise 3.1% annually.

It is virtually impossible for the PHA to negotiate long-term contracts with our unions due to the fluctuations in HUD's funding of housing authorities. Each year PHAs are at the whim of Congress as to how much will be appropriated.

FIGURE 5

*Annual Wage
Increases and
Consumer Price
Index
FY 1991 - 1996*

BENEFITS

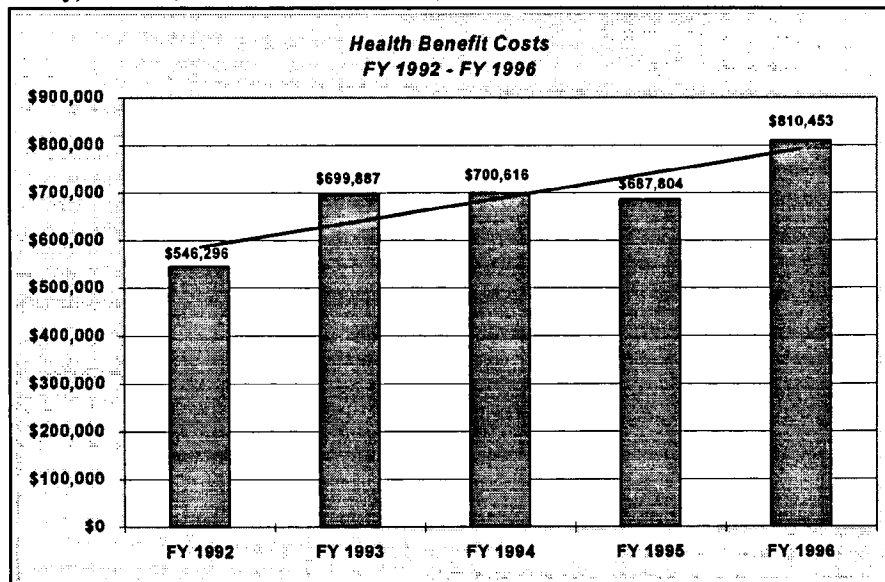
The PHA offers a generous benefit package to its staff including health, retirement, sick leave, vacation and holidays. The two high cost benefits are *health* and *pensions*. Since FY 1992, health care costs have risen by 48.4% and pension costs have increased by 14.1%.

Health Benefits

The PHA offers both medical and dental coverage for its employees. The programs offered include: Blue Cross, Health Mate, Harvard Community Health, HMO of Rhode Island, and Delta Dental. Over the last five years, medical costs to the PHA have increased 48.4% (9.7% annually) and the number of covered personnel has increased 11.6% (1.9% annually). Average costs per employee have increased 35.6% (7.1% annually) from \$3,570.56 in FY 1992 to \$4,941.79 in FY 1996.

FIGURE 6

Health Benefit
Costs
FY 1992 - 1996

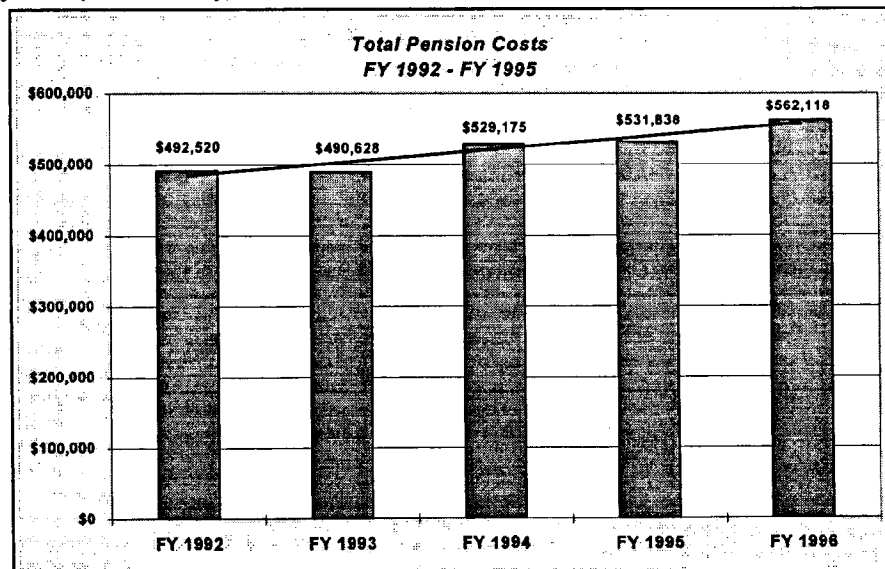


Pensions

Each member of a bargaining unit has two contributory pension plans: their union plan and Mutual of America. Pension costs have increased 14.1% (2.8% annually), while the number of personnel covered has increased 7.1% (1.4% annually). So per employee costs have increased by 6.5% (1.3% annually) from \$3,219.08 in FY 1992 to \$3,427.16 in FY 1996.

FIGURE 7

Pension Costs
FY 1992 - 1996



Workers Compensation and Insurance

WORKERS COMPENSATION

The PHA is required to carry Workers Compensation Insurance for employees on its payroll, both full and part-time. The cost of Workers Compensation was increasing every year due to the number of claims filed and an increase in the number of employees covered. (part-time employees: security, resident assistants, etc.)

To combat these rising costs, the Authority developed a *Risk Management Plan* in 1993. The plan's purpose was and is to reduce on-the-job accidents and injuries which result in increased costs. The plan :

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

One of the objectives of the plan is to deliver care to the injured employee, assist them through the recovery process and facilitate an easy and timely return to work.

The PHA's total number of workers compensation claim experiences has dropped from 29 in 1994 to 10 in 1996, a 66% decrease. This remarkable reduction was an outcome of the implementation of the Risk Management Program which heightened our personnel's awareness of work safety. Another consequence of this decrease in claims was a marked decrease in our 1996 premium. In 1996, the PHA paid \$207,171 which was the lowest premium cost over five year period and a 41% decrease from the previous year. Overall, the PHA has witnessed a downward trend in premium costs in the past five years and since 1992, there has been a 55% decrease in the amount that this agency spends on workers compensation premiums.

Policy Year	Premium	% Change	# of Employees ¹	Cost/Employee
1992	\$456,628	+25%	210	\$2,174
1993	\$529,346	+16%	218	\$2,428
1994	\$438,529	-17%	222	\$1,975
1995	\$352,420 ²	-20%	251	\$1,404
1996	\$207,171	-41%	229	\$905

KEY 5-YEAR INDICATORS:

- ❖ Premium Decrease (92-96): 55%
- ❖ Personnel Increase (92-96): 9%
- ❖ Cost per Employee Decrease: 58%
- ❖ Average Cost per Employee (92-96): \$1,777

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

²This figure reflects the cost of the premium before the \$161,132 refund which was given to the PHA after the close of the policy year. The cost of the premium after the refund was \$191,288.

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

FIGURE 8

*Workers
Compensation
Costs
FY 1992 - 1996*

FIGURE 9

*General
Liability Costs
FY 1992 - 1996*

*In FY 1996,
the Providence
Housing
Authority
conducted
5,083 hours of
staff training,
an increase of
1,010 hours
(25%) from the
previous year.
The major
emphasis this
year has been
placed on
maintenance
skills, housing
management,
teambuilding,
and computer
training,
totaling more
than 2,400
(47%) hours of
training.*

GENERAL LIABILITY INSURANCE

Tracking General Liability indicates the success the PHA is having in keeping its insurance costs low. Five years ago the PHA paid an annual premium of \$116,674 for general liability coverage and our losses amounted to \$32,931. For FY 1996, the PHA is paying a premium of \$111,467, a 4.5% savings compared to FY 1992, and has experienced \$0.00 in losses.

Policy Year	Premium	Pct. Change	Losses	O/S Liability
1992	\$116,674	+ 2.8%	\$12,280	\$ 32,931
1993	\$110,500	- 5.3%	\$ 16,973	\$91,553
1994	\$ 88,293	-20.0%	\$29,602	\$39,475
1995	\$101,967	+ 15.5%	\$ 876	\$16,823
1996	\$111,467	+9.3%	\$0	\$0
Premium Rate Change: FY 92 - FY 96 = -4.5% FY 95 - FY 96 = +9.3%				

Premium increase for FY 95 is due to increased coverage

5) Risk Management and Safety

RISK MANAGEMENT

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

The Authority's *Risk Management Program and Plan* are credited with the substantial reduction in the cost of Workers Compensation and General Liability Insurance.

SAFETY PROGRAM

The PHA's Safety Program has been in existence for eight years. Its purpose and goals are to provide training for Authority personnel and residents of public housing in risk management. A Safety Committee consisting of volunteer staff members from each of the departments meets on a monthly basis, maintains records of the progress of their ideas and projects and establishes an annual agenda of activities. In FY 1996 the PHA's Safety Committee undertook the following activities.

- ☛ Conducted a Fire Safety Training Session for residents at Kilmartin Plaza and Chad Brown/Admiral Terrace developments.
- ☛ Invited a representative from the RI Department of Labor - Division of Worker's Compensation to speak at the Safety Committee meeting on the subject of *Workplace Safety*
- ☛ Held *Workplace Safety* training sessions at the Hartford Park Community Room for the Facilities Management Department
- ☛ Sponsored a Defensive Driving training seminar for Providence Housing Authority drivers conducted by Beacon Insurance Company

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

- ★ *Risk Retention Innovation Award* in recognition for Outstanding Risk Retention Innovation to Loss Prevention and Loss Control for Policy Year 1994-1995
- ★ and the *Outstanding Risk Control Program Award* for achieving the level of Excellence for Positive Measurable gains by Member in Loss Prevention and Loss Control for two consecutive years.

6) Staff Training and Development

In FY 1996, the Providence Housing Authority conducted 5,083 hours of staff training, an increase of 1,010 hours (25%) from the previous year. The major emphasis this year has been placed on maintenance skills, housing management, teambuilding, and computer training, totaling more than 2,400 (47%) hours of training. In descending order of time allocated, the training consisted of: maintenance skills (17%), Housing Management (12%), Teambuilding (10%), Computer Training (9%), Performance Monitoring (8%), Workplace Safety (6%), Managerial Skills (6%), Strategic Planning (5%), Public Housing Management--NAHRO (5%), and Ethics in the Workplace (2%). All other forms of training account for one or less than one percent of the total number of training hours. See the chart on page 11 of this section for a complete breakdown of FY 1996 training.

STAFF TRAINING FY 1996

An examination of our training inventory reveals the broad range of topics covered in our training package. Some topics, such as plumbing repairs and basic refrigeration I and II are specifically geared to the Facilities Management Department; while others, such as time management and workplace safety are useful to the entire PHA staff. The goal of our training program is to assist our staff in performing their duties and responsibilities better and to enhance their career prospects.

Training Needs Assessment

The type of staff development offered is determined by analyzing an annual *Training Needs Assessment Form*, which is distributed to senior staff, and through interviews with department heads. Emphasis is placed on providing training for staff members in key areas where federal regulations have changed eligibility criteria or new program initiatives are offered. In April of 1996, the Department of Planning and Resource Development conducted a Training Needs Assessment of those employees who primarily perform administrative and management functions. The five skills in which respondents indicated the greatest need were:

- ✓ multi-lingual communication
- ✓ software programs other than Microsoft Word and Excel
- ✓ knowledge of practices, new developments and trends in the housing industry,
- ✓ knowledge of the latest developments in area of specialty
- ✓ knowledge of Microsoft Excel.

Training Providers

Staff training is conducted by both in-house personnel and through third party providers. In FY 1996, training has been conducted by such organizations as the National Association of Housing and Redevelopment Officials, Charles Shunney Associates, the Providence Center, Dower Associates, Inc., Nan McKay Associates, National Center for Housing Management, RI College, RI Department of Labor, Quadel Consulting Group, The Schiff Group, RI Department of Elderly Affairs, the RI Rape Crisis Center, J.F. Donley Rehabilitation Center, DiResta Communications and others.

In December 1995, the Providence Housing Authority joined the Housing Television Network (HTVN) to provide training through an interactive satellite television network that serves the public housing authority's nationwide.

STAFF TRAINING HOURS BY CATEGORY

General Category	Hours	Percent
Maintenance Skills	873	17%
Housing Management (All Areas)	588	12%
Teambuilding	492	10%
Computer Training	478	9%
Performance Monitoring	414	8%
Managerial Skills	299	6%
Workplace Safety (All Areas)	287	6%
Strategic Planning	266	5%
Public Housing Management (NAHRO)	260	5%
Ethics in the Workplace	100	2%
Elementary Spanish	72	1%
Non-Citizens Rule	62	1%
Change and Transition in the Workplace	60	1%
Fire Safety	52	1%
Family Self Sufficiency	48	1%
Managing Change	48	1%
Health Care	47	1%
Goals Management	42	1%
Problem Solving	42	1%
Re-Engineering	42	1%
Resident Integrity	42	1%
New Regulatory Reqmt.: Assistance to Non-Residents	42	1%
Community Services	39	1%
Unit Preventive Maintenance	38	1%
Novel System Admin. 3	29	1%
Affordable Housing in Transition	28	1%
HUD Public Housing Summit	28	1%
Section 8 Program Guide	26	1%
Communication	26	1%
Human Resources in Public Housing	26	1%
Finance I/II	24	<1%
Time Management	22	<1%
Family Investment Center	21	<1%
American Disability Act 504	20	<1%
RI Construction Law	20	<1%
Accounts Payable Workshop	14	<1%
New Employee Orientation	14	<1%
Risk Management	12	<1%
Finance/Grants	8	<1%
Security	8	<1%
Take Charge Purchasing Assets	7	<1%
Digital Remote Access	4	<1%
Mental Health Forum	3	<1%
Resident Development	4	<1%
Developing a Credit Union	2	<1%
Board of Commissioners Orientation	2	<1%
Total	5,083	100%

The top three skills in which the respondents to the Training Needs Assessment indicated the greatest need were: (1) Multi-lingual communication, (2) software programs other than Microsoft Word and Excel, and (3) knowledge of practices, new developments and trends in the housing industry

Fiscal Year	Hours	Pct. Change	Budget
FY 1992	2,095	+ 31%	\$20,000
FY 1993	2,580	+ 23%	\$30,000
FY 1994	3,640	+ 41%	\$30,155
FY 1995	4,073	+ 12%	\$35,000
FY 1996	5,083	+25%	\$35,000
Total	17,471		\$150,155

The PHA has made a commitment to its employees to provide training by budgeting adequate funds to provide for professional instruction. Since FY 1992, training hours have increased 143%. This year, the PHA set aside \$35,000 in funds for staff and resident training. The following table indicates the budget amount and hours allocated to training and development for the last five years.

A library of books and materials, including audio and video instruction has been made available to staff members in our newly completed training room. In December 1995, the Providence Housing Authority joined the Housing Television Network (HTVN) to provide training through an interactive satellite television network that serves the public housing authority's nationwide. It allows interactive learning between 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 of public housing. Our productivity, response time, quality, cost control, and resident service should all show steady gains and our skills should be in a state of constant renewal. Since the installation of this new training device, HTVN has offered 105 hours of programming for PHA staff and residents.

7) Employee Assistance Program

The Providence Housing Authority contracts with the Providence Center to provide an Employee Assistance Program (EAP) for staff members and their families. The role of the Providence Center is to provide a range of programs which reduce stress, generate good mental health and nurture personal growth both on and off the job. This is accomplished through counseling/ consultation and social programs. All the Providence Center's programs are confidential. In FY 1996, approximately 3% of the full-time staff took advantage of the services offered by the Providence Center.

FIGURE 11

*Training Hours
and Budgets
FY 1992 - 1996*

*In December
1995, the
Providence
Housing
Authority
joined the
Housing
Television
Network
(HTVN) to
provide
training
through an
interactive
satellite
television
network that
serves the
public housing
authority's
nationwide.*

POLICY, PLANNING AND RESOURCE DEVELOPMENT

Strategic Plan 2000

The strategic planning process is based upon the idea that an organization's future can be influenced and shaped by its current actions. In addition to the formulation of short and long term strategies, strategic planning helps agencies define what purpose they exist to serve, what business they are in, and what success will look like what it is achieved.

The Providence Housing Authority's Strategic Plan 2000 was developed over an eleven month period from March 1995 through January 1996. This plan incorporates input from more than 500 external stakeholders, residents, staff and administrative personnel. Input was collected in the form of surveys, questionnaires, detailed reports, planning retreats, and workshops. The PHA's strategic plan was based upon the model developed by Professor John Bryson in his Book Strategic Planning for Public and Nonprofit Organizations.

The training, brainstorming and planning that went into the development of this plan benefits the PHA by instilling a sense of strategic thinking among PHA administrators and staff. In the future, new and unforeseen problems and circumstances will be dealt with in a well thought out manner that is consistent with the overall goals of the agency.

Strategic Plan 2000 examines the Providence Housing Authority's mission, mandates, and internal strengths and weaknesses and external opportunities and threats (SWOT). Through in-depth analysis of the PHA's internal and external environments a list of strategic issues was compiled. Strategies in the form of a Goals Management Plan were then developed by departmental planning teams to address these issues. The result is a monitorable, measurable collection of strategies which will enable us to successfully realize our vision of success while fulfilling our mandates and mission..

The 103 goals and 250 objectives set forth in this plan will help to guide the PHA into the next century with a clarity of purpose and a focused agenda. As a large multi-departmental agency we have already begun to reap the benefits of this process. The training, brainstorming and planning that went into the development of this plan benefits the PHA by instilling a sense of strategic thinking among PHA administrators and staff. In the future, new and unforeseen problems and circumstances will be dealt with in a well thought out manner that is consistent with the overall goals of the agency. The Providence Housing Authority received the National Association of Housing and Redevelopment Organization's (NAHRO) 1996 National Award of Merit in Administrative Innovation, and the NAHRO New England Regional Council's 1996 Award of Excellence in Administrative Innovation for Strategic Plan 2000.

Strategic and Goals Management Plan 1996-1999

The first Goals Management Quarterly Review was conducted in June, 1996. The results of this review show that the Providence Housing Authority had completed 11% of its 250 objectives. Further, the June review revealed that the PHA was on target to meet 70% of its objectives at their scheduled completion dates. Many of the remaining objectives were delayed due to external barriers. The second Quarterly Review is scheduled to be completed in Early October 1996.

Roger Williams Development Site

The Office of Policy Planning and Resource Development prepared an analysis of a site plan for the vacant are of the Roger Williams site which was developed by the City of Providence's Department of Planning. The analysis examined a comprehensive set of issues from impacts on the current transportation infrastructure, educational institutions, security and overall area re-development.

Roger Williams Development Site Survey

In the Summer of 1995, a survey was distributed to homeowners living in the area of the Roger Williams Development Site. A total of 93 area homeowners received surveys and 46% responded. Surveys asked homeowners to choose development options for the site which were loosely grouped around three separate criteria: single family residential development with some mixed use, non-residential development options such as commercial or light industrial, or more subsidized housing. A fourth choice was to leave the site vacant. Of the respondents, 64% favored single family homeownership options, 26% preferred commercial and light industrial uses, 4% desired more subsidized housing, and 4% gave answers not offered on the survey. Leaving the site vacant was the least attractive option to survey respondents. It is interesting to note that 73% of the respondents had lived in the area for 10 or more years, many stating that they had lived in the neighborhood for 20, 30, or even 40 years. Surveys were completed by mail and phone contact.

Department of Rental Housing Staffing Level and Work Flow Analysis

The Office of Policy, Planning, and Resource Development conducted an analysis of the Department of Rental Housing's staffing levels and workflow and provided recommendations to increase productivity and efficiency. The analysis was conducted using interviews of department staff and administrators which followed a standard interview protocol. Further analysis was conducted by examining Housing Assistance Payment (HAP) forms to determine the workload for various duties such as recertifications, adjustments, transfers, new leases, and damages. Finally the PHA's program was compared with several other housing authorities in Rhode Island for staff to unit ratios and the use of outside inspectors. The final report offered 5 work flow recommendations and 5 staffing recommendations.

Public Housing Drug Elimination Program (PHDEP) Evaluation

An analysis was conducted of the PHA's Public Housing Drug Elimination Program. The study included program cost analysis, interviews of senior administrative staff, resident staff and WISE-UP workers, program observations, focus groups of youth (all three age groups: 6-8, 9-12, and 13-17), use of past survey data, and an examination of the implementation of recommendations offered in past program analysis reports. The study also compared the PHA's program with the results of a nation-wide survey. The final report offered 43 recommendations in the following areas: outreach, youth programs, teen programs, adult programs, staff and staff training, monitoring and evaluation, and resident organizations.

Social Service Needs Assessment

The 1995 Social Service Needs Assessment included focus groups and a survey which was distributed throughout all of the PHA's housing developments. The focus groups targeted specific age groups and racial groups, and were designed to gather substantive information from the various points of view which represent the diverse population of PHA residents. The surveys were distributed to 15% of all heads of households as well as 15% of the PHA's teen population. The surveys asked residents to rate their satisfaction and concerns for issues such as employment, drug and alcohol use and abuse, health issues, education, crime and security, and community living.

Health Care Study

An evaluation of the PHA's health care costs was recently conducted. Costs were examined over a seven year period for each of the health plans available to PHA employees. This study also included a one year analysis of actual utilization levels for one of the PHA sponsored plans.

Training Needs Assessment

An authority-wide training needs assessment was conducted during May 1996. The primary data-gathering instrument for the 1996 Training Needs Assessment was a 72 question survey which asked respondents to rate themselves on need for training in specific areas. It was decided that the survey would only be circulated to full-time permanent employees who performed primarily administrative and management functions. The survey was circulated to 62 (28%) of the total 223 full-time PHA employees. The 1996 Training Needs Assessment is the most comprehensive to date. Results from this annual assessment will serve as a basis for the Annual Training Plan.

The Office of Policy, Planning, and Resource Development conducted an analysis of the Department of Rental Housing's staffing levels and workflow and provided recommendations to increase productivity and efficiency. The final report offered 5 work flow recommendations and 5 staffing recommendations

A study detailing workers compensation costs at the PHA over the past five years was completed in March 1996. In addition to analyzing premium costs, this report discusses recent changes in workers compensation law and breaks down claims by types of expenses incurred by and type of injury.

Seven-Year Pension Cost Study

An analysis of PHA pension costs was completed this fiscal year. Costs were examined over a seven year period for each of the pension plans offered to PHA employees. The PHA contributes to two pensions aside from social security for its employees, Mutual of America and their individual union pension. These contributions are only part of the comprehensive package offered to each employee. Given the present cost of providing existing benefits and the effect that impending legislating could have on that cost it is important for the PHA to examine its pension costs. Included in this study was a comparative analysis with other housing authorities in the state, the City of Providence, and the private sector.

Board of Commissioners Self Evaluation

A Board of Commissioners self evaluation is presently being conducted to determine the strengths and weaknesses of the Board. This self evaluation instrument is designed to focus on the team, not individual strengths and weaknesses. the self-evaluation should result in a plan for improvement where necessary. It will also help in determining future training needs, if any exist.

Revision of By-Laws

The Board of Commissioners is presently reviewing its by-laws. These by-laws have been in effect for a number of years and an updated version is needed . This revision is particularly important as the Board is also in the process of developing a set of Board Policies. The revised by laws in combination with existing board policies should complement each other when completed.

Five-Year Workers Compensation Study

A study detailing workers compensation costs at the PHA over the past five years was completed in March 1996. In addition to analyzing premium costs, this report discusses recent changes in workers compensation law and breaks down claims by types of expenses incurred by and type of injury. It also includes a descriptive section on our Risk Management program as outlined by Housing Authority Insurance (HAI), the PHA's general liability insurance provider.

Employee Attitude/Satisfaction Survey

In April, 1996 an in-house survey was conducted to gauge employee attitudes and job satisfaction. All full-time PHA employees in each department were asked to complete and return the same three-part survey. Of the 180 surveys that were distributed, 168 (93%) were returned, making the level of employee representation considerably high. Employees were asked to rate their level of satisfaction regarding various aspects of their jobs such as compensation, working conditions, associates and supervisors and organizational purpose and mission. All responses were entered into a computer database for statistical analysis and the findings were then analyzed according to department as well as for the entire PHA as a whole. A report on the survey results was given to each department director and a summary of the results was presented at the employee information day in June, 1996 and also included in the employee newsletter.

Personnel Manual

The PHA Personnel Policies and Procedures Manual was revised, reformatted, updated and sent for legal review in May 1996. The new version has been completed and is available in the PHA library. The comprehensive manual is broken down into 32 sections and includes an appendix containing sample forms on employee suspension, training, and leave.

Office Policies and Procedures Manual

In an effort to put greater emphasis on the importance of professionalism and uniformity in this agency, a more comprehensive and user-friendly version of the PHA's Office Policies and Procedures Manual was designed. Included in this booklet are guidelines for those employees who function within the office environment. It describes the authority's standardized procedures on the writing of letters, memoranda and reports. It also covers information on telephone etiquette and policy, including switchboard operations, taking messages and personal and long-distance calls. Procedures on handling mail, filing and copy room use are also discussed in this manual.

Wage and Salary Review

A review of the PHA's wages and salaries was completed on June 1996. The report analyzed wage and salary increases for the four PHA unions over the past seven fiscal years. This data was then compared with wage data from the U.S. Department of Labor Statistics for union employees in private non-profit, non-manufacturing industries. Results from this study were provided in the PHA Journal as well as at the Employee Information Day.

Employee Newsletter

All employees were given a copy of the Summer edition of the *PHA Journal*, the housing authority's own employee newsletter. Included in this eight-page bulletin were the results from several studies conducted in the Executive Office, such as the reports on health care, workers compensation, pension costs, employee wages and the training needs and employee satisfaction surveys. Also, PHA anniversaries, birthdays, engagements, weddings and newborns were announced in the newsletter. As part of the Strategic and Goals Management Plan, this newsletter is intended to be published bi-annually (Summer & Winter).

In an effort to put greater emphasis on the importance of professionalism and uniformity in this agency, a more comprehensive and user-friendly version of the PHA's Office Policies and Procedures Manual was designed. Included in this booklet are guidelines for those employees who function within the office environment.

MANAGEMENT INFORMATION SYSTEMS

As part of the Strategic and Goals Management Plan, Management Information Systems (MIS) intends to convert all remaining functions currently on the IBM-36 to a new platform and integrated applications which will be available the PC network. MIS has gathered housing authority specific software information for review, including some demonstrations from vendors. This department has also begun to set up Geographical Information Systems (GIS) capabilities and is in the process of documenting physical/logical network. In addition, MIS has initiated electronic filing of 50058 forms to HUD.

*The PHA now
has internet
access
including
access to
NAHRO-
NET's home
page.*

Trouble Shooting

As part of its trouble shooting initiative, MIS has upgraded 15 machines and has gathered system hardware configurations of workstations via Bindview. Six new PC's, one new printer and a new server have also been ordered. A program for printer maintenance has also been established.

Training

MIS has also offered weekly scheduled staff training for various software packages and has made available network based training on select programs.

DEPARTMENT OF
SPECIAL

P
PROJECTS

Family Investment Center

Family Self-Sufficiency Program

*Pathways to Independance Advisory
Council*

*Rhode Island Human Resource Investment
Council*

Perry Middle School Assessment

Alternative Housing Program

Codding Court Resident Management Corp.

*Mayor's Council on Drug and Alcohol
Abuse*

NAHRO Awards

PHASE V

5(l) Homeownership Program

SPECIAL

PROJECTS

Over the past five years, the PHA has become increasingly proficient at identifying and securing grant funding in support of programs to address the non-housing needs of our residents. In FY 96, the administration of the Providence Housing Authority created a new department (Special Projects) to manage many of these projects as they frequently fall beyond the purview of routine operations.

Family Investment Center

During FY 96, the Authority began administering its \$997,500 United States Department of Housing and Urban Development Family Investment Center grant. FIC funding will support staff and programs to assist public housing and Section 8 residents moving from public assistance to economic independence. An integral component of the FIC program is the establishment of a site to function as an adult education and counseling center. As an AFDC program entailing term limits and work requirements is enacted into law, case management and other services in support of individual employment and training plans appreciate in value to our residents. The establishment of a center devoted exclusively to assisting our clientele to leave public assistance for gainful employment is both a service necessity and an important institutional endorsement of their goals.

IDENTIFICATION OF SITE

During FY 1996, we successfully negotiated with the City of Providence a five year agreement for use of 675 Academy Avenue as the PHA's new education center. The building, originally a fire station, was also at one time the PHA's administrative headquarters and has been vacant since the Authority moved into its current offices at 100 Broad Street. An in-house committee coordinated a cost assessment comparing building rehabilitation needs at the site ultimately selected with those of a second site under consideration. The rehabilitation cost per square foot, as well as other factors, favored the Academy Avenue site.

The cost assessments were developed by the architectural firm of Mancino and Associates, the lowest of three bidders. The new center will include two classrooms, a conference room, a reception area and offices for program case managers. A January 1997 opening is anticipated.

As of June 30th, we are proceeding with a survey of the lot and developing an RFP for full architectural services.

SERVICE PROVISION

Approximately 30% of grant funds over the five year funding period is allocated toward ESL and adult basic education services. Although we would have liked to reserve all of that funding for use in the center when it is opened, we found the needs of our residents in these areas too profound to justify delaying the expense. The problem was further confounded by the expiration of RI Department of Education funding which had supported ESL classes in the developments. Consequently, \$9,718.88 in grant funds was

As an AFDC program entailing term limits and work requirements is enacted into law, case management and other services in support of individual employment and training plans appreciate in value to our residents.

One advantage of FSS is clearly the way in which the program can be tailored to suit the needs of individual participants. Some enrollees begin by addressing their basic educational needs, while others may begin the program already employed at a low wage job.

used to pay the International Institute of Rhode Island to continue ESL programs at three public housing sites during FY 96.

ADDITIONAL FUNDING

Additional funding of \$24,000 in support of center activities was awarded by the Providence/Cranston Job Training Partnership Administration for use during FY 1997.

Family Self Sufficiency Program

The Providence Housing Authority has been administering this HUD program since 1991, as well as two previous HUD "welfare-to-work" demonstration projects. FSS requires participants to enter into five year contracts with the PHA outlining specific education, training and employment benchmarks. Contracts must include provisions for 12 months unsubsidized, full time employment during the 60 month term. Some or all of additional rent paid as a consequence of increases in earned income are held in escrow savings accounts to be refunded to participants following successful completion of the contract. Enrollment is voluntary.

PUBLIC HOUSING FSS PROGRAM SUMMARY

Although the PHA is only required by HUD to administer a 27 participant Section 8 program, in FY 1995 we voluntarily instituted a public housing based initiative. The public housing program developed significantly in FY 1996. In addition to the escrow savings account incentive, some public housing participants are afforded an opportunity to occupy newly constructed scattered site homes. There is also coordination between our FSS and homeownership programs.

A full time case manager for the public housing participants has been retained by the Authority. We are authorized to offer FSS enrollment to 150 public housing residents. When the case manager joined the staff in October 1995, public housing enrollment was about 50. Following a 60 day outreach at which informational seminars were held at three public housing sites, public housing enrollment has grown to a FY 1996 high of 103.

These heads of household work closely with the case manager in both the development and satisfaction of the contract. Although the services we can provide directly are limited, our appreciation of the value of quality case management has been enhanced over the past year. Many applicants express a strong interest in leaving public assistance; however, too often, they lack accurate information about the support services available to assist them. The case manager is most effective in assisting applicants to develop realistic and attainable goals. The nature and level of service required varies from participant to participant; one advantage of FSS is clearly the manner in which the program can be tailored to suit the needs of individual participants. Some enrollees begin by addressing their basic educational needs, while others may begin the program already employed at a low wage job. Because enrollees proceed through their own plans at the pace they have agreed upon with the case manager, the "profile" of services and activities changes monthly. However, as of 06/30/96, 103 public housing FSS program participants were engaged in the following contract activities (See Figure 1):

In addition to the escrow savings feature, public housing participants in good standing are afforded an opportunity to live in a newly constructed scattered site home. As of 06/30/96, 60 public housing participants had transferred to scattered sites, with the balance either on a waiting list for homes still to be contracted or opting to remain in our multifamily developments.

Activity	Percent Participating
Working full-time	34%
Seeking full-time employment	5%
Working part-time or volunteering.	24%
Seeking part-time or volunteer	fewer than 1%
Post secondary enrollment	26%
Seeking or awaiting post secondary	16%
Vocational/job training enrollment	18%
Seeking or awaiting vocational or job training	8%
ESL	21%
GED	14%
Pathways	37%

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

SECTION 8 FSS PROGRAM SUMMARY

In fiscal 1992, the Authority issued 27 Section 8 certificates which were awarded by HUD as an FSS enrollment incentive. All 27 Section 8 program slots remain filled, although there has been movement in and out of the program over the past four years. Sixteen current certificate holders remain from the original outreach and are entering their fifth year of program enrollment; seven current enrollees transferred into the program from Operation Bootstrap (a 1990/91 pilot program), and four slots are filled by participants who have been in two years or less.

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

Activity	Percent Participating
Working full-time	58%
Seeking full-time employment	23%
Working part-time or volunteering.	23%
Post secondary enrollment	12%
Vocational/job training enrollment	10%
Seeking or awaiting vocational or job training	0%
GED	0%
Pathways	0%

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

As is indicated, 96% of the program population has moved to employment. However, nearly half of those are working part time (effectively only replacing AFDC income with wages) or volunteering. It should be noted that the Rhode Island Department of Human Services has made a significant commitment to its CWEP (Community Work Experience Program) and that those who are working voluntarily are doing so in especially well supervised situations designed to assist them to develop their resumes in the interest of moving to salaried positions .

FIGURE 1

*Self Sufficiency
Activities of
103 Public
Housing FSS
Heads of
Household
as of 06/30/96*

FIGURE 2

*Self Sufficiency
Activities of 27
Section 8 FSS
Heads of
Household
as of 06/30/96*

As of 06/30/96, the balance in Elizabeth M.'s account is \$7,749.54. She is interested in using her escrow savings toward the purchase of her own home and has started looking at houses

FSS PROGRAM CASE HISTORIES

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

Section 8 FSS Participant Case History:

Elizabeth M. enrolled in our FSS program in April 1993. She is a single Hispanic mother with one child; her son was two years old at the time of her enrollment, and her only income was \$5,388 a year in AFDC payments. Although she was struggling with significant debt to utility companies, she knew it was important to invest in herself in order to secure the kind of job that would allow her to lift her small family out of poverty.

As of 06/30/96, the balance in Elizabeth M.'s escrow account is \$7,749.54. She is interested in using her escrow savings toward the purchase of her own home and has started looking at houses.

Elizabeth was able to access services through the Pathways to Independence (JOBS) program, including child care assistance while she attended classes full time at CCRI. Although she had completed a course of study in office administration at the Sawyer School, Elizabeth had become discouraged by her inability to obtain a full time position and felt it would be best to use the 24 months of child care assistance provided through Pathways in support of a plan to earn an associates degree.

Elizabeth had done well in math and science courses in high school and elected to enroll in the engineering program at CCRI. Although she struggled in some of the classes, she did earn 33 credits toward her degree. However, in May of 1994, one of her earlier job search inquiries paid off, and she was offered a full time position as a receptionist at the headquarters of a philanthropic foundation in Providence. The initial salary was \$17,000 and the position included medical coverage for Elizabeth and her son. At the time, she was able to qualify for the low income child care subsidy program administered by the Rhode Island Department of Human Services. Elizabeth qualified for a monthly escrow savings account credit of \$238.00

Elizabeth enjoyed her job more than she had anticipated, and she was surprised at how quickly she was able to settle her debts and improve the quality of life for herself and her child. In July of 1995, Elizabeth was promoted from receptionist to administrative assistant at the foundation. Her annual income increased to \$23,000 and her monthly escrow credit became \$304.00. Elizabeth's child is now in school full time. As of 06/30/96, the balance in her escrow account is \$7,749.54. She is interested in using her escrow savings toward the purchase of her own home and has started looking at houses.

Elizabeth is a good example of an FSS participant whose drive to succeed was stronger than any particular plan, and her case illustrates the value of flexibility on the parts of both parties to the FSS contract.

Public Housing FSS Participant Case History:

Gisela P. moved into the PHA's Manton Heights development in May 1994 and signed a five year FSS contract in March 1995, after attending one of our on-site program outreach seminars conducted in Spanish. Ms. Polanco is a single Hispanic parent with three children. Her annual income at the time of enrollment was \$7,584 in AFDC payments.

As part of her plan for achieving economic independence through employment, Gisela enrolled at CCRI full time and choose to major in marketing. Prior to enrollment, she was assessed by the Rhode Island Department of Human Services Pathways to Independence Program, and developed a training and services plan with them. As part of her package of services, Gisela received academic assistance through a non profit service agency which contracts with the State of Rhode Island to provide academic

support services at the CCRI Providence campus. As she continued her education, Gisela began a part time job with the non profit service provider. Her income increased to \$9,869 per year, qualifying her for a \$57.00 per month escrow savings credit.

Subsequently, she was offered a full time position as a staff assistant with the organization. Her annual income is now \$17,272, qualifying her for a monthly escrow credit of \$228.00. She has elected to continue to earn credits toward her associates degree as a part time student. As of 06/30/96, her escrow balance is \$1,736.00

PROGRAM ACTIVITY SUMMARY

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

- ❖ Development and subsequent approval of administrative plans. (Section 8 and public housing programs)
- ❖ Initial outreach to the entire Section 8 waiting list. -- Twenty-seven certificates were originally issued under regulations allowed selection of participants from the waiting list (English and Spanish)
- ❖ Subsequent outreach to public housing population in phases detailed in approved administrative plan. (English and Spanish)
- ❖ Ongoing outreach to existing Section 8 population as part of recertification process. (English and Spanish)
- ❖ Twelve program awareness seminars at four public housing sites. (English and Spanish)
- ❖ More than 300 informational interviews. (English and Spanish)
- ❖ Development of contracts of participation. -- A total of 40 contracts for Section 8 participants and 105 public housing program contracts have been developed
- ❖ Quarterly case management conferences with each participant.
- ❖ Referrals to adult basic education and ESL programs, assistance with researching and applying to post secondary programs, assistance with resume writing and job search strategies, referrals to family counseling services, direct provision of budgeting skills training and homeownership counseling.
- ❖ PHA representation on advisory groups pertinent to FSS program administration. (These include: Advisory Council to the Director of the Rhode Island Department of Human Services, the Rhode Island Human Resource Investment Council, Mayor's Council and Drug and Alcohol Abuse, Rhode Island FSS Coordinators' Committee)
- ❖ Employer outreach.
- ❖ Escrow account management.
- ❖ Obtained Family Investment Center funding and secured use of city owned property to serve as FSS counseling and adult education center.
- ❖ Retention of full time public housing program coordinator.

In fiscal 1992, the Authority issued 27 Section 8 certificates which were awarded by HUD as an FSS enrollment incentive. All 27 Section 8 program slots remain filled, although there has been movement in and out of the program over the past four years.

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

PUBLIC HOUSING FSS CONTRACT SUMMARY

Participant	Contract begins	Contract ends	Last meeting	Current Activity	Status *
D.A.	06/01/94	06/01/99	02/06/96	Completed job training at Katherine Gibbs and sent out third notice to document FSS status.	2
E.A.	12/01/94	12/01/99	02/07/96	Enrolled at CCRI full time for medical assistant.	2
T.A.	12/01/95	12/01/00	07/17/96	Working full time as a program assistant at a community center.	1
D.A.	12/01/95	12/01/00	04/16/96	Working part time as resident assistant at a community center.	1 ✓
A.A.	10/01/95	12/01/00	05/15/96	Working full time as a data entry operator for local company.	2 → ■
F.A.	06/01/95	06/01/00	05/10/96	Working full time as a house assistant for a local social service agency.	1 → ■
E.A.	03/01/95	03/01/00	03/15/96	Enrolled at CCRI full time -- paralegal studies.	1
M.A.	12/01/95	12/01/00	07/02/96	Enrolled in Manton Heights ESL class and seeking GED preparation program.	1
P.A.	12/01/95	12/01/00	04/18/96	Enrolled at CCRI -- social services -- and volunteering with Providence School Dept.	1
I.B.	02/01/95	02/01/00	05/13/96	Working full time as a clerk typist in PHA management office.	1 → ■
C.B.	10/01/95	10/01/00	05/16/96	Working on GED at Dorcas Place.	1
E.B.	06/01/95	06/01/00	05/10/96	Completed CNA training at CCRI and seeking full time employment.	1
A.B.	12/01/95	12/01/00	07/26/96	Working part time as a resident assistant at PHA community center.	1 ■ ✓
G.B.	12/01/95	12/01/00	07/2/96	Attends the International Institute for ESL and enrolled in CNA program.	1
K.B.	12/01/95	12/01/00	07/26/96	Working part time as a resident assistant at PHA community center.	1 ■ ✓
S.B.	12/01/95	12/01/00	07/01/96	Working part time as a CNA.	1 ✓
A.B.	01/01/96	01/01/01	04/16/96	Enrolled in Genesis Center job training program and enrolled in ESL class.	1
W.C.	09/01/95	9/01/00	05/21/96	Working part time for a nursing home as a CNA and working on her GED.	2 ✓
S.C.	12/01/93	12/01/98	5/23/96	Completed classes at Cbanston Adult Education Center will enroll at CCRI.	3
C.C.	12/01/95	12/01/00	07/11/96	Working as a sales associate full time and in management trainee program.	1 ■
R.C.	12/01/95	12/01/00	02/27/96	Received third notice to document FSS status.	1
N.C.	03/01/96	03/01/01	02/02/96	Received third notice to document FSS status.	1
M.C.	02/01/96	02/01/01	05/03/96	Works part time as a bus driver and enrolled at CCRI for mechanical engineering.	1
A.C.	01/01/96	01/01/01	04/19/96	Enrolled in the cosmetology program at the Newport School of Hairdressing and enrolled in ESL class.	1
M.C.	02/01/96	02/01/01	06/12/96	Working part time for a cleaning company as a housekeeper and enrolled part time at CCRI for general studies.	1 ■ ✓
D.C.	12/01/95	12/01/00	07/22/96	Working for Joslin Day Care as a program coordinator full time.	1 ■
S.D.	04/01/95	04/01/01	05/08/96	Working full time as a bilingual counselor and completed Rite care training program.	2 → ■

PUBLIC HOUSING FSS CONTRACT SUMMARY (CONT.)

Participant	Contract begins	Contract ends	Last meeting	Current Activity	Status
L.D.	01/01/95	01/01/00	05/28/96	Enrolled at CCRI for computer programming.	2
T.D.	02/01/95	02/01/00	05/07/96	Working as a CNA for nursing home part time and completed reading skills at CCRI.	2 ■ ✓
S.D.	12/01/94	12/01/99	06/20/96	Working full time as a CNA for nursing home and will enroll at CCRI.	2 → ■
WD/SD	02/01/96	02/01/01	05/03/96	(WD) Seeking full time employment. (SD) Enrolled at CCRI full time -- legal assistant.	1
A.E.	10/01/95	10/01/00	06/04/96	Works full time as a teaching assistant for local pre school.	2
M.F.	05/01/95	05/01/00	05/14/96	Working full time as a computer operator for a local company.	2 →
S.F.	12/01/95	12/01/00	07/03/96	Received daycare license and completed CNA training.	1
E.F.	12/01/95	12/01/00	07/19/96	Working full time as a clerk typist in PHA management office.	1
Y.F.	12/01/95	12/01/00	07/19/96	Attending RIC full time and enrolled in job search program.	1
J.G.	06/01/95	06/01/00	05/08/96	Working part time as a CNA for nursing home and took state CNA exam.	2 → ■
A.G.	01/01/96	01/01/01	04/15/96	Enrolled at Newport School of Hairdressing and enrolled in ESL program at South Side Tutorial.	1
R.G.	01/01/96	01/01/01	04/12/96	Seeking full time employment and completed computer class at Hartford Park community center.	1
L.G.	01/01/96	01/01/01	04/02/96	Enrolled at CCRI full time -- social services.	1
C.H.	02/01/96	02/01/01	04/17/96	Working full time as a program assistant at PHA community center.	1
O.H.	03/01/95	03/01/00	05/19/96	Working part time as Resident Assistant and completed CNA course.	2 ■ ✓
C.H.	03/01/95	03/01/00	05/10/96	Working full time as a CNA and seeking enrollment in medical technician training program.	2 ■
Y.H.	07/01/95	07/01/00	07/23/96	Working part time for home health care service as a CNA.	1 ✓
K.H.	04/01/95	04/01/00	05/29/96	Volunteering at local hospital 20 hrs a week; completed CNA training.	2
S.H.	12/01/95	12/01/00	07/01/96	Working full time for nursing home as a CNA.	1
C.J.	12/01/95	12/01/00	07/26/96	Working full time for a manufacturing company and majoring in math at RIC.	1
M.J.	03/01/95	03/01/00	05/20/96	Enrolled at CCRI -- radiology technician -- and seeking employment.	2
S.J.	12/01/95	12/01/00	07/10/96	Attending Sawyer school -- medical assistant training.	1
C.J.	02/01/96	02/01/01	04/01/96	Attending CCRI full time.	1
L.L.	01/01/96	01/01/01	04/02/96	Working full time as a accounts payable clerk and completed Sawyer School program.	1
A.L.	05/01/96	05/01/01	06/17/96	Seeking part time employment and working on GED.	1
R.L.	03/01/96	03/01/01	06/20/96	Enrolled in CNA training and interviewing for employment.	1
R.L.	12/01/95	12/01/00	07/08/96	Working on GED at Dorcas Place.	1
L.L.	12/01/95	12/01/00	07/10/96	Enrolled in computer class and enrolled at CCRI.	1
J.M.	01/01/95	01/01/00	05/23/96	Working for Providence School Dept. as teachers assistant and enrolled at CCRI -- preschool education.	2 ■

PUBLIC HOUSING FSS CONTRACT SUMMARY (CONT.)

Participant	Contract begins	Contract ends	Last meeting	Current Activity	Status
B.M.	10/01/95	10/01/00	05/17/96	Working part time as a sales associate.	2→ ■
E.M.	12/01/95	12/01/00	07/02/96	Working full time as a house manager for drug rehabilitation program; enrolled at CCRI -- justice studies.	1
I.M.	12/01/95	12/01/00	07/01/96	Seeking employment and working on GED.	1
N.M.	04/01/95	04/01/00	05/22/96	Graduated from J&W, volunteering at management office, and working part time as proof machine operator..	2→ ■
F.M.	12/01/93	12/01/98	06/03/96	Enrolled in computer class at Genesis center; taking ESL; became US citizen.	3
D.O.	12/01/95	12/01/00	07/24/96	Working full time for Providence School Dept. as a teachers aid and seeking enrollment in college.	1
J.P.	03/01/96	03/01/01	06/10/96	Enrolled in office skills training program at International Institute and seeking employment.	1
M.P.	12/01/93	12/01/98	06/07/96	Working full time as a CNA and seek part time enrollment at CCRI.	3 ■
D.P.	12/01/95	12/01/00	03/12/96	Received second notice to document FSS status.	1
G.P.	04/01/95	04/01/00	05/09/96	Working full time as staff assistant and graduated with A.A. degree from CCRI in marketing.	2→ ■
L.P.	01/01/96	01/01/01	04/15/96	Seeking full time employment and enrolled in CNA training program.	1
D.R.	12/01/95	12/01/00	07/19/96	Completed CCRI medical assistant training program; seeking full time employment.	1
K.R.	12/01/95	12/01/00	07/09/96	Working part time as a sales associate while seeking full time employment.	1 ✓
M.R.	12/01/95	12/01/00	07/02/96	Attending J&W full time and working part time as resident assistant at PHA community center.	1
V.R.	03/01/96	03/01/01	06/19/96	Enrolled in office information specialist training program at Nasson Institute.	1
L.R.	02/01/95	02/01/00	05/21/96	Working part time as resident assistant in PHA community center; working full time for Providence Schools as teachers aide; enrolled at CCRI part time -- early childhood education.	2 ■
A.R.	04/01/95	04/01/00	05/17/96	Working for nursing home as CNA full time and returning to school for RN program.	2
S.R.	01/01/95	01/01/00	05/22/96	Working full time for Providence School Dept. as a teachers aide and enrolled in CCRI -- early childhood education.	2
A.R.	01/01/95	01/01/00	05/28/96	Working for the Providence School Dept. as a clerical assistant full time.	2→ ■
M.R.	12/01/95	12/01/00	07/05/96	Seeking full time employment and enrolled part time at CCRI -- general studies.	1
A.R.	12/01/94	12/01/99	05/14/96	Enrolled at CCRI part time -- general studies; enrolled in a CNA training program.	2
Z.R.	01/01/95	01/01/00	05/15/96	Enrolled at Sawyer School full time -- medical assistant training program.	2
R.R.	03/01/96	03/01/01	06/11/96	Enrolled in GED program at CCRI will enroll at CCRI full time in the Fall.	1
H.S.	03/01/96	03/01/01	06/11/96	Enrolled at CCRI full time -- administrative assistant training program.	1

PUBLIC HOUSING FSS CONTRACT SUMMARY (CONT.)

Participant	Contract begins	Contract ends	Last meeting	Current Activity	Status
M.S.	01/01/96	01/01/00	12/08/95	Received third notice to document FSS status.	1
J.S.	12/01/95	12/01/00	07/03/96	Enrolled at CCRI full time -- social services.	1
JS/MS	12/01/95	12/01/00	07/09/96	(JS) activity seeking employment; (MS) working part time as resident assistant at PHA community center.	1 ✓
L.S.	04/01/96	04/01/01	06/12/96	Working full time as a bank teller and seeking promotion.	1
N.S.	12/01/95	12/01/00	07/09/96	Enrolled at CCRI full time -- computer science.	1
T.S.	12/01/95	12/01/00	07/09/96	Working full time as CNA for nursing home.	1
L.T.	03/01/95	03/01/00	05/14/96	Working full time as a program coordinator at PHA community center.	2 ■
L.T.	12/01/95	12/01/00	07/25/96	Working full time as a CNA for local nursing home and seeking additional medical skills training.	1
L.T.	12/01/95	12/01/00	07/08/96	Working full time as a CNA for a local nursing home and seeking enrollment in CCRI LPN program	1
A.T.	03/01/94	03/01/99	05/14/96	Seeking enrollment in LPN program full time after completing all general education courses at CCRI.	2
S.T.	03/01/96	03/01/01	06/13/96	Working on GED and enrolled in CNA training program.	1
D.T.	01/01/96	01/01/01	04/18/96	Working on GED at Dorcas place and in mediation training program.	1
A.V.	01/01/96	01/01/01	04/02/96	Enrolled full time at CCRI.	1
M.W.	02/01/96	02/01/01	04/24/96	Seeking part time employment while enrolled at CCRI -- retail management.	1
DW/RW	07/01/96	07/01/01	07/01/96	(RW) working full time as postal clerk (DW) working on GED at Dorcas Place.	1
L.W.	03/01/95	03/01/00	05/08/96	Working full time as CNA and seeking enrollment in Medical Technician Course at URI.	2 → ■
D.W.	12/01/95	12/01/00	07/09/96	Working on GED at Dorcas Place.	1
M.W.	03/01/95	03/01/00	05/07/96	Graduated from GED program and enrolled in CNA training program.	2
P.W.	03/01/95	03/01/00	05/24/96	Working full time as a direct care worker; enrolled part time at RIC.	2 → ■
R.Z.	05/01/95	05/01/00	06/07/96	Working as an inventory clerk full time; seeking part time enrollment at CCRI	2

* Program status key

1 - enrolled since last annual report

2 - in second year of enrollment

3 - in third year of enrollment

4 -- in fourth year of enrollment

■ escrow savings account established

→ AFDC case closed since initial enrollment

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

SECTION 8 FSS PROGRAM CONTRACT SUMMARY

Participant	Contract begins	Contract ends	Last meeting	Current Activity	Status *
H.B.	12/01/93	12/01/97	05/01/96	Participant has relocated to seek employment. Escrow credits suspended.	4 → ■
S.B.	01/01/93	01/01/98	07/10/96	Associate's degree awarded 05/96; employed full time as administrator in youth program.	4 → ■
D.B.	03/01/96	03/01/01	07/31/96	Maintaining employment. Will begin bachelor's degree program in September.	1 →
A.C.	06/01/96	06/01/98	07/10/96	Employed full time in manufacturing. Converted from Operation Bootstrap.	1 →
E.C.	01/01/93	01/01/98	07/12/96	Completed certificate program in travel and tourism; seeking employment.	4
D.C.	12/01/92	12/01/97	02/09/96	Continued full time employment in daycare center.	4 →
L.C.	05/01/96	05/01/98	07/10/96	Working as a teachers aide in Providence schools, and selected for School Department teacher training program. Converted from Operation Bootstrap.	1 →
J.D.	12/01/92	12/01/97	07/10/96	Completed bachelor's program at Rhode Island College; degree awarded 05/96. Seeking employment.	4
S.D.	01/01/93	01/01/98	03/17/96	Employed full time as CNA.	4 → ■
E.E.	06/01/94	06/01/99	07/31/96	CNA training complete; attempting to resolve immigration problems	3
T.G.	12/01/95	12/01/00	07/12/96	Employed full time as a teachers aide for the Providence School Department.	2 → ■
N.G.	11/01/93	11/01/98	07/12/96	Continued full time employment as a case worker for non profit human services provider.	3 → ■
D.G.	05/01/95	05/01/00	06/18/96	Completed 8 week CNA training course; seeking placement.	2
C.L.	12/01/92	12/01/97	07/12/96	Employer has placed her in management training program; full time employment continues.	4 → ■
B.M.	12/01/92	12/01/97	05/23/95	Temp. office placements averaging 40 hours per week.	4 → ■
E.M.	07/01/94	07/01/99	07/31/96	Working two part time jobs, one in retail and one at a daycare center.	3
E.M.	04/01/93	04/01/98	05/15/96	Continuing to work full time. Has started looking at houses to buy, using escrow savings as down payment.	4 → ■
E.M.	06/01/95	06/01/00	07/22/96	Received Bachelor's degree from Rhode Island College 05/96; seeking full time employment.	2
L.M.	12/01/92	12/01/97	07/15/96	Working two part time jobs -- daycare center and youth development program.	4 →
M.M.	01/01/93	01/01/98	07/15/96	Associates degree anticipated 01/97. Currently seeking part time employment.	4
B.P.	12/01/92	12/01/97	07/17/96	Completed associates degree at CCRI. Relocated to Coventry, but will continue to be case managed here. Seeking employment.	4
C.R.	12/01/92	12/01/97	04/01/96	Continued to work full time and accrue escrow savings	4 ■
E.S.	01/01/93	01/01/98	07/15/96	Continued full time employment at a daycare center.	4 → ■
C.S.	05/01/96	05/01/98	07/15/96	Completed CNA training, seeking employment. Converted from Operation Bootstrap.	1
T.T.	02/01/93	02/01/98	07/14/95	Participant earned 16 additional towards Human Services degree at CCRI. Degree anticipated 01/97.	4
W.T.	12/01/95	12/01/00	07/22/96	Enrolled in full time (20 hour per week) GED preparation course. Participant is pregnant.	1
J.W.	11/01/92	10/31/97	07/12/96	Participant having difficulty earning credits at Rhode Island College and would like to amend contract	4

1 - enrolled since last annual report
2 - in second year of enrollment

3 - in third year of enrollment
4 -- in fourth year of enrollment

■ escrow savings account established
→ AFDC case closed since initial enrollment

Pathways to Independence Advisory Council

In order to stay abreast of programmatic and policy developments pertaining to welfare to work, the director of the department of special projects has been a member of the Department of Human Services' Pathways to Independence Advisory Council since 1993 and served as chair during FY 96. The Pathways Council includes AFDC recipients, major service providers, business owners and representatives of advocacy groups. Members are appointed by the director of the Department of Human Services. The council exists to advise the department on the administration of the JOBS program, the federal mechanism through which supportive services (child care, transportation, case management, job placement, training and adult basic education) are provided to AFDC recipients.

Most of the council's activity over the past year centered around two major welfare reform bills introduced in the state legislature during the 1996 session. Both bills proposed changes to the AFDC program involving placing work requirements on participants and, therefore, have a potentially substantial impact on our FSS program. At the close of the legislative session, a compromise bill had been passed into law which will affect not only our FSS participants, but all AFDC client families we house. Furthermore, a comprehensive welfare reform bill is pending in Washington which will, in all likelihood, impose additional requirements on the state if we are to qualify for federal support of our AFDC program.

The most significant changes in state law are:

- ⇒ Adult parents will be required to work, look for work or train for jobs during the first two years they are on welfare. After two years, they are required to work at least 20 hours per week. Penalties are imposed for non compliance.
- ⇒ The state is obligated to provide child care for welfare parents who are working.
- ⇒ Health care coverage under the state's Rite Care program will be extended to cover non recipients who are working but who are income eligible for assistance.
- ⇒ A \$50 per month, per household deduction for recipients living in federally subsidized housing.

Although the State of Rhode Island is free to design its own AFDC program, the federal government may establish certain requirements before releasing federal program funds, and those funds generally pay for most of the program. In all likelihood, federal "AFDC" funding will be eliminated and substituted with a block grant to states which meet certain federal guidelines, including a five year lifetime eligibility limit and work requirements.

The advisory council lobbied against an across the board 15% reduction in benefits, which was removed from the state bill that passed into law. We were less successful in persuading legislators to allow a more generous (and, we felt, realistic) allowance for adult education as a route to case closure. From the perspectives of the service providers and recipients on the council, two years is not enough time for some participants to adequately prepare for employment sufficient to lift their families out of poverty. The advisory council also successfully lobbied for language, establishing an entitlement to child care for parents transitioning to work.

Rhode Island Human Resource Investment Council

As a function of chairing of the Pathways Advisory Council, the director of special projects also sits on the Rhode Island Human Resource Council. This group of gubernatorial appointees is coordinated through the Rhode Island Department of

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Because the teacher and student surveys were administered as part of the regular school day, response rates were especially high. Students were given parent surveys to take home, with incentives offered to the homerooms with the highest rate of return.

Employment and Training and has broad oversight responsibility pertaining to the job training and development efforts throughout the state. Our primary mission is to ensure that public funds in these areas are expended effectively. The council also makes grants to businesses to improve their competitiveness and create jobs.

Perry Middle School Assessment

The Providence School Department's Oliver Hazard Perry Middle School is located across Hartford Avenue near the PHA's Hartford Park Development. During FY 96, the executive director joined a committee formed by the middle school's principal as part of his comprehensive school improvement effort. The primary function of the group is to advance the development of "child opportunity zone" services and functioning in the school. The COZ concept is predicated on the assumption that educational and human services to benefit entire families are best coordinated through local schools. Grants made through G-Tech afforded several public schools in Providence, including Perry, an opportunity to measure their performance -- and "customer satisfaction"-- in a variety of areas. The PHA's executive director offered use of Authority staff and information management and analysis systems to design and complete the assessment.

Four surveying instruments were developed by the Authority staff. The following stakeholder groups were identified as requiring specific instruments:

- ⇒ Students
- ⇒ Teachers
- ⇒ Parents
- ⇒ Non-teaching staff

Drafts of the survey instruments were distributed to a committee of faculty and staff and their recommendations were integrated into the final instruments. Each survey included questions developed in the interest of delineating respondents' opinions around the following thematic areas:

🍏 SAFETY (ALL FOUR INSTRUMENTS)

Statements around this theme are designed to measure perceptions of safety with an emphasis on the extent to which concerns about physical safety influence particular behaviors and school performance. Respondents were also asked to "go beyond themselves" by indicating how safe they feel other groups are and to comment on the area around the school.

🍏 STAKEHOLDER CONFIDENCE (STUDENTS, TEACHERS, PARENTS)

Respondents are asked to measure their own conviction that the school is functioning well and meeting its mission of providing quality education. Again, some statements designed to measure behaviors likely to be correlated with degree of confidence ("I would recommend the school"... "I will go to college"... "I would send my own child here") are included.

🍏 EDUCATIONAL PHILOSOPHY (STUDENTS, TEACHERS, PARENTS)

Respondents react to statements regarding underlying pedagogical principles, such as the degree of student to student communication encouraged, the level and quality of communication between students, teachers and parents and the relative value placed on student-generated questions and ideas.

🍏 LEARNING ENVIRONMENT (ALL SURVEYS)

A wide range of topics is introduced via these statements, including discipline, textbooks, materials, computers and the ambiance of the building during the school day.

The compilation of results indicates that the instruments are internally valid in that multiple measures of the same construct (positive and negative statements around the same issue) are correlated with one another. Respondents were asked to indicate agreement or disagreement with statements on a four point scale. The statements in each topic area were arranged randomly throughout the survey.

Alternative Housing Program

During FY 96, the PHA moved forward on its plan to realize the designation of two high-rises (Carroll Tower and Dominica Manor) "elderly only". A special HUD allocation of 150 Section 8 certificates and vouchers allowed us to offer alternative housing to non-elderly residents of these buildings. As of 06/30/96, 57 non-elderly residents have been relocated. However, the shortage of elderly applicants on our waiting list for public housing is causing a potentially serious occupancy problem at these sites. We have suspended the issuance of the alternative housing Section 8 rental assistance until we can successfully increase our pool of elderly applicants.

Our outreach efforts included: two publicly advertised open houses, development of marketing materials (brochures and flyers) which were mailed for distribution to 96 elderly service providers throughout the state, sign postings and Providence Journal coverage of our efforts to attract the elderly to our buildings.

A serious marketing problem exists regarding our stock of efficiency apartments. In fact, most of the non elderly who took the Section 8 certificates and vouchers vacated these single room units. We are competing with privately owned, federally subsidized elderly housing which offer larger units and "non-mixed" populations. We are exploring the possibility of reconfiguring, where possible, three efficiency units into two one bedrooms, although it is unlikely that the rent we will be able to collect will justify the expense involved.

Codding Court Resident Management Corporation

During FY 96, the Codding Court RMC completed its initial, HUD approved basic organizational program funded under a \$40,000 Resident Management Technical Assistance grant, closed out that grant contract, and moved on to the \$60,000 program approved under its application for Tenant Opportunity Program funding.

The group's primary interest remains entering into a contract with the PHA to perform some aspects of management at the site. Two staff members and several volunteers continue to work toward that goal while meeting the service needs of development residents. The group continues to function well as a secondary service provider, especially in the areas of securing donations and coordinating resident volunteers.

With the assistance of PHA support, the RMC instituted its own "satellite" FSS program. Although the coordinator retained for this project resigned at the end of the year, there are eight residents of the 119 unit development under FSS contract with the RMC. (These contracts do not include escrow savings account or the opportunity to live in a program designated scattered site home.)

The board of the RMC had identified the development of on-site ESL classes and obtaining IRS 501(c)(3) status as its first priorities. As of the close of the fiscal year, they have secured the services of an ESL teacher for the fall and have filed their non profit corporation application to the IRS.

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Beginning with a 15 participant pilot program in 1991, the Providence Housing Authority has expanded its commitment to residents seeking to achieve economic independence through employment. The agency exceeds its requirement (a 27 participant Section 8 based program) and has voluntarily instituted a 150 participant public housing program

Mayor's Council on Drug and Alcohol Abuse

The PHA has held on seat on this council since its inception in 1991. The initial five year demonstration project (Neighborhood Empowerment for Prevention) concluded this past fiscal year. The PHA representative worked closely with project staff during the last several months of funding the help ensure the continuation of substance abuse prevention activity sponsored by community groups which took a foothold during the project. Continuation activities included the awarded of three grants to especially innovative and inclusive efforts.

The council is now advising in the administration of the city's "SOFSOC" (Strengthen our Families, Strengthen our Community) grant. Activity supported by this funding focuses on middle school students, especially those living in or attending school in the federally designated empowerment zone.

NAHRO Awards

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

★ STRATEGIC PLAN 2000 *

In response to the prospect of reduced federal funding and in the interest of a meaningful commitment to effective use of resources, the Providence Housing Authority adopted, in March 1995, a commitment to ongoing strategic planning. Strategic Plan 2000 entails input from more than 400 stakeholders including residents, staff and local service providers.

★ CODDING COURT MODERNIZATION

Our comprehensive physical improvement program at Coddington Court distinguishes itself from many public housing modernization efforts by virtue of:

- ❖ The development, two years prior to Phase I funding, of a thorough, site-specific professional architectural program, eliminating hasty and unilateral decisions frequently made in the rush to complete funded projects;
- ❖ The sustained and active participation of public housing residents at the decision-making level;
- ❖ Meaningful input from the Providence Police Department at the planning level;
- ❖ The resulting dramatic transformation in the appearance and livability of the development

★ WISE UP *

The Providence Housing Authority is taking an aggressive stance against teenage parenthood (and multi-generational public assistance dependence) by working with professional health educators implementing a comprehensive pregnancy prevention program at three large family developments. Weekly sessions for young residents ages 9 -12 and 13 and older, as well as parent support groups and individual counseling opportunities, are part of the program which also includes a varied informational and skill-building curriculum .

★ FAMILY SELF SUFFICIENCY

Beginning with a 15 participant pilot program in 1991, the Providence Housing Authority has expanded its commitment to residents seeking to achieve economic

independence through employment. The agency exceeds its requirement (a 27 participant Section 8 based program) and has voluntarily instituted a 150 participant public housing program. The PHA offers assistance identifying and completing training, locating jobs and supportive services, ongoing case management, homeownership counseling and an opportunity to live in a program-designated scattered site home.

* indicates program was also a finalist for a National Award of Excellence.

PHASE V

In the summer of 1995, the PHA once again cosponsored, with the A. Alfred Taubman Center for Public Policy and American Institutions at Brown University the Providence Housing Authority Summer Enrichment Program. Everyone involved agreed that this was the strongest PHASE program ever.

Twelve high school students living in PHA developments attended academic enrichment classes at Brown on Tuesdays and Thursdays for eight weeks during summer vacation and worked for the PHA on Mondays, Wednesdays and Fridays. Particular emphasis at the Brown component was placed on the development of creative writing skills, and the students produced a magazine of original poetry. A special work experience opportunity was offered to six participants during PHASE V assisting with the research necessary to update the PHA's comprehensive social service needs assistance. Working at the 100 Broad Street office with a supervisor retained for the purpose of assisting them, these participants helped develop a survey instrument, went out into the field and gathered more than 100 completed surveys from other teens. They also received training on conducting focus groups, held six groups and wrote the final reports.

The students also visited several places of employment to observe different careers. These included the Garrahy Judicial Complex, two social service agencies, a biology research laboratory and the Museum of African American Arts in Boston.

PHASE is funded by the United States Department of Labor's Title IIB Summer Youth Employment Program, which was very nearly eliminated from the federal budget this past year. Students in the program mounted a letter writing campaign in support of continued funding and the program coordinator provided program data from the past five years to support efforts to continue funding. Federal program funding was renewed at 90% of the FY 96 level.

A special work experience opportunity was offered to six participants during PHASE V assisting with the research necessary to update the PHA's comprehensive social service needs assistance.

5(h) Homeownership Program

The Providence Housing Authority turned its homeownership program to a consultant at the beginning of the fiscal year. In the past year, the remaining three homeownership units were occupied by potential purchasers. As these units were built and turned over to the PHA, they were leased by current and qualified public housing residents with the option to buy. In total, at the beginning of the fiscal year, there were five units under a lease purchase option. At the end of the year, there were eight units waiting to be purchased. A closing on the first property at 84 Oakland Street was scheduled for just after the end of the fiscal year.

During the year, the leasing residents attended homeownership classes, escrowed part of their rent towards the down payment, met with mortgage bankers, saved money and cleared up past credit problems. The majority of the residents, with a few exceptions, will be purchasing their homes in the next year. All buyers are working to secure first mortgage financing from a third party source, with silent second mortgages being supplied in some cases by the PHA. The homes have been appraised by an outside appraiser, and have been declared to have fair market values between \$65,000 and

DEPARTMENT OF
*F*INANCE &

*A*CCOUNTING

Introduction

Consolidated Budget

Consolidated Expenses

Annual Operating Budget

Income From Operations and HUD Subsidy

Operating Expenses

Administrative Expenses

Utilities

Ordinary Maintenance and Operations

General Expenses

Five-Year Budget Analysis FY 1992-96

Annual Operating Budget

Operating Income

Operating Expenses

FINANCE &

ACCOUNTING

Introduction

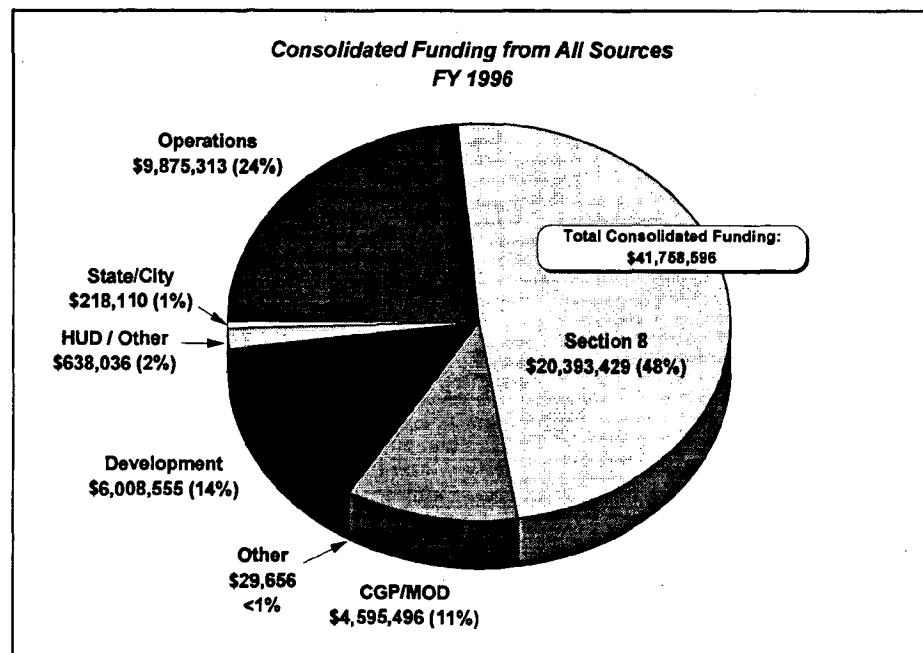
The Finance and Accounting Department consists of six employees who are responsible for the PHA's financing, accounting, budgeting and payroll. This fiscal year the department was timely in its filing of financial and budget reports with HUD. Also, departmental records have been effectively transferred from a paper-based system to the Canonfile 510 which is a desktop electronic filing system.

Consolidated Budget

In FY 1996 the department was responsible for accounting for **\$41,758,596**, 24% (\$9.9 million) of which was the annual operating budget. The other funds consisted of Section 8 (\$20.4 million), Comprehensive Grant (\$4.6 million), Development (\$6.0 million) and approximately \$0.9 million in other federal, state, and local grants. These figures reflect the actual drawdown of funds and do not represent the total grant amounts awarded, which are considerably higher. Figure 1 below illustrates the FY 1996 consolidated funding by program.

In addition to accounting for these funds, the department also invests surplus funds, conducts an annual inventory of fixed assets, purchases and processes most supplies, pays \$17.7 million in housing assistance payments to private property owners for Section 8 housing, and issues 13,000 payroll and 3,460 accounts payable checks to pay over 11,400 invoices.

Consolidated Expenses



In FY 1996, consolidated expenses (\$40,888,929) were 2.1% less than the consolidated income for the year (\$41,758,596), in contrast to the previous year when consolidated expenses exceeded funding by 1.8%.

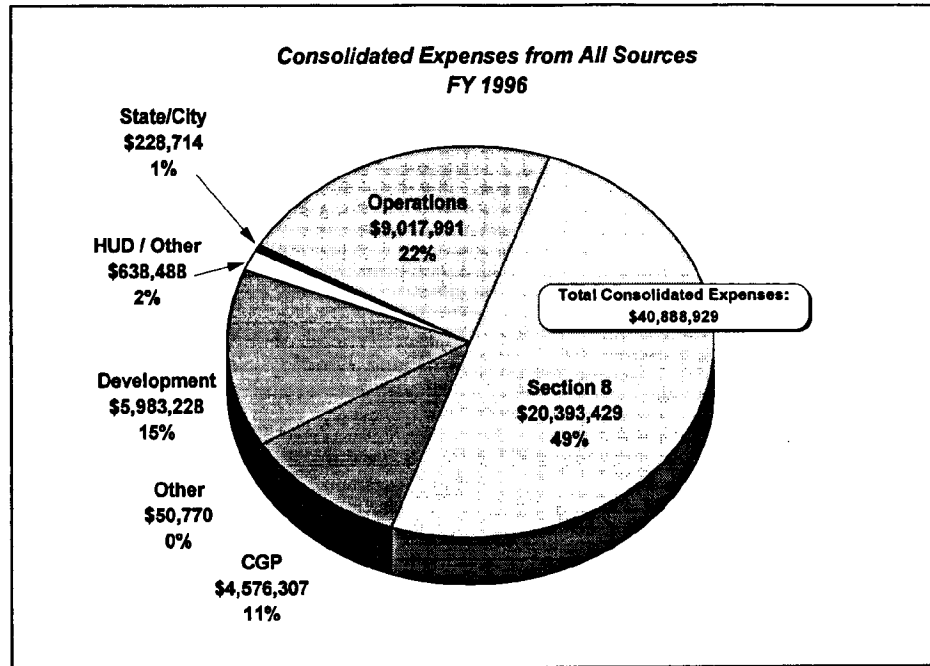
FIGURE 1

*Consolidated
Budget:
Funding From
all Sources
FY 1996*

In FY 1996, consolidated expenses (\$40,888,929) were 2.1% less than the consolidated income for the year (\$41,758,596), in contrast to the previous year when consolidated expenses exceeded funding by 1.8%. Administration of the Section 8 program accounts for the largest percentage (49%) of expenses. Comprehensive Grant and Development moneys combined comprise over one quarter of this year's expenses (11% and 15 % respectively). And operations comprise roughly 22% of the FY 1996 expenses. Grants for social service programs from the federal government (HUD) and city/state governments together comprise 3% of total expenses. Figure 2 below shows this breakdown of costs.

FIGURE 2

Consolidated
Budget:
Expenses From
All Sources
FY 1996



ANNUAL OPERATING BUDGET

Income from Operations and HUD Subsidy

OPERATING RECEIPTS

FY 1996 operating receipts from rental income and the HUD subsidy totaled **\$9,875,313**, under **1% less than the budgeted \$9,936,819**. Rental Income accounted for 44% (\$4,312,962) of those receipts, 3.6% (\$162,297) less than budgeted. Budget projections were based on achieving a 92% occupancy level adjusted for modernization and collecting an average rent of \$160.10 per unit. (See Figure 3 below).

OTHER OPERATING INCOME

Income received from investments and other income (space rentals, vending and laundry machines) reached **\$159,737** in FY 1996, **\$100,791 higher than budgeted projections (\$58,946), a difference of 63%**. This income received is a \$52,362 increase from last year. Of the three items comprising this category, Excess Utility Fees was the only component that was under budget. There was zero income from excess utilities and the anticipated income from this source was \$3,000. Investment Income was \$40,646 more than budgeted and Other Income was \$63,145 higher than anticipated.

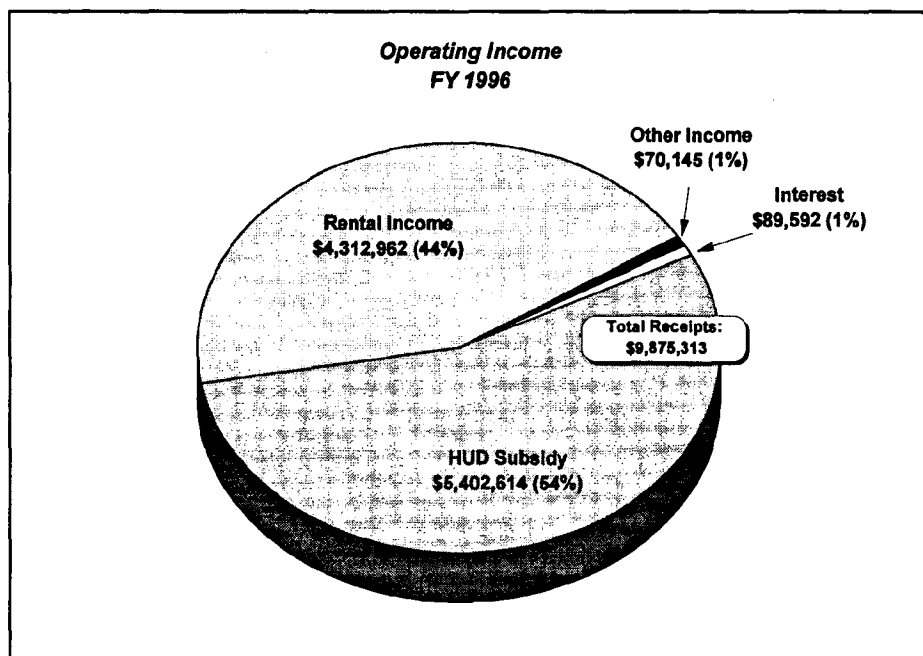


FIGURE 3

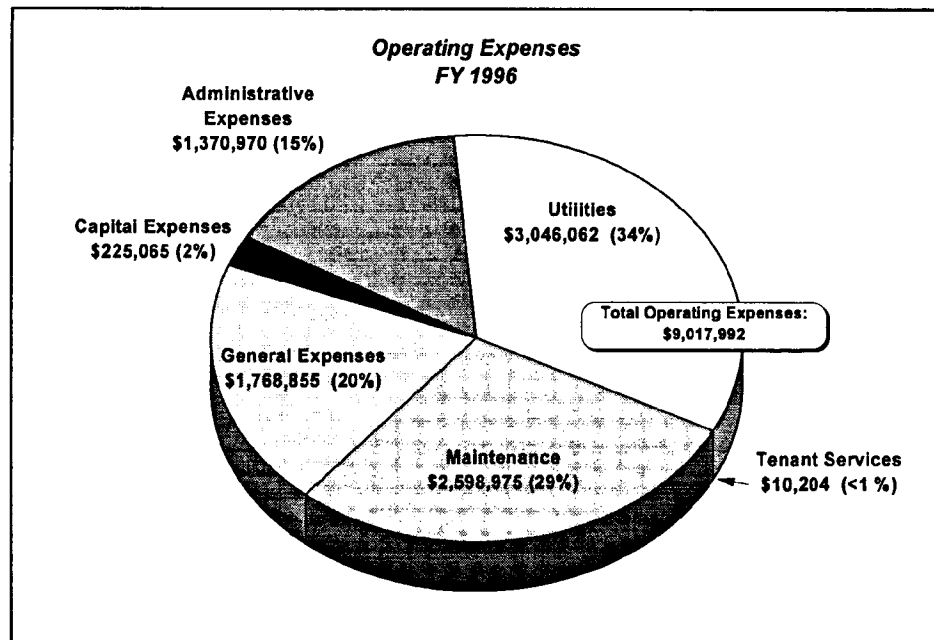
Operating
Income
FY 1996

Operating Expenses

An analysis of operating expenses for FY 1996 shows that the greatest percentage (34%) of PHA funding went toward utilities. Maintenance comprised roughly one-third (29%) of all operating expenses. General expenses (which include insurance and employee benefits) comprised one-fifth (20%) of operating expenses. Administrative expenses account for 14% of operating expenses and capital expenses make up the remaining 2%. All operating expenses totaled **\$9,017,992, 1% less than was budgeted (\$9,124,432)**.

FIGURE 4

*Operating
Expenses
FY 1996*

**FIGURE 5**

*Operating
Expenses:
Budgeted vs.
Actual Costs*

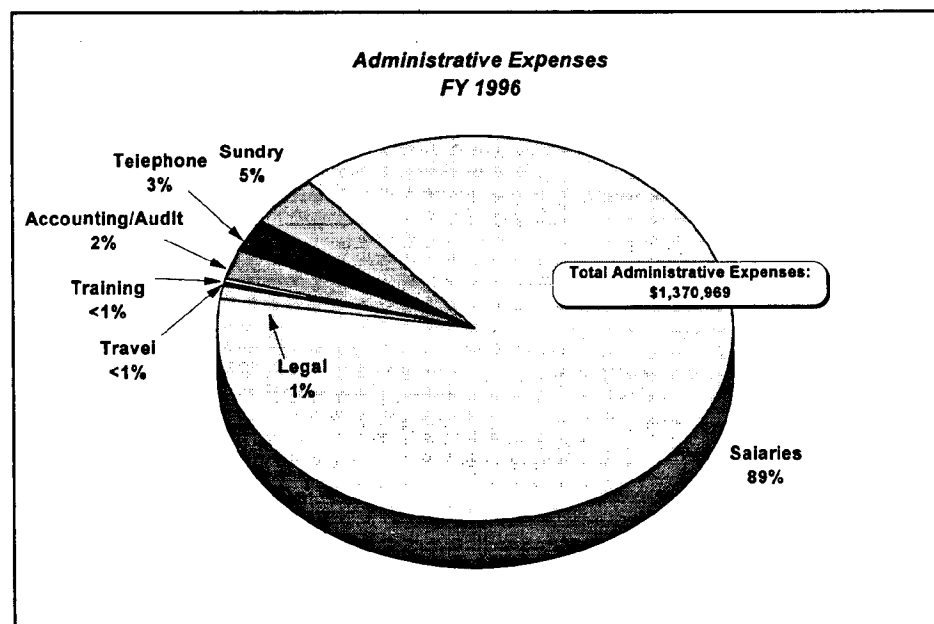
Category	Budgeted	Actual	Difference from Budgeted	
Administration	\$1,371,035	\$1,370,969	\$66	0%
Utility	\$3,164,140	\$3,046,062	\$118,078	-3.7%
Maintenance	\$2,745,427	\$2,598,975	\$146,452	-5.3%
General	\$1,819,626	\$1,768,855	\$40,244	-2.2%
Total Expenses	\$9,124,432	\$9,017,992	106,440	-1.2%

ADMINISTRATIVE EXPENSES

Overall administrative costs were **\$1,370,969**, only \$66 under the projected costs. Salaries account for 89% of all administrative expenses. The FY 1996 budget anticipated that salaries would total \$1,213,682 and the year end totals reveal that the actual salary expenses for the year (\$1,213,682) matched the projected sum.

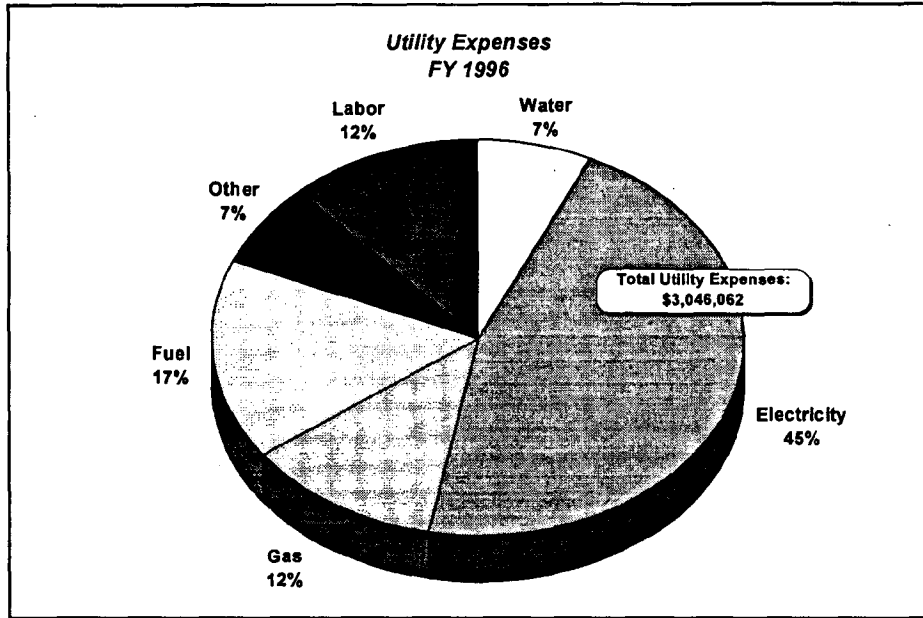
FIGURE 6

*Administrative
Expenses
FY 1996*



UTILITIES

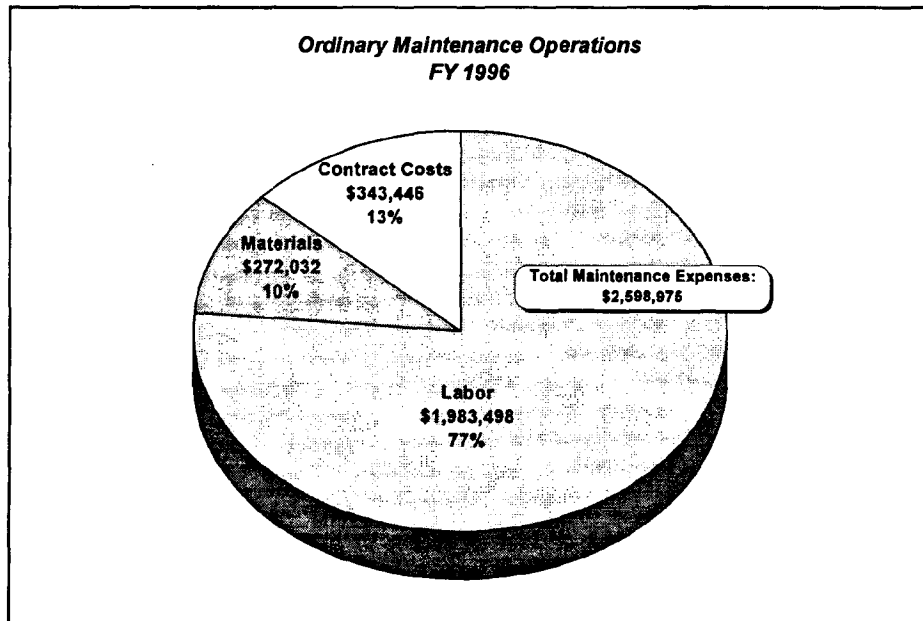
The cost of Utilities totaled \$3,046,062, and was 3.7% (\$118,078) *under budget*. Electricity comprises the greatest percentage (45%) of total utility costs. This year, actual costs for electricity were \$148,668 higher than was budgeted, whereas the actual costs for water, gas, fuel, labor and other utilities were all lower than anticipated. Increases in utility rates can account for almost all of this increase. Several projects were undertaken to conserve energy and to reduce utility costs.

**FIGURE 7**

Utility
Expenses
FY 1996

ORDINARY MAINTENANCE AND OPERATIONS

Maintenance expenses accounted for \$2,598,975 in FY 1996, 5.3% (\$146,452) *less than budgeted*. Labor accounts for the vast majority (77%) of all maintenance expenditures. Actual materials and contract costs were both over budget and labor expenses were under budget.

**FIGURE 8**

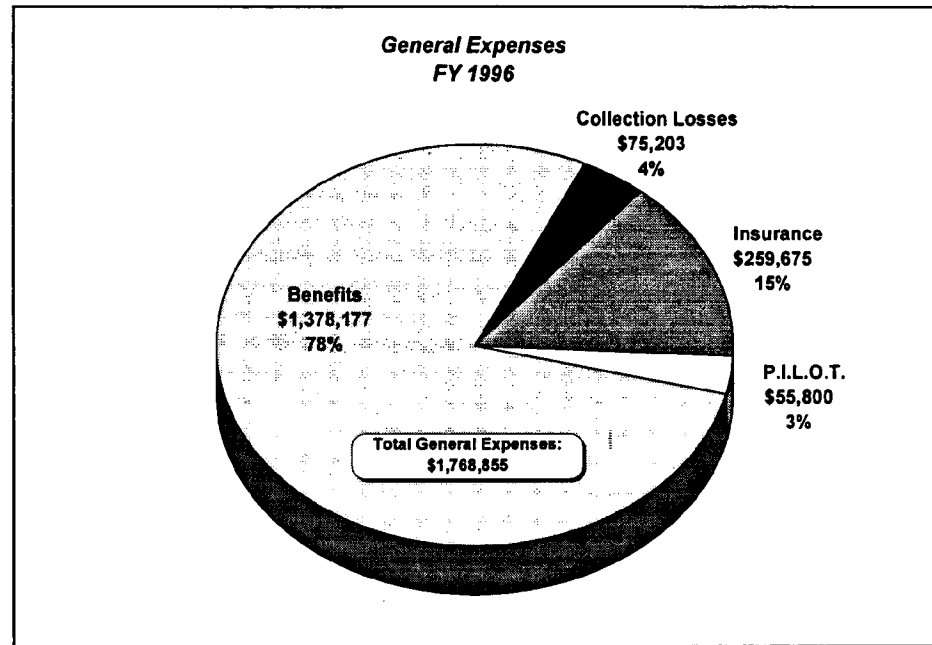
Ordinary
Maintenance
Expenses
FY 1996

GENERAL EXPENSES

Total general expenses in FY 1996 were **\$1,768,855**, 2.2% (\$40,244) *less than anticipated*. Employee benefits comprise over three quarters (78%) of general expenses. The *Return to Work Program* and other Risk Management initiatives have created substantial savings in the *Insurance* category. Insurance costs have virtually been cut in half, dropping from \$466,671 (24% of general expenses) in FY 1995 to \$259,675 (15% of general expenses) in FY 1996.

FIGURE 9

*General
Expenses
FY 1996*



FIVE-YEAR BUDGET ANALYSIS FY 1992 - FY 1996

Annual Operating Budget

In recent years the trend has been toward reducing *Operating Expenses* and increasing *Operating Income*. In fiscal years of 1992, 1994, 1995, and 1996, the Providence Housing Authority showed a surplus in the operating budget. In FY 1992, the PHA closed with an operating reserve of \$366,669. In FY 1994 the reserve was \$94,037, the following year it was \$488,504 and in FY 1996 the operating reserve reached \$857,321.

Fiscal Year	Total Operating Income	Percent Change	Total Operating Expenses	Percent Change
1992	\$8,138,618	+16.6%	\$7,801,949	+9.0%
1993	\$8,123,838	-0.2%	\$8,155,061	+4.5%
1994	\$8,917,336	+9.8%	\$8,823,299	+8.2%
1995	\$9,362,903	+5.0%	\$8,874,399	+0.6%
1996	\$9,875,313	+5.5%	\$9,017,992	+1.6%

Over the last six fiscal years, *Operating Income* increased by 21.3% and *Operating Expenses* increased 15.6%. Since Fiscal Year 1995, *Operating Income* increased 5.5%, while *Operating Expenses* increased 1.6% from the previous year. As with the percent increase in FY 1995, this is a considerably small annual increase in relation to those increases in operating expenses for FY 1992, 1993 and 1994. If we continue to keep our expenses from growing, we will be able to avoid future budget deficits (see Figures 11 and 14).

Operating Income

Operating receipts (rental income, earned interest, and other operating receipts) other than the HUD subsidy increased 25.0% over the last five years (5.0% per year). Since FY 1995, operating receipts increased 2.3%. The HUD subsidy, the PHA's other major source of funds, increased by 20.0% (4.0% per year) over the last five years. In the last year the subsidy increased by 8.0%. Combined, operating receipts and the HUD subsidy increased by 22.2% over the last five years, and by 5.5% since FY 1995.

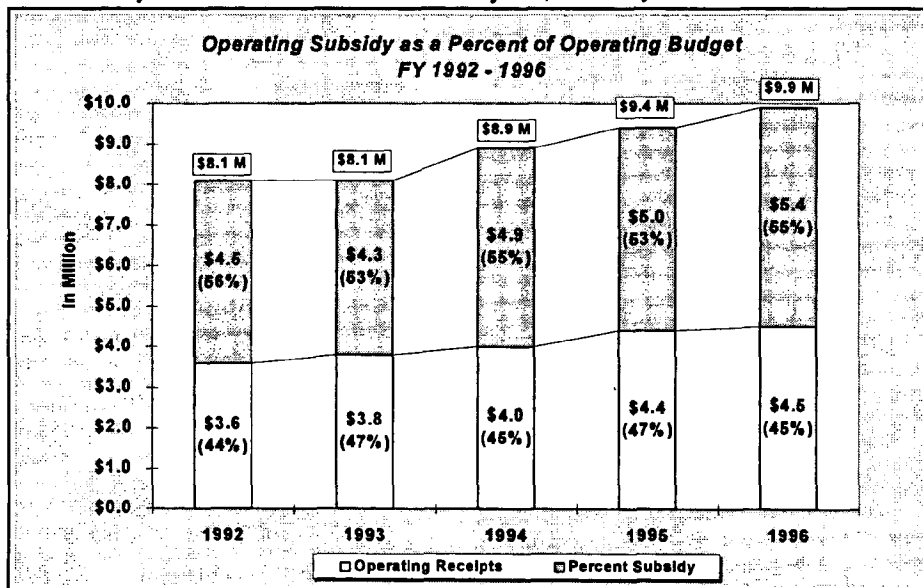


FIGURE 10

Operating Expenses vs. Operating Income FY 1992- 1996

FIGURE 11

Subsidy as Percents of Operating Income FY 1992-1996

FIGURE 12

Percent Change
in Operating
Receipts and
Subsidy
FY 1992-1996

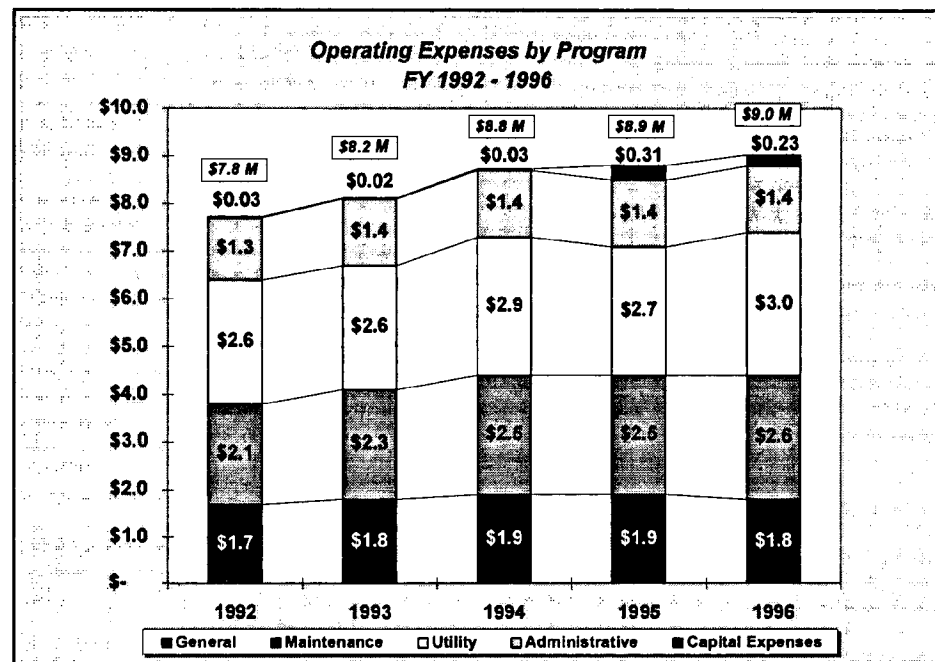
Budget Category	FY 92 - 96	Annual (+/-)	FY 95 - 96
Operating Receipts	+25.0%	+5.0%	+2.3%
HUD Subsidy	+20.0%	+4.0%	+8.0%
Total Operating Income	+22.2	+4.4%	+5.5%

Operating Expenses

Total Operating Expenses increased by 15.4% over the last five years or at a rate of 3.1% annually. Over the last two years (FY 1995-1996), operating expenses have actually increased by only 2.7%.

FIGURE 13

Operating
Expenses
By Program
FY 1992-1996

**FIGURE 14**

Percent Change
in Operating
Expenses
FY 1992-1996

Budget Category	FY 92-96	Annual (+/-)	FY 95 - 96
Administrative	+7.7%	1.5%	0%
Utilities	+15.3%	3.1%	+11.0%
Ordinary Maintenance	+23.8%	4.8%	+4.0%
General Expenses	+5.9%	1.2%	-5.3%
Capital Expenses	+666.1%	133.2%	-25.8%
Total Operating Expenses	+15.4%	+3.1%	+1.6%

ADMINISTRATIVE EXPENSES

Administrative Expenses increased by 7.7% since FY 1992, an average increase of 1.5% each year. There was a 0% change in administrative expenses from FY 1995 to FY 1996. This was accomplished primarily by shifting employee costs from the Operating Budget to special grants.

UTILITIES EXPENSES

Over the last five years, Utility Expenses increased 15.6% or 3.1% annually. From FY 1994 to 1995, utility costs decreased by 8%, only to increase by 11.0% the following year. The decrease in FY 1995 was due primarily to two factors, a warmer winter and an emphasis on energy conservation through our modernization department. Although

there is still a major emphasis on energy conservation with the conversion of two hot water tanks from electricity to gas, the winter of FY 1996 was far colder than normal and resulted in the 11% increase.

ORDINARY MAINTENANCE EXPENSES

This budget category increased 23.8% or 4.8% annually over the last five years. For FY 1996, funding levels for both Maintenance Supplies and Contract Costs were increased to reflect the average yearly costs for the last five years. Every year credits from other programs were needed to bring both line items within budget. This was done knowing that both line items were under funded when compared to the actual expenditure for the last five years. Accordingly, the 4% increase for FY 1996 is more reflective of what has actually transpired over time.

GENERAL EXPENSES

General Expenses increased by 5.9% (2.1% annually) over the last five fiscal years. In FY 1995 these costs fell by 2.7% and this year they dropped again by 5.3%. Reduced insurance costs (particularly Workers' Compensation premiums) generated most of the decrease. The PHA's insurance costs decreased by 52.5% over the past two years and are now 54% less than they were five years ago.

CAPITAL EXPENSES

Among the categories for operating expenses, capital expenses usually comprise the smallest percentage and therefore rarely affect the annual total. However in the past two years capital expenses have been considerably high. In FY 1992, capital expenses were \$29,377 and in FY 1996 they reached \$225,065, an increase of 666.1%

In fiscal years of 1992, 1994, 1995, and 1996, the Providence Housing Authority showed a surplus in the operating budget.

DEPARTMENT OF
*H*OUSING

*M*ANAGEMENT

Introduction

Resident Selection Office

New Applications
Waiting List
Applicant Interviews
Homevisits
Applicant Denials
Ineligibility Conferences/Grievance Hearings
Unit Offer/Rejection
Reasons for Unit Refusals

Occupancy Data

Tenants' Accounts Receivable

Rent Distribution
Collections

Management Actions

Rental Agreements
Eviction Actions
Physical Evictions

Management Functions

Management Conferences
Vehicles Tagged/Towed

Housing Management

Introduction

The Housing Management Department, the second largest department of the PHA, is staffed with 28 permanent and 4 temporary employees. The Department's primary responsibilities are processing applications, leasing units, and collecting rents.

During Fiscal Year 1996, the Resident Selection Office processed 958 applications by reviewing police reports, conducting home visits, and verifying applicant-provided information to determine the applicant's eligibility and suitability for public housing. Pursuant to this process, the applicant family joins the waiting list for housing. When an applicant's name reaches the top of the waiting list, the management staff offers a unit from the development with the most vacancies. Applicants become PHA residents when they have signed their lease and submitted both rent and a security deposit.

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

The Housing Management Department is continuing to successfully attain its Goals Management/Performance Monitoring System Plan goals. Outstanding Tenants Accounts Receivable (TAR's) have remained below ten percent and Occupancy levels have met the industry standard of 97%. The Housing Management Department expects similar success in future years.

FY 1996 marks a year for many significant changes in public housing management. Many of the following events that took place have had considerable impact the routine operations of this department:

- ⇒ Revision of the Housing Policy Manual
- ⇒ Non-Citizens Rule put into effect
- ⇒ Moved people into the newly renovated buildings at Coddington Court
- ⇒ Dominica Manor and Carroll Tower have been designated as "Elderly Only" buildings
- ⇒ Loss of Federal Preferences for all applicants
- ⇒ New minimum rent of \$25.00
- ⇒ Implementation of the "One Strike and You're Out" policy for drug-related offenses
- ⇒ New transfer screening system
- ⇒ Moving management staff into newly renovated offices at Scattered Sites, Manton Heights and Hartford Park

Although the number of eviction actions increased in the last year, the annual total for physical evictions underwent a 30% decrease from 43 during FY 1995 to 33 in FY 1996.

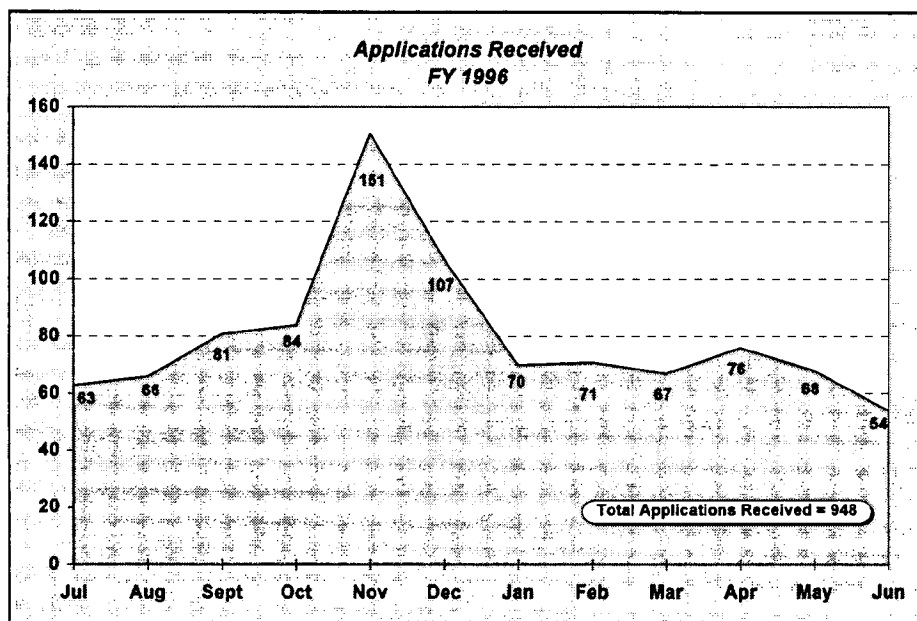
RESIDENT SELECTION OFFICE

New Applications

A total of 948 new applications were received this year, a 79% drop from last year's 1,713 new applications. With the exception of the period of November 15, 1995 through December 15, 1995, the waiting list for Public Housing has only been open for an efficiency, one, or two-bedroom apartment in an elderly/disabled high-rise. The number of elderly/disabled applicants has risen from 730 in FY 1995 to 796 in FY 1996, an increase of 9%. This can be largely attributed to the continued expansion of our advertising and outreach effort to social service organizations.

FIGURE 1

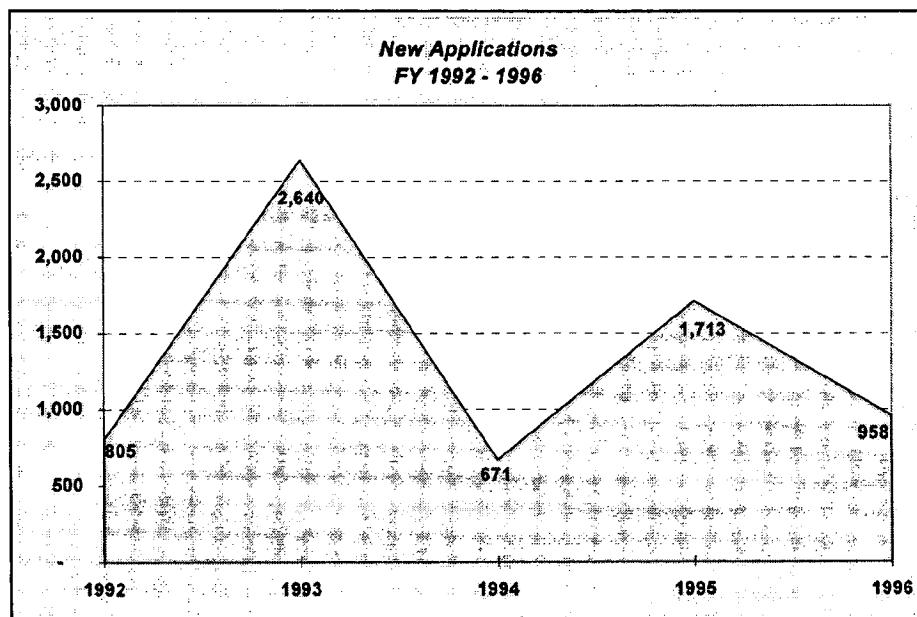
*New
Applications
FY 1996*



An analysis of applications received over the past five years clearly shows a cyclical pattern of opening the waiting list approximately every other year.

FIGURE 2

*New
Applications
FY 1992-1995*



Waiting List

As of June 30, 1996, there were 874 individuals and families on the PHA's waiting list, a 30% decrease from last year's figure (1,139). Two bedroom units and three bedroom units are in the greatest demand, making up 29% and 27% of the waiting list respectively. Efficiencies (0 bedrooms) and four bedroom units are in equal demand, both comprising 18% of the applicants on the waiting list. Six percent of the applicants desire one bedroom units and the remaining two percent are applying for five bedroom units.

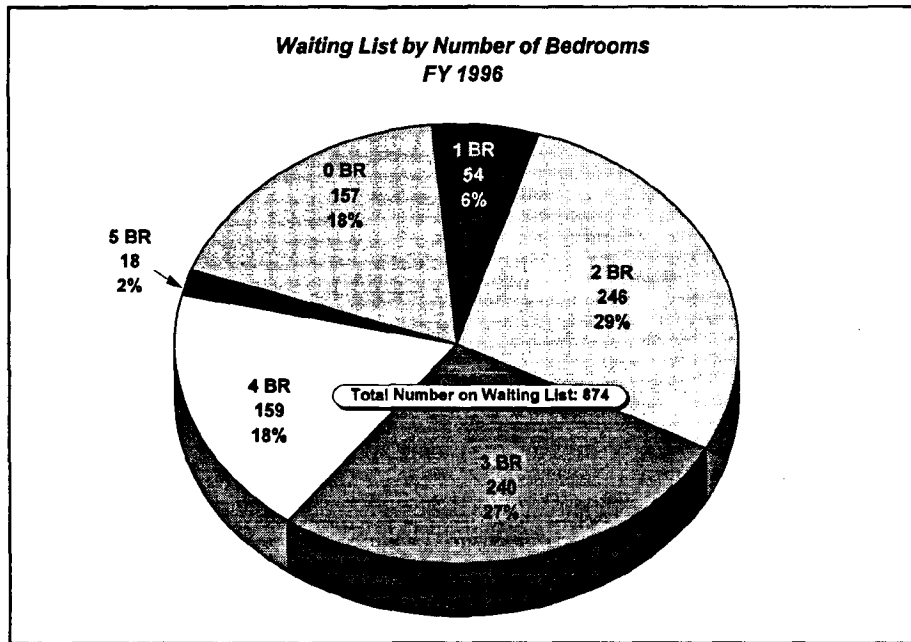


FIGURE 3

*Waiting List by
Number of
Bedrooms
FY 1996*

Families presently comprise 67% of the applicants on the Public Housing waiting list. Because the average wait is long (approximately three to four years), families tend not to refuse units and, once they get in, stay in public housing for a longer period of time. This decreases the number of vacated units and thus increases the average wait for new applicants.

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

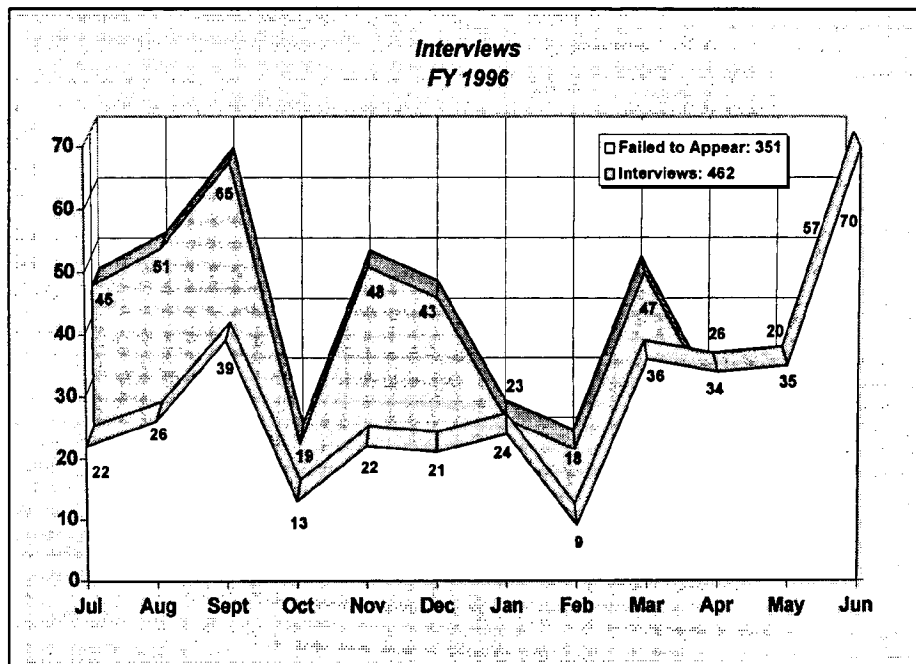
Applicant Interviews

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

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

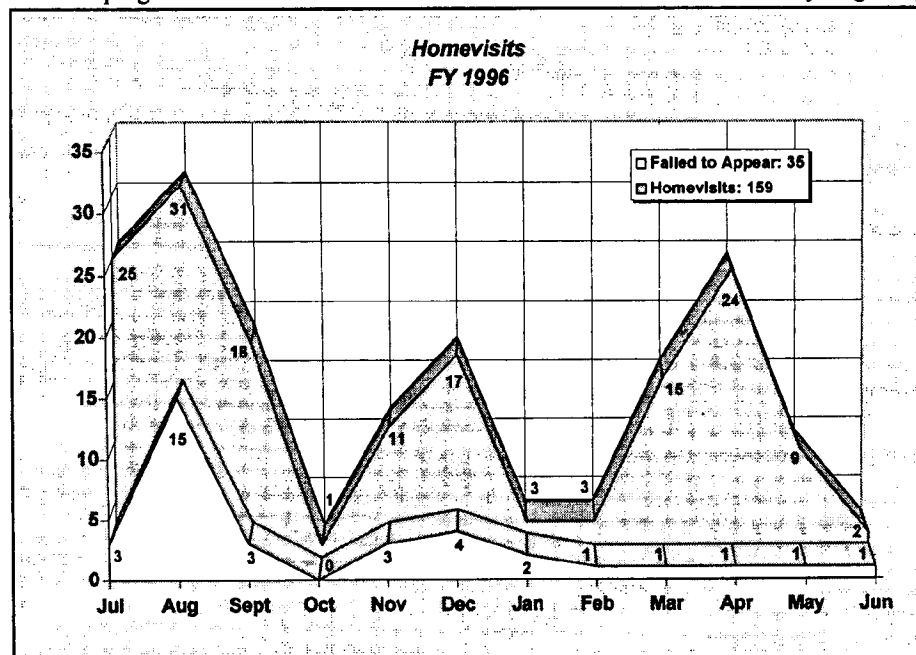
*In accordance
with the annual
trend, two and
three bedroom
units comprise
the majority
(56%) waiting
list need.*

The Resident Selection Office staff scheduled 813 interviews during FY 1996. The staff conducted 462 interviews of prospective residents. An additional 351 (43%) applicants scheduled an interview but failed to appear. This included the processing of family applicants who were on the applicant list prior to its closing as well as the elderly/disabled who continued to apply throughout the year.

FIGURE 4Interviews
FY 1996

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 update the family's application, evaluate their housekeeping habits and talk with their landlord to further determine family eligibility.

FIGURE 5Homevisits
FY 1996

In FY 1996, the Resident Selection Office scheduled 194 families for a homevisit; 159 homevisits were conducted and 35 (22%) applicants did not keep the appointment. This is a 72% decrease from last year's total of 686 scheduled homevisits. Such a considerable decrease in homevisits is a result of the 79% decrease in new applications received since the 1995 fiscal year.

Any applicant who does not have acceptable housekeeping habits or whose landlord testifies that the applicants were poor tenants due to rent paying habits, damage or complaints may be denied public housing. Of the 159 families visited, only 1 was denied housing based on the housekeeping conditions observed in the present apartment.

Applicant Denials

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

The waiting list for public housing was opened for thirty days (11/15/95 - 12/15/95), prompting 258 families to apply.

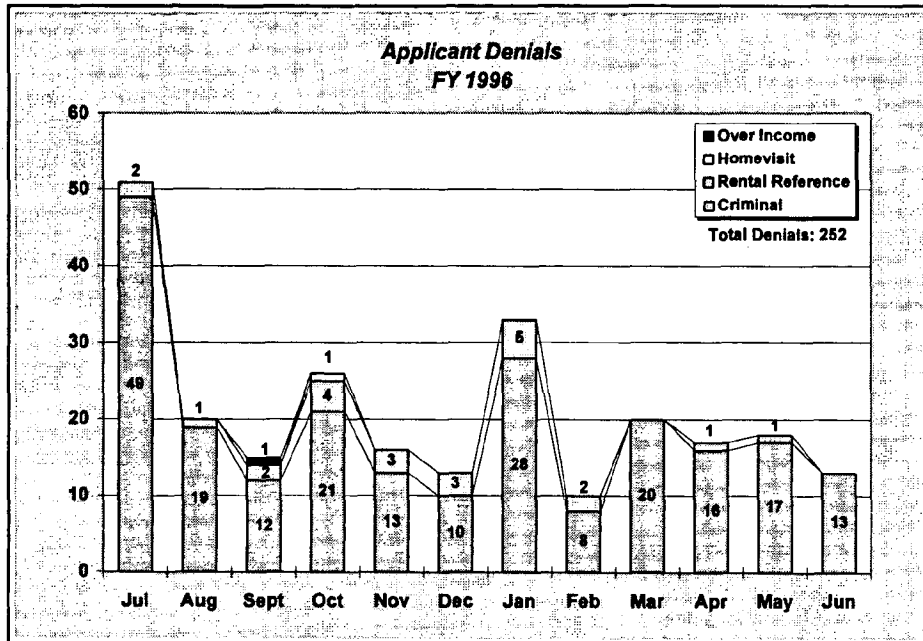


FIGURE 6

*Applicant
Denials
FY 1996*

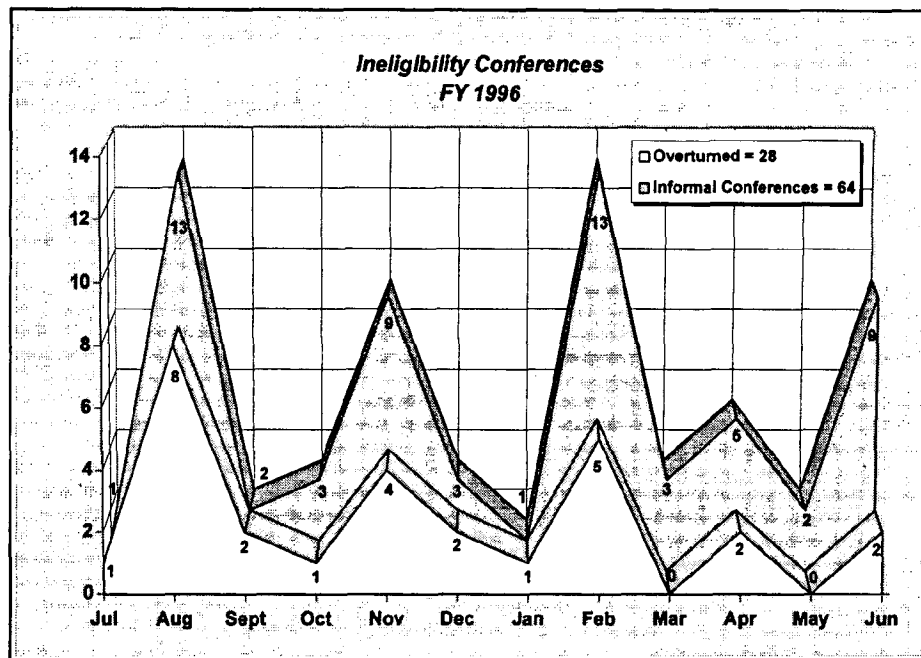
During FY 1996, the PHA denied housing to 226 applicants based on his/her criminal record, accounting for 90% of all denials. Other reasons for applicant rejection were: unsatisfactory rental references (24, 9%), poor housekeeping (1, <1%), and income (1, <1%).

Ineligibility Conferences/Formal Grievance Hearings

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

In FY 1996, the Resident Selection Manager conducted 64 conferences and reversed the initial determination of ineligibility in 28 instances (43%) when the applicant provided information or references that attested to the applicant's ability to meet PHA resident selection standards.

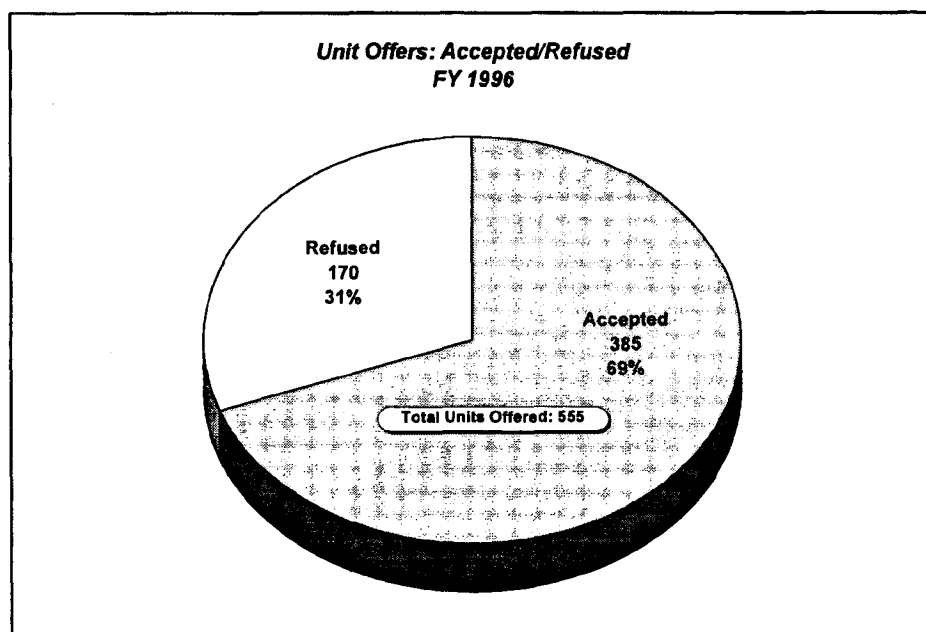
FIGURE 7
Ineligibility
Conferences
FY 1996



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 1996, four (4) formal conferences were held and the panel upheld the PHA's initial ruling in every case but one. During FY 1995, the panel upheld all of the PHA's decisions.

Unit Offer/Rejection

FIGURE 8
Units Offered/
Rejected
FY 1996



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

In FY 1996, the PHA offered 555 units to applicants of the waiting list. Of this number, 385 (69.4%) families/individuals answered and accepted units and 170 (30.6%) did not respond or refused units. The acceptance rate for PHA housing increased 8.4% in FY 1996 because the PHA offered newly modernized family units.

Reasons For Unit Refusals

When an applicant refuses a unit or does not answer to the manager's notice of an available unit, the file is returned to the Resident Selection Office which tracks the reasons for refusals on a monthly basis. The PHA uses this information to determine flaws in its marketing strategies and applicant screening process. Most applicants do not actually refuse units, but do not respond to notification of apartment availability. Some find other accommodations, lose interest, fail to show for leasing, or require larger units. The primary reason for unit refusal is no response to the notification of unit availability (28%). Another 5% originally answer the letter and schedule an appointment for leasing but fail to appear to lease the apartment. Over one-fifth (21%) of denials are due to the location of the development. Others refuse apartments because of the size of the unit (6%) or because they either express a lack of interest (9%) are not yet ready to move (7%). 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.

The primary reason for unit refusal is no response to the notification of unit availability (28%). Another 5% originally answer the letter and schedule an appointment for leasing but fail to appear to lease the apartment.

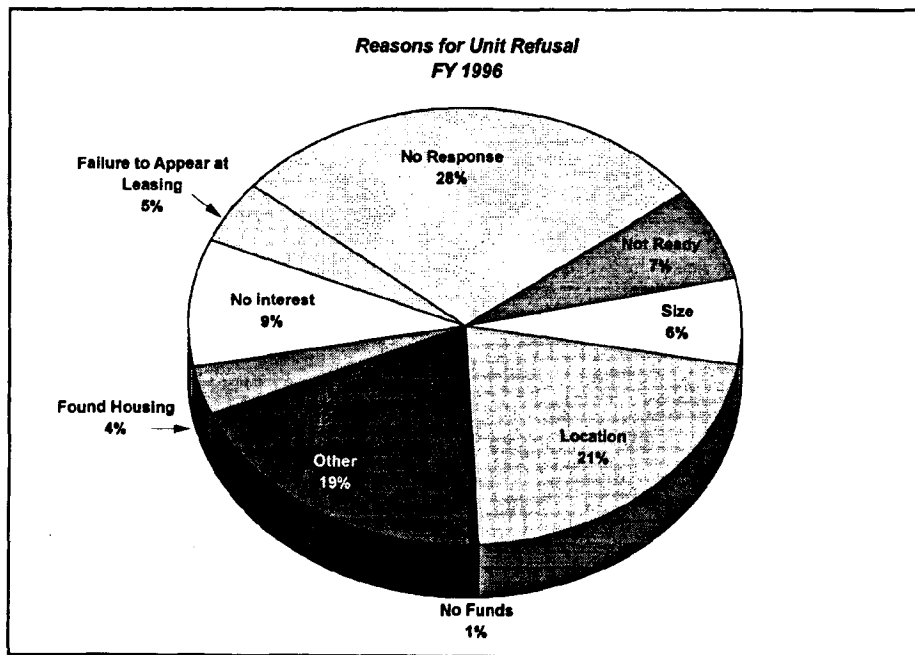


FIGURE 9

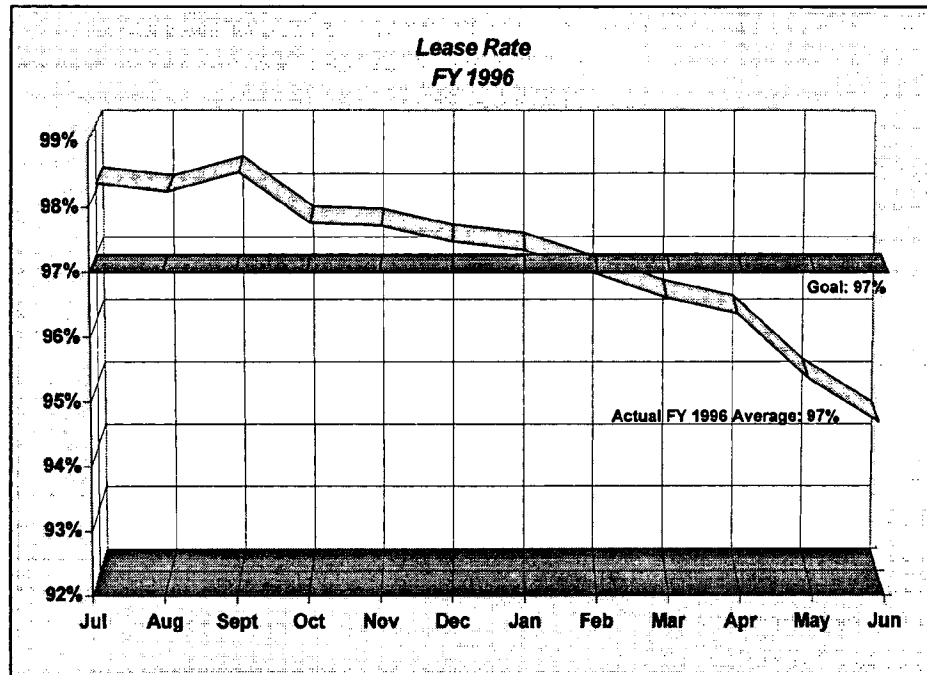
*Reasons for
Unit Refusal
FY 1996*

OCCUPANCY DATA

The Housing Management Department continues to meet its occupancy goal of 97%. After adjusting for modernization projects, the annual occupancy average for FY 1996 stands at 97%. Figure 10 illustrates that over the course of the fiscal year, occupancy has been on the decline, dropping from 98% in July 1995 to 94% in June 1996.

FIGURE 10

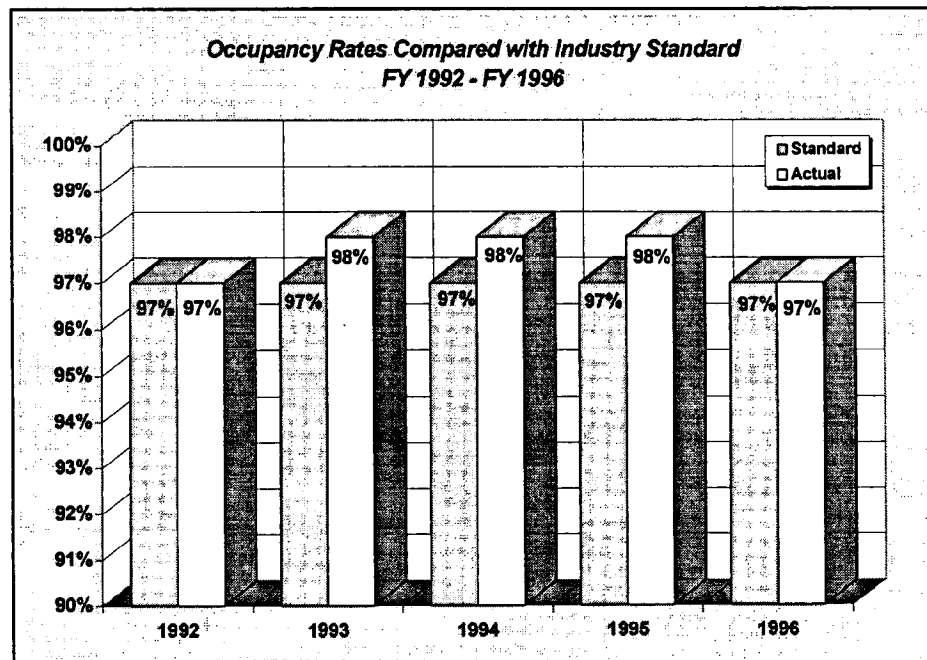
Lease Rate
FY 1996



Indeed, for the past five years, Housing Management has either met or exceeded its occupancy goal: occupancy was 98% in FY 1995, as with FY 1994 and FY 1993. In FY 1992, the annual occupancy average was, as it is now, 97%.

FIGURE 11

Lease Rates
FY 1992-1996



TENANTS' ACCOUNTS RECEIVABLE

Rent Distribution

Monthly rent is 30% of a family's anticipated annual gross adjusted income divided by twelve. Generally, if a family's income increases so does its rent. The rents at the PHA range from zero to several hundred dollars per month. As of June 30, 1996, 79% of the PHA's residents paid less than \$200 per month for rent and 13% paid more than \$260 per month. Over the past four fiscal years these statistics have remained virtually the same. Over the last five years, average rents have been: \$160 in FY 1996, \$156 in FY 1995, \$157 in FY 1994, \$162 in FY 1993, and \$165 in FY 1992.

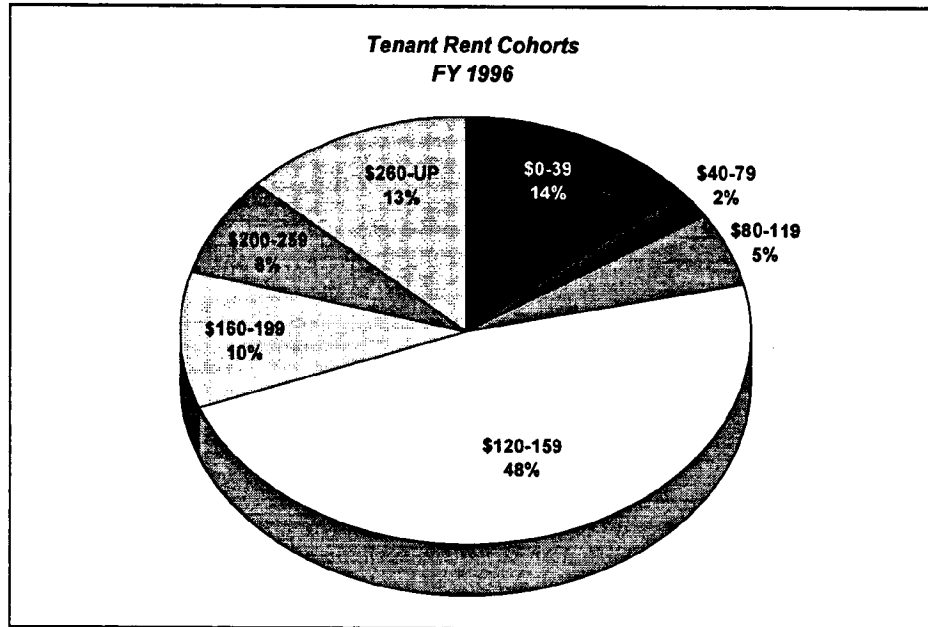


FIGURE 12

*Rent
Distribution
FY 1996*

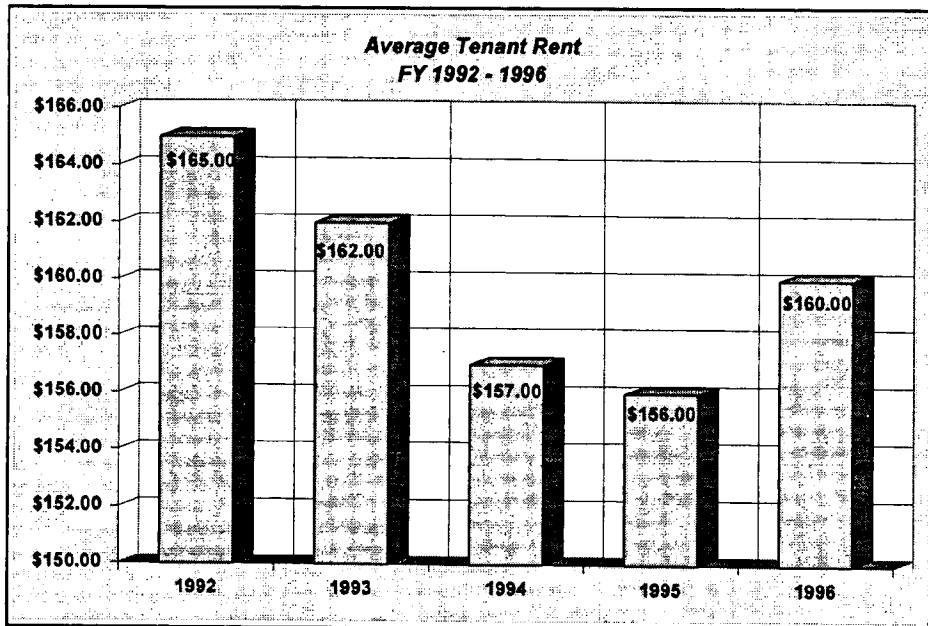


FIGURE 13

*Average Rent
FY 1992-1996*

FIGURE 14

Rent
Distribution
FY 1992-1996

Decreases in average PHA rent can be attributable to changes in the economy and public policy. Since rents are determined by a proportion of income, lower resident income means lower rent. A poor local and national economy not only increased the demand for low-income housing, but also decreased the overall income of all applicants. In addition, state GPA funds were cut, bringing many current residents' income to zero, decreasing the overall PHA average. The number of residents paying between \$0 and \$39 per month in rent has been increasing steadily over the past five years:

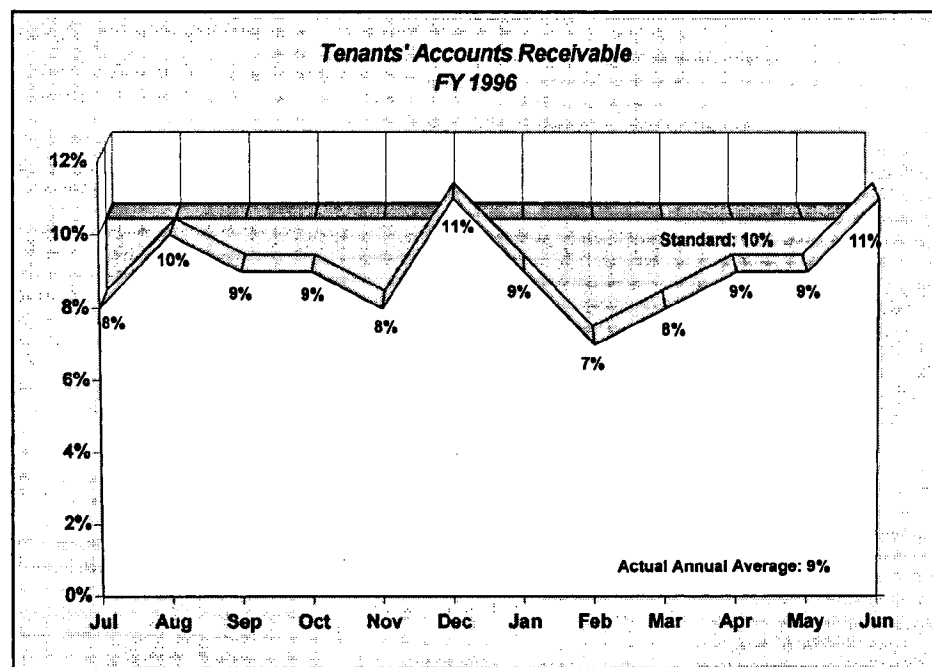
Year	Number paying \$0-\$39	Percent Difference
1992	108	+26%
1993	123	+14%
1994	281	+128%
1995	310	+10%
1996	309	- <1%

Collections

The Providence Housing Authority met or exceeded its goal for collections in all but two months of the fiscal year. The industry standard for collections is that each month 90% of all monthly charges are collected. In other words, at the end of each month Tenant Accounts Receivable (TAR's) should not exceed 10%. The PHA annual average for TAR's for FY 1996 was 9%. Housing Management staff held the elderly developments under 10% most months. Although TAR's were not within the standard range for in December and June of the fiscal year, the department was successful in achieving its annual accounts receivable goal in the overall average.

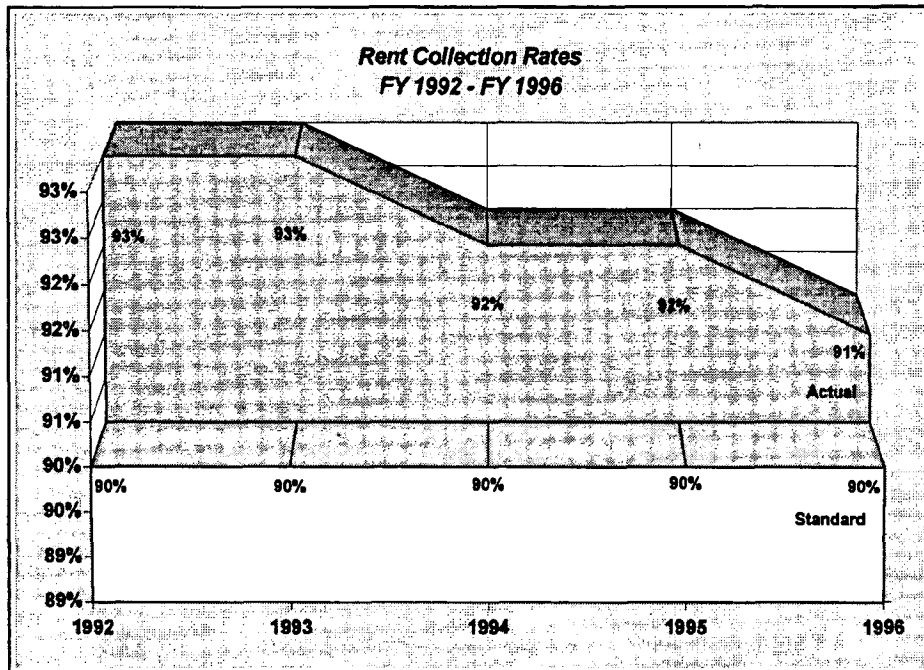
FIGURE 15

Tenants'
Accounts
Receivable
(TAR's)
FY 1996



The major challenges in rent collection continue to exist at several developments: Roger Williams, Chad Brown/Admiral Terrace, Hartford Park and Dexter Manor I all failed to achieve their receivable collection goals at least 6 out of 12 months this fiscal year due to legal actions delayed in court. Delayed eviction actions against residents cause the Management Office to carry a high outstanding balance. In order to prevent this

expense, managers work closely with residents, encouraging them to pay on time and to fulfill the responsibilities of tenancy.

**FIGURE 16**

*Average Rent
Collection
Rates
FY 1992-1996*

The industry standard for rent collection remains at 90%. Once again, this year the PHA exceeded its goal and collected 91% of its monthly charges. As Figure 16 illustrates, in the past five years, collections have been gradually on the decline since FY 1993. And FY 1996 has been the least successful year for rent collection rates over the period.

MANAGEMENT ACTION

Rental Agreements

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

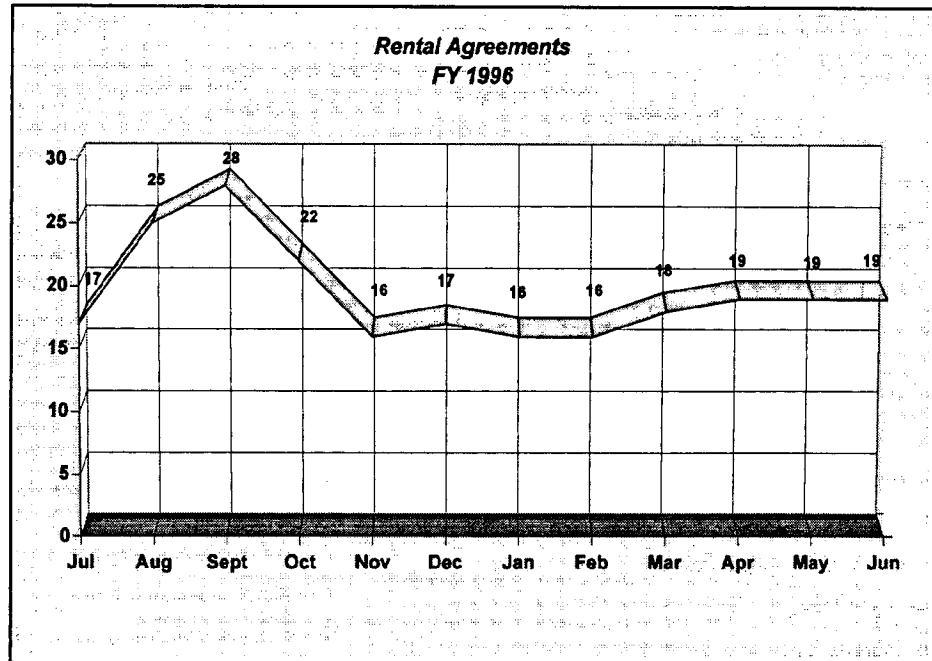
A family who is having difficulty making his or her rent payments may avoid eviction by entering into a rental agreement. A rental agreement is a contract between a manager and tenant which allows the resident to pay his or her arrears over a maximum of ten months as an alternative to eviction. Rental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

Each family is allowed one rental agreement per year. During FY 1996, 232 rental agreements were executed with residents compared to 90 in FY 1995, a 61% increase. In addition to providing rental agreements, the Housing Management Department works with the Department of Community Services to give economic counseling to families in need.

*In FY 1996,
232 rental
agreements
were conducted,
an increase of
61% from FY
1995*

FIGURE 17

Rental
Agreements
FY 1996

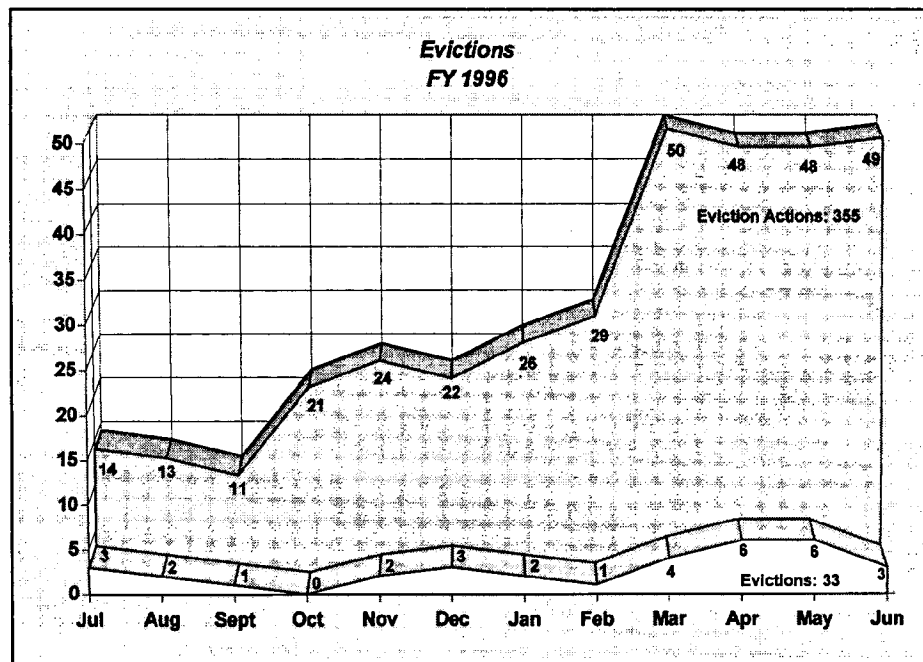


Eviction Actions

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).

FIGURE 18

Eviction
Actions and
Physical
Evictions
FY 1996



If the resident's response and payment arrangements are 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 payment record. 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. In FY 1996, 355 eviction actions took place, a 29% increase from last year's 251 eviction actions.

Physical Evictions

The most serious stage of eviction is an actual physical eviction from PHA property. The PHA staff makes every effort to prevent evictions through counseling, but if the resident fails to respond, the PHA will physically evict (remove the family's possessions from PHA property) after securing approval from the court. The evictee is responsible for paying the PHA's legal fees associated with the eviction. If the family makes timely payments, the PHA will release the family's personal belongings via a private contractor who handles the possessions until the PHA provides the evicted resident with a release letter. If the family fails to pay, their belongings are auctioned off by a private contractor. 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. Although the number of eviction actions increased in the last year, the annual total for physical evictions underwent a 23% decrease from 43 during FY 1995 to 33 in FY 1996.

Of the 355 eviction actions in FY 1996, just 33 resulted in actual physical evictions.

MANAGEMENT FUNCTIONS

Management Conferences

Management Conferences are meetings between a site staff person and a tenant for any reason involving their residency. This includes meetings on rent collection or lease violations as well as informational meetings to explain PHA-sponsored activities. In FY 1996, the PHA development staff conducted 44,667 management conferences with our residents compared to 36,699 in FY 1995, a 22% increase. Rent collections and annual recertifications to verify income and family size accounted for the majority of management conferences.

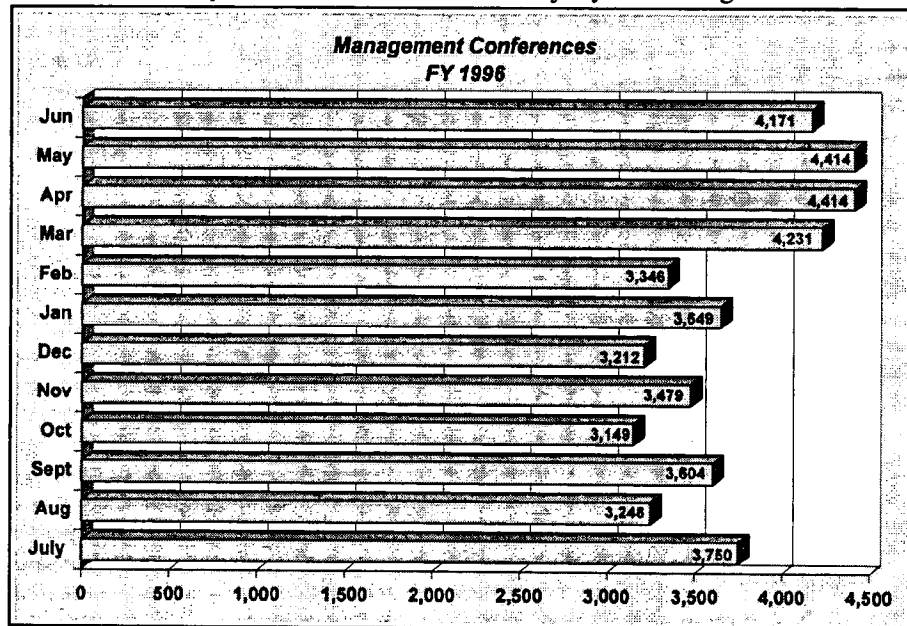


FIGURE 19

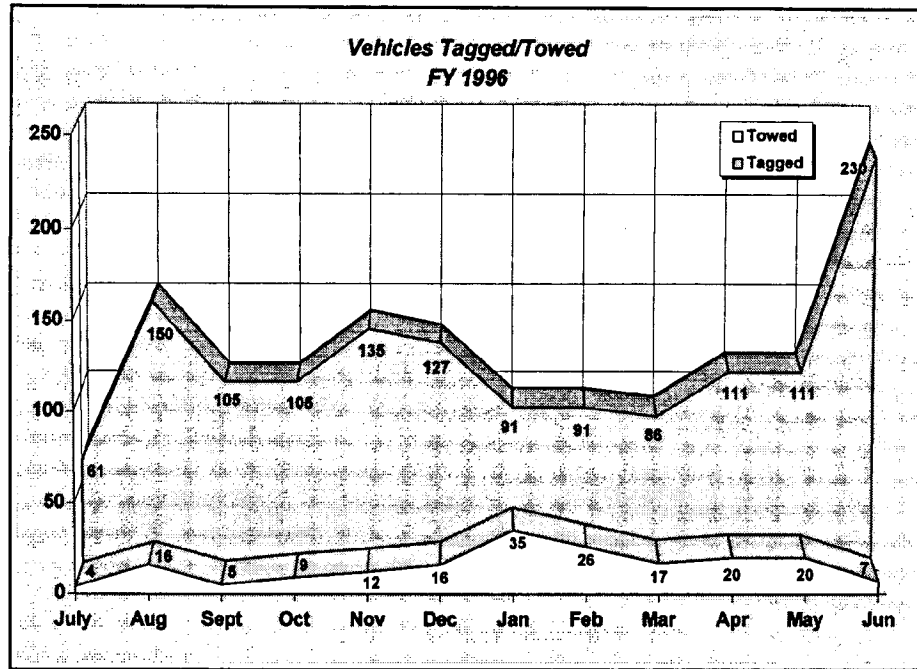
*Management
Conferences
FY 1996*

Vehicles Tagged/Towed

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

FIGURE 20

*Vehicles
Tagged/Towed
FY 1996*



PHA police, working with management, are responsible for keeping unauthorized vehicles out of prohibited areas and preventing illegal parking. They are also responsible for prohibiting unregistered or abandoned vehicles from being on PHA property. During FY 1996, 1,403 vehicles were tagged (warnings issued) and 187 vehicles were physically removed from our property by tow vehicles. In FY 1995, 752 vehicles were tagged and 89 were physically towed.

DEPARTMENT OF
*F*ACILITIES

*M*ANAGEMENT

Introduction

Total Workorders

Workorders by Development

Number of Workorders to Unit Ratio

Workorders by Type of Activity

Previous Fiscal Years

Emergency

Resident Services

Unit Turnaround

Preventive Maintenance

Vandalism

Unit Preventive Maintenance Inspections

Unit Preventive Maintenance

Cyclical Painting

Accomplishments

Workorder Breakdown by Development

Resident Charges

Workorder Completion Rate

FACILITIES MANAGEMENT

Introduction

The Facilities Management Department is a multi-faceted department whose primary goal is to provide maintenance services on time and at a reasonable cost.

The key elements of a successful facilities maintenance management program include its organizational structure, dynamic personnel, effective planning and scheduling, cost estimation, inventory, and work order control, preventive/preemptive maintenance, training, and safety.

In Fiscal Year 1996, thinking strategically has enabled the Department of Facilities Management to concentrate more intently on improving services vital to achieving its long-term goals. Better organization and a focus on improving efficiency while controlling costs have led to the gains evidenced in the following report. When funding is available, it is easy to adopt complacency, however the new challenge this organization must face is how to do more with less. Facilities Management has grown increasingly more aware of the need for energy conservation (i.e.: heat, fuel). Efforts have been made this year to curb utility costs; such as installing new monitoring equipment and updating preventive maintenance methods.

In order to improve quality and promote competition, new vendors are solicited for all products we use. Controlling inventory has also become another cost-cutting tool in this department.

Improving productivity is Facilities Management's next major hurdle. Labor negotiations scheduled for the 1997 fiscal year will include innovative ways of involving union officials to improve efficiency. Staff training continues to be a central, on-going objective and in FY 1996, personnel in this department have received over 1200 hours of formal instruction. Increasing on-the-job training and cross training are also top priority.

Due to the unanticipated loss of an operations planner, key personnel have risen to the occasion and the department has not fallen behind as a consequence. The old adage, "When the going gets tough, the tough get going", has come to be the philosophy adopted by many Facilities Management personnel.

The underlying strength of the PHA's Facilities Management Department is the strong leadership of its supervisory personnel in concert with the knowledge of its trade professionals. Combined, the department personnel hold over a thousand years of experience in facilities management. With 87 permanent, full-time and 11 temporary employees, this department has the largest staff in the PHA. In order to develop and cultivate top-notch maintenance personnel, the professionals simultaneously strive to increase their knowledge while developing the skills of less experienced employees. The Department continues to be innovative, to streamline operations, and to improve mechanical and electronic systems.

When funding is available, it is easy to adopt complacency, however the new challenge this organization must face is how to do more with less. Facilities Management has grown more aware of the problem of wasting energy (i.e.: heat, fuel). So, efforts have been made this year to curb utility costs; such as installing new monitoring equipment and updating preventive maintenance methods.

TOTAL WORK ORDERS

Since the 1992 fiscal year, the annual total for maintenance workorders has risen by 37%. There were 54,538 work orders generated in FY 1996, an increase of 1,718 (3.4%) from the previous year. All but 2,782 work orders received in FY 1996 were closed by the year end - a 95% completion rate.

FIGURE 1

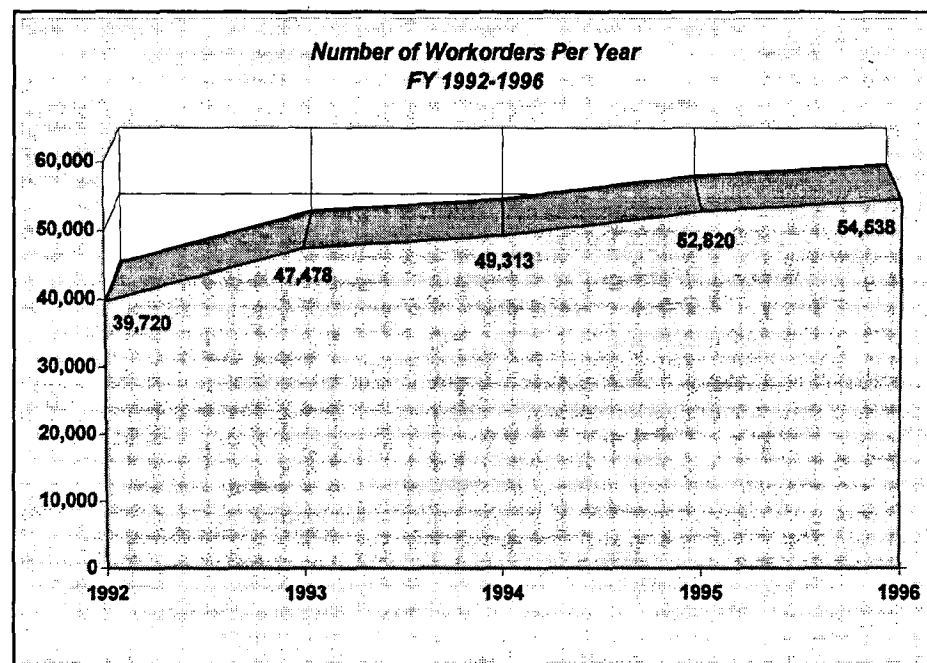
Total Work
Orders
FY 1992-1996

Fiscal Year	Work Orders	Pct. Change
1992	39,720	+14%
1993	47,478	+20
1994	49,313	+4%
1995	52,820	+7%
1996	54,538	+3%

Source: Facilities Management Dept., Computerized Work Order System FY 1992-1996

FIGURE 2

Total Work
Orders
FY 1992-1996

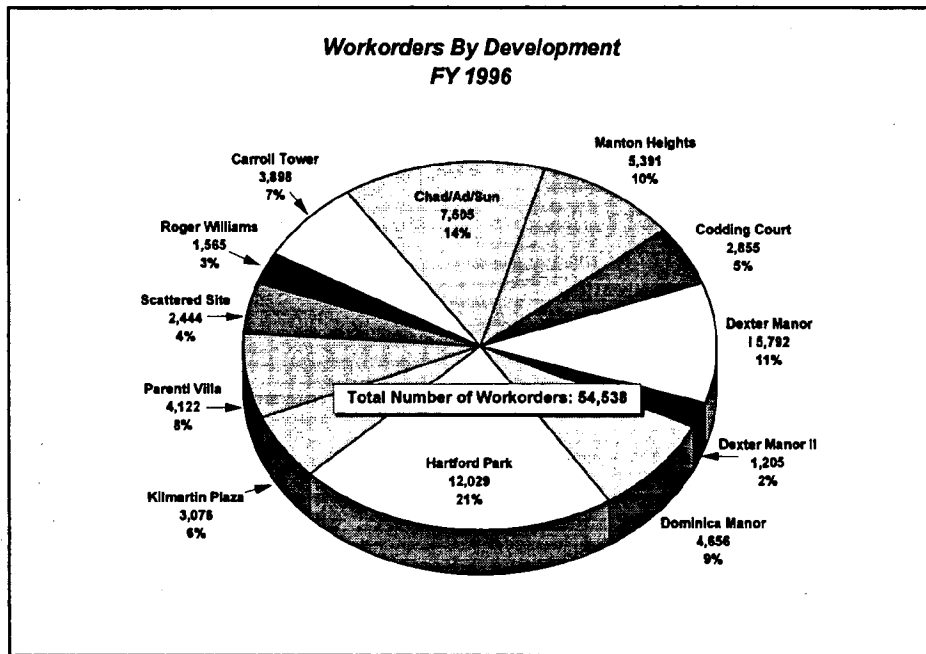


Source: Facilities Management Dept., Computerized Work Order System FY 1992-1996

WORK ORDERS BY DEVELOPMENT

For the fifth consecutive year, Hartford Park generated more work orders than any other PHA owned development. In FY 1996, there were 12,029 work orders at Hartford which amounts to 21% of the annual total. This total includes work orders performed at Hartford Park that were not site-specific, such as vehicle maintenance, carpentry, and machinery. Such a high incidence of work orders is not surprising considering that Hartford Park is the largest of the developments (508 units) and that family developments, on the whole, typically generate a greater number of workorders. The Chad Brown/Admiral Terrace/Sunset Village developments collectively produced the second highest number of work orders with 7,505 or 14% of the total.

The PHA recorded the fewest work orders at the 91-unit Dexter Manor II site with 1,205 or 2% of the total. Among the elderly/disabled developments, Dexter Manor I produced the greatest number of work orders (5,792) and made up 11% of the annual total.

**FIGURE 3**

*Work Orders
by
Development
FY 1996*

From FY 1995 to FY 1996, the Codding Court family development experiences the most significant increase in work order totals, rising from 2,137 to 2,855 (+34%). The second largest increase over the past year occurred at Scattered Sites where workorders rose by 15%. This is largely attributable to the growing number of Scattered Sites units. Carroll Tower and Kilmartin Plaza experienced the most notable decreases since FY 1995, dropping by 13% and 12% respectively.

Development	FY 1995	FY 1996	Pct. Change
Chad/Ad/Sun	7,301	7,505	+3%
Roger Williams	1,501	1,565	+4%
Codding Court	2,137	2,855	+34%
Hartford Park	10,869	12,029	+11%
Manton Heights	5,490	5,391	-2%
Dexter Manor I	5,724	5,792	+1%
Dominica Manor	4,617	4,656	+1%
Carroll Tower	4,420	3,898	-13%
Kilmartin Plaza	3,443	3,076	-12%
Parenti Villa	3,930	4,122	+5%
Dexter Manor II	1,271	1,205	-5%
Scattered Sites	2,117	2,444	+15%
Total	52,820	54,538	+3%

Source: Facilities Management Dept. Computerized Work Order System FY 1995-1996

FIGURE 4

*Change in
Work Orders
By
Development
FY 1995-1996*

Number of Work Orders to Unit Ratio

The ratio of the average number of work orders to PHA units in FY 1996 was 21:1. This slight deviation from last year's ratio of 22:1 is attributable to the increase in units on line. In FY 1995 there were 2,450 units whereas in FY 1996 there were 2,555, a difference of over 100 units. So the percent increase in units over the year (4.2%) was greater than the percent increase in work orders (3.3%). Overall, the family developments required 30,977 workorders with an average of 20 work orders per unit. With a total of 23,561 workorders, the elderly/disabled developments generated an average of 23 workorders per unit. Roger Williams, the smallest development, had the highest ratio (39:1). Coddington Court and Hartford Park also had high ratios among the family developments (24:1). Kilmartin Plaza (29:1) and Dexter Manor I (29:1) had the highest ratios among the elderly/disabled developments.

FIGURE 5

*Workorders to
Unit Ratios
FY 1996*

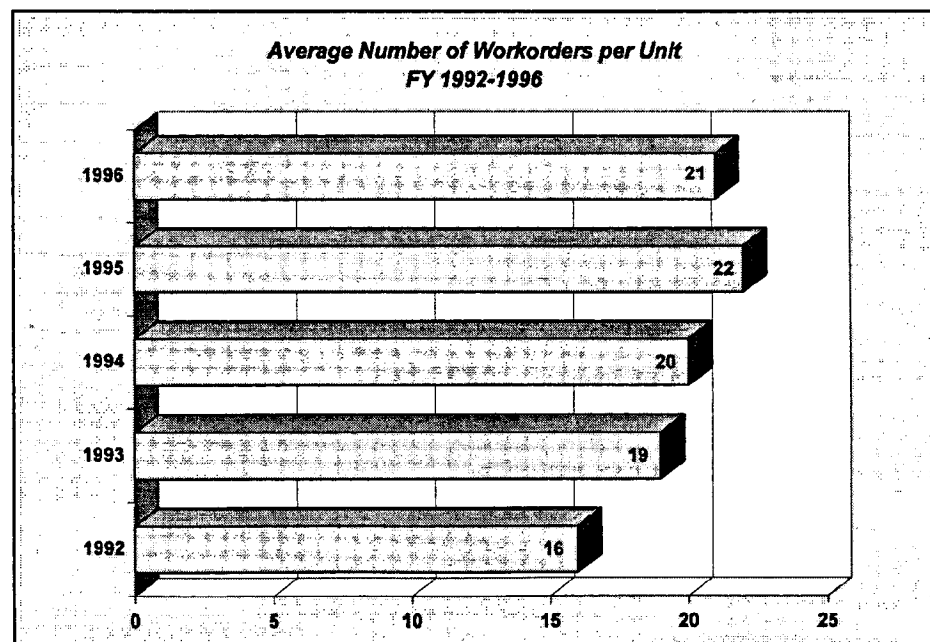
Development	No. W/O	No. Units	Ratio
Chad/Ad/Sun	7,505	375	20:1
Roger Williams	1,565	40	39:1
Coddington Court	2,855	119	24:1
Hartford Park	12,029	508	24:1
Manton Heights	5,391	330	16:1
Dexter Manor I	5,792	200	29:1
Dominica Manor	4,656	204	23:1
Carroll Tower	3,898	194	20:1
Kilmartin Plaza	3,076	106	29:1
Parenti Villa	4,122	194	21:1
Dexter Manor II	1,205	91	13:1
Scattered Site	2,444	194	13:1
Total	54,538	2,555	21:1

Source: Facilities Management Dept., Computerized Work Order System FY 1996

As Figure 6 illustrates, workorder to unit ratios have been experiencing an upward trend since FY 1992. An increase in total workorders is largely the result of the expanding number of modernized and Scattered Site units on-line, and subsequent need for greater maintenance.

FIGURE 6

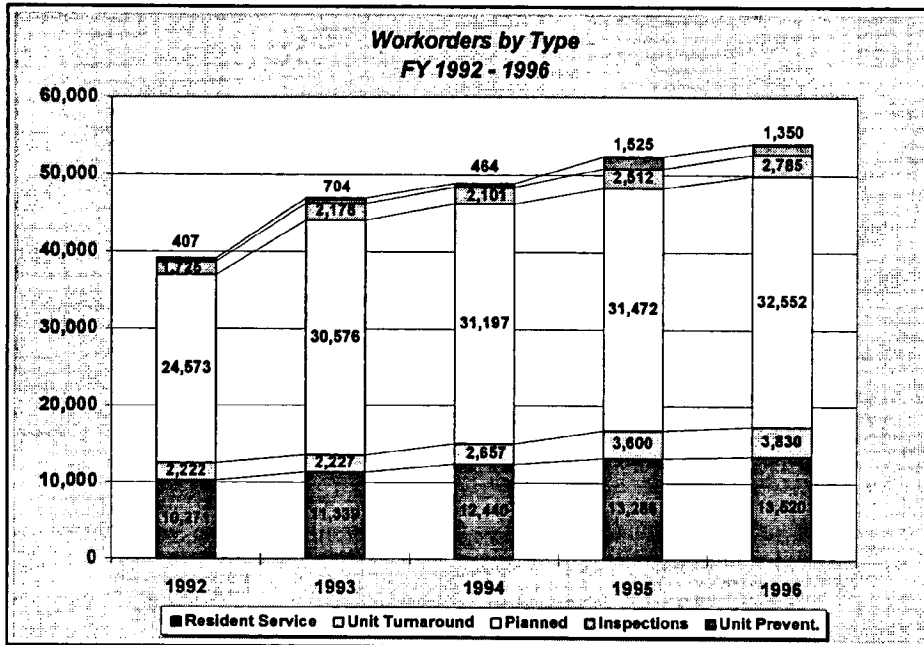
*Number of
Work Orders
per Unit
FY 1992-1996*



WORK ORDER BY TYPE OF ACTIVITY

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

Past Fiscal Years



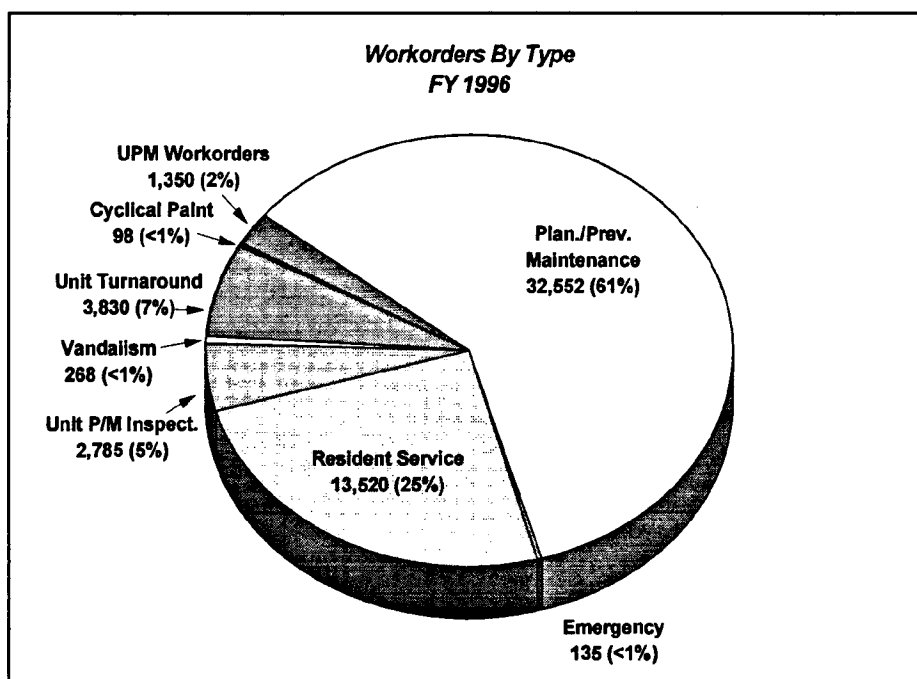
FIGURES 7 & 8

Percent Change
in Work Order
Categories
FY 1992 - 1996

Over the past five fiscal years, the distribution of workorder types has remained relatively consistent. While the total number of work orders has steadily increased, the percentages have remained virtually the same. On average, emergency, vandalism, and cyclical paint work orders each account for less than 1% of the total work orders performed by the department. Planned/preventive maintenance routinely comprises the majority (~60%) of the total. And resident service work orders typically account for one quarter of the whole. Figures 7 and 8 illustrate this uniformity over time.

Work Order Type	FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.
Emergency	101	<1%	83	<1%	104	<1%	72	<1%	135	<1%
Resident Service	10,271	26%	11,339	24%	12,440	25%	13,286	25%	13,520	25%
Unit Turnaround	2,222	6%	2,227	5%	2,657	5%	3,600	7%	3,830	7%
Planned/Preventive	24,573	62%	30,576	64%	31,197	63%	31,472	60%	32,552	60%
Vandalism	221	<1%	161	<1%	183	<1%	228	<1%	268	<1%
Unit P/M Inspection	1,725	4%	2,178	5%	2,101	4%	2,512	5%	2,785	5%
Unit P/M Work Orders	407	1%	704	1%	464	1%	1,525	3%	1,350	3%
Cyclical Paint	200	<1%	210	<1%	167	<1%	129	<1%	98	<1%
Total	39,720		47,478		49,313		52,820		54,538	

Work Orders by Type FY 1996

FIGURE 9Work Orders
by Type
FY 1996**1) Emergency Work Orders**

The department recorded 135 emergency work orders in FY 1996, an 88% increase from the previous year. Emergency work orders consist of electrical outages, serious plumbing problems, or any situations that endanger the health and safety of the resident. Facilities management personnel respond to and contain all emergency work orders on the same day. These work orders comprise less than 1% of all work orders.

2) Resident Service Work Orders**FIGURE 10**Resident
Service Work
Orders to Unit
Ratios
FY 1996

Development	Total Units	Resident Service W/O	Ratio
Admiral Terrace	153	1,170	8:1
Chad Brown	198	1,418	7:1
Roger Williams	40	374	9:1
Coddling Court	119	416	4:1
Hartford Park	508	2,563	5:1
Manton Heights	330	1,387	4:1
Scattered Site	194	1,221	6:1
Dexter Manor I	200	1,096	5:1
Dexter Manor II	91	401	4:1
Dominica Manor	204	954	5:1
Carroll Tower	194	999	5:1
Kilmartin Plaza	194	809	4:1
Parenti Villa	106	524	5:1
Sunset Village	24	188	8:1
Total	2,555	13,520	5:1

Facilities Management recorded 13,520 resident service (resident requested) work orders in FY 1996, an *increase* of 234 (2%) work orders from the previous year. Response time to tenant service work orders averaged slightly over one day, considerably less than the industry three-day standard. For the past four consecutive years, resident service work orders have comprised one quarter (25%) of all work produced in FY 1996 (see Figure 8). The number of tenant service work orders has increased over the past four years as residents occupy newly constructed scattered site or renovated units.

Fiscal Year	No. R/S Work Orders	Pct. of Total W/O
1996	13,520	25%
1995	13,286	25%
1994	12,440	25%
1993	11,339	24%
1992	10,271	26%

Source: Facilities Management Dept., Computerized Work Order System FY 1992-1996

FIGURE 11

*Tenant Service
Work Orders
FY 1992 - 1996*

3) Unit Turnaround Work Orders

Facilities Management staff executed 3,830 unit turnaround work orders, an *increase* of 230 or 6% since FY 1995. There were 448 dwelling units "turned-around" in FY 1996. This means that 448 units of varying bedroom size were repaired, cleaned, painted, and prepared by the Facilities Management Department for leasing. This is an increase of 47 units (10%) from the previous fiscal year.

4) Preventive Maintenance Work Orders (Planned and Scheduled)

Preventive work orders include activities like lawn mowing, hedge trimming, lobby cleaning, litter pickup, and regular vehicle maintenance. There were 32,552 planned/preventive maintenance work orders in FY 1996, an *increase* of 1,080 (3%) work orders from FY 1995. This increase is due to the purchase of additional equipment. Preventive maintenance comprises 60% of all work orders at the PHA.

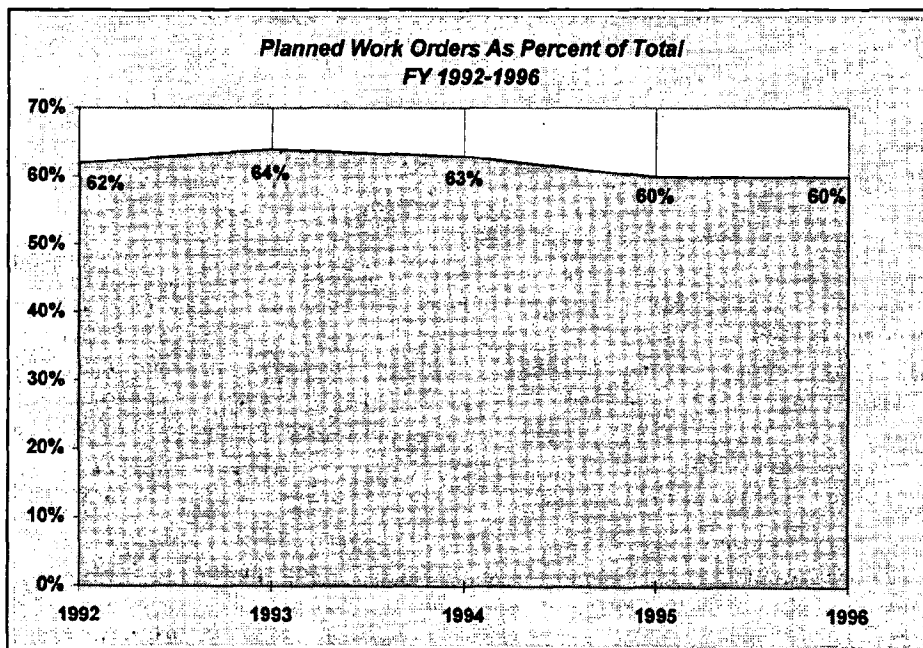


FIGURE 12

*Planned Work
Orders as
Percent of Total
FY 1992-1996*

Preventive work orders include activities like lawn mowing, hedge trimming, lobby cleaning, litter pickup, and regular vehicle maintenance. There were 32,552 planned/preventive maintenance work orders in FY 1996, an increase of 1,080 (3%) work orders from FY 1995.

5) Vandalism Work Orders

In FY 1996, the PHA performed 268 vandalism work orders, an *increase* of 40 or 18% from the previous fiscal year's 228. Vandalism work orders primarily consist of graffiti removal and repair of damaged or destroyed exterior and hallway lights. Vandalism work orders comprise less than 1% of all work orders

6) Unit Preventive Maintenance Inspections

This work order category was created in FY 1992 to help determine Public Housing Management Assessment Program (PHMAP) scores. To attain a high rating under PHMAP, a housing authority must inspect all its units annually. The unit preventive maintenance program consists of a 24-item inspection of the resident units which identifies and corrects actual or potential problems. There were 2,785 unit preventive maintenance inspection work orders in FY 1996. This marks an *increase* of 273 work orders or 11%. Unit preventive maintenance inspections comprised 5% of the total number of maintenance work orders.

7) Unit Preventive Maintenance Work Orders

This type of work order tracks the number of work orders that are generated during the unit preventive maintenance inspection. Any problem identified during the unit preventive maintenance inspection that cannot be remedied by the inspection team immediately results in a work order. In FY 1996, 1,350 work orders were generated as a result of the unit inspections. This is a 12% *decrease* from FY 1995's total of 1,525 work orders. Unit preventive maintenance work orders made up only 3% of the total number of work orders recorded in 1996.

8) Cyclical Paint Work Orders

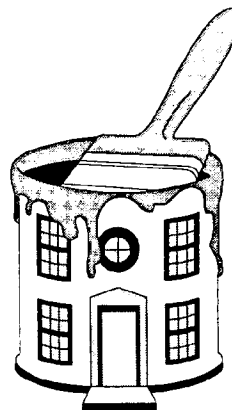
Facilities Management painted 98 units during FY 1996. This is a 24% *decrease* in painting workorders since FY 1995. Cyclical paint workorders involve the re-painting of occupied units. It is a goal of the Facilities Management to re-paint each family unit every fifth year and each elderly/disabled unit every seventh year.

The maintenance staff painters completed 1,113.5 hours of painting or wall covering of community space such as hallways, community rooms, laundry rooms, public rest rooms and stairwells. Staff also painted other common areas such as benches, foundations and areas marred by graffiti. For greater detail, see the manpower utilization schedule for non-unit painting (Figure 13).

Starting August of 1995, the Department of Facilities Management contracted out private painting companies to paint apartments in the high-rises. For the 1996 fiscal year, the total number of units painted by the contractors was 221, this includes (135) efficiencies, (76) one-bedrooms' and (10) two-bedrooms'. The total cost for FY 1996 was \$32,670.00

NON-UNIT PAINTING

In addition to unit turnover painting, Facilities Management staff completed 1,113.5 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.



Development	No. Hours	Pct. Of Total
Chad/Ad/Sun	100	9%
Roger Williams	140	12%
Codding Court	0	0%
Hartford Park	164.25	15%
Manton Heights	92.75	8%
Dexter Manor I & II	263	24%
Dominica Manor	23.75	2%
Kilmartin Plaza	137	3%
Carroll Tower	28	12%
Parenti Villa	.75	<1%
Scattered Site	164	15%
Total	1,113.5	100%

Source: Facilities Management Dept., Computerized Work Order System FY 1996

FIGURE 13

*Manpower
Utilization
Schedule
Non-Unit
Painting
FY 1996*

ACCOMPLISHMENTS

In FY 1996 the Department of Facilities Management was responsible for various physical improvements on PHA property. Outlined below are some of the major accomplishments of this department in the past twelve months.

- ✓ Re-designed the first floor conference room in the Administration Building as the PHA Training Room
- ✓ Replaced temporary divider in second floor conference room with permanent, sound proof wall
- ✓ Implemented an extensive training program for all Facilities Management personnel
- ✓ Removed two (2) underground propane tanks, one from Parenti Villa and one from Carroll Towers
- ✓ Removed two (2) 500 gallon #2 oil tanks at 275 Hartford Avenue
- ✓ Landscaped the Community Center at Chad Brown/Admiral Terrace
- ✓ During the renovation of Barry Road, all bushes, shrubs and flowers were transferred to Manton Heights

Among the many achievements in this department during FY 1996, was the hiring of a new Assistant Planner as well as the completion of the Operations Manual Draft

WORK ORDER BREAKDOWN BY DEVELOPMENT

FIGURE 14

*Work Order
Breakdown by
Category and
Development
Type
FY 1996*

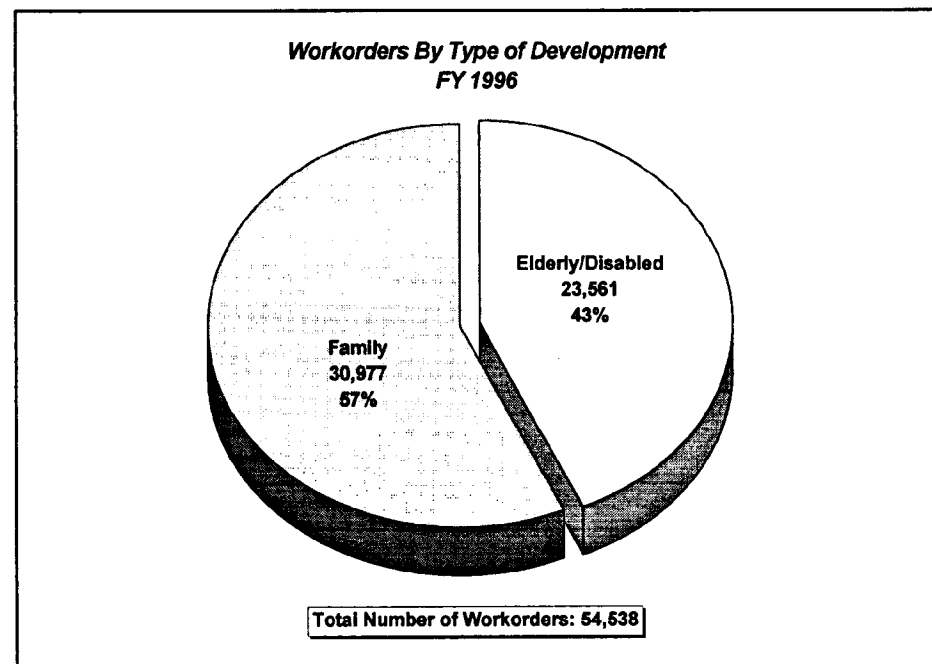
Overall, the family developments account for a little over half (57%) of the total work orders performed by the Providence Housing Authority. Almost all (94%) unit preventive maintenance work orders occur at family developments and the vast majority of emergency (65%) and vandalism (80%) work orders also occur at the family developments. Just over half (54%) of cyclical paint work orders occur at the elderly/disabled high-rises. See the following table for figures.

Work Order Type	Family		Elderly/Disabled		Total
	No.	Pct.	No.	Pct.	
Emergency	88	65%	47	35%	135
Resident Service	8,549	63%	4,971	37%	13,520
Unit Turnaround	2,360	62%	1,470	38%	3,830
Planned/Preventive	16,836	52%	15,716	42%	32,552
Vandalism	215	80%	53	20%	268
Unit P/M Inspection	1,615	58%	1,170	42%	2,785
Unit P/M Work Order	1,269	94%	81	6%	1,350
Cyclical Paint	45	46%	53	54%	98
Total	30,977	57%	23,561	43%	54,538

Source: Facilities Management Dept., Computerized Work Order System FY 1996

FIGURE 15

*Work Orders
By
Development
Type
FY 1996*



WORK ORDER STATUS BY TYPE AND DEVELOPMENT

Chad Brown/Admiral Terrace experienced the greatest number of workorders in the categories of emergency (33: 24%), resident service (2,588: 19%), and unit turnover (880: 23%). Hartford Park generated the most workorders in the planned maintenance (7,994: 25%), vandalism (80: 30%), unit preventive maintenance inspection (486: 18%) categories.

FIGURE 16: WORK ORDER STATUS BY TYPE AND DEVELOPMENT FY 1996

Development	Emergency	Resident Service	Unit Turnaround	Planned Maintenance	Vandalism	Unit P/M Inspection	Unit P/M W/O	Cyclical Paint	Total	Pct.
Admiral Terrace	16	1,170	360	611	17	176	127	6	2,483	5%
Chad Brown	17	1,418	520	1,848	32	223	143	9	4,210	8%
Roger Williams	3	374	60	1,051	2	62	10	3	1,565	3%
Codding Court	5	416	150	2,187	8	84	4	1	2,855	5%
Hartford Park	24	2,563	590	7,994	80	486	280	12	12,029	22%
Manton Heights	10	1,387	444	2,750	32	407	355	6	5,391	10%
Scattered Sites	13	1,221	236	395	44	177	350	8	2,444	4%
Subtotal	88	8,549	2,360	16,836	215	1,615	1,269	45	30,977	57%
Percent	65%	63%	62%	52%	80%	58%	94%	46%		
Sunset Village	1	188	80	497	2	28	16	0	812	1%
Dexter Manor I	12	1,096	372	3,999	14	230	27	42	5,792	11%
Dexter Manor II	2	401	93	613	4	86	4	2	1,205	2%
Dominica Manor	8	954	204	3,224	8	254	2	2	4,656	9%
Carroll Tower	6	809	353	2,483	12	223	11	1	3,898	7%
Kilmartin Plaza	6	524	172	2,228	4	124	12	6	3,076	6%
Parenti Villa	12	999	196	2,672	9	225	9	0	4,122	7%
Subtotal	47	4,971	1,470	15,716	53	1,170	81	53	23,561	43%
Percent	35%	37%	38%	48%	20%	42%	6%	54%		
Grand Total	135	13,520	3,830	32,552	268	2,785	1,350	98	54,538	
Percent	<1%	25%	7%	60%	<1%	5%	3%	<1%	100%	

Source: Monthly Management Reports and Computerized Work Order System (July 1, 1995 - June 30, 1996)

Manton Heights experienced the most unit preventive maintenance workorders (355: 16%) and Dexter Manor I had the most cyclical paint workorders (42: 43%). Among the elderly/disabled developments, Dexter Manor I also generated the most emergency (12: 8%), resident service (1,096: 8%), unit turnaround (372: 10%), planned/preventive maintenance (3,999: 12%), vandalism (14: 5%), and unit preventive maintenance (27: 2%) workorders. And the highest number of unit preventive maintenance inspections among the high-rises occurred at Dominica Manor (254: 9%)

UNIT TURNOVER FY 1996

There are several factors that affect turnover. In the elderly/disabled high-rises advancing age and death contribute to a high turnover, as well as housing the young disabled with the elderly; elderly residents who have the option to live in elderly-only housing choose to do so. Also, the PHA competes with the privately-owned Section 202 and Section 8 Programs which offer larger units and greater amenities. Turnover at the family developments is attributable to family eviction (20 in FY 1995), discovery of other affordable housing, and the desire to live in less concentrated housing.

FIGURE 17: UNIT TURNOVER BY DEVELOPMENT AND BEDROOM SIZE

Development	0-Br	1-Br	2-Br	3-Br	4-Br	5-Br	6 Br	Total	% of Total # Units
Admiral Terrace	0	0	8	16	3	0	0	27	6%
Chad Brown	0	0	16	16	6	1	0	39	9%
Roger Williams	0	0	5	2	0	0	0	7	2%
Codding Court	0	3	9	3	0	0	0	15	35%
Hartford Park	0	29	16	14	4	0	1	64	14%
Manton Heights	0	8	13	11	4	0	0	36	8%
Scattered Site	0	0	0	8	2	0	0	10	2%
*Dexter Manor I	38	26	5	0	0	0	0	69	16%
*Dexter Manor II	0	4	2	0	0	0	0	6	1%
*Dominica Manor	27	14	2	0	0	0	0	43	10%
*Carroll Tower	38	16	0	0	0	0	0	54	12%
*Kilmartin Plaza	20	9	0	0	0	0	0	29	6%
*Parenti Villa	29	14	1	0	0	0	0	44	10%
*Sunset Village	0	5	0	0	0	0	0	5	1%
Total	152	128	75	70	19	1	1	446	100%
Percent	34%	29%	17%	16%	4%	<1%	<1%	100%	

Source: Facilities Management Dept., Computerized Work Order System FY 1996

* Elderly/Disabled Units

Fifty-six percent (250) of all unit turnovers occurred at the elderly/disabled developments. The highest number of turnovers occurred at Dexter Manor I, where 16% (69) of the development's total units were turned over for new leasing. There was also a high number of turnovers at Carroll Tower (54) and Parenti Villa (44). Chad Brown/Admiral Terrace led the family developments in turnovers with 66 followed by Hartford Park (64) and Manton Heights (36). Efficiency (0-BR) and one-bedroom units comprised 63% of all turnovers; two and three bedroom units comprised one third (33%).

UNIT TURNOVER RATE

The highest rate (number of turnovers ÷ total number of units) of turnovers took place at Dexter Manor, an elderly/disabled development. Other elderly/disabled developments also had high turnover rates: 28% of units turned at Carroll Tower, 27% at Kilmartin Plaza, and 23% at Parenti Villa. The Chad Brown/Admiral Terrace family development together with the contiguous Sunset Village (21%), an elderly development, had a combined turnover rate of 19%. On the whole, the PHA experienced an 18% turnover rate in FY 1996 with a 25% turnaround for the elderly developments and 13% for the family developments.

Development	Total Units	Turnover	Rate
Admiral Terrace	153	27	18%
Chad Brown	198	39	20%
Roger Williams	40	7	18%
Codding Court	119	15	13%
Hartford Park	508	64	13%
Manton Heights	330	36	11%
Scattered Sites	194	10	5%
Dexter Manor I	200	69	35%
Dexter Manor II	91	6	7%
Dominica Manor	204	43	21%
Parenti Villa	194	44	23%
Carroll Tower	194	54	28%
Kilmartin Plaza	106	29	27%
Sunset Village	24	5	21%
Total	2,555	448	18%

Source: Facilities Management Dept., Computerized Work Order System FY 1996

FIGURE 18

Unit Turnover
by
Development
FY 1996

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 1996, over \$140,000 was charged to residents for repairs to their units. The following table breaks down the charges by development.

Development	Total	Pct. Of Total
Chad/Ad/Sun	\$34,299.14	24%
Roger Williams	\$2,938.21	2%
Codding Court	\$2,895.90	2%
Hartford Park	\$29,056.92	21%
Manton Heights	\$18,872.80	14%
Dexter Manor I & II	\$14,929.55	11%
Dominica Manor	\$6,181.51	4%
Kilmartin Plaza	\$5,370.81	4%
Carroll Tower	\$6,272.30	5%
Parenti Villa	\$4,919.10	3%
Scattered Site	\$14,568.77	10%
Total	\$140,665.01	100%

FIGURE 19

Resident
Charges
FY 1996

WORK ORDER COMPLETION RATE

FIGURE 20

*Percent of Work
Orders
Completed
FY 1996*

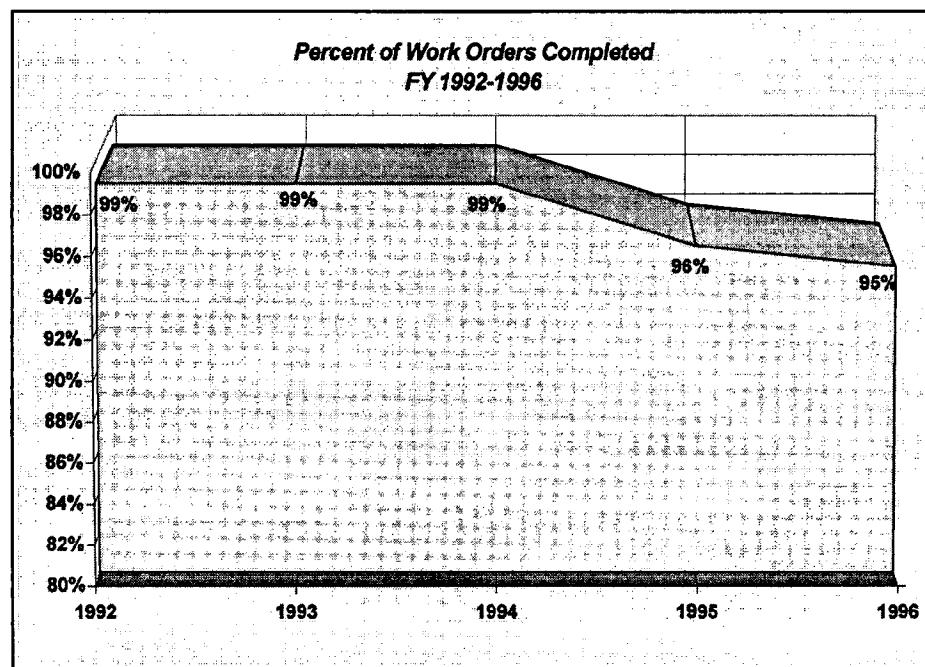
The work order completion rate status report table indicates the department's success in completing work orders received during FY 1996. As the table shows, 95% of all work orders received during FY 1996 were completed by the close of the fiscal year. Ninety-six percent of all emergency, resident service, and planned/preventive maintenance requests were completed by June 30, 1996. And only 2,782 work orders (5%) were carried over to the following fiscal year.

Category	Previous Balance	New Requests	Total	Closed This Year	Balance
Emergency	2	133	135	130	5
Resident Service	247	13,273	13,520	13,027	493
Unit Turnaround	352	3,478	3,830	3,291	539
Planned/Preventive	563	31,989	32,552	31,282	1,270
Vandalism	13	255	268	247	21
Unit P/M Inspection	186	2,599	2,785	2,493	292
Unit P/M W/O's	93	1,257	1,350	1,207	143
Cyclical Paint	8	90	98	79	19
Total	1,464	53,074	54,538	51,756	2,782
Percent	3%	97%	100%	95%	5%

Source: Facilities Management Dept., Computerized Work Order System FY 1996

FIGURE 21

*Percent of Work
Orders
Completed
FY 1996*



Manpower Status

At the end of FY 1996, the Facilities Management Department has a number of lower skill-level maintenance jobs open, yet it employs more than the budgeted number of high-skill positions. The entry-level positions in Facilities Management, Laborer I and Laborer II are both staffed under budget by seven and five positions respectively. But Laborer III, a third-year position, has seven higher than its budgeted amount. Maintenance Aides, a higher skill position, and Mechanics are also staffed under budget, while Boiler Technicians and Maintenance Custodians are staffed over budget.

Position	Actual	Budget	Difference
Director F/M	1	1	0
Electronic Mechanic	2	1	+1
Foremen/Grounds & Bldg.	4	4	0
Foremen/Heating & Boilers	1	1	0
Foremen/Mechanics & Aides	1	1	0
Facilities Management Aide	1	1	0
Operations Planner	0	2	-2
Assistant Operations Planner	1	0	+1
Control Clerk	1	1	0
Dispatchers	5	5	0
Laborer III	22	15	+7
Laborer II	2	9	-7
Laborer I	2	7	-5
Aides	9	14	-5
Mechanics	2	10	-8
Plasters	2	1	+1
Electrician	1	1	0
Assistant Electrician	0	1	-1
Truck Driver	1	1	0
Foreman/Carpenters	0	1	-1
Carpenters	5	5	0
Foreman/Painters	1	1	0
Plumber	1	0	+1
Boiler Techs	6	0	+6
Exterminator	1	0	+1
Painters	6	7	-1
Maintenance Custodians	10	0	+10
Total:	88	90	-2

FIGURE 22

*Manpower
Status
FY 1996*

Vehicle Inventory July 1996

Year	Make/Model	VIN Number	Milage	Condition	Current Use
1996	GMC Van	1GTGG35K6TF506181	1,503	Excellent	Heat Crew
1995	GMC Van	1GTEG25Z2SF553823	6,128	Excellent	Paint Foreman
1995	Dodge Van	2B5WB35Y4SK548954	13,255	Excellent	Comm. Services
1995	GMC Van	1GTEG25Z6SF553823	9,034	Excellent	Heat Rover
1995	GMC Van	1GTEG2527SF507451	8,400	Excellent	Plumber
1995	GMC PK	1GTCS19Z6SK508124	17,755	Excellent	Carpenter
1994	Dodge Van	2B5WB35Y4RK120747	34,315	Excellent	Comm. Services
1994	GMC Jimmy	1GKDT13W6R2526914	19,457	Excellent	F/M R. Deissler
1994	GMC Astro Van	1GTDM19ZBRB502768	10,189	Excellent	F/M J. Souza, Jr.
1994	GMC Sonoma PK	1GTCT1424RK501087	25,619	Excellent	F/M C. McCabe
1993	GMC Sonoma PK	1GTC14Z1P8512350	94,086	Fair	Heat Rover
1993	GMC Sonoma PK	1GTC14Z1P8512400	18,612	Excellent	Manton Heights
1993	GMC Sonoma PK	1GTC14Z7P8512188	19,232	Excellent	Hartford Garage
1993	GMC Sierra CB	1GDJK34N9PE521037	6,767	Excellent	Hartford Garage
1991	Ford Ranger	1FTCR11X0MUD24844	29,710	Good	F/M L. Deal
1991	Ford Ranger	1FTCR11X2MUD24845	30,636	Good	F/M M. Lamantia
1991	Ford Explorer	1FMDU34X2MUD27072	44,030	Good	H/M M. Hazard
1991	RMW Van	2B5WB35Z7MK459133	71,167	Fair	Comm. Services
1989	Dodge Van	2B4FK45K3KR224018	85,405	Fair	Comm. Services
1988	Chev PK	1GCCT19R4J2180565	30,021	Good	F/M Carpenters
1988	Chev PK	1GCCT19ROJ2180565	34,593	Good	F/M Exterminators
1988	Chev PK	1GCCT14R1J2190291	74,869	Good	F/M Manton Hts.
1988	Chev Van	1GCEG25ZOJ7137968	54,188	Good	F/M Plasterer
1988	Chev V10 YT	1GNEV18K7JF149370	68,932	Good	F/M Heating
1988	Chev C30 PK	1GCGC34KXJE178469	69,000	Good	Hartford Garage
1988	Ford Van (white)	1FTJE33H2JHA32684	61,000	Good	F/M Electrician
1984	Chev CC 5 Ton	1GBG6D1A1EV117144	29,850	Good	F/M
1983	Dodge D15 PK	1B7GD14H5DS4400010	88,132	Fair	Chad Brown
1983	Ford F35 Trk	2FDJF37L1DCA40506	53,000	Fair	Hartford Garage

DEPARTMENT OF
*M*ODERNIZATION &

*D*EVELOPMENT

Introduction

Modernization Projects

Hartford Park

Manton Heights

Codding Court

Comprehensive Grant Program

Energy Conservation

Roofing

Elevators

Window Replacement

Comp. Grant Budgets

Modernization and Development Funds

***Scattered Site Replacement Development
Projects***

MODERNIZATION & DEVELOPMENT

Introduction

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

Budgets administered by this department since its inception total over \$140 million; more than \$95 million in modernization funds and over \$45 million in development projects. Current active budgets total over \$37 million; \$23.5 million in modernization funds and \$14.3 million in development projects. This year, modernization will continue to be funded under the Comprehensive Grant Program (CGP), where \$4.1 million will be available for FY 1997, the fifth year of funding. However, because of continuing budget problems in Washington, it is quite probable that future funding could be reduced.

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 containing 748 units. A Modernization program to upgrade the site and dwelling units was instituted in 1988, with the signing of an architectural/engineering contract with the Robinson Green & Beretta Corporation.

The site was divided into three construction phases. The Phase I area included the rehabilitation of 1 high-rise building of 120 one bedroom units, as well as 9 four story walk-up concrete buildings and 20 two story row wood buildings. In addition, three high-rise buildings containing 240 family units were demolished in 1990/92. These units were to be replaced by 240 newly constructed scattered site units throughout the city. Phase II consisted of the modernization of 17 two story wood row buildings. Phase III, which is now under construction, is comprised of 15 two story wood walk-ups. The chart below includes 32 new units in five buildings which were constructed on the sites of the three demolished high-rise buildings. These units were completed in 1995. The resulting breakdown of units, handicapped wheelchair accessible and standard for all three Phases, is listed below.

*Three
Comprehensive
Grant Budgets,
701, 702 and
703, totaling
\$11,997,032,
were closed out
this fiscal year.*

Phase	1-BR ST/HC	2-BR ST/HC	3-BR ST/HC	4-BR ST/HC	5-BR ST/HC	6-BR ST/HC	7-BR ST/HC	Total ST/HC
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	84/0
New Const.	0/0	0/0	0/8	6/0	13/0	4/0	1/0	24/8
Total	120/0	224/0	96/8	54/0	33/0	4/0	1/0	532/8

FIGURE 1
(ABOVE)

*Hartford Park
Unit
Breakdown -
Standard &
Handicapped*

*With the
addition of the
\$4,000,000 in
amendment
money to
Budget 020, the
Authority has
managed a total
of \$37 million
in funding for
the
modernization
of Hartford
Park. The total
budget amount
for this
particular
project was split
between budgets
83-01-905, 87-
01-912 and 89-
01-020.*

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

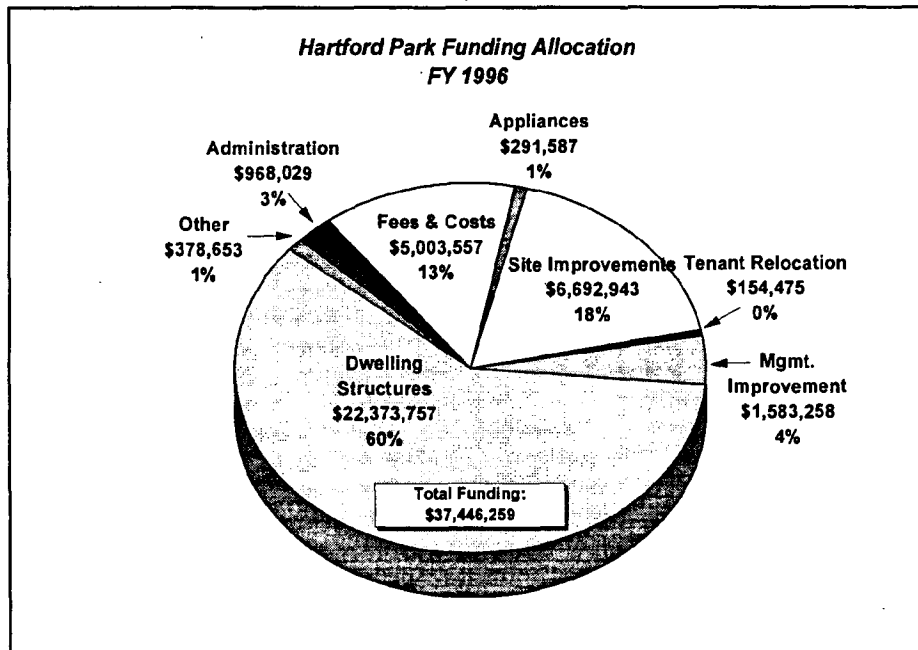
Upon completion of Phase I, the Authority was unable to directly proceed into Phase II as additional funds were needed to complete renovations to the level of Phase I. Additional funds were requested in June of 1991 through the HUD Regional Office, and the PHA received approval in 1993 for \$6,000,000 in amendment money. Upon receiving authorization, the Authority directed the architect and construction manager to proceed with the completion of design and bidding of all work for Phase II. This phase was completed in November 1994, and the 98 units (54 three bedroom, 24 four bedroom and 20 five bedroom) were leased.

In FY 1996, the Authority proceeded with the preparation of bid documents for Phase III (Barry Road), by the project architect, Robinson Green & Beretta. The Authority had, since 1993, sought amendment funding from HUD to complete this phase, and in September, 1995, \$4 million in funding was approved. An amendment was executed with the H.V. Collins Co. to continue to provide construction management services for this project. Work began immediately with asbestos and lead paint abatement. Some modernization was previously completed on the Phase III buildings including new roofs, gutters/downspouts, asbestos removal/re-insulation of basement piping, heating controls, and radon and lead based paint testing. With work underway and completion projected by October of 1996, the PHA filed a motion in U.S. District Court to modify the Settlement Stipulation and Consent Decree to allow for the demolition of four buildings, 32 units, to accommodate parking and open space as well as to improve security at Hartford Park Phase III. The motion was heard the first week of April and was denied. An amendment to the architect's contract was drafted to redesign the site with no demolition. The architect is currently modifying drawings for the site work to allow the four buildings to remain in place. A new schedule will be determined after the redesign is completed.

Other renovation work completed at Hartford Park during FY 96 included the reroofing of the maintenance garage at 275 Hartford Avenue and the modernization of the Administration Building at 300 Hartford Avenue. This building houses the management office, as well as the Facility Management's carpentry and paint shops.

HARTFORD PARK BUDGETS

With the addition of the \$4,000,000 in amendment money to Budget 020, the Authority has managed a total of \$37 million in funding for the modernization of Hartford Park. The total budget amount for this particular project was split between budgets 83-01-905, 87-01-912 and 89-01-020. At the end of FY 1996, 93% of the total funding had been spent on modernization with the balance to be expended in FY 1997 for work on Phase III, the Barry Road area.

**FIGURE 2**

Hartford Park
Funding
Allocation
FY 1996

The chart below shows the allocation of funding for the Hartford Park modernization. Of the total \$34,853,785 expended on this project by the end of FY 1996, seventy-eight percent (78%) of the funding was utilized for site work and dwelling structures (building construction).

Budget	Approved	Obligated	Expended
83-01-905	\$ 1,493,309	\$ 1,493,309	\$ 1,493,309
87-01-912	16,700,000	16,700,000	16,700,000
89-01-020	19,252,950	18,936,311	16,660,476
Totals	\$ 37,446,259	\$ 37,129,620	\$ 34,853,785

FIGURE 3

Hartford Park
Budgets
FY 1996

Manton Heights

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

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

The development consisted of two construction phases. The first phase, eight, three story brick buildings containing 168 units, were completed from December 1992 through March 1993. The remainder of the units in the development, 162, were then designated as Phase II (see site map) and the six brick and seven wood buildings were completed by the summer of 1994. The development still contains 330 units; however, the total number of bedrooms in the development was reduced due to the creation of sixteen handicapped units. A breakdown of the total units, both standard and handicapped, for Phase I and Phase II is contained below.

FIGURE 4

*Manton
Heights Unit
Breakdown
Standard &
Handicapped*

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

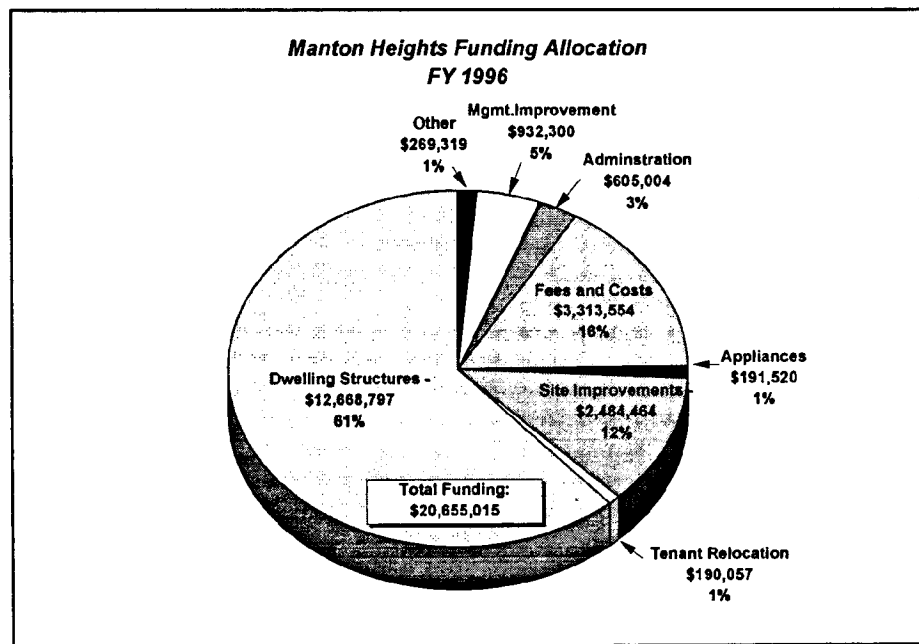
During FY 96, several projects were undertaken at Manton Heights including the repair of railings. As part of the original modernization, new railings were installed throughout the development. However, due to failure of the grout around the railings in the Phase I area, the concrete cracked and failed. The Authority legally pursued the contractor to repair this failure under the warranty provision of the contract. In the meantime, in order to insure resident safety, the Authority decided to undertake the needed repairs prior to a legal decision. A contract was awarded to the low bidder, CAL Restoration, to correct the defective work and it was completed in October. In December, a settlement was reached and the original contractor's bonding/insurance companies paid the entire cost of the repairs as well as attorney's fees. In the Spring of 1995, a contract was executed for architectural services for the renovation of the Administration building. After formal bidding, a construction contract was signed in August with Housing Systems for the improvements. Work was completed by January, when the staffs of the Manton Heights Management Office and the Scattered Site Management Office reoccupied the building.

MANTON HEIGHTS BUDGETS

By the end of FY 1996 the Modernization Department had managed over \$20 million in funding for the modernization of this development. Since the beginning of the project in 1989, funds have been received from seven budgets. Budgets 701, 702 and 703 were closed out in FY 96. A large portion of the money in 704 was for the renovation of the Administration Building, the balance being used for smaller projects such as asbestos abatement in the boiler room.

FIGURE 5

*Manton
Heights
Funding
Allocation*



Original plans called for two additional buildings to be modernized in Phase II during FY 1996. However, with the receipt of the announcement from HUD that more than \$1 million would be cut from our FY 1996 Comprehensive Grant allocation, the decision was made to divide the original Phase II into two phases of one building each, with Phase IIA scheduled for FY 96 and Phase IIB for FY 1997. The reduced funding from the Comprehensive Grant Program has extended the total time to complete the project by at least one full year. Work on lead paint and asbestos abatement for both buildings in Phase II began in late summer, 1995. An invitation to bid for the complete modernization of the one building in Phase IIA was advertised in December and a contract was awarded to Berkshire Industries in January. Work began in early February with completion of Phase IIA expected in October. Approximately \$4.2 million has been expended to date on this development, constructed in 1951.

COMPREHENSIVE GRANT PROGRAM (CGP)

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

During the spring, the Modernization Department began preparing the application for fifth year funding, Budget 705 (FY 1997), under the Comprehensive Grant Program (CGP). As part of the process, meetings were held with Presidents of the Tenant Associations, management staff and residents at the Elderly high-rises, and site investigations were conducted by Modernization and Facilities Management personnel, to identify construction work items that need to be addressed during the next five years. A draft of the application was written and presented to the residents at an Authority-Wide meeting and at a Public Hearing, both held in June, 1996. The amount of the application was for \$4,126,727, the final FY 1997 formula amount set aside by HUD for the Providence Housing Authority. This is a reduction of more than \$258,000 from the FY 1996 allocation (Budget 704) and more than \$1,259,000 less the \$5,386,226 formula amount originally set aside for Providence but later rescinded by Congress. The application will be submitted on July 1 and HUD approval is expected in about 45 days. With this additional funding the PHA will have received a total of \$20,508,731 in its five CGP budgets.

In addition to the work at Coddington Court other major improvements made during FY 1996 under the Comprehensive Grant Program included the following:

Energy Conservation

After the success of the program to convert the existing electric domestic hot water systems at Carroll Tower and Parenti Villa to natural gas (FY 1995), the PHA applied to HUD for similar funding assistance for Kilmartin Plaza under the same HUD Public and Indian Housing PIH Notice 93-9 titled "Incentives to Reduce the Cost of Utilities". After receiving HUD approval, the PHA contracted with the Providence Gas Company for the conversion. The Gas Company financed this work in the form of a \$151,900, eight year loan to the PHA, with HUD paying the monthly amortized cost of this loan by increasing the monthly subsidy to the Authority in an amount equal to the loan payment. In essence, the cost of this improvement was received from HUD as a grant, instead of being paid for out of the modernization budget. This will result in substantial energy savings to the Authority.

After a PHA commissioned study identified potential cost savings to the Housing Authority by making water conservation improvements, the Authority contracted with Aqualine/Cogenex in May 1996 for these improvements. It is estimated that the various water saving improvements will pay for themselves in less than two years and after that they will generate savings in excess of \$30,000 per year to the Authority. The contractor

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
0701	1,006,390	1,006,390	1,006,390
0702	13,000	13,000	13,000
0703	21,070	21,070	21,070
0704	318,605	289,561	246,094
Totals	\$ 20,655,015	\$ 20,625,971	\$20,582,504

The chart below shows the breakdown of the Manton Heights funding allocation. As with Hartford Park, the largest amount of funding expended on this project, seventy-three percent (73%) was utilized for the two construction categories, dwelling structures and site improvements.

Codding Court

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

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

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

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

FIGURE 6

*Manton
Heights
Budgets
FY 1996*

The renovation of Phase I (two buildings) of Codding Court was virtually complete by the close of FY 1995.

Relocation and occupancy of the 48 units was completed by the end of July. A bid opening for Phase IIA (one building) was held in January 1996 and a contract was awarded to Berkshire Industries. Work began in early February and is scheduled for completion in October 1996.

replaced shower heads and faucet aerators and added new closure devices in toilet tanks in a total of 650 units at Chad Brown, Admiral Terrace and Dexter Manor I and II. After a review of the results at these developments, a similar program may be instituted at other developments where these conservation items are not in place. These improvements like the new domestic hot water heaters are funded under the PIH Notice 93-9 "Incentives to Reduce the Cost of Utilities."

Roofing

Two major reroofing projects were completed in FY 96. A contract was executed with McKenna Roofing in November for the reroofing of Kilmartin Plaza and the work was completed by early January. In addition, a contract was signed with Apollo Roofing in July, 1995, for the reroofing of the Maintenance Garage and work was completed in December.

Elevators

An invitation for bids was advertised for a complete overhaul to the seven elevators at Dexter Manor I & II, Kilmartin Plaza, and Dominica Manor. A contract for more than \$600,000 was awarded to Delta Elevator in FY 1995. Work was scheduled in three phases with the first two elevators, one at Kilmartin and one at Dexter Manor II, started in April '95. As work progressed at Kilmartin it was determined that a potential problem existed with the original hydraulic cylinders which lift the elevator cars in this development. After a review by the elevator consultant, a change order was executed in October to provide for the replacement of the two cylinders at the two elevators at Kilmartin. Work was substantially complete on all seven elevators in April '96.

Window Replacement

A contract was awarded to Lamborghini/Feibelman, architects, for the design of replacement windows at Dexter Manor I and Dominica Manor. Bids for this work were received, a contract was signed with AKW Systems and work was begun in April '95. With work nearing completion, severe wind and rain storms resulted in window leaks at both developments. Meetings were held with the architect and contractor and extra caulking and replacement of weather-stripping was undertaken to correct this problem. Work was substantially complete by March of FY 1996, but another rain storm with high winds once again resulted in some window leaking. The Authority in June, engaged an outside contractor to fully review this project and determine the cause of the continued leaking. A report on their findings with recommendation is due in July.

Comprehensive Grant Program Budgets

FY	Budget	Approved	Obligated	Expended
1992	CGP 701	\$3,502,647	\$3,502,647	\$3,502,647
1992	CGP 702	3,944,649	3,944,649	3,944,649
1994	CGP 703	4,549,736	4,549,736	4,549,736
1995	CGP 704	4,384,972	3,552,427	1,409,395
1996	CGP 705 Pending	4,126,727		
Totals		\$20,508,731	\$15,549,459	\$13,406,427

The application for fifth year funding, Budget 705 (FY 1997) under the CGP, was for the amount of \$4,126,727, the final FY 97 formula amount set aside by HUD for the Providence Housing Authority. This is a reduction of more than \$258,000 from the FY 1996 allocation (Budget 704) and more than \$1,259,000 less the \$5,386,226 formula amount originally set aside for Providence but later rescinded by Congress.

FIGURE 7

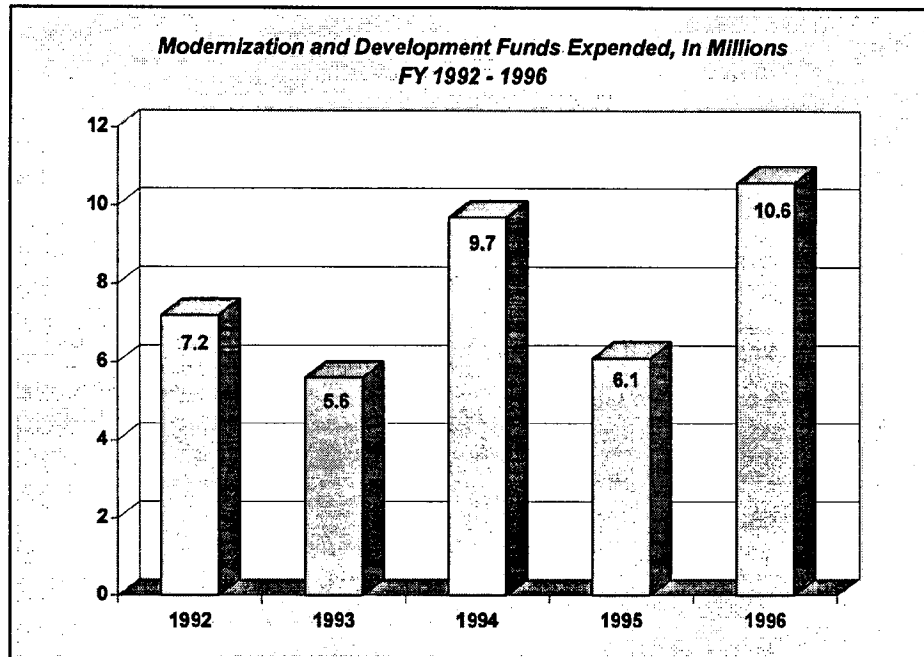
CGP Budgets
FY 1996

Modernization and Development Funds FY 1992-1996

Over the past five years, HUD has continued to award the Providence Housing Authority with millions of dollars in Modernization funds. In FY 1996, Modernization (\$4,576,307) and Development (\$5,983,228) combined expended a total of \$10,559,535.

FIGURE 8

*Modernization
and
Development
Spending
FY 1992-1996*



CONVENTIONAL DEVELOPMENT PROJECTS

*In connection
with the
proposed
demolition of
the 32 units in
Phase III, the
PHA had
received HUD
approval to
construct 32
new
replacement
units.*

RI 1-19, (32 Units) Hartford Park - New Construction

In connection with the proposed demolition of the 32 units in Phase III, the PHA had received HUD approval to construct 32 new replacement units. In September 1990, a contract was signed with the Robinson Green & Beretta Corp. to design the five buildings to be constructed on the sites of the demolished high-rise buildings. A development grant in the amount of \$2,981,200 had previously been received from HUD. However, the new project could not be bid until the asbestos tainted demolition debris located on the site of 22 Whelan Road was removed, since this was the location of two of the new buildings.

Following the removal of the debris in 1993, and approval of \$7,335,900 in additional amendment funds from HUD, a construction contract was awarded to the H. V. Collins Company in the amount of \$3,144,000 for 32 units in five buildings. The first building at 2 Whelan was substantially completed by the end of August and all five buildings were complete and accepted by the PHA by November 1994. Heating controls and additional landscaping were provided during FY 1996. The project contains 8 three bedroom handicap accessible units, as well as 6 four bedroom, 13 five bedroom, 4 six bedroom and 1 seven bedroom unit

SCATTERED SITE REPLACEMENT DEVELOPMENT PROJECTS

Introduction

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

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

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

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

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

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

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

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

During FY 1996, several additional work items were completed by the Authority including the insulation of the perimeter of each basement, the permanent closure of the exterior open ventilation louvers, the addition of exterior security lighting for each unit and planting of trees and shrubs at many of the sites.

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.

Project close-out is underway.

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 January, 1996, the proposal of the Armory Revival Company was approved by HUD for the development of four units to be built on Boyd Street. The Authority is awaiting the transfer of the property by the City of Providence to the Providence Redevelopment Agency for purchase by the developer. A Turnkey Contract is expected to be signed in the latter part of July as soon as this transfer of property to the Redevelopment Agency takes place.

Two major reroofing projects were completed in FY 96. A contract was executed with McKenna Roofing in November for the reroofing of Kilmartin Plaza and the work was completed by early January. In addition, a contract was signed with Apollo Roofing in July, 1995, for the reroofing of the Maintenance Garage and work was completed in December.

in two closings held on February 28, 1995 and June 6, 1995. Project close-out is underway.

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

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

Project close-out is underway.

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

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

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

In July 1995, a contract was executed with the Armory Revival Company to construct three new scattered site units. One duplex and one single family unit were built on Caxton Street and were purchased on November 2, 1995. Project close-out is underway.

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

In September 1995, a contract was executed with the Armory Revival Company to construct ten scattered site units. Units were purchased on December 28, 1995, (Tell Street), April 22, 1996 (Stone) and May 8, 1996 (Stone and Hebron). Project close-out is underway.

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

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

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

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

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

Plantation Homes was preliminarily selected as the developer for RI 1-35, a ten unit project. The Turnkey Contract of Sale was executed on July 27, 1995 and site work began in November. Extreme cold weather caused delays in the developer's construction schedule. Two duplex structures on Judith Street were purchased by the PHA on May 2, 1996. Work is now underway on the remaining six units which are scheduled to be completed by the fall of 1996.

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

Plantation Homes was preliminarily selected as the developer for RI 1-37 in September, 1993. This development consists of 8 three bedroom and 2 four-bedroom duplex units on Alvin Street, Dora Street, Laurel Hill Avenue, Chalkstone Avenue and River Avenue. The Turnkey Contract of Sale was executed June 1, 1995. The Alvin Street duplex was

purchased by the PHA on October 25, 1995 and the remaining eight units are expected to be completed during the fall of 1996.

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

Joseph Iantosco was preliminarily selected as the developer for Project 1-41 and HUD approved the developer in January 1995. This project, to be built on Henrietta St., consists of 4 three bedroom units in two duplex buildings. The PHA is awaiting construction financing by the developer so that a Turnkey Contract of Sale can be executed.

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

In January, 1996, the proposal of the Armory Revival Company was approved by HUD for the development of four units to be built on Boyd and Rill Streets. The Authority is awaiting the transfer of the property by the City of Providence to the Providence Redevelopment Agency for purchase by the developer. A Turnkey Contract is expected to be signed in the latter part of July as soon as this transfer of property to the Redevelopment Agency takes place.

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

In January, 1996, the proposal of the Armory Revival Company was approved by HUD for the development of four units to be built on Boyd Street. The Authority is awaiting the transfer of the property by the City of Providence to the Providence Redevelopment Agency for purchase by the developer. A Turnkey Contract is expected to be signed in the latter part of July as soon as this transfer of property to the Redevelopment Agency takes place.

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

Bernon Associates was preliminarily selected as the developer for RI 1-31. The developer applied for zoning variances for this project and was heard at the November 15, 1994 meeting. On January 23, 1995, the zoning board presented findings of fact denying the application due to land use densities. The Authority and the developer have held a number of meetings to determine if this project could go forward. A decision will be made on the viability of this project in July, 1996.

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

The PHA has preliminarily accepted a developer's proposal for the construction of ten units to be built on Russo Street. The proposed site required some technical analysis to insure that no environmental hazard existed on the site. It is expected that the required analysis will be completed in July so that the feasibility of the project can be determined.

RI 1-32, (6 Units) & RI 1-38, (10 Units) - Scattered Site

An RFP was published by the PHA for these last two projects. On March 28, 1996, eleven proposals were presented by three developers. The Authority has preliminarily approved developers for these proposals. and is now awaiting additional information from the developers so that the final development package can be submitted to HUD for final approval. It is expected that the proposals will be submitted to HUD in July.

After the success of the program to convert the existing electric domestic hot water systems at Carroll Tower and Parenti Villa to natural gas (FY 1995), the PHA applied to HUD for similar funding assistance for Kilmartin Plaza. In essence, the cost of this improvement was received from HUD as a grant, instead of being paid for out of the modernization budget. This will result in substantial energy savings to the Authority.

FIGURE 9

*Active
Scattered Site
Budgets*

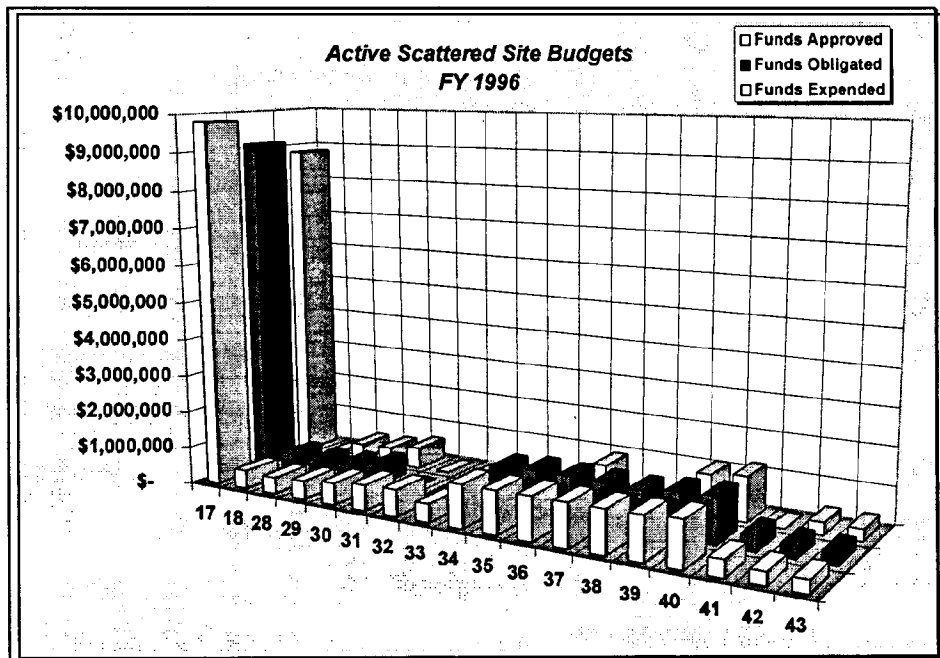
ACTIVE SCATTERED SITE BUDGETS

Budget	Funds Approved	Funds Obligated	Funds Expended	Percent Obligated	Percent Expended
17	\$9,805,960	9,151,642	\$8,804,398	93%	90%
18	\$488,600	\$467,843	\$20,730	96%	4%
28	\$435,200	\$425,309	\$412,313	98%	95%
29	\$488,600	\$457,575	\$435,688	94%	89%
30	\$581,350	\$568,006	\$558,749	98%	96%
31	\$678,100	\$13,435	\$13,435	2%	2%
32	\$708,000	\$13,781	\$13,781	2%	2%
33	\$488,600	\$467,301	\$19,973	96%	4%
34	\$1,143,290	\$1,074,087	\$25,295	94%	2%
35	\$1,142,600	\$1,142,600	\$448,612	100%	39%
36	\$1,154,000	\$1,122,612	\$906,935	97%	79%
37	\$1,154,000	\$1,090,448	\$225,523	94%	20%
38	\$1,154,000	\$1,064,891	\$22,036	92%	2%
39	\$1,162,700	\$1,158,497	\$1,092,045	99%	94%
40	\$1,221,500	\$1,206,705	\$1,191,049	99%	98%
41	\$442,200	\$414,031	\$8,962	94%	2%
42	\$337,050	\$333,862	\$323,807	99%	96%
43	\$337,050	\$334,416	\$315,829	99%	94%
Totals	\$18,122,202	\$17,361,619	\$16,710,260	96%	92%

Over \$18 million of funding have been approved for the development of new public housing units by the PHA. More than \$16 million or 92% of the budget has been expended. The table above and corresponding chart below show the approved, obligated and expended funds for opened development budgets.

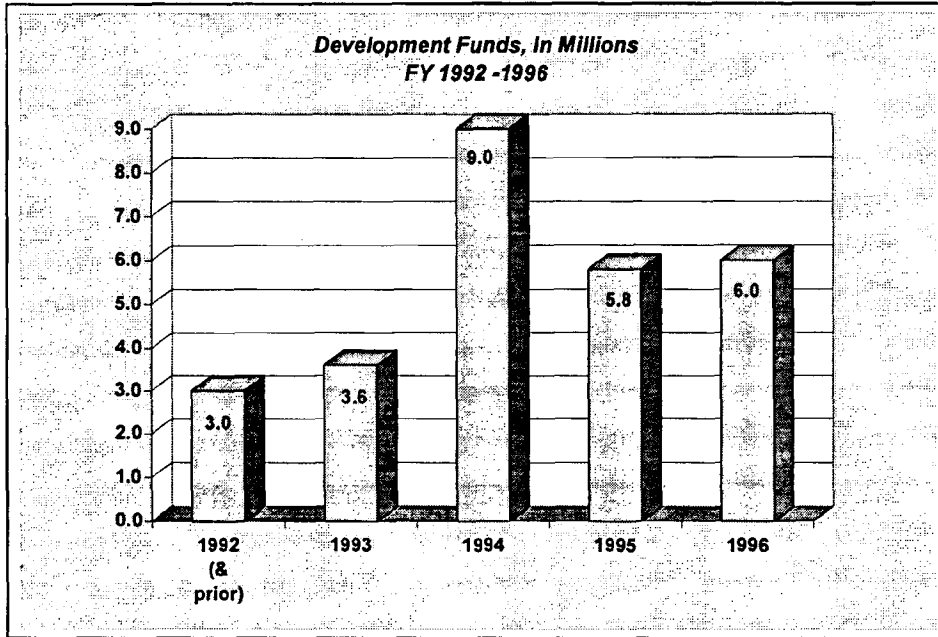
FIGURE 10

*Active
Scattered Site
Budgets*



TOTAL DEVELOPMENT FUNDS

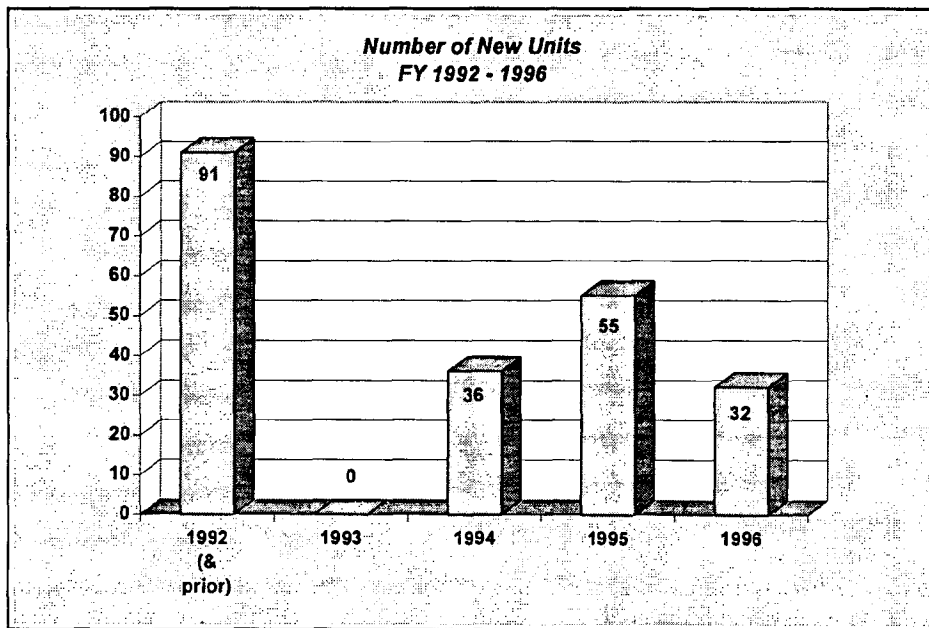
In FY 1996, \$5,983,228 of Modernization and Development funds was spent on Development. This total includes money for both Scattered Sites and the Hartford Park 019 and 020 budgets.

**FIGURE 11**

*Development
Funds
FY 1992 (&
prior)-1996*

NEW UNITS

The Providence Housing Authority has completed an average of 43 new units per year. This fiscal year 32 new units were developed by the PHA. All of these new 32 units are Scattered Site units constructed to replace the 240 units that were demolished as part of Phase I modernization of Hartford Park. To date, 182 Scattered Site replacement units have been constructed and occupied. The table on the following page outlines the status of development projects.

**FIGURE 12**

*New Scattered
Site Units
FY 1992 (&
prior)-1996*

SCATTERED SITE PROJECT SUMMARY: UNIT TYPE AND SIZE

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

*Not Part Of The 240 Replacement Units

NOTE: Project 1-19 is a MROP Development project of 32 units and is not included in the above chart

DEPARTMENT OF
COMMUNITY

SERVICES

Introduction

FAMILY UNIT

Description of Programs

Youth Programs

Adult Programs

New Initiatives

Program Revisions

Statistics

Preparation for Community Living

ELDERLY/DISABLED UNIT

Introduction

Third Party Services

PHA Direct Services

New Initiatives

Program Revisions

Service Units

Grants Received

SOCIO-ECONOMIC CHARACTERISTICS

Existing Residents

Trends of Socio-Economic Change FY 1994-96

C O M M U N I T Y S E R V I C E S

Introduction

FY 1996 was a year for studying the Department of Community Services' range of programs from a more realistic, practical point of view. This step was initiated due to diminishing HUD funds and resulted in substantial program changes. Staff focused on using the Needs Assessment, readings and resident input in an effort to isolate programs which would have the greatest positive impact on the participants and the public housing community. For example, in the Family Unit, programs that only entertain children will have a lesser priority and be less apt to be funded than programs encouraging truant youths to return to school. This mindset is mirrored in all community services units. This year the department had a total of 11 full-time and 28 temporary employees on staff.

In the high rise buildings, staffing for the **Elderly/Disabled Unit** remained at four Services Coordinators and a Supportive Services Coordinator. One Coordinator is supported by a grant of \$47,461 from the R.I. Office of Substance Abuse, now merged with the R.I. Department of Health, and is serving the "elderly only" buildings. The other three coordinators are supported through funding from the HUD Services Coordinators grant, a three-year grant of \$668,000 received in FY 1995. The Supportive Services Coordinator, who oversees the staff and activities in the elderly/disabled buildings, is substantially funded through this grant as well.

During 1996, a process of redesigning the **Preparation for Community Living Unit** programs was undertaken to meet the growing concern for the lack of community interest and responsibility among public housing residents. The pre-occupancy class for housing applicants is being expanded, and the initial home visit to new residents will include segments by Community Services, Housing Management and Facilities Management staff. An interdepartmental committee is developing a more appropriate community living continuum of services.

In the **Family Unit**, staffing remains at a high level in a continuing effort to have a provider for every ten youths in the after school program. Four Program Coordinators, four Program Assistants and approximately twenty-one Resident Assistants ran adult, teen and youth activities at three community centers. Funding for staff and program came from Public Housing Drug Elimination grants, the Departments of Health and Education and the Governor's Justice Commission for a total of approximately \$1,455,895.

The *Social Services Needs Assessment 1995*, published in the fall, has been the source of much of our program planning information. Three surveys were administered: family head of household, teenager, and elderly/disabled. In addition to surveys, staff conducted eleven focus groups with residents. Crime and security issues were viewed as the primary concern of both the head of household and teenagers, but health issues such as teenage pregnancy and lack of available jobs were also of great concern. Although problems for the elderly/disabled group were not ranked as seriously, they did call mental health problems the most serious. Also, everyone agreed that drugs and drug dealers were problems.

Staff focused on using the Needs Assessment, readings and resident input in an effort to isolate programs which would have the greatest positive impact on the participants and the public housing community.

FAMILY

UNIT

DESCRIPTION OF PROGRAMS

All public housing youths who registered for PHA sponsored programs and participated in the prevention education curriculum were eligible to take part in a number of extra-curricular enrichment activities. The most successful classes are in dance, music, theater, art, Zoo Power and sports.

Youth Programs

Organized youth programs were available for children of residents of all six family developments. Actual programming was conducted at three sites. Maximum capacity at each site continued to be determined by building size. Routinely, PHA programs run at 80% capacity.

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

SUBSTANCE ABUSE PREVENTION EDUCATION (SAPE)

Participation in the prevention component of our youth program remains mandatory for all registered youths wishing to be included in extra-curricular activities, events or field trips. Substance abuse prevention education for registered youths ages 6-8, this year was facilitated by the Program Coordinators and their on-site staff and supervised by the Education Coordinator. Several award winning video series (*You Can Choose* and the *Sunburst Series*), covering topics related to substance abuse prevention and emphasizing, in particular, strategies for personal decision making, were purchased and utilized. These sessions were held weekly and were approximately an hour and a half in duration. An effort was made to maintain a ratio of 1:10, facilitator to participants. Curriculums included facilitator guides for stimulating discussion. Hands-on activities were included in each session and active participation, such as role playing, was encouraged. A pre- and post-test to assess participants' factual knowledge of drugs was administered. All youths enrolled in the Youth Program took the pre-test in the fall and the post-test in June 1996. On the pre-test, 87 % of participants scored 95% or above; on the post test 100% of participants scored 95% or above.



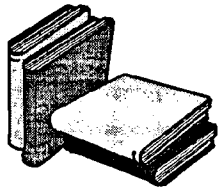
Registered youths in the 9-17 year old age groups attended the weekly **WISE-UP** program (*Women and Infants' Sex Education and Understanding*), funded through a grant to the PHA from the State Department of Health. Originally conceived as a teen pregnancy prevention program, **WISE-UP** was expanded this year to include a broader array of issues of concern to youth. Trained health educators from Women and Infants' Hospital and PHA on-site staff conducted seminars each week on topics such as

substance abuse and violence prevention as well as health education issues like body image and eating disorders, STDs and AIDS, puberty, birth control and pregnancy. In addition to the informative classes, the new **WISE-UP** program made available on-site counseling for youths. A pre and post-test to assess participants' factual knowledge of subjects covered by **WISE-UP** as well as attitude and behavior changes was administered in the fall and in the spring. Analysis of test results indicated a three point overall increase in participant scores on the factual knowledge section of the post test. In June, all participants were asked to complete a written evaluation of the program's effectiveness and to make suggestions for improving content and format. Results from these evaluations will serve as a basis for next year's program revisions.

ACADEMIC ASSISTANCE

Homework Help/Tutoring

Time was set aside at each community center on a daily basis for PHA on-site staff to provide academic assistance to elementary-level program participants. Older students in need of remedial assistance in specific subject areas were provided with referral information concerning tutoring resources in their areas. While participation in these academic support sessions was 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.



During FY 1995, an Academic Assistance Specialist was hired to create and coordinate a curriculum for academic enrichment and the Homework Help program. Working with the Department's Education Coordinator, the specialist began to establish a relationship with the public school department for an exchange of information concerning public housing youths at risk for failure. Those identified were given supplemental on-site remediation or

referred to Chapter One programs. The Education Coordinator, in conjunction with the on-site Program Coordinators, also served as liaison between resident youths and the public school system, helping to make the vital connection between available services and youths at-risk.

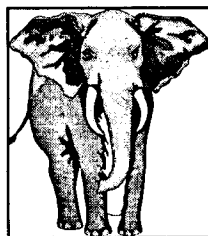
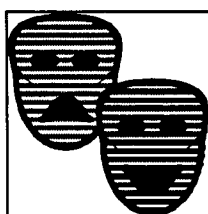
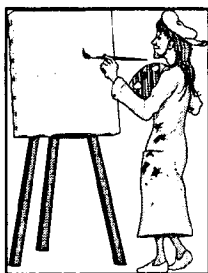
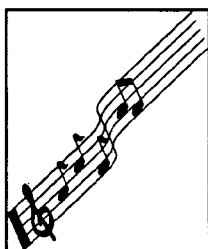
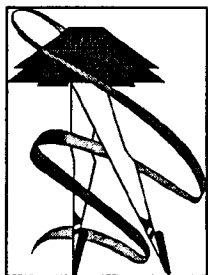
Computer Resource Centers

Computer Resource Centers (CRC) have been established at Manton Heights and Hartford Park since April, 1993. A third CRC, at Chad Brown/Admiral Terrace, became operational in January, 1996. Approximately four hours of instruction a week is provided at each site.

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



During 1996, a process of redesigning the Preparation for Community Living Unit programs has been undertaken to meet the growing concern for the lack of community interest and responsibility among public housing residents. The pre-occupancy class for housing applicants is being expanded, and the initial home visit to new residents will include segments by Community Services, Housing Management and Facilities Management staff.



ENRICHMENT ACTIVITIES

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

Dance

The PHA continued to contract with *The Music School* to provide instructors for two, twelve week series of dance workshops. Classes met once a week at three sites and were open to all ages. Participants were instructed in either *African*, *Hispanic* or *swing style* dance forms.

Music

The PHA continued to contract with *The Music School* to present *Kodaly*, a musical literacy program especially designed for children 6-9. Weekly classes, taught by instructors certified in the *Kodaly* method, encouraged the students to experiment with rhythm, vocalization, and musical instruments.

Art/Arts and Crafts

Community Art Program (CAP), designed and facilitated by graduate students from *Rhode Island School of Design (RISD) Art Education Department*, was conducted at two sites: Chad Brown and Manton Heights. In addition to weekly hands-on workshops, all participants were included in a field trip to the RISD Museum. The PHA on-site staff were also charged with developing and implementing bi-weekly arts and crafts lessons to further provide program participants with outlets for their creativity.

Drama

The All Children's Theater (ACT) Ensemble was brought back in the fall to conduct a twelve week theater education program for all PHA youth. Workshops and rehearsals were held at the Chad Brown community center and the *ACT* facility; transportation from other developments was provided. The program culminated in a performance at *Providence's First Night*, of an original piece, written and produced by the students themselves.

Zoo Power

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

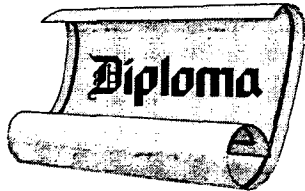
Sports

The PHA Youth Program participants continued their long time love affair with sports activities. Youth Sports Coordinators were in place at three centers serving all family developments and, under the supervision of the Program Coordinators, were charged with running instructional sports on-site, intramural sports between the family developments as well as games with local leagues and community centers, and supervising the inter-housing authority travel league which included five cities in Rhode Island.

Adult Programs

Adult residents were encouraged to participate in a number of PHA sponsored activities. Program Coordinators at each site, through accelerated door-to-door outreach and distribution of monthly newsletters, kept the residents informed regarding opportunities for further education, job training and personal development programs. Authority-wide enrollment in adult education and personal development programs was 173. A description of programs offered to adults in the family developments follows:

GENERAL EQUIVALENCY DIPLOMA (GED)



The PHA has maintained its relationship with *Dorcas Place*, an organization which offers assistance to individuals working towards their GED. Approximately thirty PHA residents were enrolled in classes this year. Transportation to and from *Dorcas Place* was provided. When demand for the program outpaced the spaces

available at *Dorcas Place*, residents were referred to the GED classes run by the *Providence Public School Department*.

ENGLISH AS A SECOND LANGUAGE (ESL)

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

COMPUTER RESOURCE CENTER

The PHA retained a bilingual computer instructor to run the adult component of the CRC program at Manton Heights, Hartford Park and, beginning in January 1996, at Chad Brown. The instructor researched and developed a curriculum which emphasized increased computer proficiency as well as the utilization of computers on the job. Resume preparation was one component of the classes. Classes were held for approximately three hours a week at each site. Interest in this program continues to exceed our ability to accommodate the students. Additional funding is being sought and sources for donations explored to expand the number of computers at each site and increase opportunities for residents to enhance their technological skills.

RESIDENT ASSISTANT STAFF TRAINING

The fourth annual Resident Assistant Staff Training was conducted in June, 1996. Approximately (40) staff members participated in a week long series of workshops designed to increase self confidence, encourage team work and provide the valuable skills and information needed to perform their duties as supervisors for the PHA's Youth Program. Particular emphasis, this year, was placed on outdoor activities, getting the participants out of the community centers and actively engaged in recreational activities and community service projects. To this end, an entire day was devoted to "camp leadership" training. A professional youth activities director from a local YMCA was hired to conduct mini workshops on topics including motivating youths, group discipline and risk management. Popular workshops covering arts and crafts ideas, non-competitive games, first aid and water safety and CPR certification were again offered.

Program Coordinators at each site, through accelerated door-to-door outreach and distribution of monthly newsletters, kept the residents informed regarding opportunities for further education, job training and personal development programs. Authority-wide enrollment in adult education and personal development programs was 173.

NEW INITIATIVES

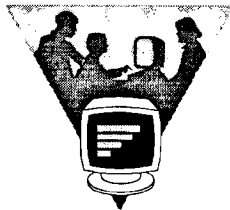
Criteria for selection of staff included Family Self Sufficiency (FSS) program eligibility. Those hired were given one year to become enrolled in FSS. This policy will be continued next year as it successfully enabled the Department to hire more self motivated adult staff committed to working with the PHA to improve programs at the developments.

A number of new programs or strategies were initiated during FY 1995. A description of each follows:

Parent Education/Support Groups

A Parent Education/Support Group was established this year at each site. Meeting once a month, often in the home of a participating resident, an MSW from Women and Infants Hospital facilitated group discussions on topics such as stress management, health and nutrition, domestic violence, substance abuse prevention, child and sexual abuse, and parenting skills. On an average, forty resident parents, authority-wide, participated monthly. All Community Services staff working on-site and residing in PHA developments attended these group sessions. This program will be continued next year and the number of sessions increased to twice a month at each site.

Chad Brown Computer Resource Center



A Computer Resource Center (CRC) was installed in the Rudolph S. Tavares Community Center at Chad Brown in January, 1996. Equipment includes four IBM computers and a printer. Additional machines (two older computers and a printer) were donated to be used with the more elementary program. The Center was fully equipped for a cost of \$15,000. Approximately four hours of instruction a week are provided for both youths and adults. Classes were consistently well attended and a waiting list established.

Keeping It Cool At Chad (KICC) Summer Program

The Family Advisory Committee (FAC), in collaboration with the PHA, submitted a grant application to the Governor's Justice Commission in April 1996 for the *Keeping It Cool At Chad (KICC) Summer Program*, a pilot program to be implemented at Chad Brown/Admiral Terrace. Funding of \$12,275 was awarded for a street-level outreach program to prevent juvenile delinquency. Initial orientation and staff training was conducted in June. Funding is currently being sought to continue outreach efforts at Chad Brown/Admiral Terrace after the summer and to replicate this program at the other family developments.

Community Center "Teens Only" Days

In response to requests from teen residents, Tuesdays and Thursdays were officially designated "Teens Only" days at the family developments. Teen Clubs were established and PHA staff endeavored to solicit feedback regarding program activities of particular interest to this population. Despite staff efforts, this strategy was unsuccessful in attracting increased numbers of teen age participants. It is anticipated that the concept will be revised next year.

Hiring Policy/FSS Requirement

Resident Assistant staff, authority-wide, were terminated at the end of the Summer Youth Program 1995. Individuals interested in resuming employment for the 1995-1996 Youth Program, beginning in October 1995, were required to reapply. Applications were accepted in September and all applicants were interviewed by the Director of Community

Services as well as the Department's Education Coordinator. Criteria for selection of staff included Family Self Sufficiency (FSS) program eligibility. Those hired were given one year to become enrolled in FSS. This policy will be continued next year as it successfully enabled the Department to hire more self motivated adult staff committed to working with the PHA to improve programs at the developments.

Codding Court/Roger Williams/Chad Brown Merger

Due to low enrollment, the Codding Court/Roger Williams Youth Program was merged with the Chad Brown Youth Program in October. Transportation to and from the Chad Brown community center was provided by PHA van. The Program Coordinator and Program Assistant from Codding Court/Roger Williams collaborated on programming and policy decisions as well as supervision of participants and activities. It was hoped that the facilities at Chad Brown (gymnasium, computer center, etc.) would attract more participants from the smaller Codding Court and Roger Williams developments. This strategy, while cost effective, resulted in fewer youths from Codding Court/Roger Williams being served. Staff is working on an alternative scenario for next fall.

Staff at each family development were required to publish a monthly newsletter

Monthly Newsletters



Late Breaking News

Staff at each family development were required to publish a monthly newsletter. News items concerning residents as well as PHA sponsored program information and services were included.

Staff was very creative getting program participants and residents involved in contributing to the publishing process. Newsletters were distributed to each resident and were available at the community centers.

PROGRAM REVISIONS

Resident Assistant Staff Age Criteria

In an effort to increase professionalism and better supervise youth participating in PHA programs, the Community Services Department made the decision to no longer hire teenage Resident Assistants. Effective October 1995, all Resident Assistant staff were adults; most were parents of program participants.

SAPE/WISE-UP Curriculum Combined

SAPE and WISE-UP curriculums were combined this year for youths ages 9-17. This revision was in direct response to participant survey feedback citing that much of the information presented was duplicated. Response to the merging of curriculums was positive.

Accelerated Outreach Efforts And Follow-Up

This year the Department's on-site staff accelerated outreach activity endeavoring to personally reach all new residents within three months of occupancy. At least three initial in-takes per week were required. Follow-up visits were conducted within three weeks of initial intake. A new in-take form was devised to collect more comprehensive data regarding the needs and concerns of residents and their families. Residents were

A new in-take form was devised to collect more comprehensive data regarding the needs and concerns of residents and their families. Residents were advised of all PHA sponsored programs for youths and adults at this time.

advised of all PHA sponsored programs for youths and adults at this time. Additionally, copies of the on-site monthly newsletter were distributed to each resident

Family Advisory Committee Expands

The Family Advisory Committee (FAC), comprised of three or four residents from each program site, was initially formed to assist Department staff in determining the programming needs of residents. FAC continues to offer feedback and support and this year has expanded their involvement to include direct participation in the preparation of the KICC grant proposal to fund a pilot outreach program at one of the family developments. The proposal was awarded funding from the Governor's Justice Commission and began implementation in June. FAC is further involved in this program by monitoring and evaluating the program's progress and serving as a resource for the outreach workers. It is anticipated that this committee will continue to grow and gain momentum next year.

STATISTICS

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

Youth Program Enrollment

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

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. Figures 2 and 3 below detail service units in various categories of programming for FY 1995 and 1996.

FY 1995 (JULY 1994 THROUGH JUNE 1995)

Dates	Enrollment	Comments
1992-1993	265	No PHA Chad Brown Youth Program
Summer 1993	446	PHA Chad Brown Youth Program initiated
1993-1994	201	Enrollment limitations begin; programs standardized; SAPE mandated
Summer 1994	302	
1994-1995	337	
Summer 1995	356	
1995-1996	334	Codding Court/Roger Williams merges with Chad Brown

FIGURE 1

*Youth Program
Enrollment*

FY 1995		
Youth	Percent	Units
Substance Abuse Prevention Education	12%	7,145
Personal Development/Cultural Enrichment	19%	11,002
Educational Support/Academic Assistance	15%	9,110
General Recreation	39%	23,120
Sports	15%	8,624
Total		59,001
Adults	Percent	Units
Educational Support	61%	3,676
General Recreation	24%	1,452
Personal Development	15%	890
Total		6,018
FY 1996		
Youth	Percent	Units
Substance Abuse Prevention Education	16%	6,503
Personal Development/Cultural Enrichment/ General Recreation	54%	22,288*
Educational Support/Academic Assistance	16%	6,273
Sports	14%	5,870
Total		40,934
Adults	Percent	Units
Educational Support	54%	1,333
General Recreation/Personal Development	46%	1,156*
Total		2,489

*Statistics from Personal Development, Cultural Enrichment and General Recreation were combined this year as the reporting form underwent revisions.

Explanation of Statistics

Service units for youth programs declined from 59,001 in FY 1995 to 40,934 in FY 1996. For adult programs there was a decline from 6,018 in FY 1995 to 2,489 in FY 1996. These statistics are attributable to a number of factors and reflect several policy changes.

ABBREVIATED HOURS AT COMMUNITY CENTERS

Due to lower levels of staffing and a continued effort to maintain the state recommended ratio of supervisor to participant (1:12), the community centers hours of operation were abbreviated this year. This policy resulted in fewer service units for both youths and adults.

FEWER ENRICHMENT PROGRAMS OFFERED

Due to budget constraints and the high cost of third-party contractual providers, fewer enrichment programs for youth were offered this year. Specific activities eliminated were the weekly sewing and cooking workshops. Responsibility for arts and crafts activities was assigned to on-site staff rather than professional instructors and these

FIGURE 2

*Program
Enrollment
(Youth &
Adult)
FY 1995 -96*

Tuesdays and Thursdays were designated "Teens Only" days at the community center this year. This policy, designed to attract more teen-age participants to PHA sponsored programs, was unsuccessful actually resulting in fewer participants utilizing the community center facilities.

workshops were held less often. Resident Assistant staff occasionally conducted cooking classes, as well, but a formalized schedule was not established. The theater arts program was reduced to one, twelve week session as opposed to last year's program which ran all year.

"TEENS ONLY" DAYS

Tuesdays and Thursdays were designated "Teens Only" days at the community center this year. This policy, designed to attract more teen-age participants to PHA sponsored programs, was unsuccessful actually resulting in fewer participants utilizing the community center facilities. It is anticipated that this policy will be abandoned next year.

CODDING COURT/CHAD BROWN MERGER

Due to low enrollment, the Coddington Court/ Roger Williams Youth Program was merged with the Chad Brown Youth Program. It was hoped that the facilities (gymnasium, computer center, etc.) at Chad Brown would attract more participants from the smaller developments. This strategy, while cost effective and fiscally responsible, failed to achieve its objective of increased participation. Few youths from the smaller developments chose to utilize the Chad Brown facilities. This policy change is being examined and alternative sources of funding to maintain an independent youth program at Coddington Court are being sought.

COLLABORATION AND REFERRAL

In keeping with our Department's goal to strengthen collaborative relationships with other agencies and avoid duplication of services, Department staff has actively sought to increase their knowledge of available programs and social services in the local communities. As a result, more resident youths and adults were referred to appropriate agencies this year thus lowering the number of actual service units recorded.

PREPARATION FOR COMMUNITY LIVING (PCL)

Participation in the PCL program depends on the number of individuals selected from the waitlist to occupy units.

The Preparation for Community Living Unit works with both the Family and Elderly/Disabled Units, with every tenant participating in at least one session, either the Prospective Residents, New Residents or Housekeeping Support.

Prospective Residents

As a prerequisite for tenancy, a family applicant must attend a preparatory class for prospective residents. The class is being greatly expanded to include a discussion of the PHA and its residents, lease and management information, maintenance procedures and expectations, health issues, security and safety, parenting skills, community service, cleaning, budgeting, and household care, as well as instruction on how to live responsibly in public housing. Currently, the elderly and disabled applicants are not required to attend the preparatory class, but must be visited at home shortly after assuming tenancy. This policy will be examined by the interdepartmental committee as the elderly and disabled residents are in need of much of the information the family residents receive through this program.

New Residents

All residents, after they move into public housing, receive a home visit from the Living Skills Coordinator. The coordinator instructs the tenant on proper care of the apartment, discusses what services are available on-site, has the resident fill out a survey and answers questions about the development.

Housekeeping Support Program

All tenants are required to maintain a safe and sanitary apartment. Under current procedure, if any PHA staff member, either during a scheduled inspection or unscheduled visit, notices that the apartment is not being kept in an acceptable manner, a report is made to the Manager. A poor housekeeping visit is then arranged by the Living Skills Coordinator who works with the resident to solve the housekeeping problem. The interdepartmental committee is addressing this element of the program in an effort to solve a wide variety of housekeeping problems ranging from an elderly person needing assisted living, to a disabled person who needs a homemaker, to a mother who is too depressed to clean house. Training and other appropriate services will be made available to residents which will allow them to maintain residency.

Below is a table that shows how these three programs have been attended over a five-year period.

Fiscal Year	1992	1993	1994	1995	1996
Prospective Residents	456	208	342	247	110
New Residents	24	179	350	204	291
Poor Housekeeping	22	7	50	57	20
Total	502	394	742	508	421

The Living Skills Coordinator is also in charge of training volunteers, many of whom come to us through the *Pathways* program. The volunteers are trained in telephone and other receptionist procedures, and then they assist at the Housing Management/Community Services desk. After their training is complete, a volunteer might be assigned to work at one of the developments in the Housing Management office or at one of the community centers. This process has not only afford the PHA with many free hours of assistance, but has also been an excellent source of full-time employees.

FIGURE 3

PCL
Attendance

*E*LDERLY/DISABLED

*U*NIT

DESCRIPTION OF PROGRAMS

The Dexter Manor Health Care Clinic completed another successful year and has now added another day of services, primarily for those under age sixty-five



Introduction

For the Elderly/Disabled Unit, FY 96 continued the major changes undertaken in the prior year. With the designation of Carroll Tower and Dominica Manor as "elderly only" developments, one Services Coordinator was assigned to cover the two buildings. This also resulted in five of the six high-rises being assigned a new Services Coordinator. For the first time, a Services Coordinator was also assigned to cover Sunset Village. Previously, this very needy elderly/disabled population was left out of most social service programming. With the assistance of the coordinator, this small group of residents now has full access to PHA and third-party services. The Dexter Manor Health Care Clinic completed another successful year and has now added another day of services, primarily for those under age sixty-five.

Third Party Services

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

DEXTER MANOR HEALTH CARE CLINIC

The Dexter Manor clinic opened its doors in January 1995 and now services fifty residents, twenty of whom are Hispanic/Latino. Our VISTA volunteer has been working closely with the Hispanic/Latino population to get them this much needed medical attention. The volunteer has also been serving as an interpreter for the clinic staff. Due to the clinic's success, an additional physician will be brought on effective July 1, 1996 to service elderly/disabled residents ages eighteen to sixty-five. Another new addition to the clinic is a coordinator to help recruit patients, give educational workshops, help patients access additional services, and generally make the clinic more accessible to our population. The Rhode Island Hospital Medical Foundation, VNA of RI and PHA will continue to explore opportunities for growth throughout the upcoming year.

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

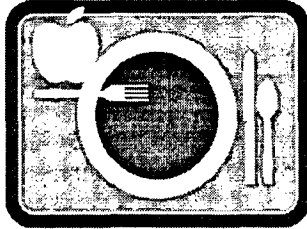
At Dexter Manor, P.I.C.A. provides Resident Advocates to work with residents during the evening hours alongside two social workers, one English-speaking and one Spanish-speaking. In addition, P.I.C.A. provides myriad social, recreational and spiritual activities for residents during the day, including: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

URI PHARMACIST

The University of Rhode Island continues to provide the PHA with a licensed pharmacist who make weekly visits to the elderly/disabled buildings conducting blood pressure and sugar screening and discussing proper use of medications. This year, the pharmacist had over 1,600 consultations with PHA residents.

VNA (VISITING NURSES ASSOCIATION OF RI)

The VNA provides monthly blood pressure checks to residents of all elderly/disabled high-rises. In addition, they provide quarterly educational workshops and semi-annual blood sugar screens. This year the visiting nurses had over 1,400 consultations with PHA residents

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

Project H.O.P.E. meal sites are located at 335 Hartford Avenue, Dexter Manor, Carroll Tower and Kilmartin Plaza. Each meal site serves a noon meal Monday through Friday. A meal site manager and volunteers serve hot meals in the community rooms. In conjunction with *RI Meals on Wheels*, meals are also home delivered to shut-ins. This year, approximately 32,000 meals were served to PHA residents.

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.

**FIGURE 4
(BELOW)**

*Third Party
Services for
Elderly and
Disabled FY
1996*

ELDERLY/DISABLED UNIT THIRD PARTY SERVICES

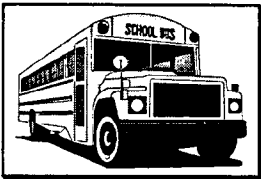
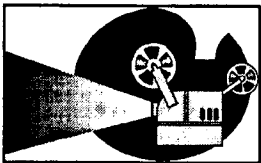
Activity	Standard/ Frequency	335	C. T.	Dex.	Dom.	K.P.	P.V.	S.V.
Project H.O.P.E. Meal Site	5 x week/Mon-Fri	✓	✓	✓	nearby	✓	no	no
VNA of RI - Blood Pressure Checks	1/month	✓	✓	✓	✓	✓	✓	no
VNA of RI - Health Education Workshops	1/quarter	no	✓	✓	✓	✓	✓	no
VNA of RI - Diabetic Screen	1/ 6 months	✓	✓	✓	✓	✓	✓	no
P.I.C.A. - Social/ Recreation	2/week	no	no	✓	1 month	no	no	no
P.I.C.A. - Spiritual	1/month	no	no	✓	✓	no	no	no
P.I.C.A. - Mental Health	2/week	no	no	✓	no	no	no	no
P.I.C.A. - Food Donations	1/week	no	no	✓	no	no	no	no
URI Pharmacist	2/month	✓	✓	✓	✓	no	✓	no
Dexter Manor Clinic	2 x week/Tues + Thurs AM	✓	✓	✓	✓	✓	✓	✓
Podiatrist	1/quarter	no	no	✓	✓	✓	✓	no
URI Nursing Students	1 semester/year	no	no	✓	no	no	no	no
Providence Recreation Department Trips	1/month	✓	✓	✓	✓	✓	✓	no
Providence Recreation Department Parties	1/month	no	✓	✓	no	✓	✓	no
URI Psychology Interns	1 semester/year	no	no	✓	no	no	no	no
RIC Social Work Interns	2 semesters/year	✓	no	no	no	✓	✓	no
Supermarket Shopping Van	1/month	no	✓	no	✓	no	✓	no
Bakery or other Food Donations	1/week	no	no	no	✓	✓	no	no
Other Spiritual	1/bi-weekly	no	✓	no	no	no	✓	✓

335 = 335 Hartford Avenue - Hartford Park
P.V. = Parenti Villa
S.V. = Sunset Village

K.P. = Kilmartin Plaza
C.T. = Carroll Tower

Dom. = Dominica Manor
Dex. = Dexter Manor

* Many service providers only make themselves available to the buildings which 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.



In addition to coordinating third-party services the PHA Services Coordinators are responsible for providing direct services for residents. On a daily basis they provide residents with crisis intervention, limited counseling and referral services.

PHA Direct Services

In addition to coordinating third-party services the PHA Services Coordinators are responsible for providing direct services for residents. On a daily basis they provide residents with crisis intervention, limited counseling and referral services. They are available for scheduled office visits or as is most often the case, on a moments notice when a resident is in need of immediate assistance. They also devote a great deal of time to helping residents access and navigate benefit programs such as Social Security and Medicare.

In addition to these direct services, they coordinate social and recreational activities for their buildings. With the signing of the HUD Services Coordinator Grant in January of this year, the PHA was finally able to access funds for these types of activities.

COFFEE HOURS

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

WEEKLY MOVIES

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

BUS TRIPS

At least once a quarter the PHA provides escorted trips to residents. The Services Coordinators survey residents to find out preferred destinations and book trips accordingly. Destinations this year have included Salem, MA; Portsmouth, RI Arboretum; numerous shopping malls and a cruise on the Bay Queen. Residents pay only the cost of admission, with the PHA or the City of Providence Recreation Department covering transportation.

These are not the only activities in the high-rises. Dexter Manor has an exceptionally active Tenants' Association. In addition to holiday parties, they offer a daily coffee/candy shop, music every Friday evening in the community room and they keep a well stocked food closet for residents in need. Kilmartin Plaza has an active resident committee which also operates a daily coffee shop and has an occasional penny social. The Carroll Tower and Dominica Manor Tenants' Associations also sponsor holiday parties.

New Initiatives

Several new programs or strategies were initiated during FY 1995. A description of each follows.

ESL/CITIZENSHIP

In May, the PHA contracted with the *Westminster Senior Center* to provide English as a Second Language (ESL) instruction and citizenship to Hispanic/Latino residents. Classes began in mid June and are held two days per week, three hours per day. Instructors are provided by International Institute of RI. Seventeen very motivated individuals have signed up for the classes and all have had perfect attendance to date. The *Westminster Senior Center*, through its Hispanic Outreach Worker has had great success with this population. They are extremely diligent with the students, even asking the PHA Services Coordinators to check on individuals if they are late for class. With such tremendous outreach and follow up, this twelve week pilot program is sure to be a great success. We look forward to continuing this program in the upcoming year.

ARTS & CRAFTS

In conjunction with the ESL and citizenship classes, arts and crafts classes are also offered at the Westminster Senior Center. Approximately ten people are participating on a regular basis.

REMINISCENCE GROUPS

A URI doctoral student in psychology offered Dexter Manor seniors the opportunity to participate in a reminiscence group. Approximately five seniors took part in the program and all reported that they enjoyed participating in the program and would like to see it continued. Funding is available in the HUD Services Coordinator grant to support this activity if another volunteer is not found.

SHOPPING VAN

The PHA made one of its fifteen passenger vans available to high-rise residents weekday mornings for shopping trips. A van and driver were available to residents Monday through Friday, 9:00 AM to 1:00 PM. Much to our dismay, after a few successful trips to *Ann & Hope* and the *Christmas Tree Shop*, interest in the shopping trips waned and eventually ceased offering the trips. A survey of residents indicated that they would prefer to have the van available during the afternoon and early evening hours. Currently, this is not feasible as the vans are operated in the afternoon in conjunction with youth programs and since it is a youth oriented grant which funds the vans, PHDEP, the youth take first priority in van usage. At this time, we are still unable to come up with a solution to this scheduling conflict.

DEXTER MANOR HEALTH CARE CLINIC

Due to overwhelming interest and need, the clinic will add a second day of service to its schedule for residents ages eighteen through sixty-five. A physician has been obtained and will begin seeing patients July 1, 1996.

S.H.A.R.E. NEW ENGLAND (SELF HELP AND RESOURCE EXCHANGE)

S.H.A.R.E. is a cooperative food program which allows participants to purchase groceries at a reduced price (50% reduction) in exchange for performing community service work. Program participants are required to perform three hours of community service each month. Once a month, "host" sites distribute the groceries to participants. With assistance from PHA staff volunteers, residents from Dexter Manor, Carroll Tower and Kilmartin Plaza participated at local community centers. Unfortunately, the residents became dependent upon the PHA staff volunteers and were unable to sustain participation in the program when the volunteers withdrew.

INTERGENERATIONAL ACTIVITIES

Youth program participants joined elderly/disabled residents for holiday festivities at the high-rises. Activities included storytelling, caroling, decorating community rooms, card and gift exchanges as well as sharing refreshments. Based on these first successes we hope to expand the activities to include other holidays and regularly scheduled events. Based on past experience, we will keep the exchanges to smaller groups as the seniors tend to complain that the children make too much noise.

Program Revisions

STAFFING CHANGE

In response to the designation of the two "elderly only" high-rises, the Department of Community Services assigned a Services Coordinator to those buildings. This necessitated the re-assigning of other staff between buildings, with the exception of Kilmartin Plaza. The adjustment took several months as the coordinators familiarized themselves with the new buildings and residents, as well as the neighborhoods. The residents also needed an adjustment period in which they could build trust in the new

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

Crisis intervention, counseling and referral service units increased slightly over the previous year (8%). This may be attributed to the moving of Services Coordinators between buildings. This switch required them to acquaint themselves with their new clients.

FIGURE 5

*Service Units
FY 1995 &
FY 1996*

coordinators. The change has worked well with each of the coordinators now working in buildings which seem best suited to their talents. On the funding side, the Services Coordinator for Dominica and Carroll is funded through the Governor's Office of Substance Abuse. The three other coordinators are funded through a HUD Services Coordinator grant. All funds for social service programming come from the HUD grant.

OFFICE HOURS

Each of the Services Coordinators now has established office hours during which residents may seek their assistance. They are also available at other times for emergencies or for scheduled appointments. Office hours were established in an attempt to reduce interruptions and encourage residents to anticipate their needs and learn to make and keep scheduled appointments. Prior to this, the coordinators almost always had an open door policy. It will take some time, but residents are beginning to get used to the idea that they cannot just barge into the coordinators' offices any time they please and demand assistance.

SUPPORTIVE SERVICES COORDINATOR

Much like the family unit, the senior unit is now headed by a supervisor. The Supportive Services Coordinator devotes a great deal of time to assisting the Services Coordinators with problem solving and developing, maintaining and strengthening collaborations with third party providers. The Supportive Services Coordinator is also responsible for supervising the meal site managers and the VISTA volunteer.

Service Units

A service unit is recorded when an individual participates in a program. Because individuals often participate in more than one program, service units are a measure of service provided to residents, not enrollment. Below are charts detailing service units in various categories of programming for FY 1995 and 1996.

FY 1995 - 1996 (JULY 1994 - JUNE 1995, JULY 1995 - JUNE 1996)

1995	Percent	Units
Crisis Intervention, Counseling, Info. and Referral	49%	6,711
PHA Sponsored Activities	38%	5,235
URI Pharmacist	13%	1,742
Total		13,688
1996	Percent	Units
Crisis Intervention, Counseling, Info. and Referral	55%	7,215
PHA Sponsored Activities	32%	4,223
URI Pharmacist	13%	1,666
Total		13,104

Service Units for the elderly population increased 51% from 8,721 in FY 1993 to 13,104 in FY 1996. There is a 5% decrease in service units from FY 95 to FY 96. This decrease may be attributed to the Services Coordinators changing buildings. Because they were new to the buildings, they had to devote time to getting acquainted with the residents, PHA staff members and neighborhood services.

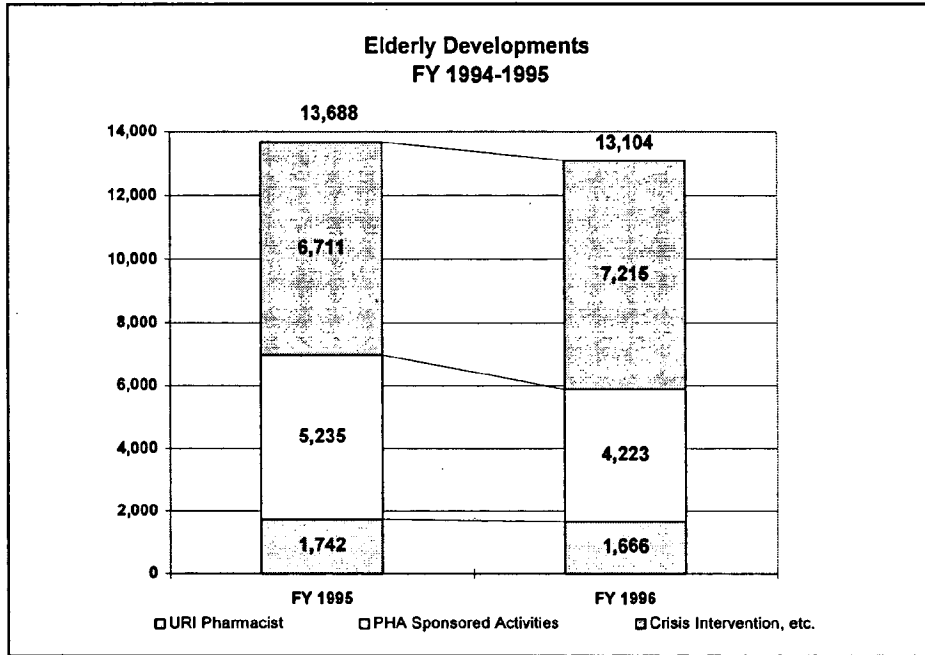


FIGURE 6

*Service Units
FY 1995 &
FY 1996*

GRANTS RECEIVED

The following table lists each of the grants administered by or awarded to the Department of Community Services since 1990.

FIGURE 7

*Grants
Received
1990-1996*

Award Year	Source	Amount	Description
1990	HUD	\$232,600	PHDEP I
1991	HUD	\$396,127	PHDEP II
1992	HUD	\$298,265	PHDEP III
1993	HUD	\$484,000	PHDEP IV
1994	HUD	\$619,620	PHDEP V
1995	HUD	635,000	PHDEP VI
1992	HUD	\$125,000	Youth Sports
1994	HUD	\$125,000	Youth Sports
1992	RI Department of Education	\$20,000	Adult Basic Education, GED
1993	RI Department of Education	\$20,000	Adult Basic Education, GED
1995	RI Department of Education	\$24,320	Adult Basic Education, GED
1993,	RI Department of Education	\$25,000	ESL
1994	RI Department of Education	\$25,000	ESL
1995	RI Department of Education	\$24,726	ESL
1992	Governor's Office of Substance Abuse	\$47,461	Elderly/Disabled Substance Abuse Prevention
1993	Governor's Office of Substance Abuse	\$47,461	Elderly/Disabled Substance Abuse Prevention
1994	Governor's Office of Substance Abuse	\$47,461	Elderly/Disabled Substance Abuse Prevention
1995	Governor's Office of Substance Abuse	\$47,461	Elderly/Disabled Substance Abuse Prevention
1995	HUD	\$668,420	Elderly/Disabled Services Coordinators
1995	RI Dept. of Health	\$64,000	Teen Pregnancy Prevention
1996	Governor's Justice Commission	\$12,275	Juvenile Delinquency Prevention
Total HUD		\$3,584,032	
Total State		\$405,165	
TOTAL		\$3,989,197	

SOCIO-ECONOMIC CHARACTERISTICS

EXISTING RESIDENTS

The data contained in this report was compiled from the Providence Housing Authority's computerized and archival socio-economic data, the Council of Large Public Housing Authorities Report 95-1, "Demographic Characteristics of Public and Indian Housing Residents," May 1995 and the 1990 US Census.

Population

The current resident population (June 1996) of the Providence Housing Authority is 5,180. Four thousand and two (4,002) residents live in family developments and 1,178 live in the high-rises for the elderly and disabled. Modernization and construction efforts are constantly underway at the PHA. These projects cause frequent fluctuation of the PHA population as residents are added, replaced and transferred among housing units.

Development	Population
Admiral Terrace	472
Chad Brown	605
Hartford Park(Family units only)	1,078
Manton Heights	860
Codding Court	145
Roger Williams	114
Scattered Sites	728
Subtotal (Family)	4,002
Hartford Tower (Elderly units only)	144
Sunset Village	24
Dexter Manor I	205
Dexter Manor II	111
Dominica Manor	207
Carroll Tower	179
Kilmartin Plaza	109
Parenti Villa	199
Subtotal (Elderly)	1,178
Grand Total	5180

Site populations and development sizes range from 24 at Sunset Village to 1,222 at Hartford Park family and elderly developments. During the next few years, PHA population will vacillate as the organization continues its modernization and construction efforts. While the development of new units at Hartford Park and the scattered sites will continue to create an increase in total PHA population, other developments like Codding Court are being depopulated for modernization purposes. According to the 1990 Census,

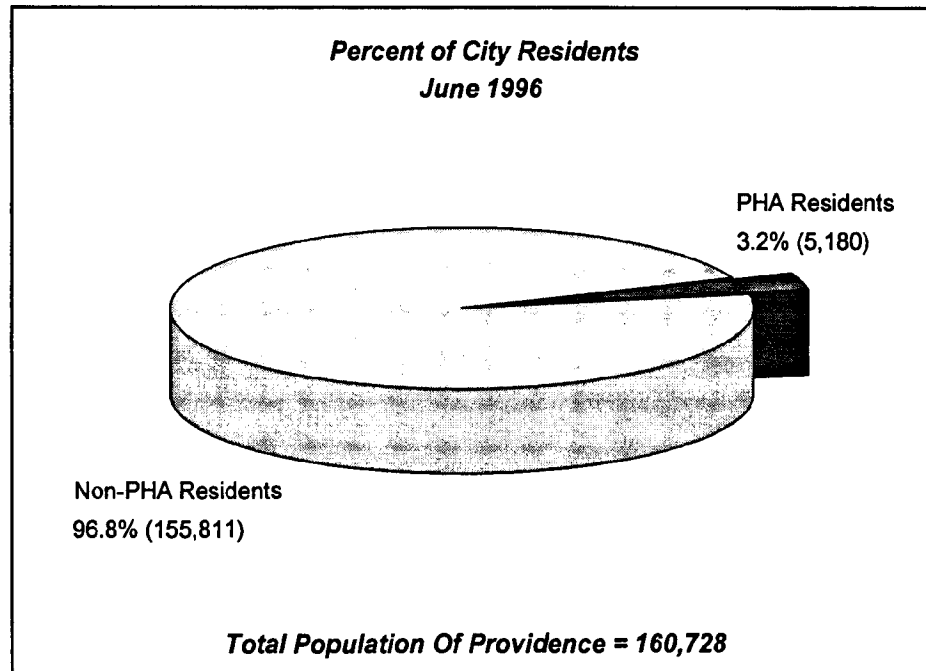
FIGURE 8

*Resident
Population by
Development
FY 1996*

the total population for the city of Providence is 160,728. The Providence Housing Authority's population of 5,180 represents 3.2% of the city's total population. This figure is higher than the approximate 1.2% of the United States population which lives in public and Indian housing .

FIGURE 9

*PHA Residents
as Percent of
City Residents
FY 1996*



Number of Families

The number of families (households) in Providence Housing Authority developments varies from a low of 21 at Sunset Village to a high of 318 at the Manton Heights family development.

FIGURE 10

*Number of
Families
FY 1996*

Development	Households
Admiral Terrace	145
Chad Brown	191
Hartford Park (Family units only)	293
Manton Heights	318
Codding Court	69
Roger Williams	39
Scattered Sites	187
Subtotal (Family)	1,242
Hartford Tower (Elderly units only)	115
Sunset Village	21
Dexter Manor I	183
Dexter Manor II	89
Dominica Manor	186
Carroll Tower	163
Kilmartin Plaza	101
Parenti Villa	191
Subtotal (Elderly)	1,049
Grand Total	2,291

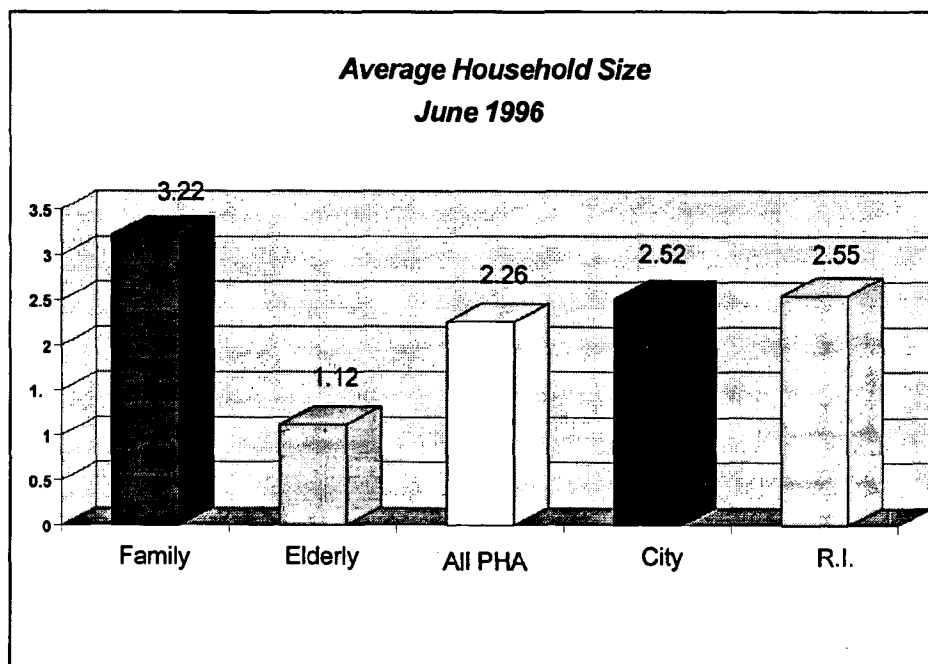
Average Household Size

Average household sizes at the Providence Housing Authority range from a low of 1.0 persons per household at Parenti Villa to a high of 3.89 persons per household at the scattered site developments. Family households average 3.89 persons in size and elderly developments have an average household size of 1.12. Overall, Providence Housing Authority developments have an average household size of 2.27. Refer to Figure 11 for a breakdown of average household size by development. Figure 12 compares the PHA averages with the city and state as a whole.

Development	Average H/H Size
Admiral Terrace	3.26
Chad Brown	3.17
Hartford Park(Family units only)	3.68
Manton Heights	2.7
Codding Court	2.1
Roger Williams	2.92
Scattered Sites	3.89
Average (Family)	3.89
Hartford Tower (Elderly units only)	1.25
Sunset Village	1.14
Dexter Manor I	1.12
Dexter Manor II	1.25
Dominica Manor	1.11
Carroll Tower	1.1
Kilmartin Plaza	1.08
Parenti Villa	1
Average (Elderly)	1.12
Average All PHA	2.27

FIGURE 11

Average
Household Size
by
Development
FY 1996


FIGURE 12

Average
Household Size
FY 1996

FIGURE 13

*Average Age of
Residents by
Development
FY 1996*

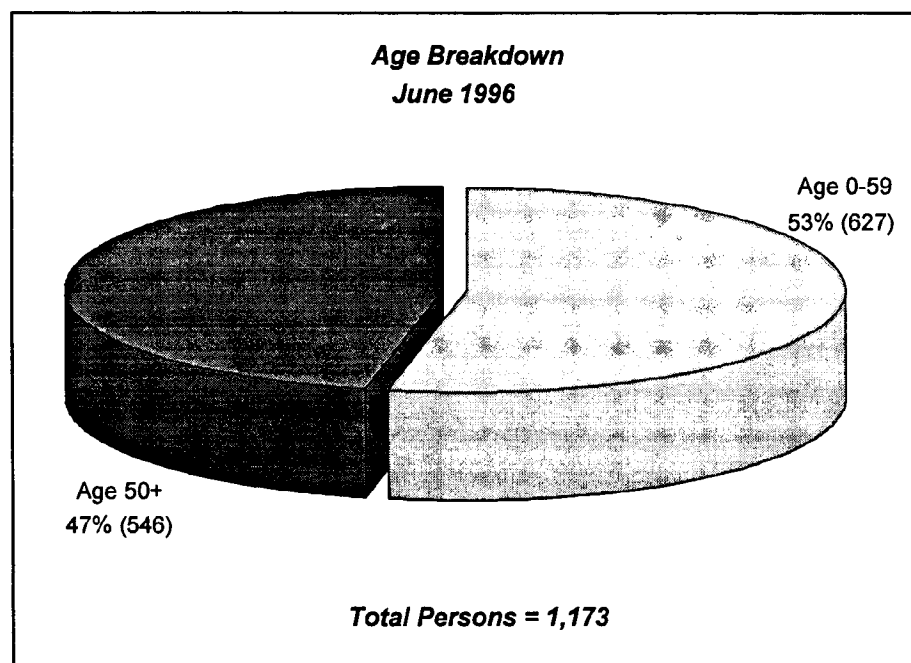
Average Age of Residents

The average age of all residents of the Providence Housing Authority is 30 years. Residents of elderly/disabled high-rises have an average age of 57, while residents of the family developments have an average age of 19. The scattered site developments have the lowest average resident age (18) and Dominica Manor, the highest (65). Figure 13 provides the average age for each development and for all PHA developments.

Development	Average Age
Admiral Terrace	20
Chad Brown	21
Hartford Park (Family)	20
Manton Heights	23
Codding Court	30
Roger Williams	21
Scattered Sites	18
Average Age (Family)	19
Hartford Tower (Elderly)	50
Sunset Village	53
Dexter Manor I	53
Dexter Manor II	53
Dominica Manor	65
Carroll Tower	63
Kilmartin Plaza	53
Parenti Villa	57
Average Age (Elderly)	57
Average Age All Developments	30

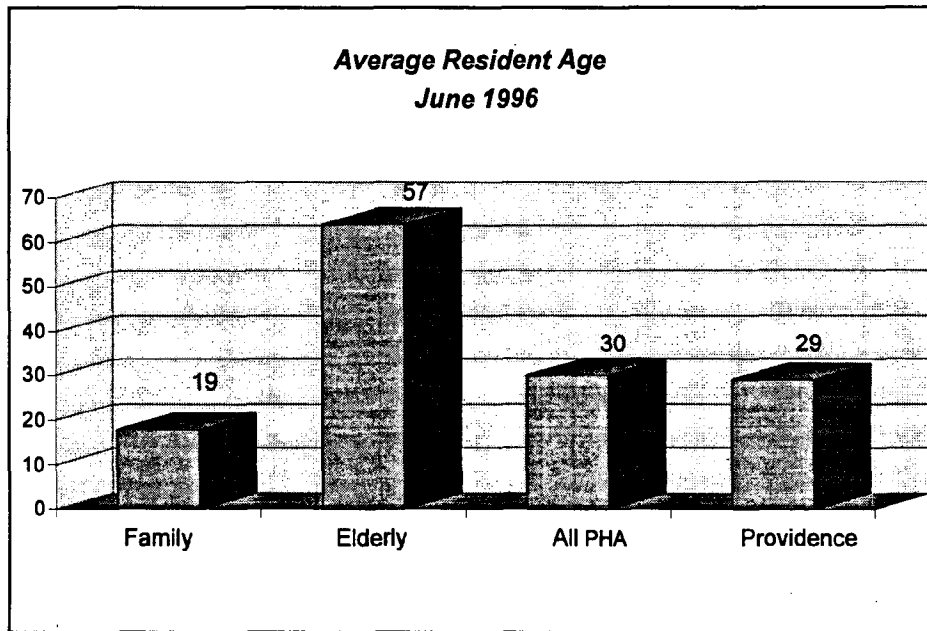
FIGURE 14

*Elderly
Developments
Average Age of
Head of
Household
FY 1996*



Public housing developments tend to house families with larger numbers of children and fewer adults (more single heads of household) than the average household in Providence. Thus, the average age among PHA households is much lower than among those in the

Providence community as a whole. This low figure is counterbalanced, however, by the older-than-average mean of the residents in elderly/disabled developments. As a result, the average age of residents of all PHA housing is equal to the average age of Providence residents overall. See Figure 15 for a visual depiction of the comparative average ages.

**FIGURE 15**

*Average
Resident Age
FY 1996*

Figure 16 on the following page illustrates the number of residents in each five year age interval. The percentage of non-elderly is greater -- even in the elderly/disabled residences -- than the percentage of non-elderly residents in the PHA. In the family residences, a majority of tenants are under twenty years of age. In the elderly/disabled units, there are a few children, but most of the residents are between 50 and 69.

FIGURE 16: AGE COHORTS BY DEVELOPMENT FY 1996

Development	Range Of Ages																			Total
	0-4	5-9	10-14	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70-74	75-79	80-84	85-89	90-99	
Admiral Terrace	57	96	69	45	44	54	24	24	15	12	9	9	5	4	2	1	0	0	0	470
Chad Brown	64	118	81	75	57	47	47	26	27	19	13	10	9	7	0	2	0	2	0	604
Hartford Park	108	213	180	146	118	66	59	61	44	21	13	16	16	8	3	2	0	1	1	1076
Manton Heights	103	137	92	104	102	61	63	46	43	35	31	13	8	3	5	7	3	1	2	859
Codding Court	18	20	8	16	9	7	11	9	8	5	12	3	6	4	2	5	0	2	0	145
Roger Williams	16	15	15	19	11	6	7	7	3	4	4	4	3	0	0	0	0	0	0	114
Scattered Sites	56	184	128	98	44	39	50	54	28	26	2	9	2	5	2	0	0	0	1	728
Subtotal (Family)	422	783	573	503	385	280	261	227	168	122	84	64	49	31	14	17	3	6	4	3,996
Percent (Family)	11%	20%	14%	13%	10%	7%	7%	6%	4%	3%	2%	2%	1%	.8%	.4%	.4%	.1%	.2%	.1%	100%
Hartford Tower	1	1	0	4	8	7	11	9	18	21	13	6	6	18	5	9	5	1	1	144
Sunset Village	0	0	0	1	1	1	1	1	1	6	0	1	4	2	2	2	1	0	0	24
Dexter Manor I	0	3	2	3	7	5	8	12	16	20	18	35	26	18	11	13	3	3	2	205
Dexter Manor II	3	1	0	0	0	5	6	6	11	12	14	7	14	13	7	6	4	1	0	110
Dominica Manor	1	0	0	0	0	1	5	11	8	7	15	24	18	33	21	24	21	11	5	205
Carroll Tower	1	0	0	2	1	1	2	6	10	6	12	25	31	27	17	10	14	11	3	179
Kilmartin Plaza	0	0	0	1	3	3	6	5	9	11	15	21	14	7	8	4	1	0	0	108
Parenti Villa	2	2	0	0	4	7	10	11	12	13	17	31	21	19	17	9	13	6	4	198
Subtotal (Eld/Dis)	8	7	2	11	24	30	49	61	85	96	104	150	134	137	88	77	62	33	15	1,173
Percent (Eld/Dis)	.7%	.6%	.2%	.9%	2%	3%	4%	5%	7%	8%	9%	13%	11%	12%	8%	7%	5%	3%	1%	100%
Total PHA	430	790	577	514	409	310	310	288	253	218	188	214	183	168	102	94	65	39	19	5,171
Percent PHA	8%	15%	11%	10%	8%	6%	6%	6%	5%	4%	4%	4%	3%	3%	2%	2%	1%	.8%	.4%	100%

Race

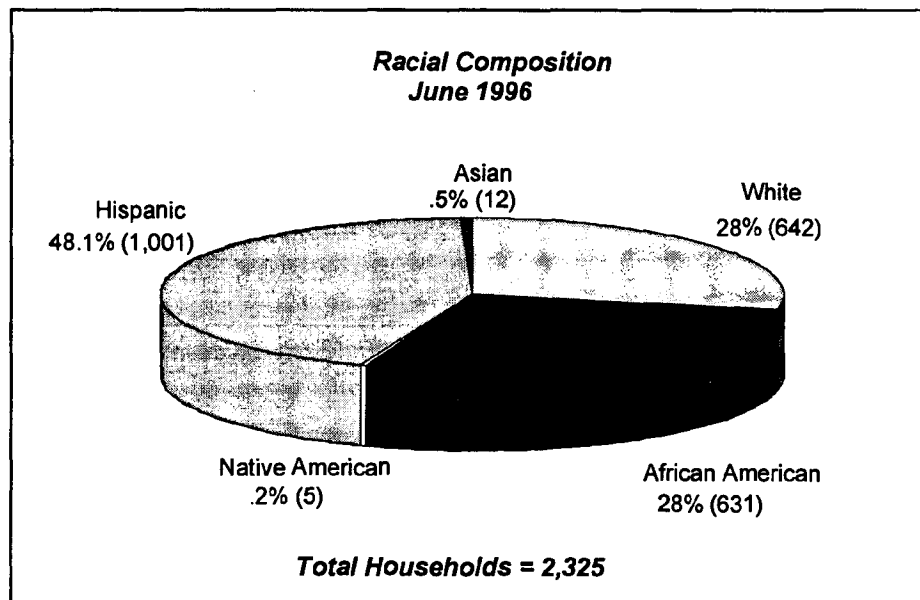
While PHA's elderly/disabled high-rise residents are predominately White, its family developments are primarily comprised of minority residents. A number of statistical and social elements contribute to this disparity. The limited number of African Americans in elderly age cohorts, for example, along with cultural norms that encourage Hispanic Americans to reside with their families well into old age, are two such influential factors. Figure 18 illustrates how the PHA's developments consist mostly of White, Hispanic, and African-American residents.

Development	Race					Total
	White	Afro	Hisp	N.Amer	Asian	
Admiral Terrace	6	53	85	0	1	145
Chad Brown	9	91	90	0	1	191
Hartford Park (Family)	14	79	200	0	0	293
Manton Heights	25	77	216	0	0	318
Codding Court	3	43	22	1	0	69
Roger Williams	3	21	15	0	0	39
Scattered Sites	6	56	124	0	1	187
Subtotal (Family)	66	420	752	1	3	1,242
Percent (Family)	5.3%	33.8%	60.5%	.08%	.2%	100%
Hartford Tower (Elderly)	35	22	58	0	0	115
Sunset Village	3	13	5	0	0	21
Dexter Manor I	73	57	51	0	2	183
Dexter Manor II	41	25	21	1	1	89
Dominica Manor	141	18	24	2	1	186
Carroll Tower	120	16	24	1	2	163
Kilmartin Plaza	32	37	32	0	0	101
Parenti Villa	131	23	34	0	3	191
Subtotal (Elderly)	576	211	249	4	9	1,049
Percent (Elderly)	54.9%	20.1%	23.7%	.4%	.8%	100%
Grand Total	642	631	1,001	5	12	2,291
Total Percent	28%	27.5%	43.6%	.2%	.5%	100%

FIGURE 17

Race of
Household
FY 1996

Over the course of the past two years, PHA racial statistics changed significantly as the number of Hispanic applicants grew. Hispanic residents are now the largest racial group at the PHA, constituting 48.1% of the Authority's population.


FIGURE 18

Race of
Residents
FY 1996

FIGURE 19

*Average Family
Income
FY 1996*

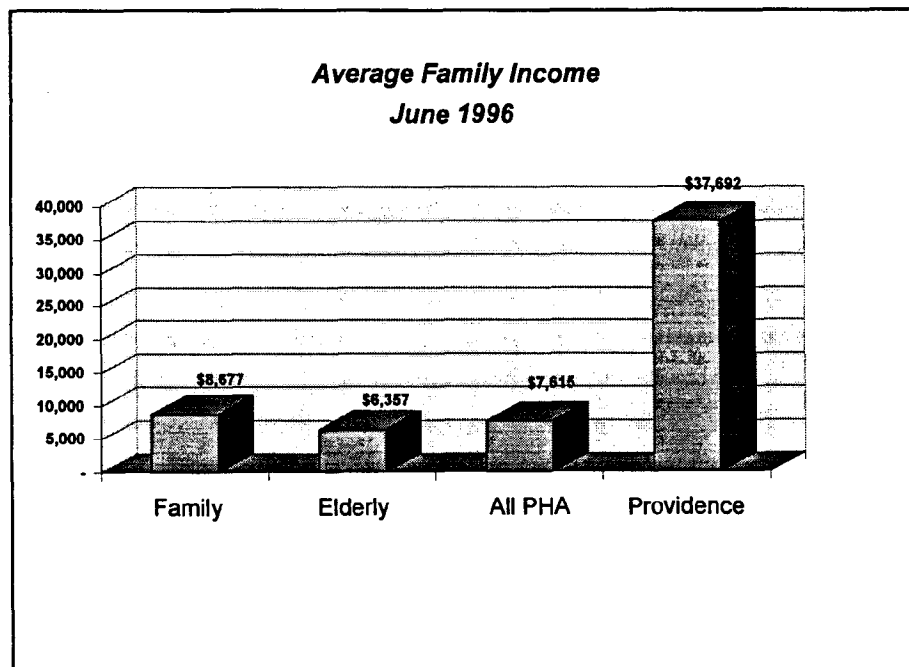
Average Family Income

The average family income at all Providence Housing Authority developments is significantly lower than the city-wide average of \$37,692. At \$7,615 annually, the PHA average family income is only 20% of the city average. Figure 19 itemizes average income by development. Figure 20 compares the PHA averages to the city as a whole.

Development	Family Income
Admiral Terrace	8,373
Chad Brown	8,037
Hartford Park(Family units only)	8,604
Manton Heights	7,751
Codding Court	8,222
Roger Williams	9,675
Scattered Sites	11,214
Average Income (Family)	8,677
Hartford Tower (Elderly units only)	5,538
Sunset Village	5,460
Dexter Manor I	7,825
Dexter Manor II	4,179
Dominica Manor	6,766
Carroll Tower	6,881
Kilmartin Plaza	5,607
Parenti Villa	6,109
Average Income (Elderly)	6,357
Average Income PHA	7,615

FIGURE 20

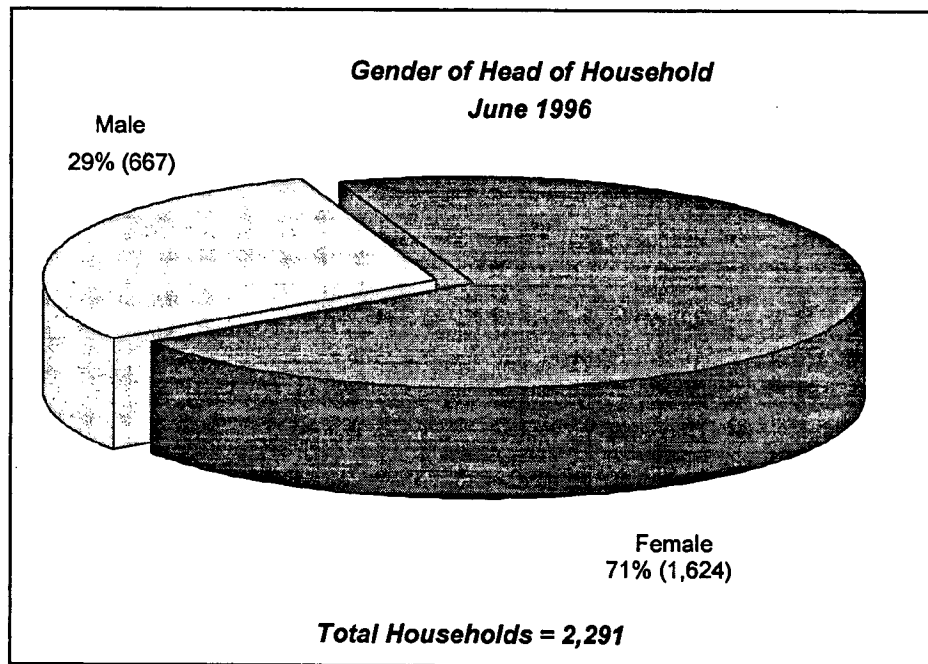
*Average Family
Income
FY 1996*



Head of Household

Development	Male		Female	
	Number	Percent	Number	Percent
Admiral Terrace	7	5%	138	95%
Chad Brown	12	6%	179	94%
Hartford Park(Family units only)	84	21%	324	79%
Manton Heights	47	15%	271	85%
Codding Court	10	14%	59	86%
Roger Williams	3	8%	36	92%
Scattered Sites	7	4%	180	96%
Subtotal (Family)	170	9%	1,187	91%
Hartford Tower (Elderly units only)	59	51%	56	49%
Sunset Village	14	67%	7	33%
Dexter Manor I	108	59%	75	41%
Dexter Manor II	43	48%	46	52%
Dominica Manor	76	41%	110	59%
Carroll Tower	79	48%	84	52%
Kilmartin Plaza	66	65%	35	35%
Parenti Villa	111	58%	80	42%
Subtotal (Elderly)	556	53%	493	47%
Grand Total	726	29%	1,624	71%

Large families headed by single mothers are the norm in public housing units. Without easily accessible and affordable child care, these families will be unable to gain financial independence and move beyond public housing.

**FIGURE 21**

*Gender of Head
of Household
FY 1996*

FIGURE 22

*Gender Head of
Household
FY 1996*

FIGURE 23

Family
Developments
Gender of Head
of Household
FY 1996

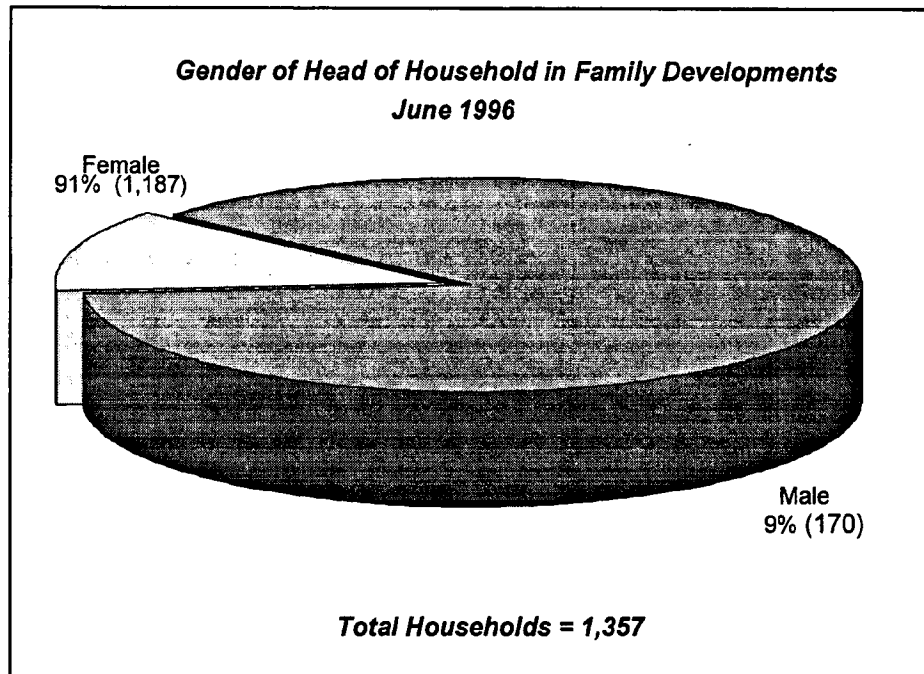
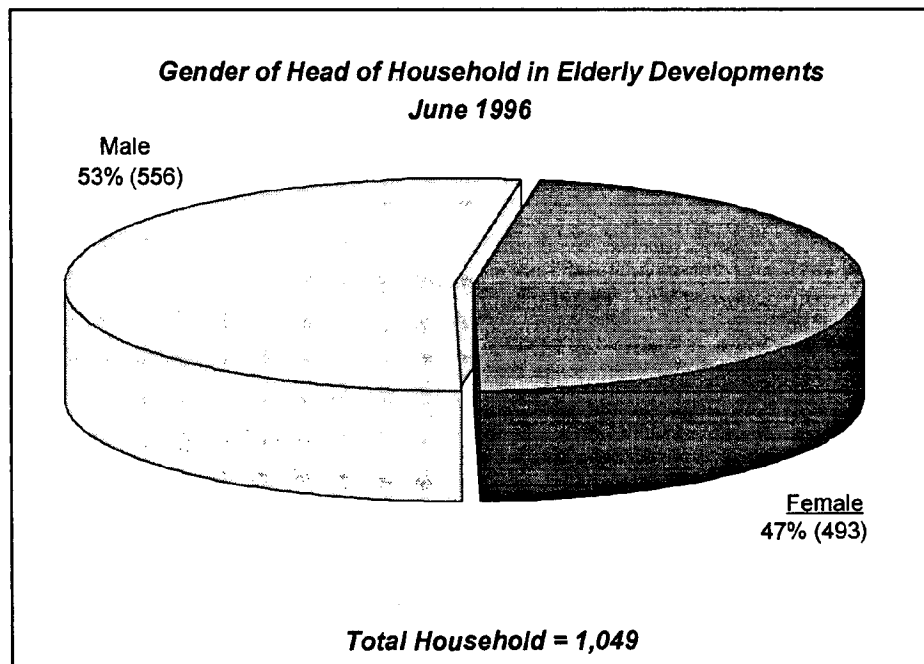


FIGURE 24

Elderly
Developments
Gender Head of
Household
FY 1996



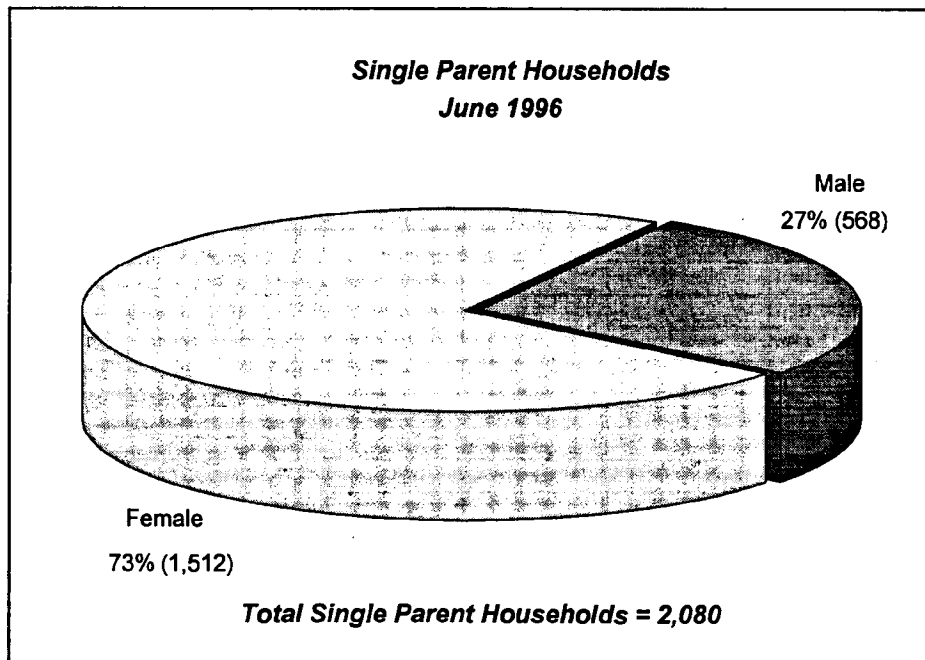
Single Parent Households

An incredible 90.8% of PHA households are single parent households (90.3% of family households and 88.8% of elderly households). The majority (72.8%) of single parent households at the Providence Housing Authority are headed by women. Women hold the clear majority (94%) of single-parent households in the family developments; single parent households in the elderly developments are split more evenly, with 48% headed by females and 52% by males.

Development	Male		Female	
	Number	Percent	Number	Percent
Admiral Terrace	4	3%	129	97%
Chad Brown	8	5%	167	95%
Hartford Park (Family)	8	3%	250	97%
Manton Heights	38	13%	256	87%
Codding Court	8	12%	35	100%
Roger Williams	0	0%	35	100%
Scattered Sites	1	.5%	182	95.5%
Subtotal (Family)	67	6%	1,054	94%
Hartford Tower (Elderly)	52	50%	51	50%
Sunset Village	12	63%	7	37%
Dexter Manor I	97	58%	69	42%
Dexter Manor II	35	48%	38	52%
Dominica Manor	64	38%	105	62%
Carroll Tower	73	47%	81	53%
Kilmartin Plaza	61	66%	31	34%
Parenti Villa	107	58%	76	42%
Subtotal (Elderly)	501	52%	458	48%
Grand Total	568	27%	1,512	73%

FIGURE 25

Single Parent Households by Development
FY 1996


FIGURE 26

Single Parent Households by Development
FY 1996

Disabilities

The high-rises termed "elderly developments" house not only elderly residents but also a number of young people who qualify for housing assistance due to physical or mental/emotional disabilities. The number of disabled individuals living in Providence public housing has increased dramatically over the past ten to fifteen years. The impact of this population-mixing has been substantial. Most of the older residents resent the intrusion of young people into their community. As the number of disabled increases, so does elderly dissatisfaction. This social tension has prompted many long-term elderly residents to move into other types of assisted housing which provide housing exclusive to the elderly.

The Department of Housing and Urban Development recently ruled that housing authorities may designate elderly-only housing provided that allocation plans for other populations are included. When the PHA applied for and received permission to earmark two such units, it began to revise the policies in Carroll Tower and Dominica Manor in order to slowly transform them into elderly-only developments. The facilities now accept only elderly tenant applications (except when there has been a vacancy for over thirty days) and hope to ease present disabled residents out of the facilities by offering them Section 8 housing assistance. The process of transforming Carroll Tower and Dominica Manor into elderly-only developments will take several years. Because the dissatisfaction level is high among elderly residents of public housing, few are applying for tenancy in the PHA units. Thus, turnover among elderly residents is low, and (due to the thirty-day vacancy guideline) some younger, disabled people are still being placed in Carroll Tower and Dominica Manor. Figure 19 indicates the number of individuals with disabilities living in Providence Housing Authority developments.

FIGURE 27

*Residents with
Disabilities
FY 1996*

Development	Physical		Mental		Total	
	No.	Pct.	No.	Pct.	No.	Pct.
Admiral Terrace	15	71%	6	29%	21	4%
Chad Brown	13	59%	9	41%	22	4%
Hartford Park (Family)	30	77%	9	23%	39	4%
Manton Heights	32	56%	25	44%	57	7%
Codding Court	3	33%	6	66%	9	6%
Roger Williams	3	100%	0	0%	3	3%
Scattered Sites	12	55%	10	45%	22	3%
Subtotal (Family)	108	3%	65	2%	173	4%
Hartford Tower (Elderly)	42	63%	25	37%	67	47%
Sunset Village	10	83%	2	17%	12	50%
Dexter Manor I	76	66%	39	34%	115	56%
Dexter Manor II	35	58%	25	42%	60	54%
Dominica Manor	36	53%	32	47%	68	33%
Carroll Tower	42	55%	35	45%	77	43%
Kilmartin Plaza	48	70%	21	30%	69	63%
Parenti Villa	94	87%	14	13%	108	54%
Subtotal (Elderly)	383	33%	193	16%	576	49%
Grand Total	491	9%	258	5%	749	14%

TRENDS OF SOCIO-ECONOMIC CHANGE: FISCAL YEARS 1994, 1995, 1996

The data in the following section was compiled from archival PHA socio-economic data, current socio-economic data (June 1996), the Council of Large Public Housing Authorities report: "Demographic Characteristics of Public and Indian Housing Residents," and the 1990 census.

Population

The total population of PHA residents has remained relatively constant over the past two years. Although modernized units are re-opened each year, making room for new residents, others are depopulated for comprehensive modernization and rehabilitation. Over the next few years, the PHA will finish the last phase of construction on 32 new units in Hartford Park and 88 new scattered site homes, and complete the modernization of 120 units at Coddington Court. More general rehabilitation is also planned for the other PHA developments. See Figure 28 for a breakdown of each development's resident population during 1994, 1995 and 1996. The most significant changes in population from 1994 have occurred in the family developments, where population has increased by almost 350 people. Growth in Hartford Park and Manton Heights can be attributed to the modernization and rehabilitation which has transpired over the past several years. Construction of new units has similarly increased the population in PHA scattered sites. Population in elderly/disabled units has decreased by about 80 persons since 1994. The small decrease in population at each of the elderly/disabled units can probably be attributed to elderly disgruntlement about the placement of disabled individuals in elderly units.

FIGURE 28: RESIDENT POPULATION BY DEVELOPMENT FY 1994-1996

Development	Population June 1994	Population June 1995	Population June 1996	Pct. Change 1994 - 1995	Pct. Change 1995 - 1996	Pct. Change 1994 - 1996
Admiral Terrace	501	492	472	-1.7%	-4.1%	-5.8%
Chad Brown	629	611	605	-2.8%	-1.0%	-3.8%
Hartford Park	934	1,115	1,078	19.4%	-3.3%	15.4%
Manton Heights	751	912	860	21.4%	-5.7%	14.5%
Coddington Court	140	132	145	-5.7%	9.9%	3.6%
Roger Williams	116	112	114	-3.4%	-1.8%	-1.7%
Scattered Sites	587	602	728	2.6%	20.9%	24.0%
Subtotal (Family)	3,658	3,976	4,002	8.7%	.7%	9.4%
Hartford Tower	147	141	144	-4.1%	2.1%	-2.0%
Sunset Village	28	23	24	-1.8%	4.4%	-14.3%
Dexter Manor I	228	212	205	-7.0%	-3.3%	-10.1%
Dexter Manor II	112	110	111	-1.8%	.9%	-.9%
Dominica Manor	224	218	207	-2.7%	-5.5%	-7.6%
Carroll Tower	201	198	179	-1.5%	-9.6%	-11.0%
Kilmartin Plaza	114	112	109	-1.8%	-2.7%	-4.4%
Parenti Villa	205	193	199	-5.9%	3.1%	-2.9%
Subtotal (Elderly)	1,259	1,207	1,178	-4.1%	-2.4%	-6.4%
Grand Total	4,917	5,183	5,180	5.4%	-.06%	5.4%

Number of Families

Overall, the number of families who live in Providence public housing has increased by about fifty. The seventy person increase in population from 1994 to 1995 was due to the large number of homes which were reopened to occupation after the modernization and rehabilitation of Manton Heights and Hartford Park. The slight decrease in population from 1995 to 1996 can probably be attributed to depopulation at Coddington Court for modernization purposes. Refer to Figure 29 for comprehensive data on the change in family households by development.

FIGURE 29: NUMBER OF FAMILIES FY 1994-1996

Development	Households June 1994	Households June 1995	Households June 1996	Pct. Change 1994 - 1995	Pct. Change 1995 - 1996	Pct. Change 1994 - 1996
Admiral Terrace	151	150	145	-0.7%	-3.3%	-4.0%
Chad Brown	194	192	191	-1.0%	-.5%	-1.5%
Hartford Park	274	307	293	12.0%	-4.6%	6.9%
Manton Heights	268	325	318	23.3%	-2.2%	18.7%
Coddington Court	70	65	69	-7.1%	-6.2%	-1.4%
Roger Williams	40	39	39	-2.5%	0%	-2.5%
Scattered Sites	138	152	187	10.1%	23.0%	35.5%
Subtotal (Family)	1,135	1,230	1,242	8.4%	1.0%	9.4%
Hartford Tower	117	111	115	-5.1%	3.6%	-1.7%
Sunset Village	24	21	21	-12.5%	0%	-12.5%
Dexter Manor I	197	191	183	-3.0%	-4.2%	-7.1%
Dexter Manor II	89	88	89	-1.1%	1.4%	0%
Dominica Manor	199	199	186	0%	-6.5%	-6.5%
Carroll Tower	190	186	163	-2.1%	-12.4%	-14.2%
Kilmartin Plaza	104	103	101	-1.0%	-1.9%	-2.9%
Parenti Villa	192	186	191	-3.1%	2.7%	-.5%
Subtotal (Elderly)	1,112	1,086	1,049	-2.3%	-3.4%	-2.3%
Grand Total	2,247	2,316	2,291	3.1%	-1.2%	2.0%

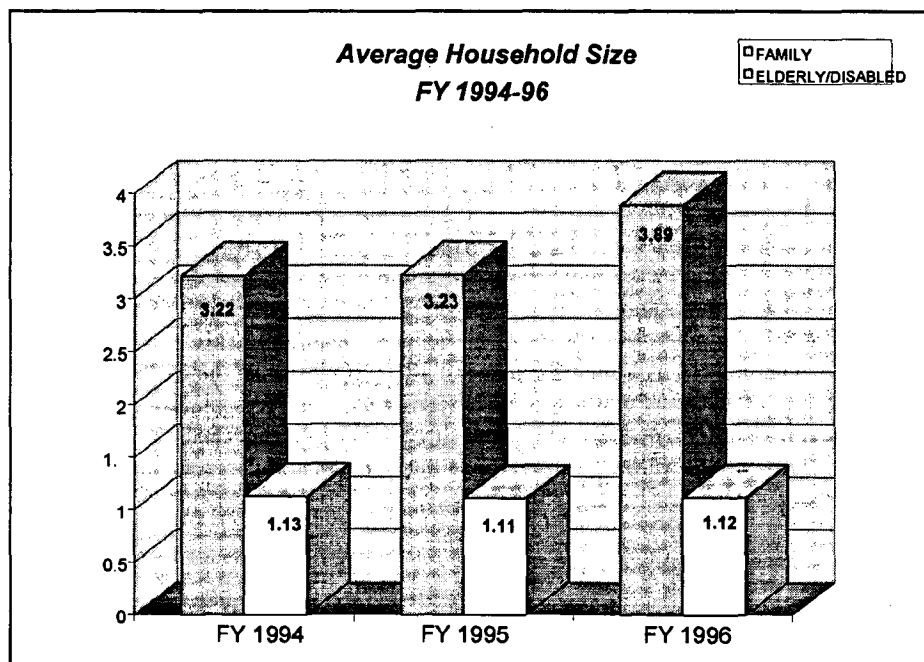
Average Household Size

Average household size has increased noticeably since 1994. During the past year, PHA's average household size jumped from 3.23 to 3.89, placing the figure above both the national average of 3.18 persons per household (1991 census) and the 3.34 person per family average that characterizes public housing developments throughout the United States. See Figure 30 for a breakdown of the PHA data by development.

Development	Average Household Size		
	June 1994	June 1995	June 1996
Admiral Terrace	3.32	3.27	3.26
Chad Brown	3.24	3.16	3.17
Hartford Park	3.42	3.63	3.67
Manton Heights	2.80	2.78	2.7
Codding Court	2.00	2.02	2.1
Roger Williams	2.40	2.87	2.92
Scattered Sites	4.63	4.04	3.89
Average (Family)	3.22	3.23	3.89
Hartford Tower	1.26	1.27	1.25
Sunset Village	1.17	1.10	1.14
Dexter Manor I	1.16	1.11	1.12
Dexter Manor II	1.26	1.25	1.25
Dominica Manor	1.13	1.10	1.11
Carroll Tower	1.06	1.06	1.10
Kilmartin Plaza	1.10	1.09	1.08
Parenti Villa	1.07	1.04	1.00
Average (Elderly)	1.13	1.11	1.12
Average All PHA	2.19	2.23	2.27

FIGURE 30

Average
Household Size
FY 1994-1996


FIGURE 31

Average
Household Size
FY 1994-1996

FIGURE 32

*Average Age of
Residents
FY 1994- 1996*

Average Age of Residents

Though the average age of residents in PHA family developments fell from 21 to 19 during FY 1995-96, the average for all PHA units combined remains around 30 years of age. See Figure 32 for a breakdown of average ages in each development during 1994, 1995 and 1996.

Development	Average Age		
	June 1994	June 1995	June 1996
Admiral Terrace	20	20	20
Chad Brown	21	21	21
Hartford Park	19	19	20
Manton Heights	22	22	23
Codding Court	34	34	30
Roger Williams	23	22	21
Scattered Sites	19	19	18
Average Age (Family)	21	21	19
Hartford Tower	51	51	50
Sunset Village	50	53	53
Dexter Manor I	54	52	53
Dexter Manor II	55	54	53
Dominica Manor	62	62	65
Carroll Tower	61	60	63
Kilmartin Plaza	54	51	53
Parenti Villa	59	59	57
Average (Elderly)	57	56	57
Average All PHA	30	29	30

Race

The most notable change in the racial composition of PHA developments over the past several years has been the continued shift to a very significant Hispanic majority, particularly within the family developments. While the number of White residents in the family developments did not significantly decrease, the number of Hispanic residents increased substantially. Since 1994, the number of White residents in PHA developments has decreased by approximately 100, the number of African-Americans has increased by about 10, and the number of Hispanics has increased by roughly 140. The percent of the whole for each race is 28% (White), 28% (African-American), and 44% (Hispanic.) The numbers of Asian and Native American residents have not changed substantially; they remain approximately 1% of the PHA population. In U.S. public housing authorities as a whole, 46% of all households are white. This number appears much larger than the PHA's White percentage of 28%. However, in the CLPHA's report on United States Indian and Public housing, Hispanics have not been placed in a separate racial category, therefore racial comparisons between Providence and the nation are difficult to make. Figure 33 (next page) details the changes in racial composition of the developments.

FIGURE 33: HOUSEHOLD RACIAL COMPOSITIONS BY DEVELOPMENT FY 1994- 1996

Development	Race																	
	White			African American			Hispanic			Native American			Asian			Total		
	1994	1995	1996	1994	1995	1996	1994	1995	1996	1994	1995	1996	1994	1995	1996	1994	1995	1996
Admiral Terrace	7	6	6	60	60	53	84	84	85	0	0	0	0	1	1	151	151	145
Chad Brown	8	8	9	105	101	91	80	85	90	0	0	0	1	1	1	194	195	191
Hartford Park	25	24	14	84	89	79	165	195	200	0	0	0	0	0	0	274	308	293
Manton Heights	17	21	25	83	91	77	168	212	216	0	0	0	0	0	0	268	324	318
Codding Court	3	2	3	52	46	43	14	17	22	1	1	1	0	0	0	70	66	69
Roger Williams	4	3	3	26	24	21	10	12	15	0	0	0	0	0	0	40	39	39
Scattered Sites	8	7	6	29	41	56	100	109	124	0	0	0	1	1	1	138	159	187
Subtotal (Fam)	72	71	66	439	452	420	621	714	752	1	1	1	2	3	3	1,135	1,242	1,177
Hartford Tower	36	31	35	21	21	22	60	59	58	0	0	0	0	0	0	117	111	115
Sunset Village	1	0	3	15	15	13	8	6	5	0	0	0	0	0	0	24	21	21
Dexter Manor I	98	78	73	52	58	57	45	53	51	0	0	0	2	2	2	197	191	183
Dexter Manor II	42	42	41	24	24	25	22	21	21	1	1	1	0	0	1	89	88	89
Dominica Manor	162	151	141	12	23	18	23	21	24	2	2	2	0	1	1	199	198	186
Carroll Tower	147	138	120	15	17	16	26	28	24	1	1	1	1	2	2	190	186	163
Kilmartin Plaza	41	34	32	31	38	37	31	31	32	1	0	0	0	0	0	104	103	101
Parenti Villa	151	139	131	13	18	23	26	26	34	0	0	0	2	3	3	192	186	191
Subtotal (Eld)	678	613	576	183	214	211	241	245	249	5	4	4	5	8	9	1,259	1,084	1,049
Grand Total	750	684	642	622	666	631	862	959	1,001	6	5	5	7	11	12	2,247	2,326	2,291
Percent	39%	30%	28%	28%	29%	28%	38%	41%	44%	0.3%	0.3%	.3%	0.3%	0.5%	.5%	100%	100%	100%

FIGURE 34

*Average Family
Income
FY 1994-96*

Average Family Income

Though the average annual family income for all PHA developments (\$7,587) is only 20% of the citywide average (\$37,692), it still hovers above the national housing authority mean income of \$5,850. Although income levels for both elderly and family developments have decreased over the past two years, the losses for FY 1995-96 were much less significant those for FY 1994-95; While the average family incomes of both the elderly and the family residents decreased by approximately \$500 during FY 1994-95, the total decrease in family income for FY 1995-96 was only \$136, and the elderly income increased slightly during that time period. For most of the individual developments, changes in income level from 1995-96 were less than 10%; Dexter Manor I and Dexter Manor II, revealing a 46.4% increase and a 35.9% decrease respectively, were the only exceptions.

The general decrease in annual income for PHA residents may be attributable to recent cuts in the federal government's General Public Assistance program. The effects of this policy revision are evident in the increased percentage of PHA residents who are now paying some portion of their rent (approximately 11%) as compared to the percentage paying rent before the cuts (approximately 1%). See Figure 34 for details of average family income of PHA residents in 1994 and 1995.

Development	Average Family Income					
	1994	1995	1996	% Change	% Change	% Change
				1994 - 1995	1995 - 1996	1994 - 1996
Admiral Terrace	9,019	8,848	8,373	-1.9%	-5.4%	-7.1%
Chad Brown	9,284	8,556	8,037	-7.8%	-5.9%	-7.8%
Hartford Park	9,069	8,529	8,604	-6.0%	.9%	-5.1%
Manton Heights	8,008	8,451	7,751	5.5%	-8.3%	-3.2%
Codding Court	11,721	8,472	8,222	-27.7%	-3.0%	-30.0%
Roger Williams	12,505	10,420	9,675	-16.7%	-7.2%	-22.6%
Scattered Sites	10,864	10,260	11,214	-5.6%	9.3%	3.2%
Average Income (Family)	9,351	8,813	8,677	-5.8%	-1.5%	-7.2%
Hartford Tower	6,077	5,755	5,538	-5.3%	-3.8%	-8.9%
Sunset Village	5,969	5,780	5,460	-3.1%	-5.5%	-8.5%
Dexter Manor I	5,481	5,344	7,825	-2.5%	46.4%	42.8%
Dexter Manor II	7,495	6,518	4,179	-13.0%	-35.9%	-44.2%
Dominica Manor	7,695	6,812	6,766	-11.5%	-.7%	-12.1
Carroll Tower	6,983	6,785	6,881	-2.8%	1.4%	-1.5%
Kilmartin Plaza	6,299	5,519	5,607	-12.4%	1.6%	-11.0%
Parenti Villa	6,719	6,417	6,109	-4.5%	-4.8%	-9.1%
Average Income (Elderly)	6,659	6,206	6,357	-6.8%	2.4%	-4.5%
Average All PHA	8,019	7,579	7,615	-5.5%	.5%	-5.0%

Head of Household

There have been no significant changes in the gender composition of PHA heads of household. The majority (71%) of all PHA households are headed by women. The ratio of male to female headed household has remained constant over all developments. See Figure 35 for a breakdown of gender of household heads.

FIGURE 35: GENDER OF HEAD OF HOUSEHOLD FY 1994-96

Development	Male						Female					
	Number			Percent			Number			Percent		
	FY 94	FY 95	FY 96	FY 94	FY 95	FY 96	FY 94	FY 95	FY 96	FY 94	FY 95	FY 96
Admiral Terrace	10	10	7	7%	7%	5%	141	141	138	93%	93%	95%
Chad Brown	14	16	12	7%	8%	6%	180	179	179	93%	92%	94%
Hartford Park	34	35	84	12%	11%	21%	240	273	324	88%	89%	79%
Manton Heights	44	49	47	16%	15%	15%	224	275	271	84%	85%	85%
Coddling Court	11	12	10	16%	18%	14%	59	54	59	84%	82%	86%
Roger Williams	3	3	3	8%	8%	8%	37	36	36	93%	92%	92%
Scattered Site	6	4	7	5%	3%	4%	132	148	180	95%	98%	96%
Subtotal (Family)	122	129	170	11%	11%	9%	1,013	1,106	1,187	89%	89%	91%
Hartford Tower	53	49	59	45%	44%	51%	64	62	56	55%	56%	49%
Sunset Village	16	15	14	67%	71%	67%	8	6	7	33%	29%	33%
Dexter Manor I	118	109	108	60%	57%	59%	79	82	75	40%	43%	41%
Dexter Manor II	41	38	43	46%	43%	48%	48	50	46	54%	57%	52%
Dominica Manor	94	90	76	47%	45%	41%	105	108	110	53%	55%	59%
Carroll Tower	88	92	79	46%	49%	48%	102	94	84	54%	51%	52%
Kilmartin Plaza	61	65	66	59%	63%	65%	43	38	35	41%	37%	35%
Parenti Villa	109	103	111	57%	55%	58%	83	83	80	43%	45%	42%
Subtotal (Elderly)	580	561	556	52%	52%	53%	532	523	493	48%	48%	47%
Grand Total	702	690	667	31%	30%	29%	1,545	1,629	1,624	69%	70%	71%

Single Parent Households

There were only minor changes in the percentages of male and female headed single parent households between 1994 and 1996.

FIGURE 36: SINGLE PARENT HOUSEHOLDS BY DEVELOPMENT FY 1994-96

Development	Male						Female					
	Number			Percent			Number			Percent		
	FY 94	FY 95	FY 96	FY 94	FY 95	FY 96	FY 94	FY 95	FY 96	FY 94	FY 95	FY 96
Admiral Terrace	3	5	4	2%	3%	3%	131	134	129	98%	97%	97%
Chad Brown	7	9	8	4%	5%	5%	169	164	167	96%	95%	95%
Hartford Park	6	7	8	3%	2%	3%	231	265	250	97%	98%	97%
Manton Heights	33	40	38	13%	13%	13%	213	259	256	87%	87%	87%
Coddington Court	9	10	8	14%	16%	12%	55	51	35	86%	84%	100%
Roger Williams	0	0	0	0%	0%	0%	36	35	35	100%	100%	100%
Scattered Sites	0	0	1	0%	0%	.5%	115	117	182	100%	100%	96%
Subtotal (Family)	58	71	67	5%	6%	6%	950	1,025	1,054	95%	94%	94%
Hartford Tower	42	40	52	42%	42%	50%	58	56	51	58%	58%	50%
Sunset Village	15	14	12	68%	74%	63%	7	5	7	32%	26%	37%
Dexter Manor I	108	98	97	61%	56%	58%	70	76	69	39%	44%	42%
Dexter Manor II	29	28	35	40%	40%	48%	43	42	38	60%	60%	52%
Dominica Manor	79	82	64	44%	44%	38%	101	104	105	56%	56%	62%
Carroll Tower	82	87	73	45%	49%	47%	100	92	81	55%	51%	53%
Kilmartin Plaza	57	60	61	60%	64%	66%	38	34	31	40%	36%	34%
Parenti Villa	104	98	107	57%	55%	58%	78	79	76	43%	45%	42%
Subtotal (Elderly)	516	507	501	52%	51%	52%	495	488	458	48%	49%	48%
Grand Total	574	578	568	29%	28%	27%	1,445	1,513	1,512	72%	72%	73%

Disabilities

The eight developments listed as elderly public housing are also home to residents who qualify for housing assistance due to physical or mental disabilities. These developments were originally designed to serve the needs of the elderly exclusively, but changes in federal legislation have allowed disabled residents over the age of eighteen to join the elderly at these residences. On a national level, 14% of all public housing residents are disabled. The average among all PHA developments meets this national figure. In Providence Housing Authority developments designated for the elderly and disabled, however, the percentage of disabled residents is 50%. PHA surveys reveal that the presence of young disabled persons significantly impacts the elderly residents' perceived quality of life. Last spring, the Department of Housing and Urban Development released their final regulations regarding Congressional legislation that allows elderly-only developments. The PHA is pursuing opportunities to house its elderly residents separately from its non-elderly disabled population. Figure 37 displays statistics regarding the incidence of disabilities among PHA residents.

FIGURE 37: RESIDENTS WITH DISABILITIES BY DEVELOPMENT FY 1994-96

Development	Physical						Mental						Total					
	June 1994		June 1995		June 1996		June 1994		June 1995		June 1996		June 1994		June 1995		June 1996	
	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.
Admiral Terrace	20	4%	16	4%	15	71%	6	1%	6	2%	6	29%	26	5%	22	5%	21	4%
Chad Brown	19	3%	21	4%	13	59%	3	.47%	9	2%	9	41%	22	3%	30	5%	22	4%
Hartford Park	17	2%	31	3%	30	77%	5	1%	9	1%	9	23%	22	2%	40	4%	39	4%
Manton Heights	32	4%	34	4%	32	56%	3	0%	20	3%	25	44%	35	5%	54	6%	57	7%
Codding Court	7	5%	3	3%	3	33%	2	1%	4	3%	6	66%	9	6%	7	6%	9	6%
Roger Williams	2	2%	3	3%	3	100%	1	1%	0	0%	0	0%	3	3%	3	3%	3	3%
Scattered Sites	6	1%	8	2%	12	55%	13	2%	14	3%	10	45%	19	3%	22	4%	22	3%
Subtotal (Family)	103	3%	116	3%	188	3%	33	1.3%	62	2%	65	2%	136	3.9%	176	5%	173	4%
Hartford Tower	40	27%	42	38	42	63%	15	10%	20	14%	25	37%	55	37%	62	44%	67	47%
Sunset Village	14	50%	12	53%	10	83%	1	4%	1	5%	2	17%	15	53%	13	53%	12	50%
Dexter Manor I	87	38%	77	37%	76	66%	32	14%	38	18%	39	34%	119	52%	115	55%	115	56%
Dexter Manor II	32	28%	33	30%	35	58%	18	16%	21	19%	25	42%	50	45%	54	49%	60	54%
Dominica Manor	50	22%	44	21%	36	53%	40	18%	40	19%	32	47%	90	40%	84	39%	68	33%
Carroll Tower	48	24%	51	26%	42	55%	45	22%	45	23%	35	45%	93	46%	96	49%	77	43%
Kilmartin Plaza	51	45%	52	47%	48	70%	22	19%	24	22%	21	30%	73	64%	76	68%	69	63%
Parenti Villa	88	43%	87	45%	94	87%	19	9%	15	8%	14	13%	107	52%	102	53%	108	54%
Subtotal (Elderly)	410	35%	398	33%	383	33%	192	14%	204	7%	193	16%	602	48.6%	602	50%	576	49%
Grand Total	513	10%*	514	10%	491	9%	225	4.5%	266	5%	258	5%	738	15%	778	15%	749	14%

PROFILE OF PROSPECTIVE RESIDENTS

The data in this section draw upon the records of the Providence Housing Authority Tenant Selection Office, which maintains waiting lists for public housing units.

Applicants' Current Homes

Applicants for public housing currently reside in private dwellings or shelters located either among Providence's twenty-five neighborhoods, or outside of the legal city. As in recent years, the greatest number of public housing applicants come from two neighborhoods with high poverty rates, Elmwood and the West End. Figure 38 enumerates the number of applicants from each of Providence's neighborhoods as well as other Rhode Island towns and areas outside of the state.

FIGURE 38

*Prospective
Residents by
Neighborhood
FY 1996*

Prospective Residents By Neighborhood	
Neighborhood	Number Of Applicant Families
Blackstone	1
College Hill	6
Charles	8
Downtown	5
Elmhurst	13
Elmwood	140
Federal Hill	39
Fox Point	1
Hartford Park	34
Hope	3
Lower South Providence	68
Manton	11
Mount Hope	0
Mount Pleasant	21
Olneyville	39
Reservoir	6
Silver Lake	36
Smith Hill	34
South Elmwood	1
Upper South Providence	57
Valley	28
Washington Park	40
Wanskuck	41
Wayland	1
West End	131
ELSEWHERE (Providence)	31
ELSEWHERE (State)	67
ELSEWHERE(Out of State)	8
Total	870

Race of Prospective Residents

Consistent with 1994 applicant statistics, Hispanics form the largest racial group of applicants for Providence public housing. With 634 requests for units, this group comprises 62% of all applicants. African Americans claim 18% of the city's public housing applicant pool, requesting 192 units. The remainder of the waiting list consists of Whites (14% or 146 households), Native Americans (1% or 13 households), Asian Americans (1% or 13 households), and households for which these racial categories are unknown (4% or 45 households). See Figure 39.

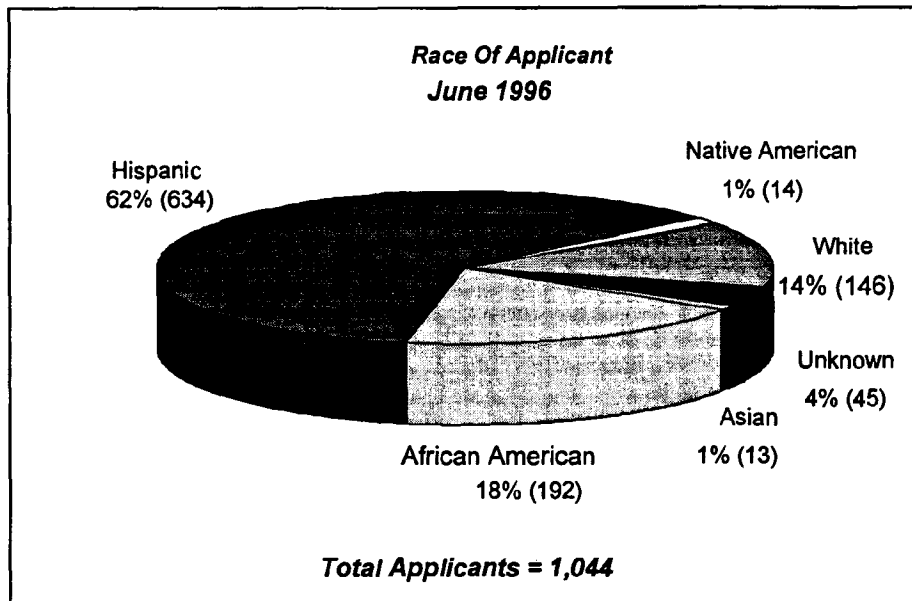


FIGURE 39

*Race of
Prospective
Residents
FY 1996*

Gender of Prospective Households

Figure 40 depicts the proportionate gender of household heads awaiting public housing in Providence. Female heads of household comprise 79% of the 1996 public housing applicants, ensuring the continued statistical dominance of female household heads.

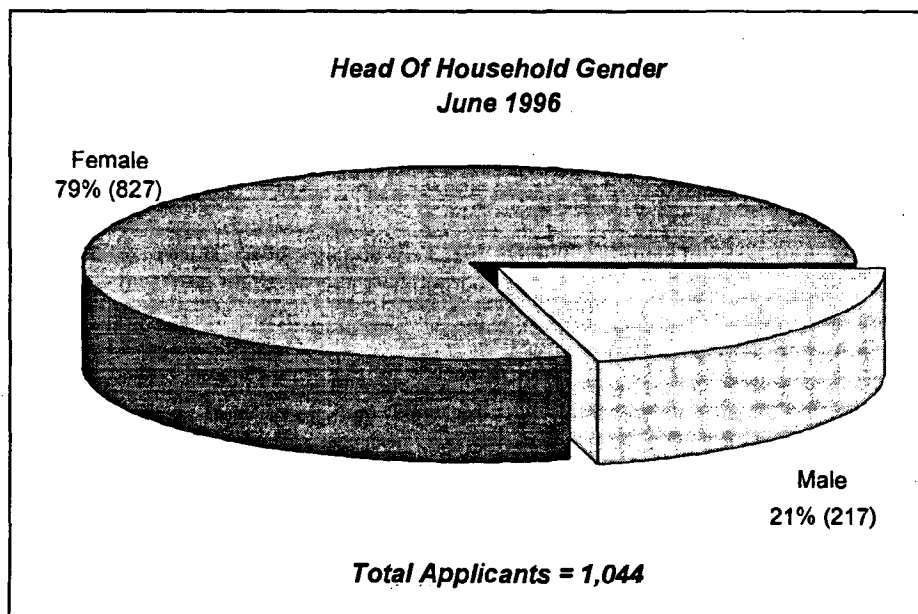


FIGURE 40

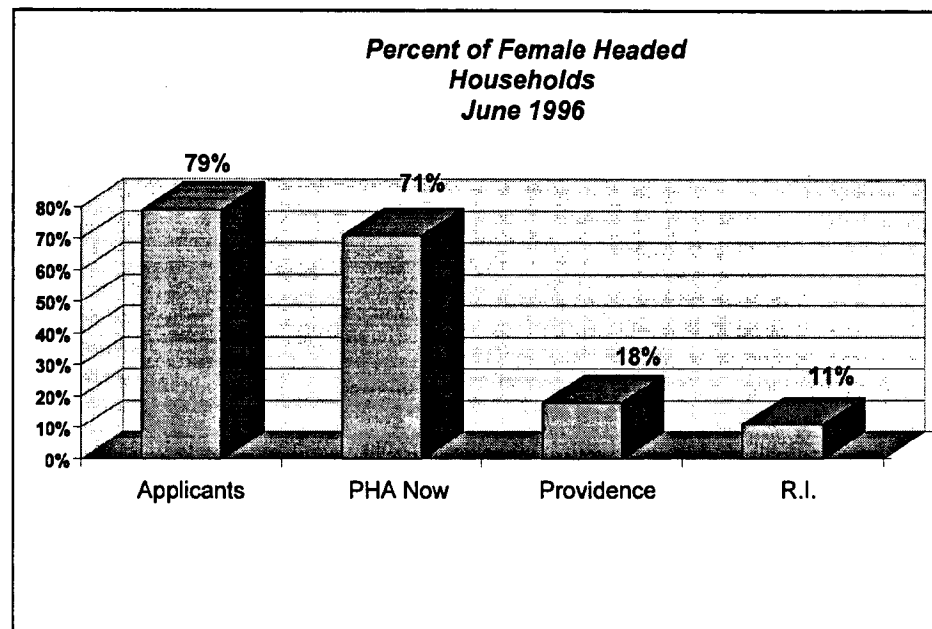
*Gender of
Prospective
Heads of
Household*

Female Headed Households

The preceding pie chart (Figure 40) indicates that 79% of prospective resident families are headed by women. This proportion is greater than the proportion of current PHA female-headed households (70%). Moreover, the percent of applicant households which are headed by women dwarfs the city-wide and state statistics; women head only 18% of all Providence households, and just 11% of all Rhode Island households. Figure 41 illustrates these differences.

FIGURE 41

*Percent of
Female- Headed
Households
FY 1996*



DESCRIPTION OF NEIGHBORHOODS

The following section describes the neighborhoods in which PHA residents live. Census data, statistics on the complexes, and information regarding the physical appearance of developments and the amenities of neighborhoods elaborate this discussion.

Smith Hill

CHAD BROWN

This development is a family complex of 198 units. Chad Brown abuts light manufacturing to the east, residential neighborhoods to the west and north, and a multi-purpose recreational area to the south.

ADMIRAL TERRACE

This development is a family complex of 153 units surrounded by light manufacturing on the east, residential neighborhoods on the west and north, and a multi-purpose recreational area to the south.

SUNSET VILLAGE

Sunset Village is an elderly complex of 24 units bordered on the west by the Providence Police Department Training Center and on the north by St. Patrick's Cemetery. This development is also surrounded by a residential neighborhood of well-maintained three-family homes. Both public transportation and the Smith Hill Community Center recreation facility are easily accessible.

CARROLL TOWER

This development is an elderly complex of 198 units in the Smith Hill neighborhood of Providence.

Chad Brown, Admiral Terrace, Sunset Village and Carroll Tower are located in the Smith Hill neighborhood of Providence. Smith Hill is characterized by moderate income families and one-to-three unit homes. Census data from 1990 further characterizes this neighborhood:

Smith Hill	
Population	6,003
Median Age	27.7
Median Household Income	\$19,245
Median Family Income	\$20,707
Families Below Poverty Level	27% (356)
Persons Below Poverty Level	30% (1,816)
Total Housing Units	2,643
Persons Per Housing Unit	2.65

FIGURE 42

*Smith Hill
Neighborhood
Summary*

Lower South Providence**ROGER WILLIAMS**

Roger Williams is a family complex of 40 units. This development is adjacent to the Roger Williams Middle School and a day care facility. Roger Williams is located near the Broad Street commercial district, and is 1/4 mile from Roger Williams Park.

Roger Williams is located in the Lower South Providence neighborhood of Providence. The area is characterized by low income residents and one-to-three family dwellings. The Lower South Providence neighborhood is further described by the following 1990 census data:

Lower South Providence	
Population	5,065
Median Age	26.1
Median Household Income	\$16,752
Median Family Income	\$18,867
Families Below Poverty Level	30% (339)
Persons Below Poverty Level	28% (1,421)
Total Housing Units	1,750
Persons Per Housing Unit	3.40

FIGURE 43

*Lower South
Providence
Neighborhood
Summary*

West End**CODDING COURT**

Codding Court is a family complex of 119 units. This development is surrounded by trees and is close to downtown Providence. The property adjoins Central/Classical High School, Wiggins Village, Bannister Nursing Home, and St. Martin de Porres Social Service Center. Codding Court is also located near low to moderate income housing. Bus transportation is available nearby.

KILMARTIN PLAZA

This development is an elderly complex of 106 units. Its site is adjacent to Route 10 and Huntington Towers and rear to vacant lots. Kilmartin Plaza also has an outdoor covered patio. Bus transportation is located nearby.

FIGURE 43

*West End
Neighborhood
Summary*

Codding Court and Kilmartin Plaza are located in the West End neighborhood of Providence. West End is characterized by low to moderate income housing arranged in single and multi unit structures. Census data from 1990 detail this neighborhood:

West End	
Population	14,828
Median Age	26.8
Median Household Income	\$15,518
Median Family Income	\$19,758
Families Below Poverty Level	31% (1013)
Persons Below Poverty Level	33% (4,681)
Total Housing Units	5,542
Persons Per Housing Unit	3.03

Hartford

HARTFORD PARK

This development houses both family and elderly households in its 508 units. The PHA designates 120 units for the elderly while the remaining units provide family housing. Hartford Park adjoins a recreational field, light manufacturing buildings and a residential neighborhood. Bus transportation and numerous stores and services are nearby.

Hartford Park is located in the Hartford neighborhood of Providence. This neighborhood is characterized by moderate income residents and multi-unit family homes. See the following census data for more information:

FIGURE 44

*Hartford
Neighborhood
Summary*

Hartford	
Population	4,876
Median Age	29.8
Median Household Income	\$25,296
Median Family Income	\$30,018
Families Below Poverty Level	15% (197)
Persons Below Poverty Level	17% (839)
Total Housing Units	2,253
Persons Per Housing Unit	2.59

Olneyville

MANTON HEIGHTS

This development is a family complex of 330 units. The complex adjoins a stable neighborhood of one to three unit homes. Route 195 and light commercial industry border Manton Heights to its south, with the junction of Atwells and Manton Avenues to its north. Numerous retail stores and tot lots are located nearby. A recreational facility exists on the Manton Heights site.

Manton Heights is located in the Olneyville neighborhood of Providence, which is characterized by low to moderate incomes. The following 1990 census data further describes Olneyville:

Olneyville	
Population	5,910
Median Age	27.5
Median Household Income	\$14,770
Median Family Income	\$16,857
Families Below Poverty Level	36% (498)
Persons Below Poverty Level	37 % (2,208)
Total Housing Units	2,726
Persons Per Housing Unit	2.72

FIGURE 45

*Olneyville
Neighborhood
Summary*

Downtown

DEXTER MANOR

Dexter Manor is an elderly complex of 200 units. both Route 95 and Route 195 border this development. Dexter is beautifully landscaped with many trees, flowers and benches for quiet sitting areas. The site provides social and recreational services as well as nightly security. Bus transportation is also readily accessible.

DEXTER MANOR II

Dexter Manor II is an elderly complex of 91 units. Both Route 195 and Route 95 border this development. Dexter is beautifully landscaped with many trees, flowers, and benches for quiet sitting areas. The site provides social and recreational services as well as nightly security. Bus transportation is also readily accessible.

Dexter Manor I and II are located in the Downtown neighborhood of Providence. Providence's downtown is characterized by an eclectic mix of commercial businesses, subsidized and non-subsidized housing nits, manufacturing, and educational facilities. 1990 Census data elaborate the Downtown area:

Downtown	
Population	2,426
Median Age	42.7
Median Household Income	\$9,951
Median Family Income	\$35,375
Families Below Poverty Level	9% (20)
Persons Below Poverty Level	28% (455)
Total Housing Units	1,393
Persons Per Housing Unit	1.35

FIGURE 46

*Downtown
Summary*

Federal Hill

PARENTI VILLA

This development is an elderly complex of 198 units featuring a small lawn and a large community room. The development is located between Atwells and Broadway Avenues and is near churches and Federal Hill House. Bus transportation is located nearby.

DOMINICA MANOR

This development is an elderly complex of 204 units with well-kept lawns, flower gardens and a gazebo. The complex provides social services to its residents and is located near a wide range of shops. Giribaldi Park is across the street and bus transportation is available nearby. Dominica Manor borders both the Downtown and Federal Hill neighborhoods of Providence.

Parenti Villa and Dominica Manor are located in the Federal Hill neighborhood of Providence which is characterized by middle income residents. The following 1990 Census data describes Federal Hill:

FIGURE 46

*Federal Hill
Neighborhood
Summary*

Federal Hill	
Population	6,919
Median Age	33.7
Median Household Income	\$14,273
Median Family Income	\$20,260
Families Below Poverty Level	27% (427)
Persons Below Poverty Level	34% (2,341)
Total Housing Units	4,018
Persons Per Housing Unit	2.11

DEPARTMENT OF

RENTAL

HOUSING

Introduction

Rental Survey

Protability

Single Room Occupancy

Project Based Assistance

Annual Inspections

Certiificate/Voucher Turnover Rate

Leases Executed

Re-Certifications

Fee Distribution

Housing Assistance Payments

Certificate/Voucher Turnover

Lease Rate

Interviews Conducted

Waiting List

Current Inventory of Section 8 Units

Adjustments

RENTAL HOUSING

Introduction

The Rental Housing Department is responsible for administering the PHA's Section 8 Rental Housing Program. The department staff of eleven employees, consisting of a department director, a senior program representative, six program representatives, a secretary, and two temporary employees, administered 2,400 rental housing units in FY 1996.

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

- ⇒ Existing Certificates
- ⇒ Housing Vouchers
- ⇒ Moderate Rehabilitation
- ⇒ 11-B Developments

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

Section 8 rental assistance is an element of four special programs: Family Self-Sufficiency/Operation Bootstrap (FSS), Project-Based Assistance (PBA), Single Room Occupancy (SRO), and Rental Rehabilitation. FSS combines rental assistance with job-training to encourage economic self-sufficiency among residents; 28 certificates are designated for participants in this program. PBA units are site-specific and are intended to create additional rental units. SRO units are low-service one-room apartments designed as transitory residences for low-income individuals. Rental Rehabilitation units are site-based and are granted to property owners to supply them with a steady stream of income in exchange for rehabilitation of the property.

Program	Leased	Funding Source
Family Self-Sufficiency and Operation Bootstrap (merged)	28	Certificates
Project-based Assistance	37	Certificates
Single Room Occupancy (SRO)	115	Moderate Rehabilitation
Rental Rehabilitation	132	Certificates and Vouchers

Rental Survey

The department conducts an ongoing 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.

The largest percent (47%) of applicants on the waiting list for Section 8 subsidized housing in Providence are 3-bedroom families. Two bedroom households comprise the next largest percent of applicants (35%). One, four, and five bedroom families comprise just 17% of all families waiting for Section 8 subsidies.

Because the PHA earns fees only for leased certificates or vouchers, the department of Rental Housing aims to maintain an annual 98% lease rate for all programs to ensure maximum Section 8 income for the PHA.

Portability

Regulatory changes allow Section 8 Certificate and Voucher participants to move to other cities and states. This change has added additional administrative burdens for the program, such as a billing procedure. The portability regulation has begun to impact the PHA's Section 8 program, resulting in a net loss of 12 certificates and vouchers. This marks a significant decrease in the net loss since last year when 56 certificates and vouchers were lost. While a serious erosion of our administrative fee income could result if more certificate and voucher holders elect to move to other cities, 12 vouchers and certificates out of a total of 2,400 is not yet a major concern.

VOUCHER AND CERTIFICATE PORTABILITY

Program	Incoming	Outgoing	Net Effect
Certificates	157	120	+37
Vouchers	73	122	-49
Total	230	242	-12

Single Room Occupancy (SRO)

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

SRO PROJECTS

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

Project Based Assistance

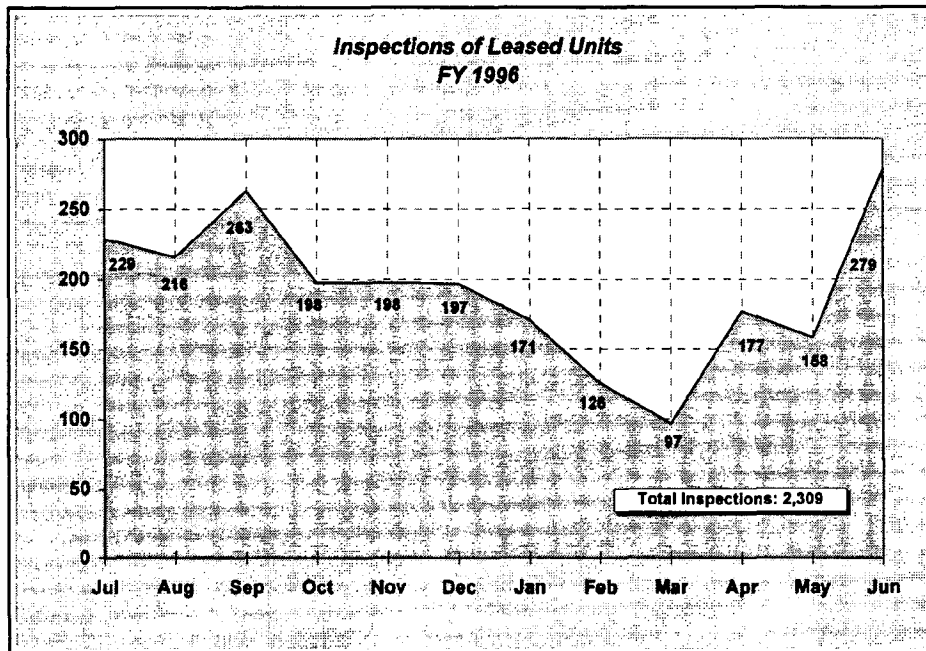
Federal regulations allow housing authorities to set up to 15% of their Section 8 Existing Certificates as a Project Based Assistance Program. The PHA currently supports several small projects with Project Based Section 8.

PBA PROJECTS

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

Annual Inspections

Federal regulations state that agencies administering the Section 8 Program must give each unit a Housing Quality Inspection before lease execution and annually during occupancy. Program representatives conduct the inspections and record them in the tenant file. After inspection, the Providence Housing Authority notifies the property owner of any deficiencies and requires the owner to make repairs within a specified time period. Non-compliance results in either the denial of housing assistance payments or lease cancellation. The Providence Housing Authority assists all tenants with canceled leases to locate suitable replacement housing. During FY 1996, the Rental Housing staff performed 2,309 inspections. In the previous fiscal year, the staff inspected 2,911 units. In addition to annual and pre-lease inspections, Figure 1 includes inspections conducted as a result of damage or resident complaints.

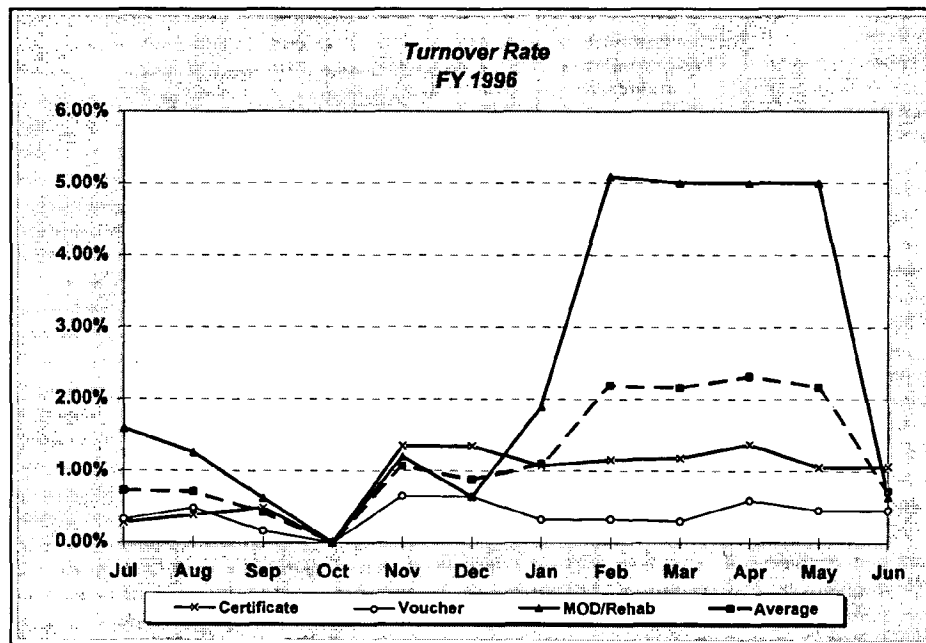
**FIGURE 1**

Annual
Inspections
FY 1996

The number of annual inspections performed varies from month to month, ranging from a high of 279 in June to a low of 97 in March.

Certificate/Voucher Turnover Rate

When a program participant declines rental assistance, the PHA re-issues their Section 8 certificate or voucher to a new applicant, and the certificate/voucher turns over. Turnover varies as a result of private housing market trends. In FY 1996, the average Section 8 turnover rate was 1.21%. The annual certificate turnover rate (total certificates turned over ÷ total units allocated) was 8.9%, the voucher rate was 3.9%, and the Mod/Rehab rate was 22.3%. Although the rate varies from month-to-month, Section 8 subsidies are leased immediately after turnover. In FY 1995, 117 certificates and vouchers turned, compared to 194 in FY 1996. The monthly turnover rate for Section 8 certificates and vouchers remains low.

**FIGURE 2**

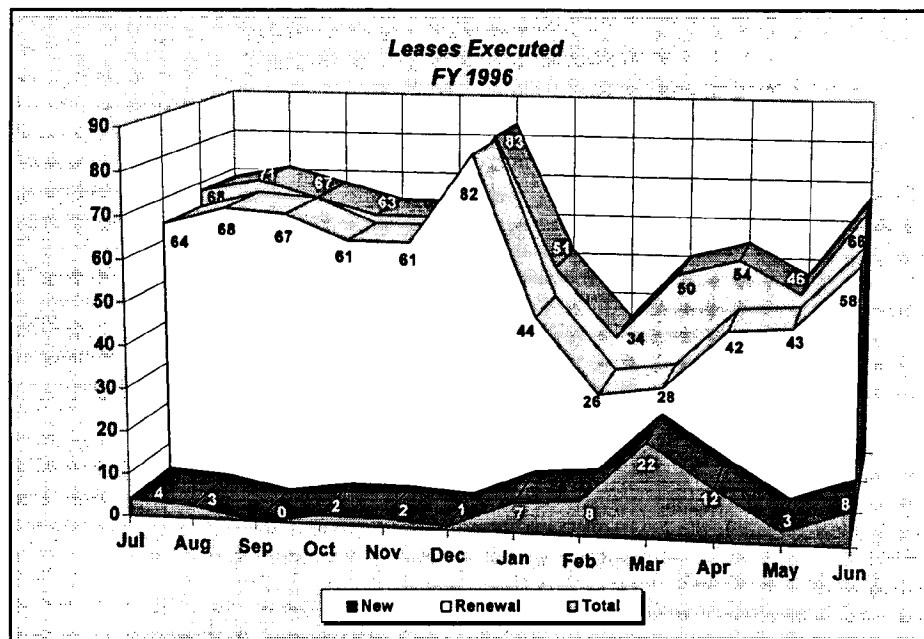
Certificate/
Voucher
Turnover Rate
FY 1996

Leases Executed

The Rental Housing Department executed 716 leases during FY 1996. New leases are generated from turnovers (see voucher/certificate turnover), new HUD vouchers or certificates, or the leasing of a Moderate or Rental Rehabilitation unit. Conversely, a renewal lease is generated when a program participant moves to another unit while continuing to receive Section 8 rental housing assistance. The chart below divides all executed leases into new leases, totaling 72, and renewal leases, totaling 644.

FIGURE 3

Leases Executed
FY 1996

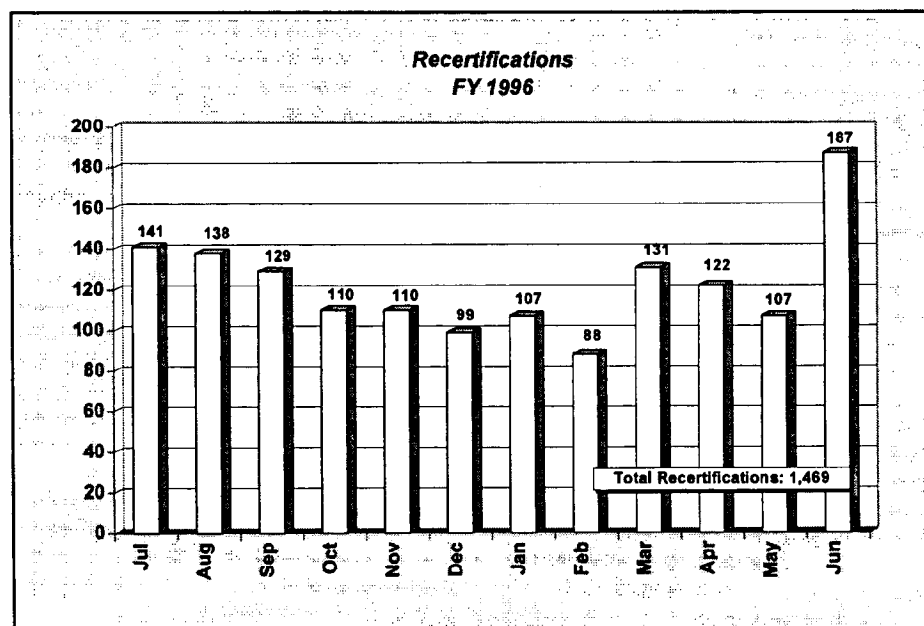


Recertifications

Annually, as required by the Certificate of Participation, a program representative must recertify each Section 8 participant by reviewing the participant's family composition, income, and eligible deductions, ensuring his or her continued eligibility. The Department of Rental Housing performed a total of 1,469 recertifications.

FIGURE 4

Recertifications
FY 1996



Fee Distribution By Program

During FY 1996, the Rental Housing Department earned \$1,395,655.00 from HUD for administering the Section 8 Program, a \$83,185.00 (6%) increase from FY 1995. The Rental Housing Department uses these fees to operate the Section 8 Program and defer other costs incurred by the PHA.

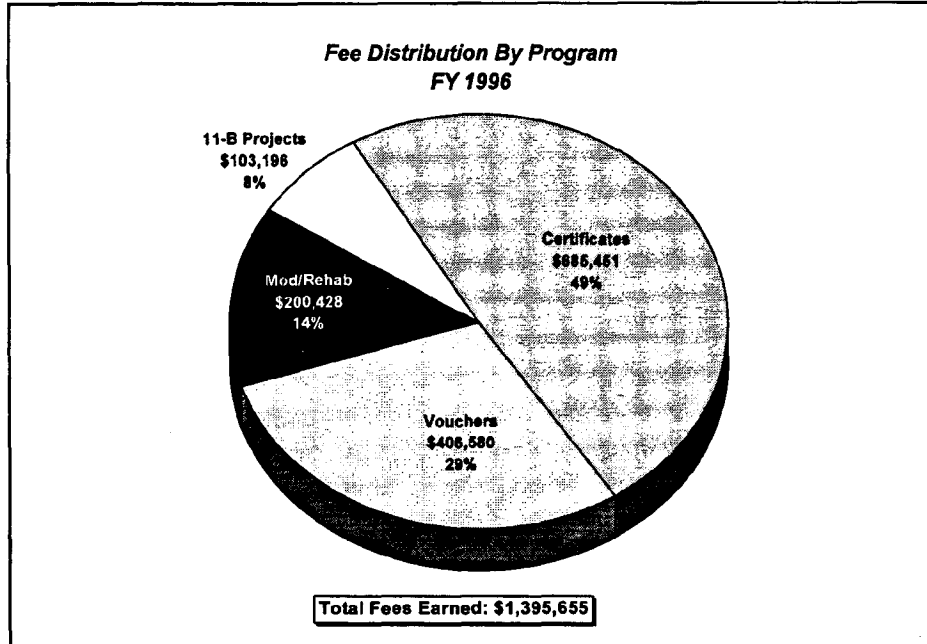


FIGURE 5

*Fees By
Program
FY 1996*

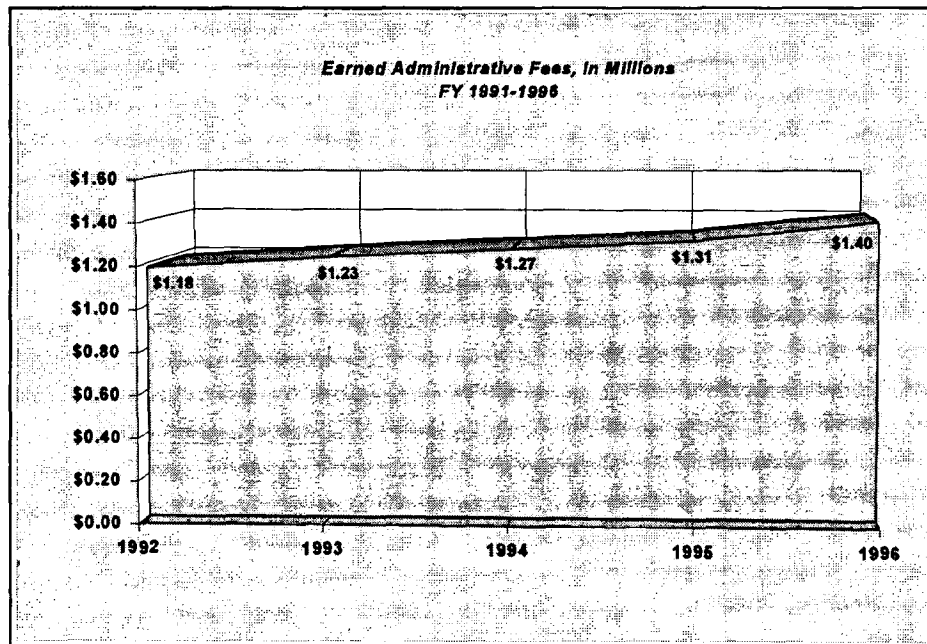


FIGURE 6

*Earned
Administrative
Fees
FY 1992-1996*

In FY 1996, the Department of Rental Housing earned a total of \$1.39 million for administering the Section 8 subsidized housing program. Certificates account for the greatest revenue (49%) generated from administering the Section 8 program. Fees earned from administering vouchers comprise over one quarter (29%) of total fees earned. The percentage earned per Section 8 assistance classification is as follows: 3.5% for 11-B

Projects, 7.65% for Moderate Rehabilitation, 6.5% or 8.2% for Vouchers, and 7.65% for certificates. Fees earned by the PHA from administering the Section 8 assistance program have increased 18.2% since FY 1992.

Total Housing Assistance Payments

During FY 1996, the Rental Housing Department distributed Housing Assistance Payments totaling \$17,700,874.00 to private property owners who provide housing for 2,400 Section 8 Program participant families, a marginal increase of \$1,011,754.00 in FY 1996 assistance payments.

FIGURE 7

Assistance
Payments
FY 1996

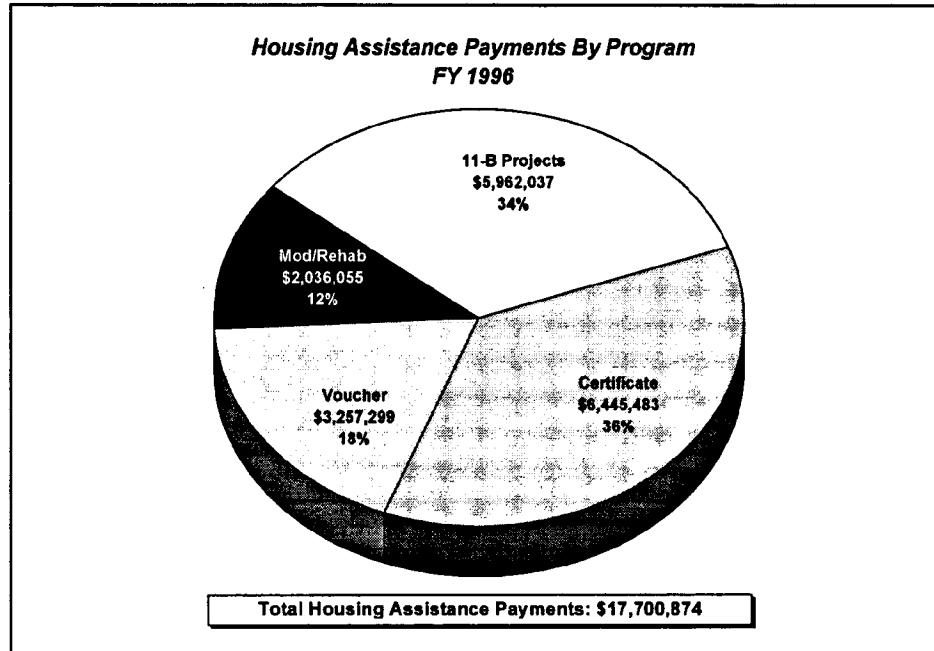
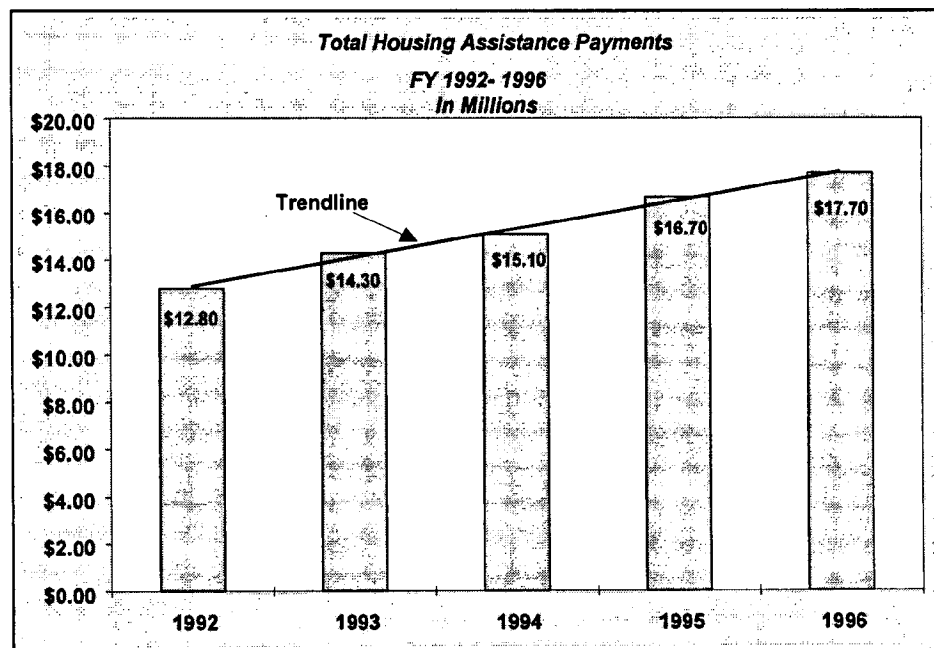


FIGURE 8

Housing
Assistance
Payments
FY 1992-1996

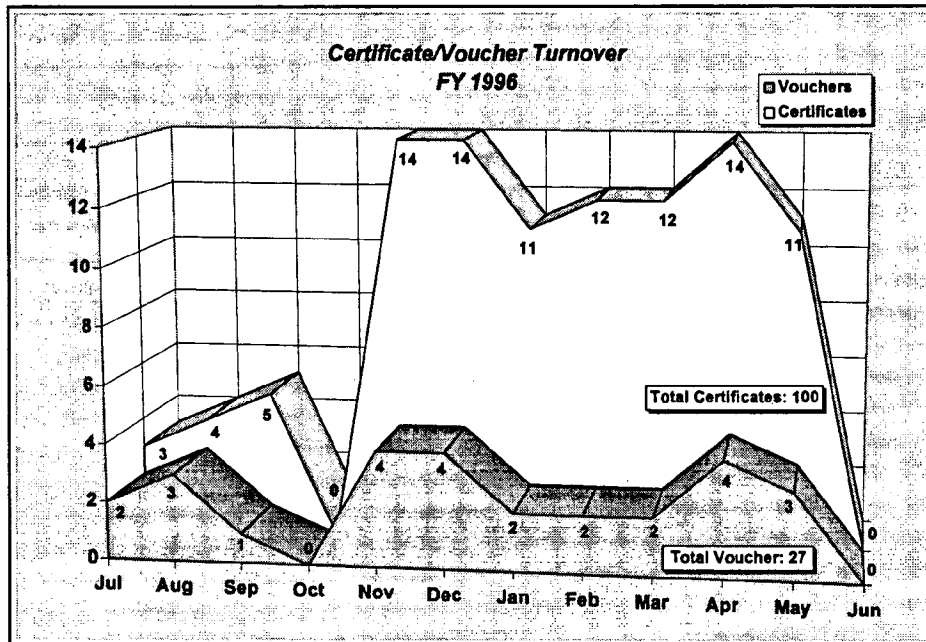


Annually, the PHA distributes the majority of the payments to certificate units because they represent the overwhelming majority of allocated units. For the past three years, the PHA made over one-third of all Housing Assistance Payments to certificate units. While 11-B Project units comprise 16% of allocated units, the PHA distributes one third (34%) of all Assistance Payments to these units because 11-B Projects tend to have higher rents.

Certificate Voucher Turnover

During the course of the year, certificates and vouchers are turned in by families who are terminating their involvement in the PHA's Section 8 Program. The certificates and vouchers are then distributed to the next applicant on the waiting list.

A total of 127 Certificates and Vouchers were turned over, averaging 11 units per month. Please note that the turnover rate only includes units affected by Certificate and Voucher assistance. Because the PHA administers more certificate Section 8 subsidies than Voucher subsidies, it is logical that the certificate turnover should be higher than the voucher turnover in any given month. The average certificate turnover is eight per month; the average voucher turnover is two.



While the department earned \$1.39 million in fees in FY 1996, it paid out \$17.7 million in assistance payments to tenants.

FIGURE 9

*Certificate/
Voucher
Turnover
FY 1996*

Lease Rate

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

In FY 1996, the Department of Rental housing met the 96% lease rate standard for the voucher program. The 11-B projects had the highest rate (100%) while Mod/Rehab units and Certificates were 1% below the standard with 95%. See Figure 10 for details.

FIGURE 10

Lease Rate
FY 1996

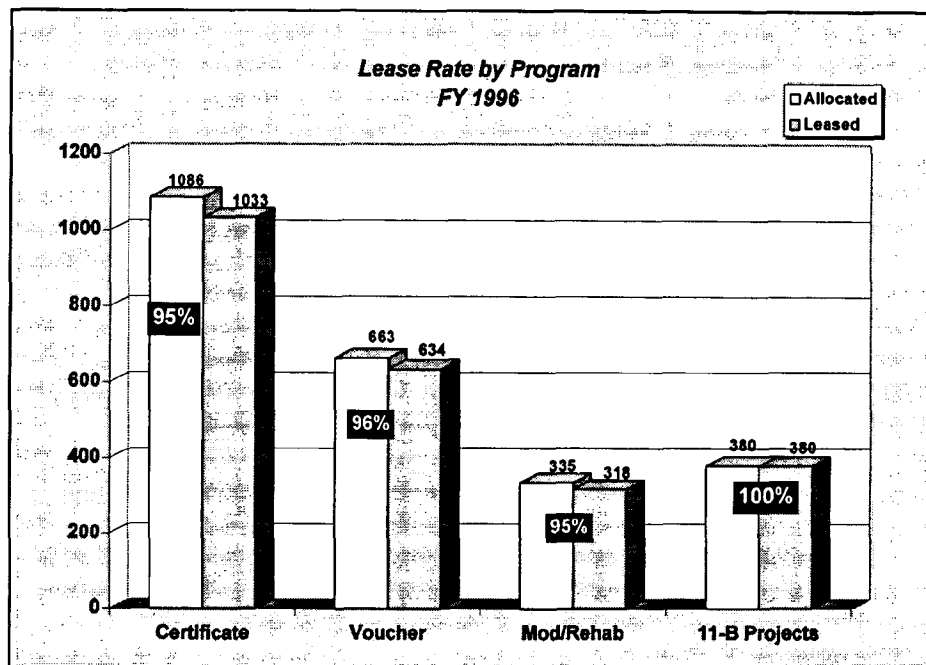
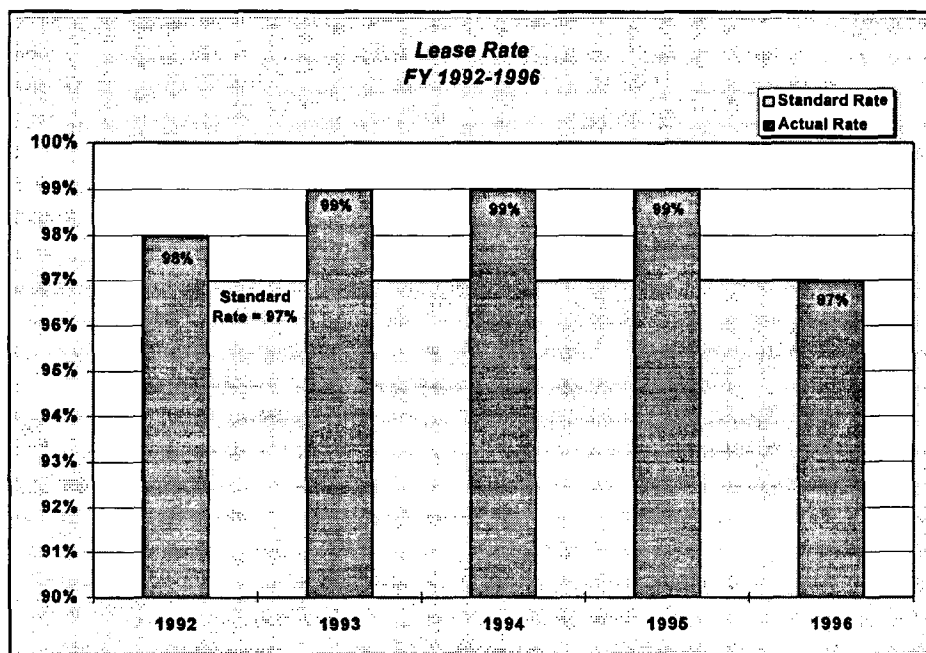


FIGURE 11

Lease Rate
FY 1992-1996



Interviews Conducted

During the interview process, program representatives verify family composition, household income, and deductions. During FY 1996, Rental Housing staff interviewed zero families on the Section 8 Waiting list, compared with fifty-five families the previous fiscal year. Being that no new Section 8 Certificates or Vouchers were available, there were no interviews conducted.

Waiting List By Bedroom Size

When the PHA opened the waiting list in February 1992, over 1,700 families applied for housing assistance. Since that time, the waiting list has been closed, and families have only left the waiting list if prior Section 8 recipients turn over their subsidy. As of June 30, 1995 there were 927 applicant families on the Section 8 waiting list. During FY 1996, the waiting list total fell to 911 applicants.

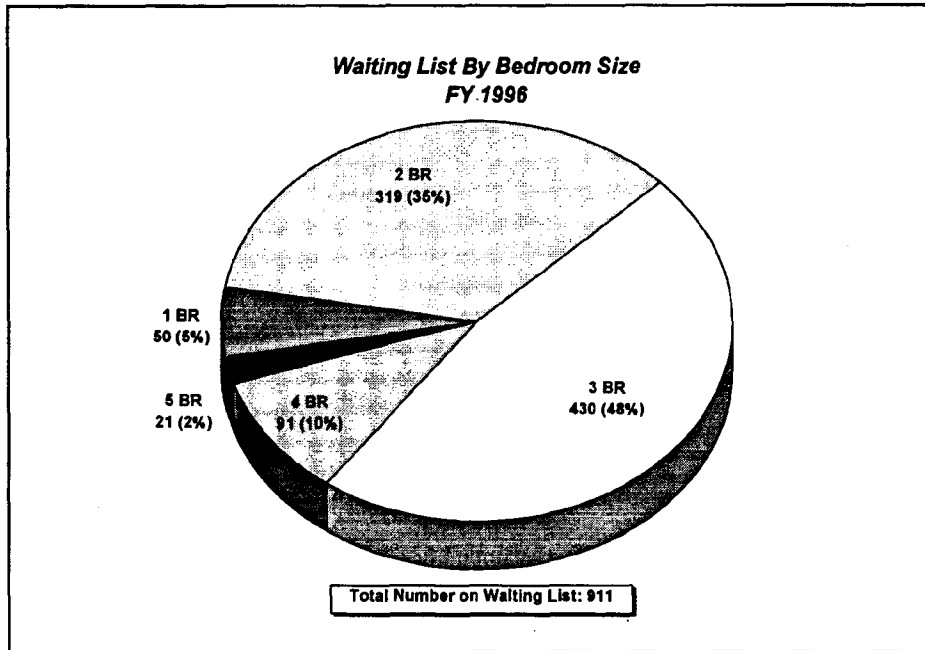


FIGURE 12

Waiting List
FY 1996

The greatest demand for units on descending order of need is: three bedrooms, two bedrooms, four bedrooms, one bedroom, five bedrooms. As Figure 12 indicates, three and two bedroom units are in the highest demand; families waiting for three bedroom units comprise 47% of the list and two bed-room units comprise 35% of the list. The balance is made up of families requesting four, five and one bedroom units. These percentages are comparable to waiting lists of previous years.

Current Inventory of Section 8 Units

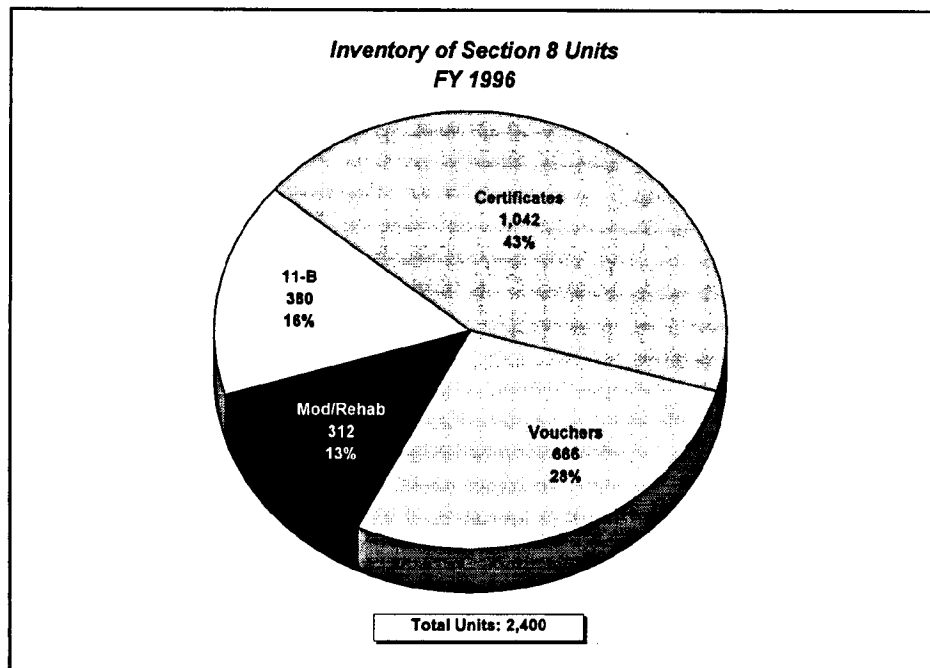
During FY 1996 the Providence Housing Authority administered 2,400 units of Section 8 housing throughout the City of Providence. The chart below illustrates the breakdown of the 4 classifications of Section 8 Rental Assistance administered by the Rental Housing Department. Moderate Rehabilitation includes the SRO units at the YMCA and Advent House as well as those at Barbara Jordan II, Fox Point Housing and Ontario Apartments. The 11-B Projects include the units at Barbara Jordan I Apartments, Villa Excelsior, and Maplewood Terrace developments which are Substantial Rehabilitation. Certificates (44%) comprise the majority of allocations, followed by Vouchers (26%), 11-B Projects (16%), and Moderate Rehabilitation (14%). These percentages differ only slightly to FY 1995.

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

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

FIGURE 13

*Inventory of
Units
FY 1996*

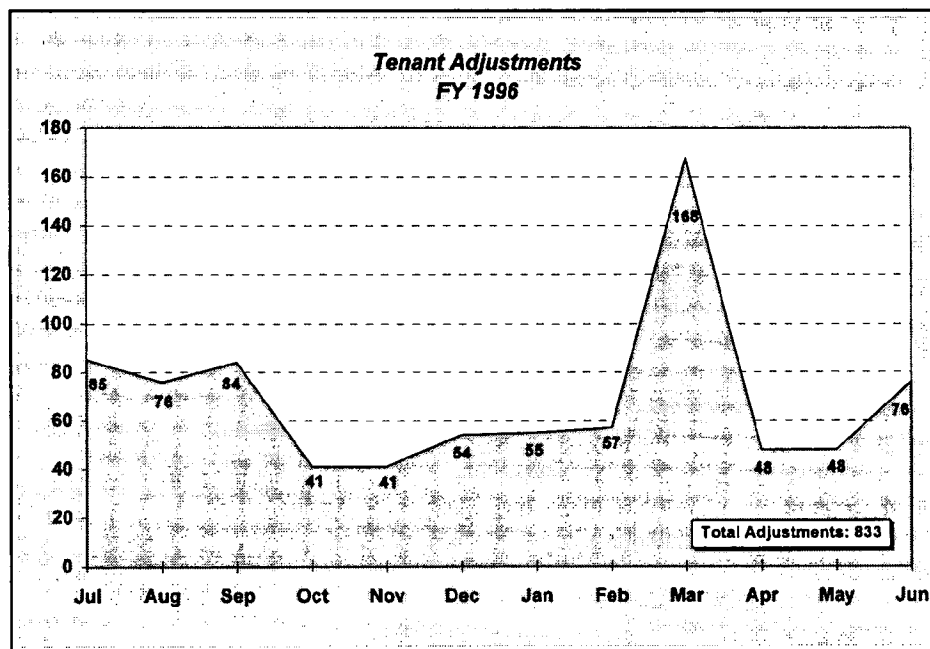


Adjustments

An adjustment to a participant's subsidy and housing assistance payment occurs if his or her income or family composition changes during the year. All participants must report such changes within 10 working days to their Program Representative. The Department made 833 adjustments in FY 1996.

FIGURE 14

*Adjustments
FY 1996*



SECURITY

R E P O R T

Introduction

Executive Summary

Security Personnel
Public Housing Unit
Providence Police Reserves
PHA High-Rise Security Officers
Resident Crime Watches

Security/Crime Reporting System

PHA Activity Reports
Security Workorder System
Data Tables

Security/Crime Data

Total Police Responses
Total Arrests
Narcotics Arrests
Felony Arrests

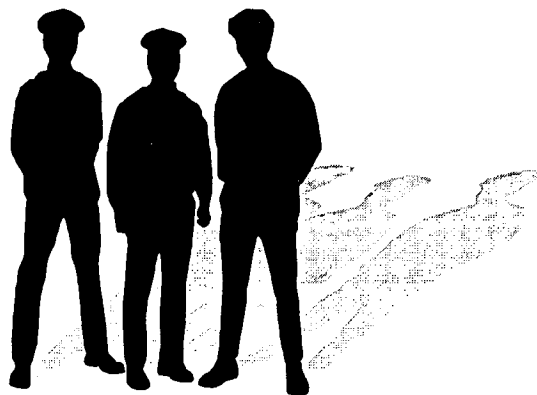
Summary of Security/Crime Data FY 1992-96

SECURITY

REPORT

Introduction

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 six elderly/disabled high-rise developments managed by the PHA.



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.

In 1992, the National Association for 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 Providence Housing Unit merited the Public Safety Commissioner's Award for best overall performance in the Providence Police Department (PPD). 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:

1. security personnel and
2. security/crime data.

Together these components ensure the quality and effectiveness of the Security Program.

Executive Summary

In FY 1996 there was a total of 1,135 police responses, a 41% decrease from last year's annual total of 1,918. One quarter (26%) of these calls were from elderly/disabled developments and the other three quarters (74%) were from the family developments with Hartford Park yielding the greatest (33%) over the twelve month period. Dexter Manor I/II experienced the most police responses among the developments for the elderly and disabled.

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.

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

Total arrests went down by 15% from 496 in FY 1995 to 420 in FY 1996. This year, 26% of all arrests were at elderly/disabled developments and the remaining 74% occurred at family developments. Again, Hartford Park had the highest statistic for total arrests overall (27%) and Dexter Manor I/II experienced the most arrests (18%) among the elderly/disabled developments.

The total number of narcotics arrests also dropped from 94 in FY 1995 to 49 in FY 1996, a decrease of 48 percent. An overwhelming 96% of this annual total is attributable to the family developments. Hartford Park (35%) and Manton Heights (31%) can account for the majority of these arrests.

There was a total of 14 felony arrests at PHA developments during FY 1996. This marks a 53% decrease from the 30 felony arrests that took place last year. Over one-third (36%) of this year's arrests took place at the Dexter Manor I/II elderly/disabled development and half of them were at the Hartford Park family development.

All security work orders combined totaled 2,970 in FY 1996 a 25% increase from the previous fiscal year. Sixty-two percent were Code #3 Criminal work orders, 26% were Code #2 Building work orders, 12% were Code #1 Fire/Rescue work orders and there were zero Code #4 Civil work orders for FY 1996. Hartford Park generated the most total security work orders overall 27%, followed by Dexter Manor (15%) and Manton Heights (12%). Family developments generated the majority of the Code #3 work orders while the elderly/disabled developments generated more of the Code #2 work orders..

SECURITY PERSONNEL

The primary function of crime watch volunteers is to enforce visitor sign-in and give hourly situation reports to the central security/maintenance dispatcher via the two-way radio.

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

1. the Public Housing Unit
2. Providence Police Reserves
3. trained high-rise security officers and
4. resident crime watches

Public Housing Unit (PHU)

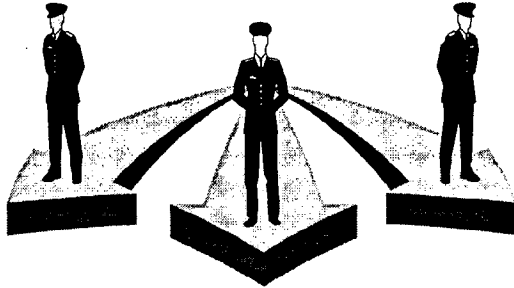
In 1989, the Providence Police Department assigned four full-time officers exclusively to the Public Housing Unit. Later, in May of 1994, the assignment of two additional officers expanded the unit to six full-time officers. Presently, at the close of the 1996 fiscal year, there are a total of seven officers operating in the unit, two of whom are undercover narcotics special investigators.

The PHU's primary responsibility is to patrol the Providence Housing Authority's six family housing developments in the City of Providence. In May 1991, the PHU took on the job of patrolling the privately-owned Wiggins Village development as requested by both the management company and the Department of Housing and Urban Development (HUD) on account of this development's problematic history and proximity to the PHA's Coddington Court. But the housing unit goes beyond this central duty of monitoring the family developments to serve a number of other security functions.

Since security in the elderly/disabled high-rises has become a growing responsibility, the PHU has assumed the responsibility of 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 also established, trained, and equipped the volunteer resident crime watches in the two of the six elderly/disabled high-

risers. Moreover, the PHU makes the effort to regularly conduct security seminars at all the PHA developments.

The PHU produces daily activity logs which are compiled monthly for the PHA's interdepartmental Monthly Management Report. The PHU attends weekly PHA Housing Management Department staff meetings to exchange information on recent activity and problems.



These meetings provide the vital communication necessary between the development managers, who work on-site from 8:30am to 4:30pm weekdays, and the PHU officers who patrol in the evenings and on the weekends. The PHU is also in weekly contact with the Executive Director and Deputy Director. An office at 335 Hartford

Avenue in the PHA's Hartford Park development is the base of operations for the PHU, as well as the Providence Police Reserves and the PHA security officers. The PHU reports directly to the Executive Director.

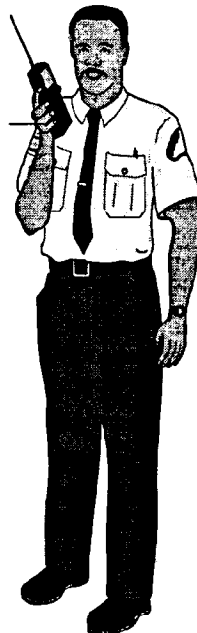
Providence Police Reserves

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

PHA High-Rise Security Officers

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

Their responsibilities are outlined in the Standard Operating Procedures (SOP) Manual developed by the PHU specifically for PHA security officers. Their assigned duties include: monitoring hallways, community rooms, parking lots and grounds, enforcing visitor sign-in, completing security work order reports and reporting hourly situation checks to the security dispatcher. They are in hourly contact with the security dispatcher via a two-way radio whose frequency is also monitored by the PHU. In some cases, police assistance is required due to the fact that the PHA security officers do not possess arrest powers nor



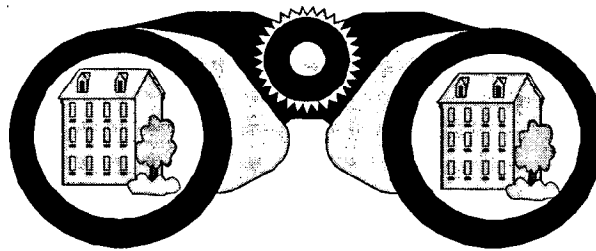
Through implementation of the Security Plan, the Providence Housing Authority's (PHA) is able to provide its elderly and disabled residents with a sense of safety and security. During non-business hours, all six public housing high-rise developments in the city are provided with security officers.

The PHU activity reports record criminal activity on PHA property. There are two reports: one which tallies only the arrests and responses involving PHU officers and the other which combines the total number of responses and arrests made by all Divisions and Bureaus of the Providence Police Department, including the PHU.

do they carry weapons. They are stationed at the main building entrance when they are not performing the responsibilities outlined above.

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

Resident Crime Watches



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

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

SECURITY/CRIME REPORTING SYSTEM

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

PHU Activity Reports

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

1. one which tallies only the arrests and responses involving PHU officers
2. and the other which combines the total number of responses and arrests made by all Divisions and Bureaus of the Providence Police Department, including the PHU.

The latter more accurately reflects the level of criminal activity which is taking place on PHA property because it includes the hours during which the PHU is off duty. For the

purpose of this report we are only interested in the police responses, total arrests, narcotics arrests and felony arrests tracked in these reports.

Security Work Order System

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

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

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

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

Data Tables

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

- ⇒ Police Responses
- ⇒ Total Arrests
- ⇒ Narcotics Arrests and
- ⇒ Felony Arrests

Data is also gathered by the PHU and PHA security officers for the security work order system: total security work orders, Code #1, Code #2, Code #3, and Code #4 work orders.

All of the data tables are organized by specific development and development type. The following is a list of the names of the individual developments and their type:

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

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

This organization enables management and the PHU to pinpoint and target problem areas in order to improve them. Note that Scattered Sites are considered as a whole under family developments and the Chad Brown and Admiral Terrace developments are

Over the past few years the amount of total arrests in the elderly/disabled high-rises has been growing exponentially. In FY 1994 only 7% of the arrests took place at the elderly developments whereas in FY 1995 that figure more than doubled to eighteen percent. This percentage rose again this fiscal year to 26% with the family developments generating the other seventy-four percent.

grouped together because they are contiguous. The statistics for Sunset Village, technically an elderly/disabled building, are included in the Chad/Ad statistic because it is also contiguous and its variable is so small (24 units, less than one percent of total occupied units) that it does not alter the overall statistic. In addition, the Hartford Park Tower, which is an elderly/disabled high-rise, is always included in the Hartford Park family development statistic and Dexter Manor I/II are placed together since they are adjoining buildings, even though they are technically separate developments.

SECURITY/CRIME DATA

Total Police Responses

These responses are the result of phone calls made by PHA residents to either the 911 system, the Providence Police Dispatcher, or the PHA maintenance/security dispatcher. In FY 1996, there were 1,135 total police responses to PHA developments as compared to 1,918 in FY 1995, a 41% decrease. Seventy-four percent (843) of all police responses were made to the family developments with only 26% (292) being made to the elderly/disabled developments (see page 10). Annually, family developments illicit the overwhelming majority of police responses even though PHA occupancy is divided 60% (family developments) to 40% (elderly/disabled). Out of the total 1,135 police responses, 33% occurred at Hartford Park, 18% at Manton Heights, 17% at Chad Brown/Admiral Terrace, 10% at Dexter Manor I/II, 5% at Codding Court and Kilmartin Plaza, 4% at Dominica Manor and Parenti Villa, 3% at Carroll Tower, 2% at Scattered Sites and 1% at Roger Williams.

An analysis of police responses (see page 11) reveals that Hartford Park, the PHA's largest development (417 units), has a relatively high percentage of police responses (33%) in relation to its size (18% of total occupied units). Evidently, the trend has continued over from FY 1995 when this development showed a

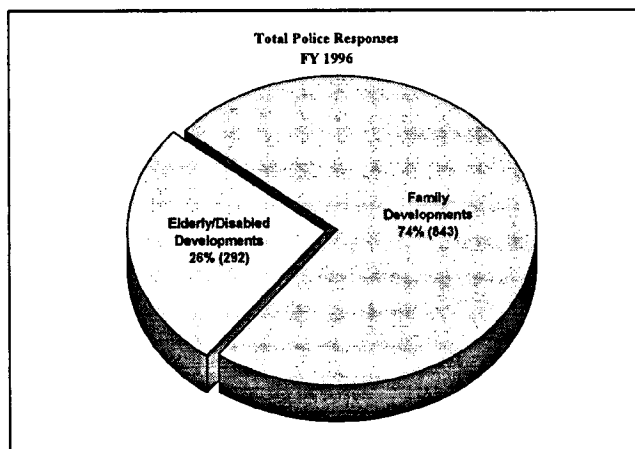


FIGURE 1

Total Police Responses FY 1996

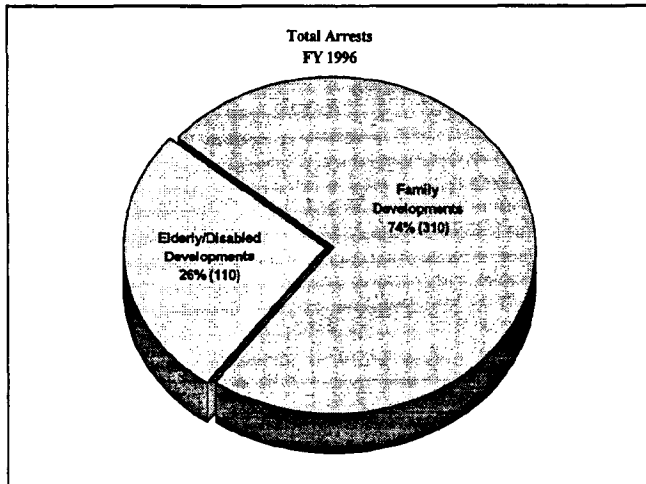
disproportionately high incidence of police responses (24% of total in relation to its size. This year Chad Brown/Admiral Terrace, which, like Hartford Park, typically has a high incidence of responses in relation to its size, experienced a moderate number of police responses in relation to its size. Making up 16% of all PHA occupied units, Chad/Ad generated a proportional 17% of the total number of calls for the year.

Total Arrests

In FY 1996, a total of 420 arrests occurred on PHA property as compared to the 496 arrests accounted for in FY 1995, 15% decrease (see page 12). Annually, the overwhelming majority of arrests occur at the family developments. Over the past few years the amount of total arrests in the elderly/disabled high-rises has been growing exponentially. In FY 1994 only 7% of the arrests took place at the elderly developments

whereas in FY 1995 that figure more than doubled to eighteen percent. This percentage rose again this fiscal year to 26% with the family developments generating the other seventy-four percent.

Out of the 416 arrests, 27% occurred at Hartford Park. Eighteen percent occurred at Dexter Manor, 14% at Manton Heights, 13% at Chad Brown/Admiral Terrace, 10% at Roger Williams, 8% at Coddington Court, 4% at Kilmartin Plaza, 2% at Scattered Sites, Dominica Manor and Parenti Villa and 1% at Carroll Tower. It is interesting to note that



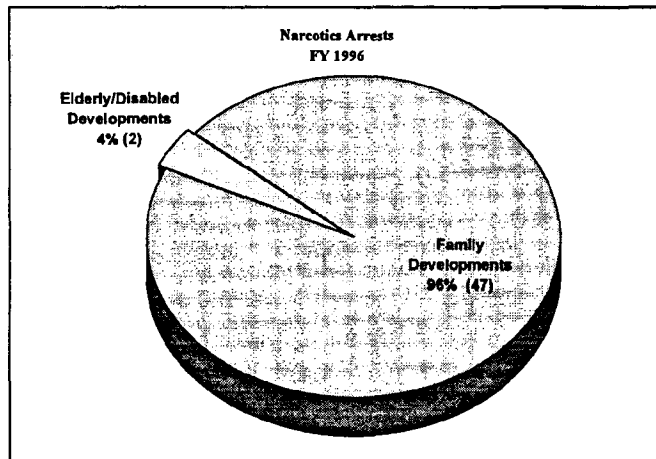
Chad/Ad underwent a considerable decrease in total arrests since last year. It went from comprising a 47% (233) of total arrests in FY 1995 to 13% (56) of in FY 1996.

Since Hartford Park is the PHA's largest development, it is not surprising that it experienced the highest percentage of total arrests this year. An analysis of total arrests

reveals that the total arrests that occurred at each development are more or less proportional to the number of occupied units at each development. (see page 13).

Narcotics Arrests

The total number of narcotics arrests (49) that occurred on PHA property in FY 1996 marks a dramatic 48% decrease from last year's 94 arrests (see page 14). Ninety-six percent of these narcotic arrests occurred at family developments, whereas only four percent occurred at elderly/disabled developments.



Thirty-five percent of narcotics arrests for this fiscal year occurred at Hartford Park, 31% at Manton Heights, 10% at both Chad Brown/Admiral Terrace and Roger Williams, 8% at Coddington Court and 2% at Scattered Sites, Dexter Manor I/II and Parenti Villa. And, as in FY 1995, there were no narcotics arrests at

either Dominica Manor nor Carroll Tower this year. Interestingly, since last year the Chad Brown/Admiral Terrace family development experienced a radical decrease in its annual total of narcotics arrests, dropping from 51 arrests in FY 1995 to 5 arrests in FY 1996, a 90% decrease. Whereas it previously comprised 54% of all narcotics arrests, this year it generated only 10% of the total.

FIGURE 2

Total Arrests
FY 1996

FIGURE 3

Total Narcotics
Arrests
FY 1996

Fifty percent of the felony arrests in FY 1996 took place at Hartford Park. And more than one third (36%) occurred at Dexter Manor I/II.

FIGURE 4

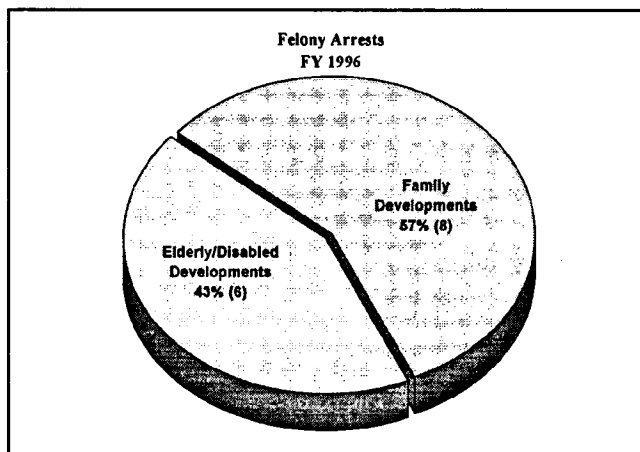
*Total Felony Arrests
FY 1996*

Again, the analysis reveals (see page 15) that Hartford Park experienced a high percentage of narcotics arrests (35%) in relation to its size (18% of total occupied units). Likewise, Manton Heights which is the third largest development, had a high incidence of narcotics arrests in relation to its size. Comprising 14% of the total number of occupied units and generating 31% of all narcotics arrests, Manton experienced over double the percentage of arrests as units occupied in FY 1996.

Felony Arrests

A felony arrest occurs when a Part I criminal offense, as classified under Federal Bureau of Investigation's Uniform Crime Reporting System, is committed, such as murder or rape. In FY 1996, a total of 14 felony arrests occurred on PHA property as compared to 30 in FY 1995, a 53% decrease (see page 16). Similar to all other arrests previously detailed, the majority of felony arrests occurred at the family developments with the minority occurring at the elderly/disabled developments. This year, however there was a greater percentage of felony arrest occurring on the grounds of the elderly/disabled high-rises. In FY 1995, 17% of all felony arrests took place at the high-rises, while this year 43% took place at these developments.

Fifty percent of the felony arrests in FY 1996 took place at Hartford Park. And more than one third (36%) occurred at Dexter Manor I/II. Manton Heights and Parenti Villa both had one (7%) arrest each take place on their grounds this year. Aside from those four developments, there were no other felony arrests that occurred on



PHA property on FY 1996. Interestingly, last year, one third (33%) of the total felony arrests occurred at Chad Brown/Admiral Terrace whereas this year 0% occurred at this family development.

An analysis of percent occupied units to percent of total felony arrests shows that both Hartford Park and Dexter Manor had disproportionately high annual arrest totals in relation to their size (see page 17). Hartford makes up 18% of the PHA's developments and had 50% of all felony arrests. And Dexter Manor I/II comprises 12% of the PHA and experienced 36% of the total felony arrests.

FIGURE 5: TOTAL POLICE RESPONSES BY DEVELOPMENT FY 1996

Development	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total	Percent
Chad/Ad/Sun	9	28	10	21	6	5	11	11	12	36	17	24	190	17%
Roger Williams	2	1	1	2	2	0	0	1	0	0	1	1	11	1%
Codding Court	4	6	2	5	2	2	4	3	8	2	6	8	52	5%
Hartford Park	31	28	18	20	19	31	29	37	41	44	36	37	371	33%
Manton Heights	27	14	6	14	7	8	11	12	20	30	28	24	201	18%
Scattered Sites	2	0	0	0	0	0	1	2	2	6	3	2	18	2%
Subtotal	75	77	37	62	36	46	56	66	83	118	91	96	843	74%
Dexter Manor I/II	16	7	7	4	11	5	12	15	10	9	6	12	114	10%
Dominica Manor	3	5	3	7	5	3	4	0	1	5	3	5	44	4%
Carroll Tower	5	1	3	4	0	2	4	1	3	2	4	4	33	3%
Kilmartin Plaza	3	2	6	1	4	3	5	4	8	6	2	9	53	5%
Parenti Villa	7	0	2	2	3	3	5	6	4	3	4	9	48	4%
Subtotal	34	15	21	18	23	16	30	26	26	25	19	39	292	26%
Grand Total	109	92	58	80	59	62	86	92	109	143	110	135	1,135	100%
Percent	10%	8%	5%	7%	5%	5%	8%	8%	10%	13%	10%	12%	100%	

Source: PPD/Public Housing Unit and the PHA Monthly Management Report July 1995 - June 1996.

FIGURE 6: TOTAL POLICE RESPONSES ANALYSIS BY DEVELOPMENT FY 1996

Development	# of Occupied Units	Percent of Total Occupied Units	Police Responses	Percent of Total Police Responses
Chad/Ad	366	16%	190	17%
Roger Williams	39	2%	11	1%
Codding Court	67	3%	52	5%
Hartford Park	417	18%	371	33%
Manton Heights	321	14%	201	18%
Scattered Sites	169	7%	18	2%
Subtotal	1,379	60%	843	74%
Dexter Manor I/II	278	12%	114	10%
Dominica Manor	191	8%	44	4%
Carroll Tower	176	8%	33	3%
Kilmartin Plaza	102	4%	53	5%
Parenti Villa	191	8%	48	4%
Subtotal	938	40%	292	26%
Grand Total	2,317	100%	1,135	100%

FIGURE 7: POLICE RESPONSES DISTRIBUTION BY DEVELOPMENT FY 1996

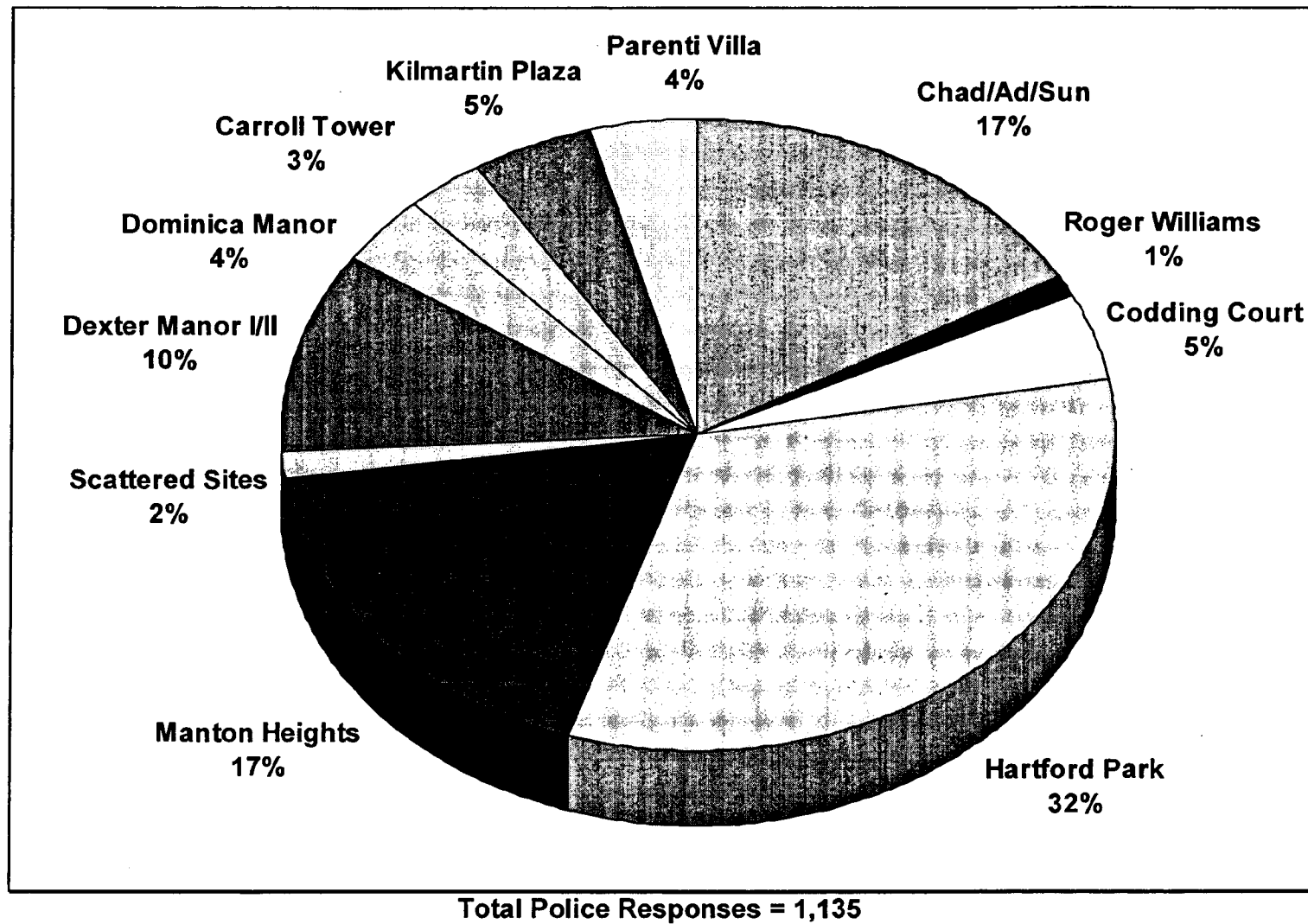


FIGURE 8: TOTAL ARRESTS FY 1996

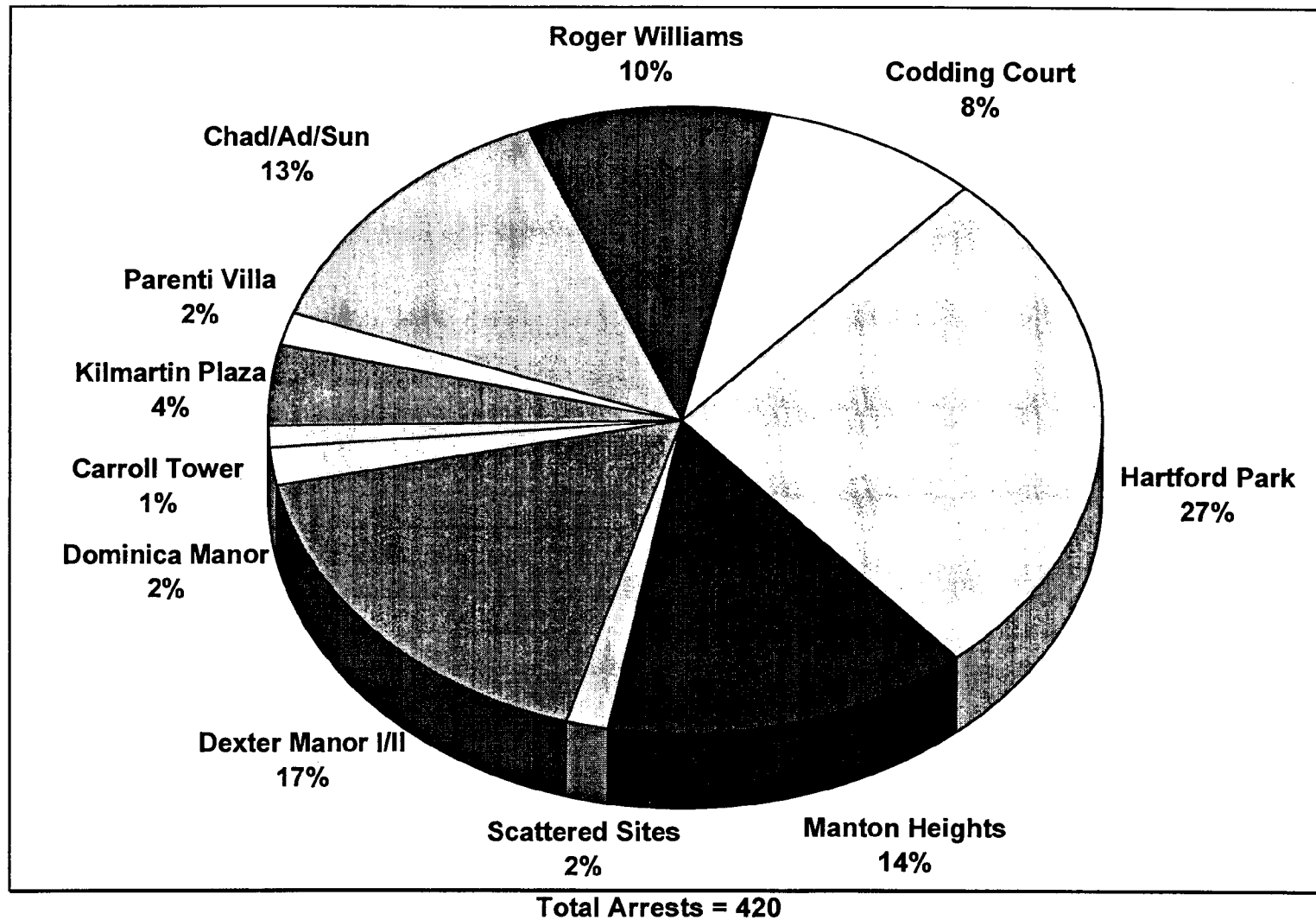
Development	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total	Percent
Chad/Ad/Sun	9	5	2	1	9	6	7	1	2	8	3	3	56	13%
Roger Williams	1	1	1	2	3	2	8	3	11	3	1	4	40	10%
Codding Court	3	1	0	2	1	3	1	0	10	5	3	6	35	8%
Hartford Park	6	8	2	7	15	7	7	3	8	26	4	20	113	27%
Manton Heights	7	8	2	17	2	0	3	4	4	4	2	6	59	14%
Scattered Sites	0	0	0	0	0	0	0	1	6	0	0	0	7	2%
Subtotal	26	23	7	29	30	18	26	12	41	46	13	39	310	74%
Dexter Manor I/II	6	6	11	0	11	3	1	17	10	3	2	3	73	18%
Dominica Manor	1	0	0	3	0	0	2	0	1	1	0	0	8	2%
Carroll Tower	1	1	1	0	0	0	0	0	0	1	0	1	5	1%
Kilmartin Plaza	0	0	0	5	2	2	6	1	0	0	0	1	17	4%
Parenti Villa	1	0	1	1	0	3	0	0	0	0	1	0	7	2%
Subtotal	9	7	13	9	13	8	9	18	11	5	3	5	110	26%
Grand Total	35	30	20	38	43	26	35	30	52	51	16	44	420	100%
Percent	8%	7%	5%	9%	10%	6%	8%	7%	13%	12%	4%	10%	100%	

Source: PPD/Public Housing Unit and the PHA Monthly Management Report July 1995 - June 1996.

FIGURE 9: ARRESTS ANALYSIS FY 1996

Development	# of Occupied Units	Percent of Total Occupied Units	Arrests	Percent of Total Arrests
Chad/Ad	366	16%	56	13%
Roger Williams	39	2%	40	10%
Codding Court	67	3%	35	8%
Hartford Park	417	18%	113	27%
Manton Heights	321	14%	59	14%
Scattered Sites	169	7%	7	2%
Subtotal	1,379	60%	310	74%
Dexter Manor I/II	278	12%	73	18%
Dominica Manor	191	8%	8	2%
Carroll Tower	176	8%	5	1%
Kilmartin Plaza	102	4%	17	4%
Parenti Villa	191	8%	7	2%
Subtotal	938	40%	110	26%
Grand Total	2,317	100%	420	100%

FIGURE 10: TOTAL ARRESTS DISTRIBUTION BY DEVELOPMENT FY 1996



SUMMARY OF CRIME/SECURITY DATA 1992-1996

The table below is a summary of criminal/security activity for all PHA developments combined for the fiscal years 1992 through 1996. The statistics indicate that all of the activities experienced an increase over the period except police responses and felony arrests. Criminal #3 work orders underwent the greatest increase of 189%. Narcotics arrests (+123%) and total arrests (+96%) also rose significantly. Total security work orders increased by 48%. Police responses decreased by 15% and felony arrests by 48% over the five year period.

FIGURE 11

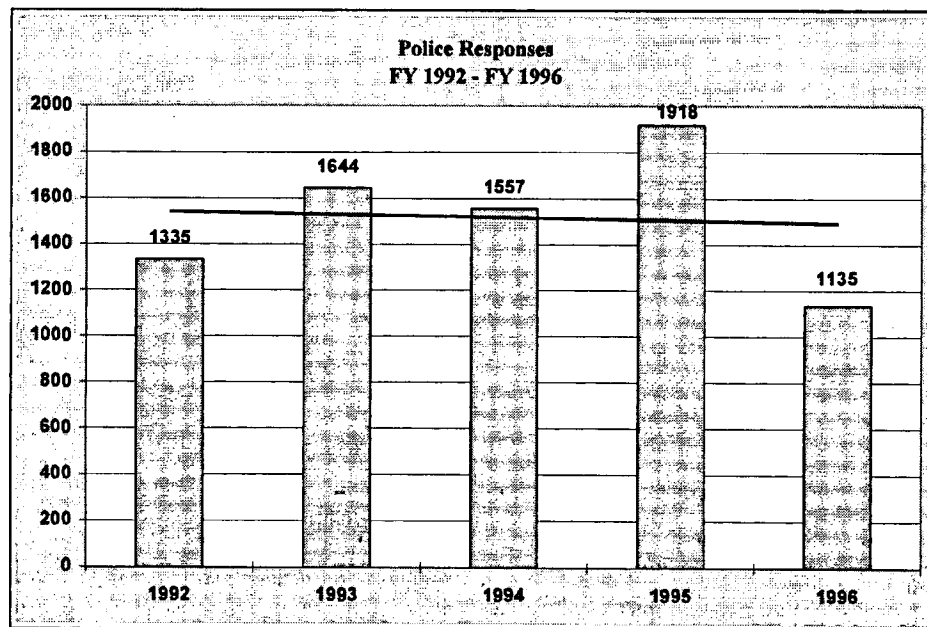
Five Year
Crime
Summary

Activity	FY 1992	FY 1993	FY 1994	FY 1995	FY 1996	% Change from 1992-1996
Police Responses	1,335	1,644	1,557	1,918	1,135	-15%
Total Arrests	214	324	252	496	420	+96%
Narcotic Arrests	22	73	64	94	49	+123%
Felony Arrests	27	18	26	30	14	-48%
Total Security Work Orders	2,001	2,101	1,715	2,381	2,970	+48%
Criminal # 3 Work Orders	642	744	647	1,390	1,855	+189%

The charts in this part of the report detail the six individual activities listed below for the fiscal years 1992 through 1996.

Police Responses

The charted data for police responses reveals a slightly decreasing linear trend over the five year span (-15%). The annual totals of police responses produce a mean of 1,518. The year of lowest activity was FY 1996 with 1,135 responses and the greatest amount occurred the previous year in FY 1995 with a total of 1,918 responses. As the bar graph depicts, police responses were on a general incline from 1992 to 1995, until the annual total dropped by a staggering 41% in 1996 and caused the linear trend to show a slight decrease over the five year duration.

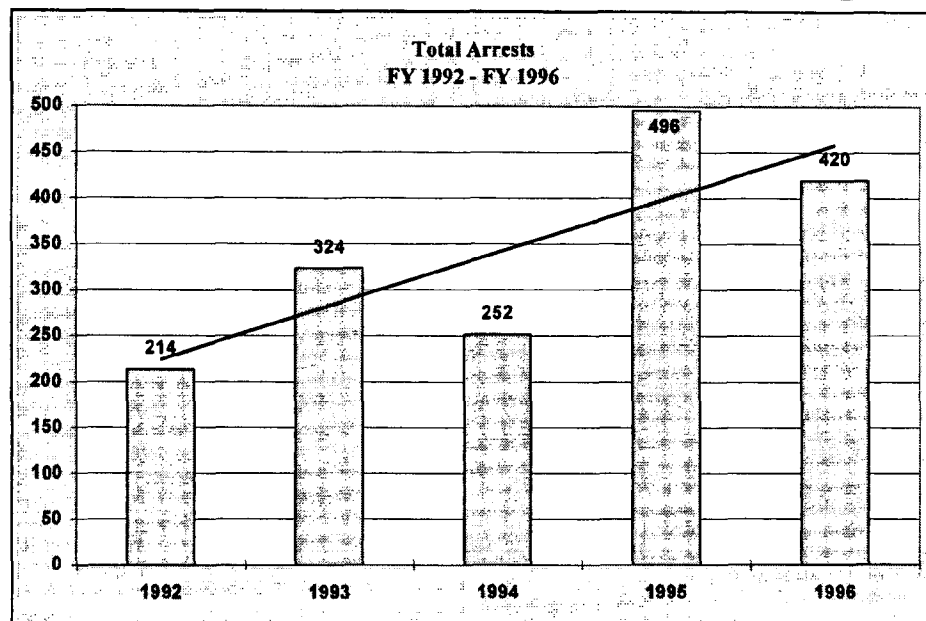

FIGURE 12

Total Police
Responses
FY 1992-96

FIGURE 13

Total Arrests
FY 1992-96

Total Arrests

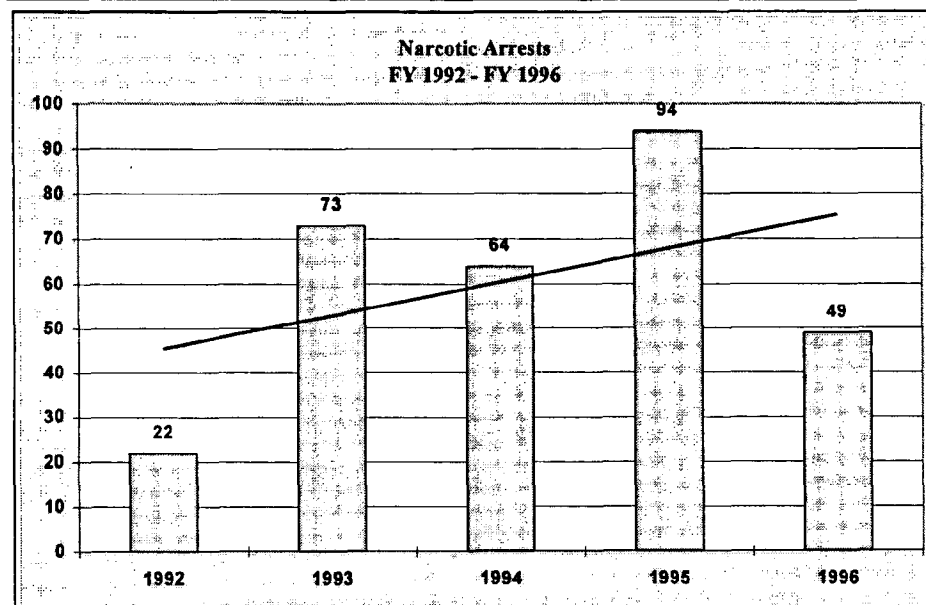


The linear trend for total arrests indicates a dramatic increase in activity over the period (+96%). As seen with the data from the police responses, activity dropped notably in FY 1994. This year the annual total fell again by 16%. The year with the least amount of total arrests was FY 1992 with 214 arrests and the greatest number of total arrests took place in FY 1995 with 496 arrests. The annual average produced by this data is 340 total arrests per year.

Narcotics Arrests

FIGURE 14

Total Narcotics
Arrests
FY 1992-96



Being that this criminal activity type experienced an overwhelming increase of 123% since FY 1992, it is no surprise that the linear trend for the annual totals of narcotic arrests rises dramatically across the chart. The fewest arrests (22) took place in FY 1992 and the greatest amount (94) took place in FY 1995. Again, there was less activity in FY 1994 and FY 1996 than in those years immediately preceding them and therefore these

annual totals deviate from the upward trend. . On average, there are 60 narcotics arrests at PHA developments each year.

Felony Arrests

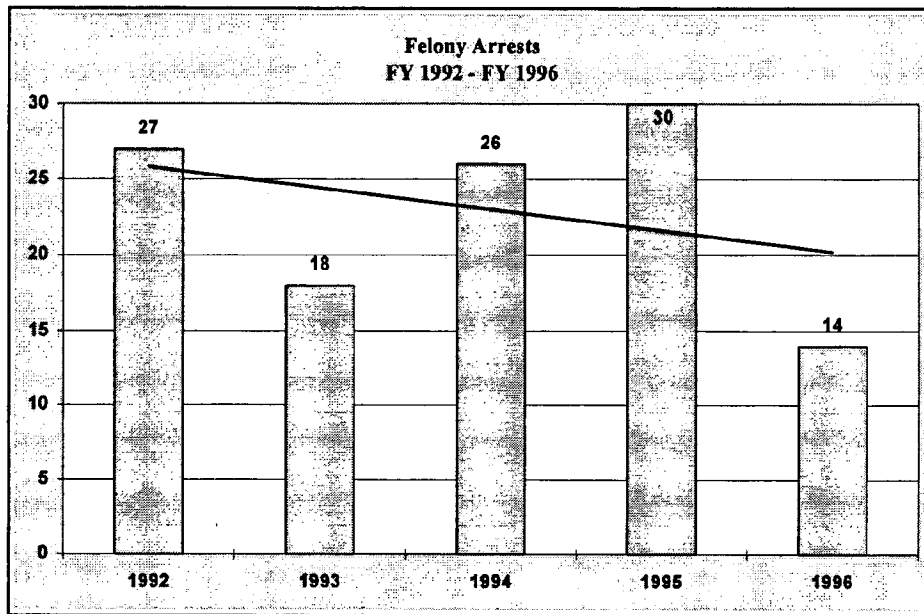


FIGURE 15

Total Felony
Arrests
FY 1992-96

The annual average for felony arrests over the five year period is twenty-three. Over the past five fiscal years annual totals have fluctuated erratically ranging from 14 in FY 1996 to 30 in FY 1995. Between FY 1995 and FY 1996, felony arrests have decreased by 53%. The trendline illustrates that felony arrests have experienced a downward trend, whereas prior to FY 1996 annual totals were on the rise in this arrest category.

Total Security Work Orders

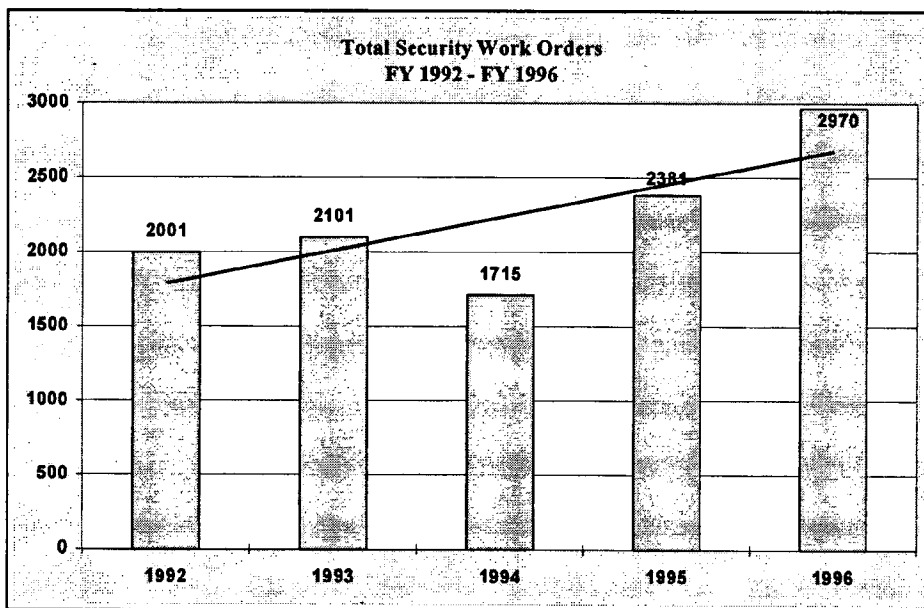


FIGURE 16

Total Security
Workorders
FY 1992-96

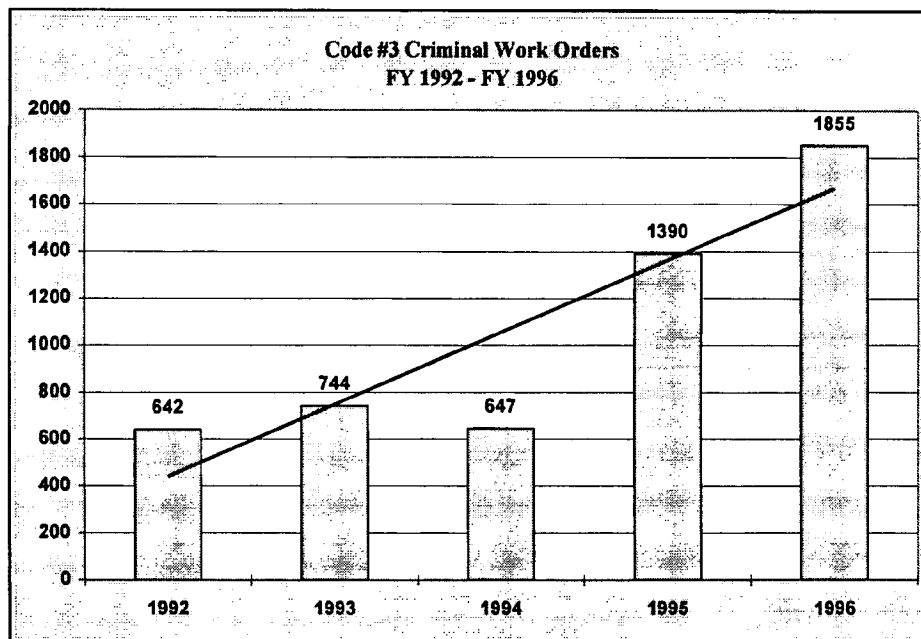
The chart for the total number of security work orders shows an inclined linear trend, reflecting the +48% change from FY 1992 to FY 1996. And once again, a low annual total for FY 1994 breaks the continuity of the upward scheme. The average number of

security work orders for the four year period is 2,234. FY 1996 had the greatest number of work orders (2,970) and FY 1994 had the fewest (1,715).

Criminal Code #3 Work Orders

FIGURE 17

*Total Code #3
Workorders
FY 1992-96*



Being the criminal activity type to have experienced the greatest increase (+189%) over the period, it is no surprise that the linear trend for the annual totals of narcotic arrests rises dramatically across the chart. The lowest number of criminal work orders (642) occurred in FY 1992. By 1996, that figure almost tripled when the annual total reached an overwhelming 1,855 and marked the greatest amount of total work orders for five year duration.

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